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Annual performance report for 2023

Draft decision*

The Board approves the annual performance report for 2023 (WFP/EB.A/2024/4-A/Rev.1), noting that it provides a record of WFP's performance for the year and its progress towards the objectives identified in the strategic plan for 2022–2025 and the corporate results framework. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/RES/2013/5 of the United Nations Economic and Social Council and to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2023 be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization, along with the present decision and the Board's decisions and recommendations for 2023.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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Foreword by the Executive Director

As WFP marked its 60th year, our mission to end hunger had never been more urgent, or more challenging. In 2023, more than 300 million people faced acute hunger as a result of new and protracted conflicts, the global climate crisis, the economic aftershocks of the coronavirus pandemic, and food and energy price inflation. In a world committed to ending hunger, more than 47.3 million children, women and men faced starvation without life-saving assistance.

However, as many donor governments reduced international aid budgets to focus on domestic priorities, global humanitarian funding levels failed to keep pace with these dire needs. At the same time, WFP faced significant restrictions on access, and increased costs in delivering assistance to the most vulnerable communities around the world.

To adapt to these new realities confronting the entire humanitarian sector, WFP launched an organizational restructuring exercise in 2023 to power a more efficient, strategic and focused approach to our vital work.

Implementation of this ambitious agenda for change is ongoing. It is designed to bolster coordination and collaboration across teams and break down silos. It refines roles, responsibilities, and accountabilities, to ensure HQ is providing seamless guidance, technical support, and management oversight to our country offices. And it reinforces efforts to cut bureaucracy, to boost agility and allow our frontline teams do what they do best: deliver lifesaving assistance to people in need.

This annual performance report reviews WFP's progress in achieving its vital mission and mandate: to reduce food insecurity and malnutrition, build resilience, and deliver lasting solutions to hunger.

In 2023, WFP's dedicated country teams and partners rose to the challenge, reaching 152 million people with essential aid. Capitalizing on our deep field presence, advance planning and worldclass supply chains, we excelled in flexible and rapid responses, in many cases delivering life-saving food assistance within 24 hours of the onset of a crisis. Our global logistics network continued to serve the wider humanitarian system, supporting deliveries for over 1,400 partners and transporting over 410,000 passengers.

As always, our teams responded to complex new emergencies, such as those which took hold in Gaza and the Sudan in 2023, as well as the many protracted crises where we have stayed and delivered for many years.

This vital work was made possible by the generous contribution of USD 8.3 billion from donors, international financial institutions, private foundations and individuals. WFP's focus on broadening our support paid off: we were able to increase the share of flexible funding, further diversify WFP's donor base and exceed the annual target for private sector support, particularly from individuals and philanthropists.

However, despite exploring all resourcing opportunities, humanitarian needs continued to outstrip available resources. In response, we focused on maximizing the impact of every donation and adopting more efficient and strategic ways of working.

WFP left no stone unturned in the search for greater efficiencies and innovative solutions: using models to simplify and improve the delivery of food to schools, creating smarter planning systems to increase the efficiency of our global supply chains, and developing a geospatial tool to achieve more accurate, cost-effective targeting of vulnerable communities, to give just three examples. Initiatives such as these generated more than USD 256 million in efficiency gains in 2023.

Throughout the year, many country offices were forced to significantly reduce the assistance provided to hungry people. WFP responded by strengthening its robust targeting, prioritization, monitoring and risk assurance systems and processes in order to stretch limited funds even further, assist the people in greatest need, and better assess improvements to their lives and livelihoods.

A new cash policy was approved in June to reinforce WFP's global leadership in the delivery of humanitarian cash assistance in ways that most effectively meet people's needs. For example, our team in Somalia provided pre-emptive cash transfers along with weather warnings, helping thousands of families in flood zones to move to safety and purchase the food and essential items they needed to survive.

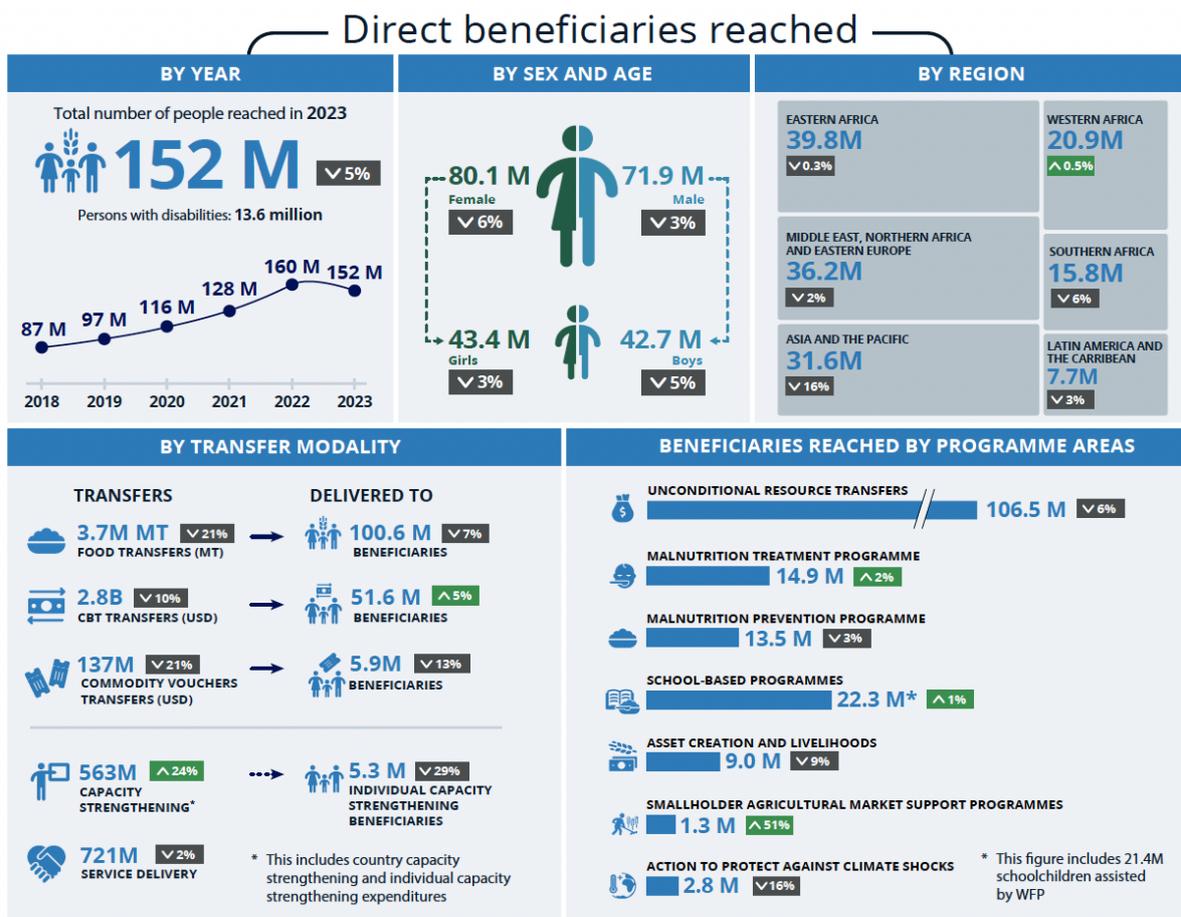
WFP also maintained its global leadership in school-feeding. We continued to provide the secretariat of the School Meals Coalition, working with governments to increase their policy and funding commitments to national school meals programs. During 2023, healthy meals and snacks provided by WFP and its partners helped to secure the future of 21.4 million girls and boys, with proven benefits to nutrition and food security, educational outcomes, local agriculture and economies, and gender equality.

To address the root causes of hunger, we helped vulnerable communities to build resilience, adapt to climate change, and access government social protection services. Our community and household asset creation programs enabled 8.5 million people to restore degraded lands and ecosystems, improve crop production and yields, access markets and increase women's participation in the labor market.

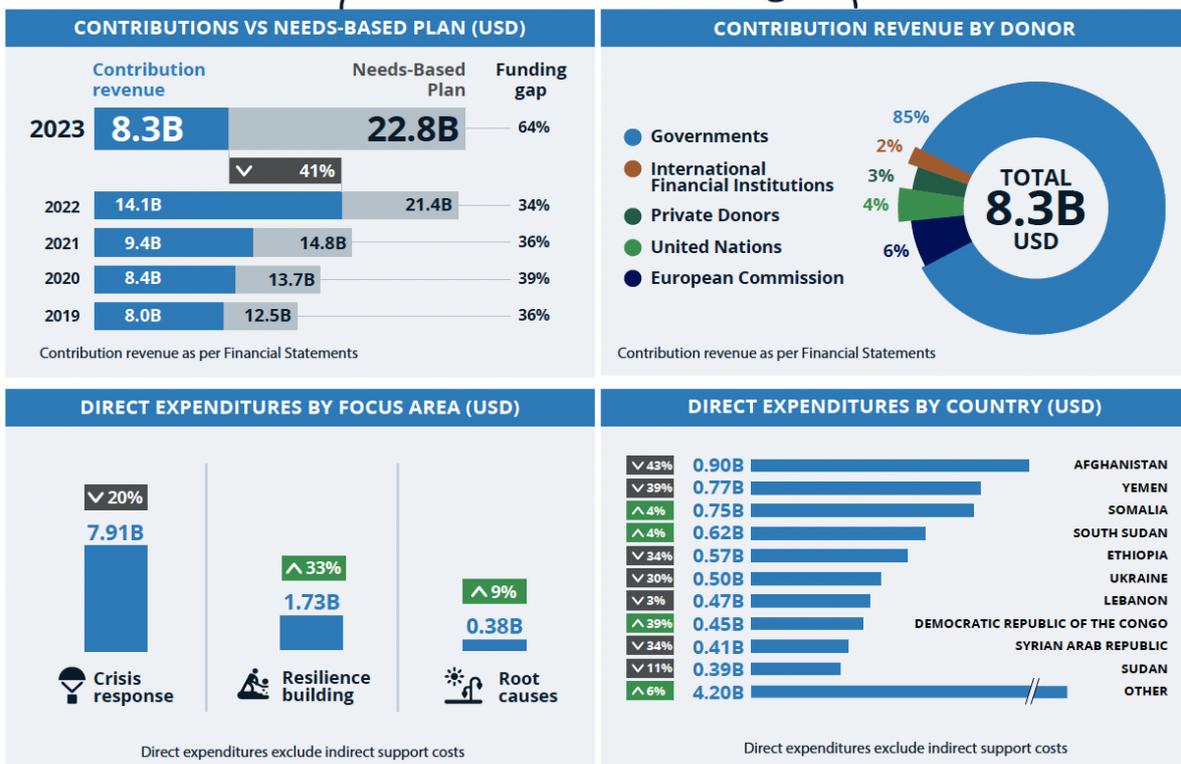
Sometimes, WFP's vital work demands a painful human price. In 2023, it was especially high, as we mourned six WFP employees who were tragically lost while dedicating their lives to saving others: Osman Ali, Dieudonne Dradri, Yousif Elzein, Levent Kucukaslan, Moayad Saeed Hameidi Naser, and Marso Mohammed Siddig. They were true humanitarians and we will never forget them.

WFP exists to bring help and hope to people in places where they are hard to find. This is what motivates and inspires our incredible global team of dedicated women and men to come to work every day. We have the solutions to stop hunger in its tracks, as long as we have the funds required to deliver them. This is why we will continue working tirelessly to rally the resources and the resolve needed to evict hunger from the world stage, and nourish the hope of millions for a more secure and stable future.

Figure 1: WFP 2023 reach at a glance



Finance and funding



▲ X% Percentage increase from 2022 ▼ X% Percentage decrease from 2022

Executive summary

Overview

WFP and partners delivered assistance to more than 152 million people in 2023, despite humanitarian access challenges, significant funding shortfalls and operational and supply chain constraints. This annual performance report marks the first year of reporting against WFP's corporate results framework¹ and against the expected results articulated in the management plan for 2023–2025.²

Part I: Introduction

Following the global food crisis of 2022, acute food insecurity levels remained very high in 2023 because of new and persistent conflicts, weather extremes and global economic shocks. In the 78 countries where WFP had an operational presence and data was available, an estimated 333 million people were affected by acute hunger. Of this total, an estimated 47.3 million people were at emergency or worse levels of acute food insecurity. The global shortfall in funding forced all humanitarian agencies, including WFP, to prioritize the most urgent, life-saving needs.

Part II: Funding and expenditures

WFP received USD 8.3 billion in 2023 against its approved needs-based plan of USD 22.8 billion, resulting in the organization's highest recorded funding shortfall of 64 percent. While contributions received in late 2022 sustained operations in early 2023, overall expenditures during the year decreased by 13 percent compared to 2022, with five of the ten largest country operations experiencing a reduction of more than 30 percent.

WFP's continuous efforts to diversify the source and nature of its funding paid off. In 2023, the share of total contributions from all but the top ten donors grew from 15 percent in 2022 to 22 percent; 14 percent of WFP's total 2023 contributions, equal to USD 1.18 billion, was received as flexible funding compared with 9.2 percent in 2022; WFP received USD 904 million in multi-year funding; and the organization exceeded the annual target for private sector support, particularly from individuals and philanthropists – USD 272 million was raised from the private sector, exceeding the target by USD 22 million. These funding sources, leveraged through WFP's advance financing mechanisms, were vital in helping the organization to implement immediate life-saving responses to emergencies and mitigate the impact of funding gaps and pipeline breaks.

Part III: Programme performance

Of the 152 million people reached globally in 2023, 80 million were women and girls and 72 million were men and boys. The majority lived in conflict-affected countries. Seventy percent of people assisted received unconditional resource transfers: nearly 3.1 million mt of food and USD 2.4 billion in cash or vouchers were delivered to people during the year unconditionally. All WFP programmes contributed towards one or more of WFP's five strategic outcomes and the related corporate high-level targets. Country offices faced enormous challenges balancing funding shortfalls against rising needs, which forced WFP to reduce the size and duration of its assistance and scale back operations as part of efforts to prioritize those most in need of life-saving support. Overall, WFP's results therefore show mixed performance against strategic outcomes 1 and 2, while the organization surpassed most of its targets under the remaining

¹ "WFP corporate results framework (2022–2025)" (WFP/EB.1/2022/4-A/Rev.1).

² "WFP management plan (2023–2025)" (WFP/EB.2/2022/5-A/Rev.1).

strategic outcomes which, while a smaller proportion of overall activity, tend to attract more stable funding.

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs. Under this strategic outcome and related high-level targets, WFP aims to bring the number of countries with populations experiencing famine to zero, reach a greater proportion of acutely food-insecure people and malnourished women and children, provide nutritionally adequate food rations and cash assistance to cover essential needs, and deliver assistance within 72 hours of a new crisis. Resources available under this strategic outcome reached 45 percent of operational requirements, reducing WFP's capacity to effectively meet the high level of global acute food and nutrition needs. Alongside funding constraints, rising prices and humanitarian access challenges resulted in mixed overall performance against this strategic outcome and related high-level targets.

Five countries – Burkina Faso, Mali, the State of Palestine, Somalia and South Sudan – had populations experiencing catastrophe/famine conditions in 2023 compared with the target of zero countries. The proportion of acutely food-insecure people worldwide who received emergency assistance from WFP reached 31 percent against the target of 44 percent. This result indicates that the increase in the number of acutely food-insecure people in 2023 was significantly greater than the number of people receiving WFP's emergency assistance.

In 2023, 46 percent of the women and children that WFP intended to reach through programmes that prevent and treat wasting – a life-threatening form of acute malnutrition – benefited from these services. Programmes to treat malnutrition reached 74 percent of targeted pregnant and breastfeeding women and girls and 37 percent of children under 5 years of age in need. Funding shortfalls hindered WFP efforts to deliver adequate nutrients through its food distributions, as country offices opted to reduce rations rather than exclude people from emergency assistance programmes; against a target of 50 percent, only 3 percent of WFP's food transfers were fully nutritionally adequate, and the calorie and micronutrient content of the rations distributed also fell significantly short of the target during the year. WFP implemented cash-based operations that responded to people's essential needs in 32 countries, exceeding the target of 25 countries, and transferred USD 588 million to 4.3 million people, 54 percent of whom were women. By responding to 47 sudden-onset emergencies with a global median transfer response time of 24 hours, WFP exceeded the 2023 target of responding within 72 hours.

Strategic outcome 2: People have better nutrition, health and education outcomes. This strategic outcome and related high-level targets aim to address the immediate and underlying causes of malnutrition and ensure that all hungry children have access to nutritious school meals. All but one of the related targets were achieved at 80 percent or more. WFP provided 48.4 million beneficiaries with improved health, nutrition and education services, meeting 83 percent of its target. A total of 27 million women and children benefited from WFP services to prevent and treat malnutrition during the first 1,000 days of life through prevention programmes in 53 countries and treatment programmes in 34 countries. Although WFP was able to maintain its life-saving treatment programmes, it was unable to meet the target due to large funding gaps and ration cuts in many countries. An estimated 107 million children received school meals from programmes implemented by governments or partners with technical support from WFP, 118 percent of the target. WFP worked with governments to directly reach 21.4 million schoolchildren, of whom 48 percent were girls, in 61 countries – an increase of 1.4 million children compared with 2022, representing 89 percent of the target. However, only 32 percent of national school feeding programmes in surveyed countries delivered a comprehensive package of four or more school health and nutrition services with support from WFP and partners, compared with the target of 61 percent. This decrease was attributed to the

slow recovery of national school feeding programmes from the effects of the coronavirus disease 2019 pandemic.

Strategic outcome 3: People have improved and sustainable livelihoods. WFP met or exceeded its targets on helping people to build more resilient livelihoods, create or restore critical assets, obtain essential skills, obtain improved access to markets and anticipate and respond to climate-related shocks. WFP assisted 19.9 million people in developing more resilient livelihoods in 2023, against a target of 20 million people. WFP's asset creation and livelihoods and skills training activities helped 9.0 million people to strengthen their resilience to shocks, representing 77 percent achievement of the target. Another 1.3 million smallholder farmers in 44 countries benefited from WFP activities to promote systemic changes along the value chain and improve their access to markets, exceeding the target by 34 percent. WFP provided financial protection from climate hazards to 9.2 million people by implementing anticipatory mechanisms and climate risk insurance. This result surpassed the target by 42 percent.

Strategic outcome 4: National programmes and systems are strengthened. WFP exceeded all targets related to strengthening national emergency preparedness and response, social protection and food security programmes and systems, including through South-South and triangular cooperation arrangements. Programmes and systems were strengthened in 69 countries with WFP support, surpassing the target of 52 countries by 33 percent. Similarly, 58 countries were better prepared for and able to respond to emergencies through national emergency preparedness and response systems, exceeding the target by 81 percent. WFP supported national social protection systems in 55 countries, two countries more than the target, and indirectly reached 834.5 million beneficiaries.

WFP contributed to making food systems more sustainable and resilient in 47 countries, exceeding the target by 18 percent. In 2023, 65 countries committed or increased their commitments to school feeding programmes in their national policies, exceeding the target by more than 60 percent.

Strategic outcome 5: Humanitarian and development actors are more efficient and effective. WFP met or exceeded all targets related to the provision of services or solutions to humanitarian and development actors. "Mandated" and/or "on-demand" services were provided by WFP to 83 countries, surpassing the target of 50 countries. WFP met its 100 percent target of responding to United Nations country team requests for mandated services and exceeded the target for provision of on-demand services and advisory solutions to humanitarian and development partners by 64 percent. Supply chain services were delivered to 1,442 partners through the WFP-managed United Nations Humanitarian Air Service, the United Nations Humanitarian Response Depot network and the logistics cluster; such services included dispatching 48,406 m³ of relief items and support equipment on behalf of 44 partners. Overall, WFP exceeded the 80 percent target for satisfaction of partners by 9 percentage points.

WFP provided on-demand supply chain services valued at USD 131.2 million to 159 clients in 42 countries, including storage and transport of 421,773 mt of food and non-food items, cash transfers services to United Nations and non-governmental organizations and government-to-people payment services. To complement operations, ensure sustainability and support building the resilience of local communities, WFP reinforced capacity-strengthening partnerships with governments and other actors.

Part IV: Management performance

Key performance indicators show progress against the seven management results established in the corporate results framework for 2022–2025. Overall, WFP fully or partially achieved 44 out of 59 corporate key performance indicators across its seven management results.

WFP's overall performance under **management result 1: effectiveness in emergencies** is measured through five corporate key performance indicators; four of these were fully achieved. WFP activated four corporate scale-up responses, continued to manage two emergency scale-up responses and provided 25 corporate attention countries with dedicated support to prepare for and respond to emergencies. Of the 45 countries listed in the corporate alert system two consecutive times, 57 percent received funding from the Immediate Response Account. WFP significantly advanced its real-time food security monitoring capabilities in 34 countries and increased the diversity and quality of climate and Earth observation datasets, enabling regional and country offices to better estimate the number of people likely to be affected by extreme weather events.

Strategic workforce planning under **management result 2: people management** helped WFP to forecast the evolving size and structure of its workforce and contributed to the organizational realignment exercise. Eight of 11 corporate key performance indicators under this management result were achieved or on track to being achieved, and WFP exceeded the target number of employees on long-term contracts. WFP implemented new mandatory e-learning courses on "Ethics at WFP" and "Prevention of fraud, corruption and sexual exploitation and abuse", and required all cooperating partners registered in the United Nations Partner Portal to complete an online assessment of their capacities for protection from sexual exploitation and abuse.

Under **management result 3: engage in effective partnerships**, achievements included the signing of a new memorandum of understanding between the Rome-based agencies to strengthen joint activities in areas such as food systems, resilience, climate change and gender, and – through joint efforts with the Office of the United Nations High Commissioner for Refugees – the provision of support to nine country offices and two regional bureaux to improve programme design, targeting, prioritization, accountability and protection activities for forcibly displaced people. The United Nations Booking Hub expanded partnerships to 17 United Nations agencies, served nearly 3 million clients in 115 countries and signed 25 agreements to support carpooling.

To address the increasing gap between resource requirements and funding levels under **management result 4: effective funding for zero hunger**, WFP established 23 impact partnerships with global private sector partners and increased the amount and long-term nature of private sector contributions. WFP received USD 34.6 million in additional contributions from long-term private donors for school meals, emergency response and employment opportunities for young people in Africa. WFP's advocacy and communications initiatives also helped to broaden its funding base. In 2023, WFP again scored the highest ranking of 99 percent on the International Aid Transparency Initiative index.

Under **management result 5: evidence and learning**, in 2023, WFP launched new guidance, tools, automated data collection systems, and planning and budgeting templates to strengthen its monitoring function and implemented related capacity-building activities. Measurement frameworks were further strengthened through the introduction of 44 new indicators, including on cross-cutting priorities.

WFP closed 90 percent of the outstanding recommendations of the Joint Inspection Unit and closed 46 percent of the External Auditor recommendations, including most of those issued between 2017 and 2020. The Office of Internal Audit completed 26 assurance and advisory engagements.

Activities to improve data governance and implement a new information technology delivery process were prioritized in 2023 under **management result 6: leverage technology** to increase the efficiency of WFP's operations. WFP improved beneficiary management by introducing self-registration forms for beneficiaries. As part of WFP's strengthened assurance efforts an in-kind distribution module was piloted to address challenges regarding potential food diversion in Ethiopia; the module digitalized processes at final distribution points and established a reliable audit trail throughout the food distribution cycle. In September 2023, WFP's Global Payments Solution Service Centre, which aims to centralize 70 percent of its accounts payable functions and alleviate the workload of field offices, was opened in Budapest.

WFP launched the innovation guidance manual under **management result 7: leverage innovation** to provide programme officers and country offices with practical information, resources and tools for incorporating innovation into their work. WFP's innovation efforts reached 60.7 million individuals globally compared with 37 million in 2022 and 74 innovation projects were implemented.

Between 2021 and 2023, WFP's innovative digital payment solution was used to promote people's financial inclusion and reduce costs and risks. After using a new system for planning procurement and storage of commodities, WFP reduced the time taken to plan the replenishment of corporate inventory from two weeks to two days in one regional bureau. WFP's humanitarian innovation programme supported initiatives in artificial intelligence, data science, space technology, health technology and logistics. WFP and aviation partners piloted the use of unmanned aircraft systems for airdrops to deliver humanitarian aid accurately and promptly to inaccessible, high-risk areas.

In August 2023, the Executive Director launched an internal review of WFP's organizational structure, to ensure that WFP can address the current challenges facing operations more effectively and adapt to the new reality of rising humanitarian needs combined with declining funding. The reorganization realigned WFP's headquarters structures to enhance support to country offices, strengthen the duty of care to WFP's people, promote innovation and digitalization and enhance partnership engagement, including with the private sector.

Following discoveries of post-distribution food diversions in early 2023, WFP created a high-level task force and reviewed its existing assurance, control and risk escalation processes across the organization to **mitigate corporate risks**. After the review identified 31 countries with higher risk levels to support, WFP launched the **global assurance project** to ensure more focused, effective assurance across its operations through planned enhancements in targeting, monitoring and community feedback mechanisms, identity management, cooperating partner management and end-to-end commodity management. WFP issued revised minimum monitoring requirements and standard operating procedures and launched a monitoring costing tool and a system for escalating identified issues. Allocations from the programme and administrative support and multilateral funds were made available to country offices in mid-2023 to support some initial investments in their reassurance action plans.

Under the five critical corporate initiatives carried out in 2023, 59 percent of the key performance indicators were fully achieved and 37 percent were partially achieved. Sixty percent of expenditures were attributed to management result 2 and 11 percent to management result 5. All critical corporate initiatives were approved for continuation into 2024 and their workplans will be updated to address areas of under-achievement.

1. Part I: Introduction

1.1 Global context in 2023: Conflicts, the climate crisis and global economic conditions drove record levels of hunger

1. In 2023, following the global food crisis of 2022, acute food insecurity levels remained very high as a result of conflicts, weather extremes and persistent economic distress.³ In the countries where WFP had an operational presence, an estimated 333 million people were affected by acute hunger.⁴ Although the prevalence of acute food insecurity decreased compared with 2022, it remained significantly higher than in the years prior to the coronavirus disease 2019 (COVID-19) pandemic.⁵ An estimated 47.3 million people were at “emergency” or worse levels of acute food insecurity,⁶ with 705,000 of those people projected to face catastrophic conditions, including 577,000 people in Gaza alone.⁷
2. Worldwide, many people were chronically undernourished as a result of poverty, inequality, urbanization and gender discrimination. Chronic hunger affected up to 783 million people, and 45 million children under 5 years of age suffered from acute malnutrition.⁸ In all regions, particularly in rural areas, more women were affected by food insecurity than men owing to women’s limited agency and unequal access to household assets, jobs and income.⁹ In the ten countries most affected by food crises in 2023, an estimated 6 million children faced hunger, a 32 percent increase compared with 2022.¹⁰ These trends indicate that efforts to achieve Sustainable Development Goal (SDG) 2 – on zero hunger – of the 2030 Agenda for Sustainable Development are not on track.
3. Conflict, including its escalation in the State of Palestine, remained a main driver of hunger worldwide. Seven out of ten acutely food-insecure people were living in fragile or conflict-affected situations.¹¹ All five countries where famine-like conditions were projected in 2023 – Burkina Faso, Mali, the State of Palestine, Somalia and South Sudan – were experiencing high levels of armed violence. Conflict-induced displacement continued to increase: 110 million people were forcibly displaced or stateless as of mid-2023, of whom 65.2 million were internally displaced.¹²

³ Acute food insecurity is defined as phase 3 (“crisis”) or above in the Integrated Food Security Phase Classification/Cadre Harmonisé or comparable scales.

⁴ WFP. 2023. *WFP Global Operational Response Plan 2023: Update #9*. This figure is based on available data from 78 countries in which WFP operates.

⁵ *Ibid.* Acute food insecurity affected 184 million more people than in early 2020, representing an increase of 123 percent.

⁶ This number includes people in Integrated Food Security Phase Classification/Cadre Harmonisé phase 4 and above in 54 countries, and those identified as being severely food-insecure according to calculations based on WFP’s consolidated approach for reporting on food security indicators.

⁷ In 2023, some population groups in Burkina Faso, Mali, the State of Palestine (Gaza), Somalia and South Sudan were projected to be in Integrated Food Security Phase Classification/Cadre Harmonisé phase 5.

⁸ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children’s Fund, WFP and World Health Organization. 2023. *The State of Food Security and Nutrition in the World 2023. Urbanization, agrifood systems transformation and healthy diets across the rural-urban continuum*. Chronic hunger is measured in terms of the prevalence of undernourishment within a population (see *ibid*, pages xvi and 14).

⁹ *Ibid.*

¹⁰ ReliefWeb. 2023. *2023 In Review: Nearly 16,000 children a day plunged into hunger in top 10 worsening food crises – Sudan*.

¹¹ WFP. 2023. *WFP Global Operational Response Plan 2023: Update #9*.

¹² Office of the United Nations High Commissioner for Refugees. 2023. *Mid-year trends 2023*.

4. The year 2023 was characterized by a challenging global economic environment. Global economic growth remained well below the historical average, the value of many currencies fell precipitously and nearly 60 percent of low-income economies were in or at high risk of falling into debt distress, partly because high interest rates increased debt servicing costs.¹³ Although international food prices eased substantially, food price inflation remained high in many places.¹⁴
5. The effects of the climate crisis on the global food system intensified in 2023, which was the warmest year ever recorded. The onset of an El Niño weather phenomenon in July resulted in severe weather events, including extreme heat and wildfires, which had negative effects on agriculture in the northern hemisphere. El Niño-induced droughts in Central America and northeast Ethiopia led to record rainfall and extensive flooding in southern Ethiopia, Kenya and Somalia. Other extreme weather events included unprecedented flooding in South Sudan, Cyclone Mocha in Myanmar and floods in Libya. Cyclone Freddy, the longest-lasting and most powerful cyclone ever recorded, devastated southeast Africa, displacing more than 900,000 people in three countries.¹⁵
6. The compounded effects of the three main drivers of hunger became increasingly apparent in 2023. For example, fragile and conflict-affected states were found to experience more severe, longer-lasting economic shocks related to climate change than other countries.¹⁶ The adverse effects of conflict and violence on the global economy were equivalent to the loss of 12.9 percent of global gross domestic product.¹⁷ As a result of these combined effects, global humanitarian needs reached record levels. At the same time, the shortfall in funding for the 2023 global humanitarian appeal was projected to be the worst since 2012, forcing all humanitarian agencies to prioritize efforts to address the most urgent, life-saving needs.¹⁸

¹³ International Monetary Fund. 2023. *World Economic Outlook: Navigating Global Divergences*; International Monetary Fund. 2024. *World Economic Outlook Update: January 2024*; Trading Economics. <https://tradingeconomics.com/currencies>.

¹⁴ Food and Agriculture Organization of the United Nations. 2024. *World Food Situation – Food Price Index*; Trading Economics. *Food Inflation*.

¹⁵ United Nations Office for the Coordination of Humanitarian Affairs. 2023. *Southern Africa: Snapshot of Tropical Cyclone Freddy's Impact (February–March 2023)*.

¹⁶ International Monetary Funds. 2023. *Climate Challenges in Fragile and Conflict-Affected States*.

¹⁷ United Nations Office for the Coordination of Humanitarian Affairs. 2023. *Global Humanitarian Overview 2024*.

¹⁸ *Ibid.*

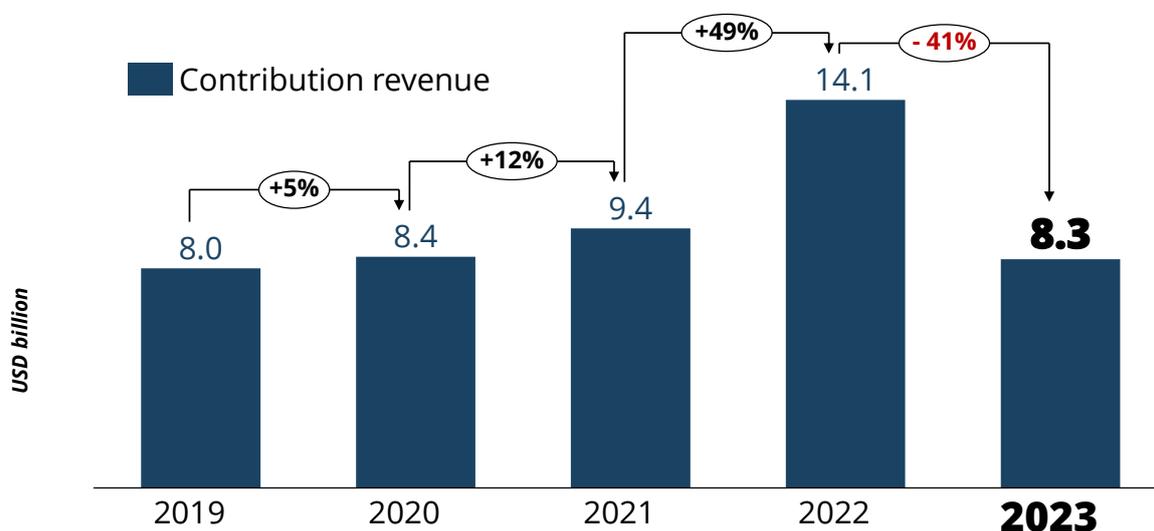
2. Part II: Funding and expenditures

2.1 Overview of WFP's financial position, financial needs and funding mechanisms

Funding returned to pre-COVID-19 levels

7. In 2023, WFP received USD 8.3 billion against approved needs-based plan of USD 22.8 billion,¹⁹ resulting in the organization's highest recorded shortfall, at more than 60 percent. The shortfall forced WFP to prioritize life-saving assistance at a time when acute hunger was at near-record levels globally. Direct expenditures totalled USD 10 billion in 2023, exceeding contributions received during the year, with unspent balances carried forward from 2022 helping to sustain WFP operations and assist more than 152 million people.
8. Figure 2 shows the trend in contribution revenue from 2019 to 2023.

Figure 2: WFP contribution revenue and annual percentage change, 2019–2023 (USD billion)



9. WFP's funding base consists of partnerships with national governments, international financial institutions, the private sector and United Nations and thematic funds. Overall, WFP relies on a small number of donors for most of its resources. Progress was made in diversifying the sources of contributions, as reflected in an increase in the share of total contributions from the group comprising all but the top ten donors, which grew from 15 percent in 2022 to 22 percent in 2023.
10. WFP signed agreements with 37 host²⁰ governments for a total value of USD 577 million to support national development priorities in 2023 – of which USD 475 million was provided by international financial institutions as funds channelled through host governments.²¹ In addition, the organization also received direct contributions of

¹⁹ The final budget reflected in Statement V of WFP's 2023 annual audited accounts is USD 22.1 billion. The difference between this and approved needs-based plan is due to the treatment of indirect support costs.

²⁰ A host government is the government of a country in which WFP has an operational presence.

²¹ Funding for 34 of the agreements, valued at USD 475 million, was sourced from the World Bank, the Asian Development Bank, the African Development Bank, the Inter-American Development Bank, the International Monetary Fund, the Islamic Development Bank or the International Fund for Agricultural Development.

USD 159 million²² from international financial institutions to fund country-owned programmes in countries with no internationally recognized government. Overall, contributions from international financial institutions amounted to USD 635 million. The decrease from USD 712 million in 2022 is attributed to delayed or halted negotiations on agreements in a few countries.

11. WFP raised USD 272 million from the private sector – private foundations and charities and non-governmental organizations (NGOs), corporate foundations and individual supporters, including those making philanthropic contributions – exceeding the annual target of USD 250 million. Of total private sector contributions, USD 45.4 million, or 17 percent, was received as flexible funds and USD 81 million was for WFP's emergency responses, illustrating the importance of the private sector in supporting life-saving operations.

Spotlight on private sector funding in 2023

Private foundations and charities continued to provide funding for innovative approaches, contributing a total of USD 61 million in 2023, including USD 10 million from the Bill & Melinda Gates Foundation for accelerating the development of innovative solutions for food fortification, data use, digital financial inclusion and agricultural development.

WFP continued to foster long-term partnerships with corporations and corporate foundations, leveraging their technology, expertise and reach and raising USD 96 million. Supporting WFP's digital transformation strategy since 2017, the partnership with Palantir Technology was renewed in 2023, ensuring continued technical support for projects that enable informed, rapid and cost-effective decision making throughout the organization.

WFP also continued to attract individual supporters from around the world, receiving USD 115 million in donations from this source – USD 107 million through individual giving (wfp.org), the ShareTheMeal platform and friends' organizations, and USD 8 million from philanthropic contributions. By the end of 2023, there were 687,936 active supporters registered on the ShareTheMeal and wfp.org platforms.²³ Since its inception, users of ShareTheMeal have shared more than 207 million meals, while the individual giving platform has raised more than USD 100 million since 2020. In addition, an anonymous philanthropist donated USD 2.2 million to WFP's nutrition trust fund for malnutrition prevention activities in Burundi, Mozambique and Somalia.

12. Compared with 2022, funding from the United Nations Central Emergency Response Fund (CERF) decreased by 6 percent in 2023 and funding from other United Nations pooled funds and entities by 31 percent. WFP was the largest recipient of CERF funding, accounting for 24 percent of total allocations from CERF in 2023. Funding from CERF allowed WFP to respond rapidly to crises in 32 countries, including Afghanistan, Honduras, Kenya, the Sudan and the Syrian Arab Republic.²⁴
13. WFP supported five governments in securing approximately USD 36 million from multilateral climate funds to implement national climate change adaptation priorities – USD 26 million from the Adaptation Fund and USD 9.7 million from the Green Climate Fund.

²² This figure does not include direct contributions of USD 26 million from the Adaptation Fund and USD 9.7 million from the Green Climate Fund which fall under the category of multilateral climate funds.

²³ This number does not include supporters registered in friends' organizations.

²⁴ For additional information on how the funds were utilized, please refer to WFP's annual country reports, available at: <https://annualreports.wfp.org>.

Flexible and multi-year funding

14. WFP received USD 1.18 billion in flexible funding²⁵ from 37 government donors and the private sector. Of that total, USD 487 million came as unearmarked contributions, USD 108 million as contributions to the Immediate Response Account (IRA)²⁶ and USD 584 million as softly earmarked contributions.²⁷ Although the total amount of flexible funding decreased compared with 2022, the percentage share of flexible funding increased to 14 percent of total contributions.

Table 1: Global overview – flexible funding for WFP in 2022–2023

Flexible funds	2022	2023
Total (USD million)	1 307	1 179
Unearmarked contributions	530	487
IRA	98	108
Softly earmarked contributions	672	584
% growth of flexible funds	N/A	-10
Flexible funds as % of total contributions	9.2	14
No. of flexible donors	35	38

15. WFP allocated USD 443 million of the USD 487 million²⁸ it received as unearmarked funds²⁹ to 86 country operations. The largest allocations were given to operations in Afghanistan, Chad, the Sudan, the Syrian Arab Republic and Yemen. Of the total allocated resources, 61 percent of unearmarked funds were allocated to crisis response, targeting the people facing the highest levels of vulnerability, and 25 percent to resilience-building initiatives and efforts to address the root causes of hunger, in support of WFP's changing lives programmes. Fourteen percent of unearmarked resources were allocated at the country strategic plan (CSP) level, enabling country offices to distribute funds according to their specific needs.
16. Flexible and predictable contributions, along with multi-year funding, allow WFP to deliver strategic and timely life-saving assistance while investing in anticipatory actions and long-term activities that reduce needs over time. The use of flexible, unearmarked funds enables WFP to adapt interventions, allowing a timely response to evolving operational situations. For example, by using flexible funds to purchase commodities in advance, WFP was able to dispatch ready-to-eat food to people affected by the destruction of the Kakhovka dam in Ukraine within hours of the event occurring.
17. Compared with 2022, the proportion of funds earmarked at the CSP level remained stable, at 11 percent, as did the proportion earmarked at the strategic outcome level, at

²⁵ Flexible contributions to WFP consist of three types of funding: unearmarked multilateral contributions, contributions for life-saving activities made through the IRA, and softly earmarked contributions that are earmarked at the regional or thematic level but not the country level. WFP began to report on softly earmarked funding in 2022.

²⁶ The number of donors contributing to the IRA remained relatively stable in 2023, at 14 compared with 13 in 2022.

²⁷ WFP introduced the "softly earmarked" funding category in 2022 to better align with the Grand Bargain definition of flexible funding.

²⁸ The balance is due to contributions received late in the year and carried forward to 2024.

²⁹ Unearmarked funds include contributions with certain restrictions set for the use of funds by the donor such as excluding a focus area or a recipient country.

7 percent. Overall, 64 percent of confirmed contributions were earmarked at the activity level compared with 70 percent in 2022.

18. Predictable funds from multi-year and timely contributions help to ensure the continuity of WFP's operations by allowing the organization to avoid critical funding gaps and pipeline breaks and to establish more strategic relationships with its partners, including governments and cooperating partners. WFP received USD 904 million in multi-year funding in 2023,³⁰ representing 10.7 percent of new confirmed contributions.

Advance financing: the Immediate Response Account and internal project lending

19. WFP continued to rely on advance financing mechanisms, including the IRA and internal project lending, to fund anticipatory actions such as food procurement or the distribution of cash-based transfers (CBTs) prior to the confirmation of contributions.
20. Through the IRA, 31 country offices received a total of USD 433 million in 2023, USD 2 million of which was for emergency preparedness. Advance financing from the IRA enabled WFP and its partners to take immediate action in life-saving responses to emergencies. Activities in six countries accounted for 72 percent of total IRA allocations, including USD 122 million allocated to the State of Palestine to support hungry people affected by the conflict in the Gaza Strip.
21. In response to the devastating earthquake in the Syrian Arab Republic and Türkiye in February 2023, WFP approved an immediate scale-up response, which included the exceptional authorization for the release of USD 50 million from the IRA to provide hot meals and emergency ready-to-eat rations for 590,000 people affected by the earthquake and for the provision of services to enable humanitarian response.
22. WFP mobilized USD 394 million for the IRA, securing 98 percent of the target amount of USD 400 million from various funding sources, including USD 108 million from donors, USD 150 million in transfers from the programme support and administrative (PSA) equalization account³¹ and USD 132 million from contributions to CSPs to repay IRA advances.
23. A total of USD 1.2 billion was advanced as internal project lending for 53 operations. The largest advances were made to address food security crises in Afghanistan (USD 125 million), the State of Palestine (USD 124 million) and Yemen (USD 106 million).

Global Commodity Management Facility

24. Throughout 2023, the Global Commodity Management Facility (GCMF) enabled WFP to reach beneficiaries more effectively and efficiently by providing a steady supply of food, reducing lead times and realizing greater value for money than could be achieved through direct procurement. A total of 1.44 million mt of food, for a total food value of USD 1 billion, was delivered to 50 countries through the GCMF.
25. Country offices purchased 166,000 mt of specialized nutritious foods from the GCMF, at a cost of USD 309 million. This represents 12 percent by volume and 30 percent by value of all the food purchased from the GCMF by country offices.

³⁰ "Multi-year contributions" represent donors' commitments to providing sustainable and predictable funding to WFP for more than one year. Funds are utilized according to an agreed year-by-year implementation schedule, with the donor undertaking to provide a grant for each year of the agreement. The start date of a grant is 1 January of each calendar year following the signing of the agreement, unless specified otherwise. WFP's definition of multi-year contributions differs from that of the Organisation for Economic Co-operation and Development and the Grand Bargain, which specifies a duration of 24 months.

³¹ Transfers from the PSA equalization account to replenish the IRA were approved by the Board in November 2022 and June 2023.

26. In response to the decline in WFP's funding, the GCMF progressively reduced its replenishment activities in 2023, aligning its global stocks with the diminished demand and mitigating the risk of losses due to expiring inventory while maintaining the GCMF as the primary procurement source for country offices. The GCMF's proactive approach to stock management is of particular importance for specialized nutritious foods, which have a limited shelf-life.
27. Food purchases using funds from the GCMF accounted for 57 percent of WFP's food procurement in 2023³² – a decrease of 8 percentage points from the 65 percent recorded in 2022.
28. WFP used the GCMF to acquire 325,000 mt of wheat from Ukraine to support operations in Ethiopia, Nigeria, Somalia, the Sudan, the Syrian Arab Republic and Yemen. This contributed to the self-reliance of farmers and the economic recovery of Ukraine and may have helped to stabilize the price of grain on the global market.

Innovative financing

29. WFP continued to follow innovative resource mobilization approaches, including those facilitated by the Emerging Donor Matching Fund (EDMF) and debt swaps.
30. In 2023, USD 8.3 million from the EDMF was allocated to covering costs of USD 22.9 million associated with in-kind and cash-based contributions from nine eligible national governments. In Togo, WFP developed a multi-year arrangement based on the EDMF, which secured substantial resources for WFP's work in the country until 2025.
31. Debt relief initiatives – particularly debt-for-development swaps that redirect funds allocated to debt repayment towards national development goals – help to mobilize valuable resources for national governments. In addition to establishing and implementing traditional debt swaps, in 2023 WFP explored the development of new mechanisms such as debt-for-food swaps. This mechanism aims to provide long-term annual contributions to WFP for its work on building food security by releasing sustainable financing for the development priorities of the host government, including financing for food security. During the 2023 United Nations General Assembly in New York, WFP and the United Nations Capital Development Fund launched WFP BRIDGE with two initial pilot projects, one focusing on the use of innovation to contribute to the achievement of zero hunger globally and one on agricultural value chains in Rwanda. Within the WFP Rwanda BRIDGE framework, local financial institutions have been assessed and small and medium agricultural enterprises have been selected to receive microloans. The project is now entering the investment phase, which will be managed by the United Nations Capital Development Fund with WFP focusing on monitoring the programmes implemented.
32. WFP continues to promote its partnerships and resource mobilization efforts with governments at the country, state, provincial and local levels. In 2023, WFP received a total of USD 11.3 million from two local government agencies in Colombia for implementing school feeding programmes. It also received USD 1.4 million from the Balochistan provincial Government in Pakistan for nutrition programmes and USD 645,000 from the governments of the states of Odisha, Uttar Pradesh and Uttarakhand in India for strengthening food systems.

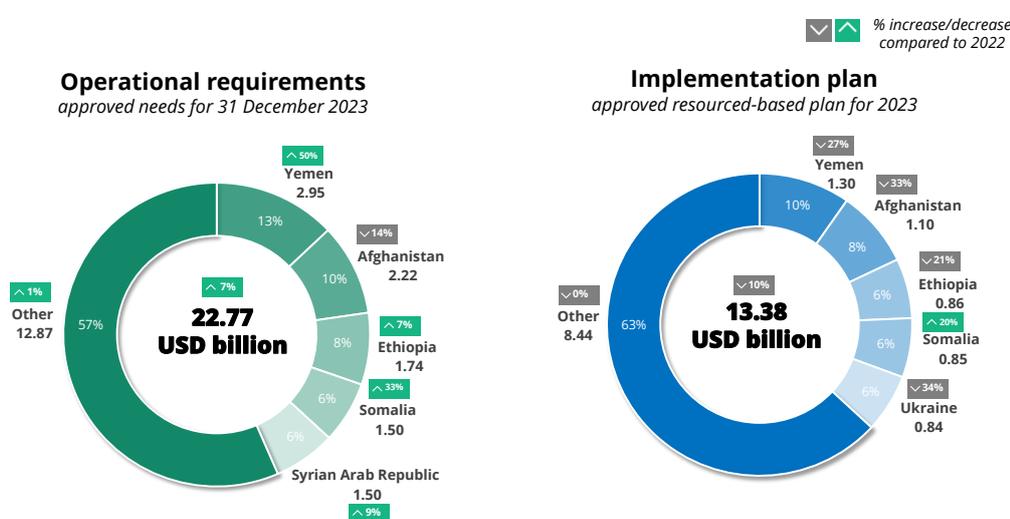
³² The use of the GCMF reduced the average procurement process from 129 days under conventional methods to 37 days, a reduction of 72 percent.

2.2 WFP's planning and expenditures³³ in 2023

Operational requirements and implementation plan

33. WFP's total operational requirements reached USD 22.8 billion in 2023 – an increase of USD 3.1 billion compared with the projected operational requirements of USD 19.7 billion presented in the management plan for 2023–2025.³⁴ The increase was due to an increase in hunger and malnutrition fuelled by ongoing conflict, the climate crisis, economic shocks and the lingering effects of the COVID-19 pandemic.
34. WFP's five largest country operations accounted for 44 percent of total requirements (figure 3), a share similar to that of 2022. Needs in Afghanistan and Yemen remained the highest among all WFP operations. Operational requirements increased in the Horn of Africa in response to severe flooding, drought and conflicts.³⁵

Figure 3: 2023 operational requirements and implementation plan – top five operations*



* Operational requirements and the implementation plan include indirect support costs and are reported as at 31 December 2023.

35. WFP's implementation plan is used to guide the implementation of its operations by prioritizing needs up to the level of forecasted funding. WFP's implementation plan for 2023 totalled USD 13.4 billion, a decrease of 10 percent compared with 2022. The implementation plan represented 59 percent of operational requirements as of 31 December 2023.

2.3 Direct expenditures³⁶ by focus area, country, strategic outcome and transfer value

36. Despite lower than expected funding levels, country offices continued to align with the implementation plan in terms of the shares of expenditures devoted to crisis response, resilience building and root causes, as shown in table 2. Crisis response expenditures

³³ Analysis of expenditure in this section differs from the actual expenses presented in the [audited annual accounts](#) owing to the exclusion of outstanding commitments.

³⁴ For further information on the original operational requirements please see [WFP management plan \(2023–2025\)](#).

³⁵ For more information, see WFP's 2023 [annual country report for Somalia](#).

³⁶ Excluding indirect support costs.

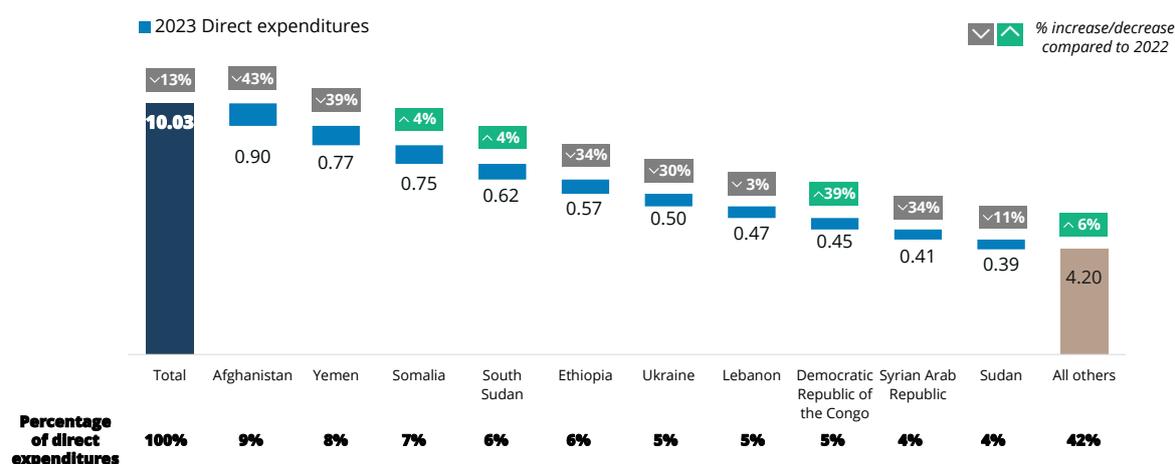
accounted for the highest share of the total, consistent with the share of operational requirements and WFP's commitment to prioritizing life-saving interventions during emergencies. Direct expenditures of USD 10.0 billion fulfilled 80 percent of the implementation plan, slightly less than the 82 percent share in 2022.

Table 2: Direct expenditures by focus area, 2023 (USD million)

Focus area	Expenditures		Implementation plan		Operational requirements	
	(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
Crisis response	7 910	79	9 877	78	16 593	77
Resilience building	1 733	17	2 264	18	4 241	20
Root causes	384	4	448	4	590	3
Total direct costs	10 026	100	12 589	100	21 423	100

37. Direct expenditures decreased by 13 percent, from USD 11.6 billion in 2022 to USD 10.0 billion in 2023. As shown in figure 4, ten countries accounted for 58 percent of WFP's direct expenditures. Expenditures decreased in seven of the top ten countries, five of which experienced significant reductions of more than 30 percent each compared with 2022.

Figure 4: Top ten countries in terms of direct expenditures (USD billion)



38. Although, compared with 2022, operational requirements increased in countries such as Ethiopia, the Syrian Arab Republic and Yemen, direct expenditures decreased substantially. In Yemen, expenditures decreased because general food assistance activities were interrupted when agreement could not be reached with authorities in the country on how to prioritize the resources available for the neediest households. Conversely, expenditures in the Democratic Republic of the Congo increased after the needs-based plan was revised to address rising rates of hunger following escalations in conflict.

Table 3: Direct expenditures by strategic outcome, 2023 (USD million)

SDG	Strategic outcome	Expenditures*		Implementation plan		Operational requirements**	
		(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
2	1 - People are better able to meet their urgent food and nutrition needs	6 683	67	8 508	68	14 744	69
	2 - People have better nutrition, health and education outcomes	1 099	11	1 459	12	2 516	12
	3 - People have improved and sustainable livelihoods	616	6	826	7	1 839	9
17	4 - National programmes and systems are strengthened	161	2	292	2	423	2
	5 - Humanitarian and development actors are more efficient and effective	750	7	830	7	1 200	6
Strategic outcome not available		202	2	0	0	0	0
Direct support costs		516	5	674	5	701	3
Total direct costs		10 026	100	12 589	100	21 423	100

* Total direct costs differ from the actual expenses presented in the audited annual accounts owing to the exclusion of outstanding commitments.

** Approved operational needs as of 31 December 2023, excluding indirect support costs.

39. As shown in table 3, expenditures under strategic outcome 1 – “People are better able to meet their urgent food and nutrition needs” – accounted for 67 percent of total direct expenditures in 2023. Operations in Afghanistan accounted for the largest share of expenditures under strategic outcome 1, although WFP was compelled to reduce assistance and cut rations in response to funding shortages and operational challenges. This situation increased people’s vulnerability to malnutrition, causing a further deterioration in the humanitarian situation in the country. Despite these challenges, WFP used its expertise and integrated approaches, combining monthly distributions of assistance with activities such as land rehabilitation, disaster risk reduction, livelihood skills training and nutrition-focused initiatives.
40. Expenditures under strategic outcome 2 – “People have better nutrition, health, and education outcomes” – made up 11 percent of total direct expenditures. The operation in Lebanon accounted for the highest expenditure (USD 116 million) under strategic outcome 2, which the country office used to distribute unconditional CBTs to the most vulnerable people through national safety net programmes, and to provide nutritious school meals for schoolchildren.
41. Strategic outcome 3 – “People have improved and sustainable livelihoods” – accounted for 6 percent of total direct expenditures. Operations in the Niger and South Sudan accounted for the largest shares of these expenditures in 2023. In both countries, WFP

focused its resources on food assistance for assets activities that aim to reverse land degradation, enhance climate resilience and improve access to water.

42. Strategic outcomes 4 – “National programmes and systems are strengthened” – and 5 – “Humanitarian and development actors are more efficient and effective” – both contribute to SDG 17 in support of strengthened global partnerships, with strategic outcome 4 accounting for 2 percent of total expenditures and strategic outcome 5 for 7 percent. Countries in the Middle East, Northern Africa and Eastern Europe region accounted for more than one-third of all expenditures under both of these strategic outcomes. In Ukraine, under strategic outcome 4, WFP worked with the Government to scale up school feeding and cash-based social protection programmes. In South Sudan, activities contributing to partners’ access to reliable common services and expertise were fully funded; the United Nations Humanitarian Air Service (UNHAS) was the only transport service available to humanitarian actors involved in life-saving programmes in field locations.
43. Expenditures on direct support costs totalled USD 516 million, equivalent to 5 percent of total direct costs, a higher percentage than their 3 percent share of planned operational requirements, equivalent to USD 701 million. Direct support costs are largely fixed, including for items such as the rental of facilities. The operations with the highest expenditures on direct support costs were those in Afghanistan, South Sudan and the Sudan. In the Sudan, direct support costs exceeded operational requirements owing to the expansion of the Port Sudan office and the establishment of a new office in Nairobi following the outbreak of conflict. This situation underscores the dynamic nature of operational demands, particularly in regions experiencing instability, which leads WFP to adjust budgetary allocations to ensure the effective delivery of support and services.

Table 4: Transfer values and associated costs, 2023 (USD million)*

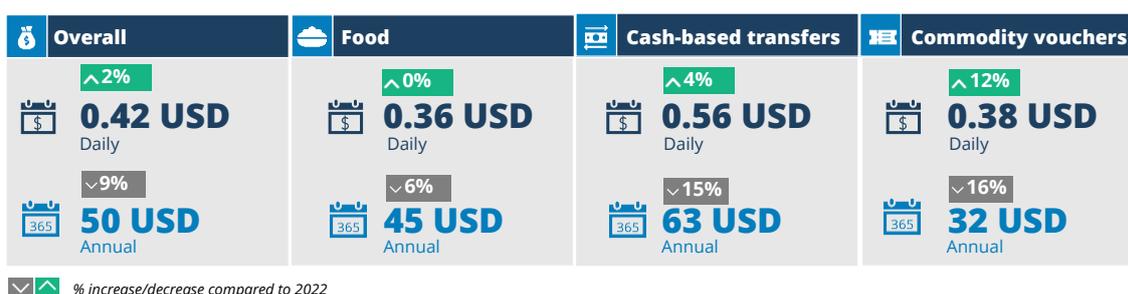
Transfer and associated costs	Expenditures		Implementation plan		Operational requirements	
	(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
Food	4 311	49	5 554	51	9 765	50
CBTs and commodity vouchers	3 165	36	3 922	36	7 589	39
Capacity strengthening	563	6	687	6	1 042	5
Service delivery	721	8	807	7	1 160	5
Total transfer costs	8 760	100	10 970	100	19 557	100
Implementation costs	750		945		1 165	
Total direct operational costs	9 511		11 915		20 722	
Direct support costs	516		674		701	
Total direct costs	10 026		12 589		21 423	

* Total direct costs differ from the actual expenses presented in the audited annual accounts owing to the exclusion of outstanding commitments.

44. Table 4 shows direct expenditures by transfer modality. Food and CBTs continued to be WFP's primary transfer modalities, and their expenditures were in line with the implementation plan in terms of the proportions of total transfer costs allocated to each modality, with food accounting for 49 percent and CBTs for 36 percent. Expenditures for both food and CBTs decreased in 2023 compared with 2022, with decreases of 24 percent for food and 11 percent for CBTs and commodity vouchers.
45. Food commodities distributed in 2023 amounted to 3.7 million mt with the majority used in WFP's emergency and other large operations, most notably in Yemen, Afghanistan and Ethiopia. Despite the general decrease in global food prices in 2023, the prices of basic food commodities such as wheat, rice and vegetable oil remained high throughout the year at above pre-COVID-19 levels.³⁷ Overall, WFP carried out food distributions in 72 countries, through 1,070 cooperating partners.
46. CBT and commodity voucher expenditures totalled USD 3.2 billion³⁸ across 76 countries. Operations in Afghanistan, Lebanon, Somalia and Ukraine together accounted for nearly 40 percent (USD 1.2 billion) of the total amount.
47. Capacity-strengthening expenditures overall totalled USD 563 million or 6 percent of transfer costs. The average expenditure for capacity-strengthening activities in the 87 countries where they were implemented was USD 6.5 million. The operation in the Sudan accounted for the highest expenditure on capacity strengthening, at more than USD 26 million. In addition, Iraq, Mali and South Sudan all had expenditures exceeding USD 24 million each.
48. Implementation costs accounted for USD 750 million, or 7 percent of total expenditures, which is slightly higher than the share of implementation costs as a percentage of total operational requirements, at 5 percent. South Sudan, the Sudan and Yemen accounted for the highest implementation costs owing to the challenges and extra costs associated with gaining access to some of the locations where WFP operates in those countries. In addition, country offices began to implement reassurance action plans to address residual risks in areas such as monitoring and identity management.

2.4 Analysis of expenditures per beneficiary

Figure 5: Summary of expenditures per beneficiary, 2023



49. WFP distributed a total of 21.2 billion daily rations costing an average of USD 50 per beneficiary per year, or USD 0.42 per beneficiary per day on which the assistance was delivered. The daily rations consisted of 14.5 billion food rations, 6.2 billion cash or value voucher transfers and nearly 0.5 billion commodity vouchers (see annex II-D, table 2).

³⁷ Food and Agriculture Organization of the United Nations. 2024. [World Food Situation – Food Price Index](#).

³⁸ This value includes the total value of transfers (USD 2.9 billion) and the costs associated to make those transfers.

50. The expenditures per beneficiary comprise the transfer value – the cost of the food or the amount of money that is transferred to each beneficiary, the cost of delivering that transfer and all the associated costs – the implementation costs and the direct and indirect support costs. Overall, the highest cost component, the transfer value, accounted for 63 percent of the total cost per beneficiary. For food, the cost of the commodity and the cost of transporting that commodity to the country of distribution was 52 percent of the total cost. For CBTs, the transfer value was the amount of cash received by the beneficiary and represented 78 percent of the total cost. For further details, see annex II-D.
51. Key cost drivers for the delivery of assistance include external factors such as food and fuel prices and foreign currency exchange rates, and internal factors such as programme design and operational decisions. Ration cuts, a reduced duration of assistance provision and more narrow targeting of beneficiaries are among the approaches used to manage funding shortfalls. It is important to analyse the expenditure per beneficiary together with the intensity of the assistance, which comprises the duration of the assistance provided to a single beneficiary and the value of the daily assistance, in grams, kilocalories or amount of money, provided to the number of beneficiaries reached. A longer duration of assistance may increase the annual expenditures per beneficiary without affecting the daily expenditures per beneficiary, while changes in the value of assistance, such as ration cuts, typically affect daily expenditures per beneficiary. More information, including a breakdown of the costs and duration of assistance by programme area and the expenditures per beneficiary for each programme area and each modality, can be found in annex II-D.

3. Part III: Programme performance

This is the first year of reporting under the corporate results framework (CRF) for 2022–2025. The framework outlines two dimensions to be analysed together to assess WFP’s overall performance: programme performance, which measures the organization’s contributions along the results chain; and management performance, which measures how well management functions in supporting WFP’s programme performance. This section of the annual performance report provides an overview of the number of beneficiaries assisted and of performance towards the achievement of WFP’s five strategic outcomes, which are linked to the SDGs, particularly SDGs 2 and 17, and to the related corporate high-level targets (HLTs). The section also assesses WFP’s performance against indicators for cross-cutting priorities and highlights achievements in key programme areas.

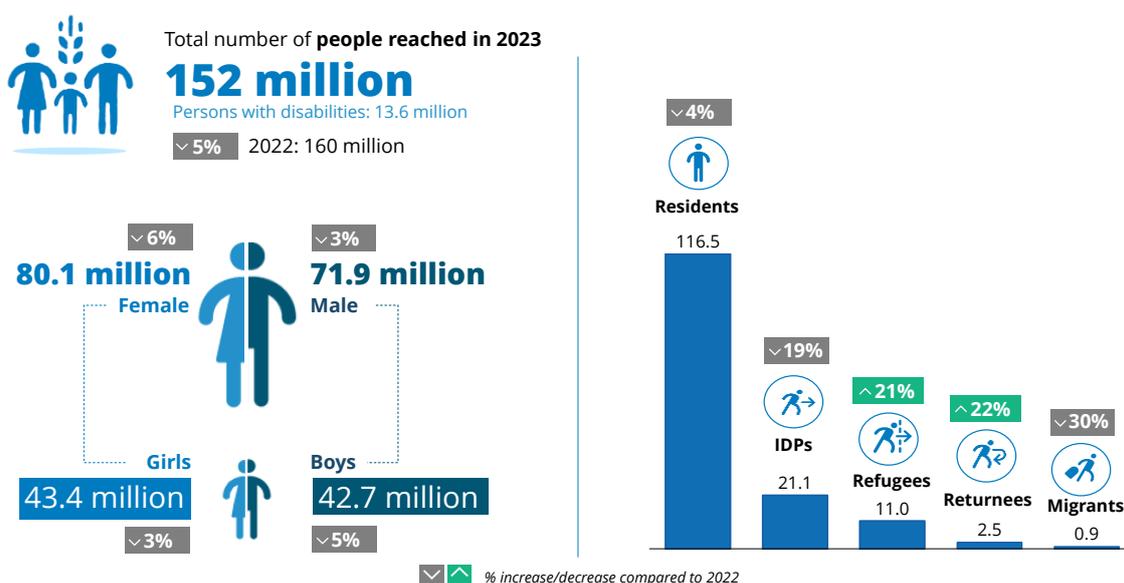
3.1 WFP’s reach and key achievements

Table 5: Key programme achievements, 2023

BENEFICIARY REACH	EMERGENCY ASSISTANCE	RAPID RESPONSE	NUTRITION IN EMERGENCIES	NUTRITION - FIRST 1,000 DAYS
152M Beneficiaries directly assisted	103M People reached through emergency assistance	24H Median time for the first transfer to reach people in 47 crises	19M women and children benefiting from malnutrition prevention and treatment programmes in 15 emergency countries	27M women and children reached to prevent and treat malnutrition in the first 1,000 days of life
CASH-BASED TRANSFERS	CAPACITY STRENGTHENING	SCHOOL-BASED PROGRAMMES	RESILIENCE AND LIVELIHOODS	SERVICE DELIVERY
2.8B USD in cash-based operations to 51.6M beneficiaries to respond to people’s essential needs	55 countries enabled to improve their national social systems toward zero hunger	21.4M schoolchildren in 61 countries received school meals, take-home rations or snacks	19.9M people assisted to develop more resilient livelihoods	1,442 Partners supported through all supply chain services

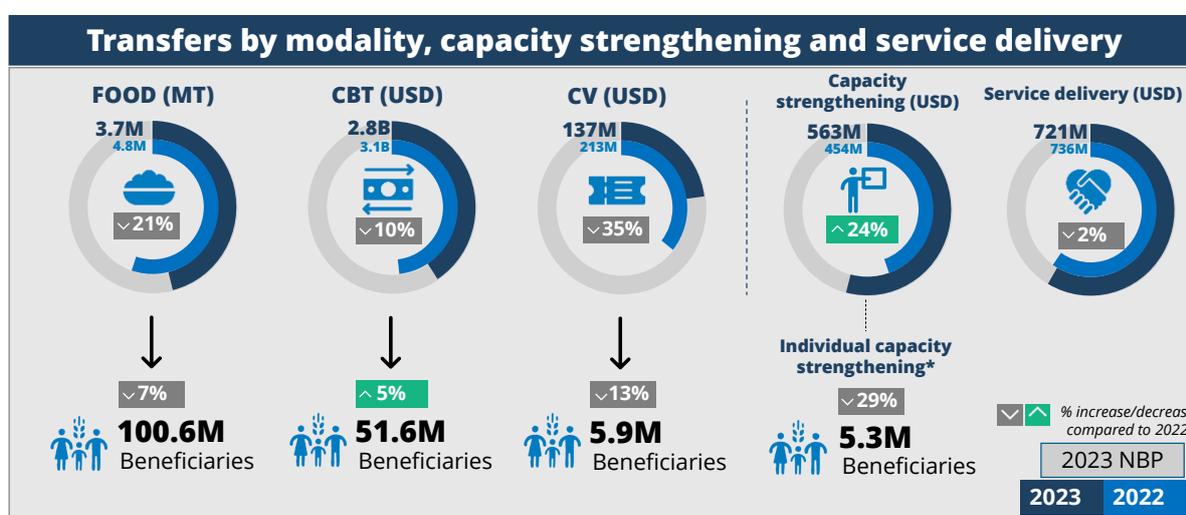
52. Through in-kind food delivery, CBTs, commodity vouchers and individual capacity-strengthening initiatives, WFP provided direct assistance to more than 152 million people, including vulnerable communities facing emergency (phase 4 in the Integrated Food Security Phase Classification (IPC)) or catastrophe/famine (IPC phase 5) levels of food insecurity, refugees, migrants and internally displaced persons. Of the total number of people reached by WFP, 53 percent were women and girls, 47 percent were men and boys, and 57 percent were children.

Figure 6: People assisted by sex, age and residence status, 2023



- 53. WFP delivered 3.7 million mt of food to nearly 101 million people – two thirds of all the beneficiaries it assisted – in 72 countries, representing a 21 percent decrease in the volume of food and a 7 percent decrease in the number of people receiving that food compared with 2022. The largest decreases in the number of beneficiaries receiving in kind food assistance were in Ukraine and Afghanistan, while Sri Lanka and Burkina Faso accounted for the largest increases.
- 54. WFP transferred USD 2.9 billion in CBTs and commodity vouchers in 76 countries, an 11 percent decrease in value terms compared with 2022. Despite the decrease in value, 51.6 million people were reached with CBTs, 5 percent more than in 2022, representing 32 percent of all the beneficiaries reached. Commodity vouchers reached nearly 5.9 million people in 24 countries, 13 percent fewer than in 2022 and representing 4 percent of all the beneficiaries assisted in 2023.

Figure 7: Transfers by modality and expenditures on capacity strengthening and service delivery, 2023



* WFP undertakes both country capacity strengthening and individual capacity strengthening, where only those benefiting from individual capacity strengthening activities are counted as direct beneficiaries.

Abbreviations: CV = commodity vouchers; NBP = needs-based plan.

3.2 Performance by strategic outcome

Strategic outcome 1 – People are better able to meet their urgent food and nutrition needs

Table 6: Corporate high-level targets – strategic outcome 1³⁹

	■ Lead indicator	■ Supporting indicator	2021 baseline	2023 actual	2023 target	Performance
1	Number of countries with populations experiencing famine conditions*		4	5	0	0%
1.1	Percentage of acutely food-insecure people receiving <u>emergency assistance</u> by WFP		38	31	44	72%
1.2	Percentage of women and children in need who benefit from WFP services to <u>prevent and treat wasting</u>		41	46	60	77%
1.3	Percentage of WFP in-kind transfers that are <u>nutritionally adequate</u>		12**	1.4	50	3%
1.4	Number of countries with cash operations responsive to people's <u>essential needs</u>		N/A	32	25	128%
1.5	Median time for the <u>first WFP transfer</u> to reach people after a sudden-onset emergency		4 days (2020-2021)	1 day	3 days	100%

* This baseline and actual include countries with populations in IPC phase 5, "famine-like conditions".

** There is no baseline for actual/delivered rations. The 12 percent in the table represents the percentage of planned rations assessed as being nutritionally adequate in 2022.

55. Strategic outcome 1 reflects WFP's priority of saving as many lives as possible in emergencies by improving its efficiency and effectiveness in helping people to meet their urgent food and nutrition needs. This strategic outcome accounted for the majority of the expenditures on meeting evolving needs.
56. WFP's ability to reach its targets under strategic outcome 1 and its HLT lead indicator 1 was affected by funding constraints, rising prices and challenges to humanitarian access. Expenditures under this strategic outcome reached only 45 percent of operational requirements, reducing WFP's capacity to contribute effectively to the reduction of global acute food needs.
57. In 2023, parts of the populations of five countries experienced catastrophe or famine conditions (HLT lead indicator 1) – Burkina Faso (43,000 people), Mali (3,000 people), Somalia (40,000 people), the State of Palestine (577,000 people in Gaza) and South Sudan (43,000 people) – against a 2023 target of zero countries. Conflict was one of the main drivers of acute food insecurity in these countries, including in Burkina Faso, Mali and the State of Palestine, where the conflict in Gaza pushed 577,000 people into IPC/cadre harmonisé phase 5. Climate extremes, economic shocks and conflict contributed to the dire situation in South Sudan, while extreme weather events were the main driver of food insecurity in Somalia. The number of countries facing famine in 2023 was the same as in 2022.⁴⁰

³⁹ For corporate high-level targets, when an increase in the indicator value represents an improvement, performance is calculated by dividing the actual value by the target value. When a decrease in the indicator represents an improvement, performance is assigned either 100 percent for those that met or exceeded their target, or 0 percent for those that did not.

⁴⁰ In 2022, the countries facing catastrophe or famine conditions were Afghanistan, Haiti, Somalia, South Sudan and Yemen. Afghanistan, Haiti and Yemen no longer experienced such conditions in 2023, while Burkina Faso, Mali and the State of Palestine joined the list.

58. Emergency assistance was provided to 103 million people in 2023, including 19 million women and children who benefited from malnutrition prevention and treatment programmes in 15 emergency operations. This represents a decrease of 25 percent in the number of people receiving emergency assistance compared with 2022.
59. In 2023, the percentage of acutely food-insecure people receiving emergency assistance from WFP (HLT indicator 1.1) was 31 percent, 7 percentage points lower than the baseline of 38 percent and 13 percentage points lower than the 2023 target of 44 percent. These results reflect the disparity between the increased number of acutely food-insecure people in countries with WFP operations – which rose from 283 million people in 2021 to 333 million in 2023 – and the decrease in the number of people receiving emergency assistance.
60. In 2023, of the 41 million pregnant and breastfeeding women and girls and children under 5 years of age in need of malnutrition prevention and treatment services in 15 countries with emergencies (HLT indicator 1.2), 46 percent of the women and girls and 50 percent of the children were reached by WFP’s malnutrition prevention programmes. Malnutrition treatment programmes reached 74 percent of the pregnant and breastfeeding women and girls in need and 37 percent of the children under 5. A significantly higher number of children in need of malnutrition treatment programmes were identified than of pregnant and breastfeeding women and girls.
61. Limited funding for operations in the Sudan, combined with a significant increase in the number of people in need of nutrition services in late 2023, forced WFP to reduce its food supplementation programmes, resulting in only 9 percent of children and women in need being reached by such programmes and leaving 3 million without coverage. Low coverage was also observed in WFP’s wasting prevention programmes in Ethiopia, where resourcing constraints led to the halving of the number of beneficiaries targeted and the eventual suspension of the programme.
62. Following the release of the World Health Organization’s 2023 guidelines on the prevention and management of wasting in children, WFP and the United Nations Children’s Fund (UNICEF) signed an agreement promoting early action to address and prevent wasting through assistance programmes for children and pregnant and breastfeeding women and girls in humanitarian situations. This resulted in the two agencies developing a joint three-year programmatic plan for 2024–2026, initially covering 15 countries.⁴¹
63. Ensuring that people have access to nutritious and diverse foods is key to health, survival and productivity. Unsatisfactory results were recorded in 2023 under HLT indicator 1.3, on the percentage of WFP in-kind transfers that are nutritionally adequate. Of the food rations distributed in 57 countries, only 1.4 percent were fully adequate,⁴² 6.3 percent were partially adequate, while the remaining distributed rations were inadequate in terms of their calorie and micronutrient content. Specifically, 89 percent of rations provided fewer than the recommended 2,100 kcal for nutritional adequacy, and

⁴¹ This process is being managed through a phased approach: phase 1 is expected to start in Haiti, Kenya, Madagascar, Nigeria and South Sudan in 2024; phase 2, in Burkina Faso, Chad, the Democratic Republic of the Congo, Ethiopia, Mali, the Niger and the Sudan, will begin in 2025; and phase 3, in Afghanistan, Somalia and Yemen, is expected to start in 2026.

⁴² Nutrition-adequate in-kind rations are defined as provision of 2,100 kilocalories per person, 10–12 percent of which come from protein and 17 percent from fat (according to the World Health Organization/Food and Agriculture Organization of the United Nations guidelines), and 75 percent of micronutrients such as vitamin A, iron, iodine and zinc. In cases where country offices do not aim to provide 2,100 kilocalories, the assessment of nutrition adequacy criteria was scaled down only if clear explanation was available on how beneficiaries would meet the remaining needs (e.g. through CBTs or other provision).

74 percent fell short of the 1,600 kcal mark for partial adequacy. In addition, regarding the 13 micronutrients essential to a healthy diet, 89 percent of rations provided an average reference nutrient intake of below 75 percent and 73 percent of rations provided below 65 percent. Funding shortfalls hindered WFP's efforts to deliver adequate nutrients through its food distributions as country offices opted to reduce rations rather than exclude people from emergency assistance programmes. Additional impediments included limited fortification capacity and poor availability of fresh foods, insufficient cross-functional coordination, and government regulations and sanctions.

64. WFP undertook an organization-wide consultation to address the need to improve the nutrient adequacy of in-kind food assistance. Recommendations were made to improve the planning and optimization of household rations at the same time as implementing stronger guidance on targeting and prioritization. WFP is supporting more timely and effective use of Optimus to plan rations during the CSP process and to advise on ration adjustments when funding becomes limited. WFP is also supporting national food fortification and more nutrition-sensitive local and regional procurement. Continued improvements in monitoring will help efforts to understand and minimize diversion and understand intrahousehold use and will provide a more comprehensive overview of the undesired outcomes of ration cuts, from a nutrition perspective.
65. To support the continued expansion of its cash-based operations, WFP has increasingly adopted an approach based on people's essential needs, as highlighted in its new cash policy, which refers to ensuring that people have the resources required to meet all their food, nutrition and essential needs.⁴³ WFP implemented cash-based operations that respond to people's essential needs⁴⁴ (HLT indicator 1.4) in 32 countries – including in some of WFP's largest operations⁴⁵ – exceeding the 2023 target of 25 countries. WFP transferred USD 588 million into the accounts of 4.3 million people, of whom 2.3 million were women. These activities, combined with financial literacy training, helped many women and men to take their first steps towards entering the formal economy.
66. In responding to 47 sudden-onset emergencies in 32 countries and delivering transfers within a global median response time of 24 hours, WFP exceeded the 2023 HLT indicator 1.5 of response within 72 hours. In 51 percent of those sudden-onset emergencies, WFP responded within 24 hours with hot meals, dry rations or CBTs, and in 9 percent the organization commenced transfers within 72 hours, in accordance with its commitment to achieving the Inter-Agency Standing Committee's (IASC) benchmarks for humanitarian response. The emergencies concerned included major crises, such as the earthquakes in the Syrian Arab Republic and Türkiye, cyclones in Bangladesh, Madagascar, Mozambique and Myanmar and the conflict in the State of Palestine. Physical access constraints, pending multi-sectoral assessments and lengthy beneficiary identification and registration were some of the more common reasons for response times over 72 hours.

⁴³ WFP. 2023. [WFP cash policy. Harnessing the power of money to help people survive and thrive.](#)

⁴⁴ A cash operation that is responsive to people's essential needs fulfils the following criteria: there are no restrictions on recipients' use of the cash transferred; the value of the cash transfer value is based on a gap analysis that takes into account the financial shortfall that targeted households face in meeting their food, nutrition and other essential needs; and the functionality of the markets where people shop has been assessed.

⁴⁵ The operations in Afghanistan, the Democratic Republic of the Congo, Lebanon, Myanmar and Ukraine.

Strategic outcome 2 – People have better nutrition, health and education outcomes

Table 7: Corporate high-level targets – strategic outcome 2

	Lead indicator	Supporting indicator	2021 baseline	2023 actual	2023 target	Performance
2	Number of children with access to improved health, nutrition, and education services with WFP assistance (million)		32.3 (2020)	48.4	57.9	83%
2.1	Number of women and children that benefit from WFP services designed to prevent and treat malnutrition including the <u>first 1,000 days of life</u> (million)		17.3	27	33.8	80%
2.2	Number of children that receive nutritious meals in schools as a contribution to the <u>next 7,000 days</u> (million) - from WFP - from governments and partners		15 91	21.4 107*	24 91	89% 118%
2.3	Percentage of national school feeding programmes delivering a <u>comprehensive package of school health and nutrition services</u> thanks to WFP and partners' support		61	32*	61	52%

* The most recent available data are from WFP, 2022. *State of School Feeding Worldwide 2022*.

67. Under strategic outcome 2, WFP aims to prevent and treat malnutrition in all of its forms and to ensure that hungry children benefit from nutritious meals at school through the provision of support for national safety nets and social assistance programmes. In 2023, WFP provided 48.4 million children with access to improved health, nutrition and education services, representing 83 percent achievement of the 2023 HLT lead indicator. The HLTs related to ensuring that children have access to improved assistance from health, nutrition and education services were mainly achieved. Expenditures on helping people to have better nutrition, health and education outcomes reached only 44 percent of operational requirements, forcing WFP to reduce activities and the quality of the rations and meals it provided.
68. In 2023, WFP reached 27 million women and children with services designed to prevent and treat malnutrition during the first 1,000 days of life (HLT indicator 2.1) through malnutrition prevention programmes in 53 countries and treatment programmes in 34. The total number of women and children reached represents a 3 percent decrease compared with 2022 and 80 percent achievement of the 2023 target of 33.8 million. The HLT indicator 2.1 for 2023 is higher than the 2025 target indicator of 25 million owing to the significant increase in needs resulting from the global food crisis. Children under 5 years of age accounted for 63 percent of the people assisted, and the remaining 37 percent were pregnant and breastfeeding women and girls. Although WFP was able to maintain and prioritize its life-saving treatment programmes, it was unable to meet the 2023 target for those programmes owing to funding gaps and ration cuts in many countries.
69. Under HLT indicator 2.2, WFP uses two approaches to ensure that children receive nutritious school meals: an indirect approach based on collaboration with governments and partners; and one based on the direct provision of food to children and their households. A total of 107 million children in 77 countries received school meals under programmes implemented by governments or partners with technical support from WFP,⁴⁶ representing 18 percent more than the baseline and exceeding the 2023 target of 91 million by nearly 18 percent. These global results are in line with WFP's school feeding strategy, which focuses on strengthening national systems and plans.

⁴⁶ The most recent available data are from WFP, 2022. *State of School Feeding Worldwide 2022*.

70. WFP worked with governments in 61 countries to directly reach 21.4 million schoolchildren – 48 percent of whom were girls – with nutritious school meals, take-home rations or snacks. This represents a 43 percent increase from the baseline and 89 percent of the 2023 target, with shortfalls due mainly to funding, security and access challenges.
71. WFP combines school-based programmes with complementary health and nutrition interventions. Thirty-two percent of national school feeding programmes in surveyed countries delivered a comprehensive package of four or more school health and nutrition services with support from WFP and partners (HLT indicator 2.3), compared with the baseline and 2023 target of 61 percent.⁴⁷ The shortfall can be explained in part by the slow recovery of national school feeding programmes from the effects of the COVID-19 pandemic, which affected the capacity of governments and partners to implement complementary activities.
72. Collaboration between WFP and the International Food Policy Research Institute resulted in the validation of an indicator of dietary diversity for school-age children, which is being used to measure the impact of school-based programmes on diets. Other organizations, including the Food and Agriculture Organization of the United Nations (FAO) and the World Bank, have begun to incorporate this indicator into their impact evaluations.
73. In 2023, WFP provided direct assistance to meet the essential nutrition needs of 218,409 people living with HIV and tuberculosis, and their families, in 21 countries. This was achieved through activities such as general food distributions, school feeding and capacity-strengthening initiatives for institutions and individuals.

Strategic outcome 3 – People have improved and sustainable livelihoods

Table 8: Corporate high-level targets – strategic outcome 3

	2021 baseline	2023 actual	2023 target	Performance
3 Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance (million)	14	19.9	20	99%
3.1 Number of people that benefit from <u>resilience building initiatives</u> , which strengthen the livelihood asset base including ecosystems (million)	10	9.0	12.5	72%
3.2 Number of smallholders benefiting from WFP support that improved <u>value chains and strengthened market services</u> (million)	0.41	1.3	1	134%
3.3 Number of people with <u>financial protection from climate hazards</u> (million)	3.5	9.2	6.5	142%

74. WFP assisted 19.9 million people in developing more resilient livelihoods (HLT lead indicator 3), 42 percent more than the 2021 baseline of 14 million and close to the 2023 target of 20 million.
75. The evaluation of WFP's resilience policy⁴⁸ highlighted the growing prominence of resilience building in WFP's planning and programmes, along with improvements in WFP's capacity to deliver resilience-building programmes in different settings. The evaluation also noted that WFP has scope to play a more effective role in resilience building at the

⁴⁷ The results reported for 2023 are from 40 of the 125 countries surveyed in 2022; the baseline figure is based on feedback from 52 of the 85 countries surveyed in 2020.

⁴⁸ WFP. 2023. *Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition; "Annual evaluation report for 2023"* (WFP/EB.A/2024/7-A).

country level, which would require additional workforce and funding and the design and implementation of partnership strategies.

76. Approximately 9.0 million people benefited from asset creation, livelihoods and skills development activities aimed at strengthening resilience (HLT indicator 3.1), representing 77 percent achievement of the 2023 target. Of this total, 8.5 million people across 47 countries participated in food assistance for assets activities aimed at addressing their immediate food needs while enabling them to better manage shocks and stressors and improve their livelihoods, in a context of dwindling natural resources and climate change. This number represents a decrease of 10 percent compared with 2022. The main ways of supporting assets and livelihoods include restoring degraded ecosystems, enhancing access to, and the management of, natural resources, and building or rehabilitating community access roads and local infrastructure. Another 1.1 million people received support through food for training activities implemented in 27 countries; this is 91 percent more people than in 2022. The rise is due to WFP's increased activities in the area of skills development, particularly for displaced and urban population groups. Overall, the number of country offices implementing asset creation and livelihoods activities increased from 52 in 2022 to 53 in 2023.
77. More than 1.3 million smallholder farmers in 44 countries benefited from WFP's value chain development activities aimed at improving livelihoods and promoting systemic changes along the value chain (HLT indicator 3.2), exceeding the 2023 target of 1 million by 34 percent. These results reflect the scale-up of WFP's support for national food systems by enabling smallholder farmers to better engage in value chains, manage post-harvest losses and reach markets.
78. Nearly 9.2 million people received financial protection from climate hazards (HLT indicator 3.3). Of this total, 4.1 million people were covered by anticipatory action mechanisms and 5.1 million were protected by climate risk insurance, surpassing the 2023 target by 42 percent. WFP's strong performance against HLT indicator 3.3 reflects increased attention and support from donors, which has helped country offices to increase their capacity to anticipate and mitigate the effects of climate shocks on food systems through the use of forecasting technologies and early warning systems, the transfer of the risks of climate shocks to insurance companies, and the continuation of a positive response from the donors of thematic funding.

Strategic outcome 4 – National programmes and systems are strengthened

Table 9: Corporate high-level targets – strategic outcome 4

	2021 baseline	2023 actual	2023 target	Performance
4 Number of countries that have strengthened programmes and systems with WFP support	49	69	52	133%
4.1 Number of countries better prepared for and able to respond to <u>emergencies through national systems</u>	30	58	32	181%
4.2 Number of countries whose national <u>social protection systems</u> better contribute to people's food security, healthy diets and ability to meet essential needs and/or manage risks	47	55	53	104%
4.3 Number of countries where WFP contributes to making <u>food systems</u> more sustainable and resilient	36	47	40	118%
4.4 Number of countries which have committed and/or increased their commitments to <u>school feeding programmes</u> in their: - national policies - budgets	41 0	65 33	41 1	159% 330%

79. Programmes and systems were strengthened with WFP support in 69 countries, surpassing the 2023 target of 52 countries by 33 percent (HLT lead indicator 4). This strong result reflects WFP's growing strategic focus on enabling national and local institutions to work towards zero hunger, including through South-South and triangular cooperation.
80. During 2023, 58 countries were assisted in becoming better prepared for and more able to respond to emergencies through national emergency preparedness and response systems, exceeding the 2023 target of 32 countries by 81 percent (HLT indicator 4.1). This strong result was supported by WFP's expanded contributions to national emergency preparedness and response systems, including through activities for strengthening governments' national capacities to establish shock-responsive social protection systems, conduct hazard and risk analysis and implement anticipatory action and crisis response. For example, government staff from Ghana benefited from a study tour to India highlighting that country's experience with disaster risk management and participated in information exchanges with China on ways of reducing high post-harvest losses.
81. WFP supported national social protection systems in 55 countries, helping them to better contribute to people's food security, healthy diets and ability to meet essential needs and manage risks (HLT indicator 4.2). This number represented 17 percent more countries than the baseline and exceeded the 2023 target of 53 countries. WFP also helped to strengthen the use of social protection systems in emergencies by channelling emergency assistance through shock-responsive social protection systems and linking people to durable safety nets.
82. WFP helped to make food systems more sustainable and resilient in 47 countries, exceeding the 2023 target by 18 percent (HLT indicator 4.3). Sixty-three percent of new CSPs or interim CSPs included activities aimed at making food systems more sustainable and resilient. Using an evidence-based approach, WFP collaborated with and enabled governments, the private sector and NGOs to identify key challenges and opportunities and to design interventions that address the root causes of vulnerability in national food systems.
83. Sixty-five countries made new or strengthened existing commitments to school feeding programmes in their national policies (HLT indicator 4.4), representing a steady increase from 41 countries at the baseline and exceeding the 2023 target by more than 50 percent. Thirty-three countries also increased national financial commitments to school feeding programmes, surpassing the 2023 target (one country). Part of this result is attributed to the increased advocacy of the School Meals Coalition for which WFP serves as the secretariat. The strengthening and expansion of policy and legal frameworks for school feeding was observed in all countries across all income groups.
84. Evaluations in 2023 reported that WFP's capacity-strengthening work helped to build national policy frameworks for food security and nutrition in Bhutan, Cambodia, Haiti, Namibia and other countries, integrate a food systems approach into national government regulations in Nepal, and improve the implementation of national food security and nutrition programmes in the Philippines.

Strategic outcome 5 – Humanitarian and development actors are more efficient and effective

Table 10: Corporate high-level targets – strategic outcome 5

	Lead indicator	Supporting indicator	2021 baseline	2023 actual	2023 target	Performance
5	Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions		N/A	83	50	166%
5.1	Share of countries in which governments or partners avail themselves of WFP “mandated” services out of all countries where the UNCT requests and the IASC endorses activation of “mandated” services (percentage)		N/A	100	100	100%
5.2	Number of countries in which governments or partners request and benefit from WFP “on-demand” solutions and services		N/A	82	50	164%
5.3	Percentage of <u>users satisfied</u> with the services provided		80	89	80	110%

Abbreviations: UNCT = United Nations country team.

85. WFP provided “mandated” and/or “on-demand” services in 83 countries, surpassing the target of 50 countries (HLT lead indicator 5). Strong achievement of the HLT 5 lead and supporting indicators reflects the relatively high level of expenditures under strategic outcome 5, which reached 63 percent of the operational requirements.
86. WFP met 100 percent of United Nations country teams’ requests for IASC-endorsed mandated services, including those provided by the logistics, emergency telecommunications and food security clusters and UNHAS, reaching the 2023 target (HLT indicator 5.1). The logistics cluster was present and formally activated by the IASC in 16 countries, the emergency telecommunications cluster was present in 24, the food security cluster in eight and UNHAS in 21 countries. Overall, at least one of the three clusters and/or UNHAS were present in a total of 29 countries.
87. WFP fulfilled its role as a system-wide provider of services for humanitarian and development partners, providing on-demand services and advisory solutions in 82 countries, surpassing the 2023 target by 64 percent (HLT indicator 5.2). The services and solutions included those in support of supply chains (42 countries), data and analytics (41 countries), CBTs (42 countries), technology (54 countries), administration (69 countries) and engineering (4 countries).
88. WFP’s on-demand service activities included providing 159 partners in 42 countries with supply chain services, including for the storage and transport of a total of 421,773 mt of food and non-food items and 12.4 million litres of fuel. WFP provided on-demand cash transfer services to United Nations and NGOs in 42 countries and government-to-people payment services to one government. WFP also supported governments’ own digital initiatives and services, provided cold chain logistics and engineering services and managed accommodation, mobility and carpooling services through the United Nations Booking Hub. Other services provided in 2023 included WFP’s HungerMap^{LIVE} tool, which used real-time food security monitoring data from 36 countries to help assess, monitor and predict the magnitude and severity of food insecurity and its drivers, and a climate risk monitoring system which was used for national disaster management or weather services in six countries.⁴⁹

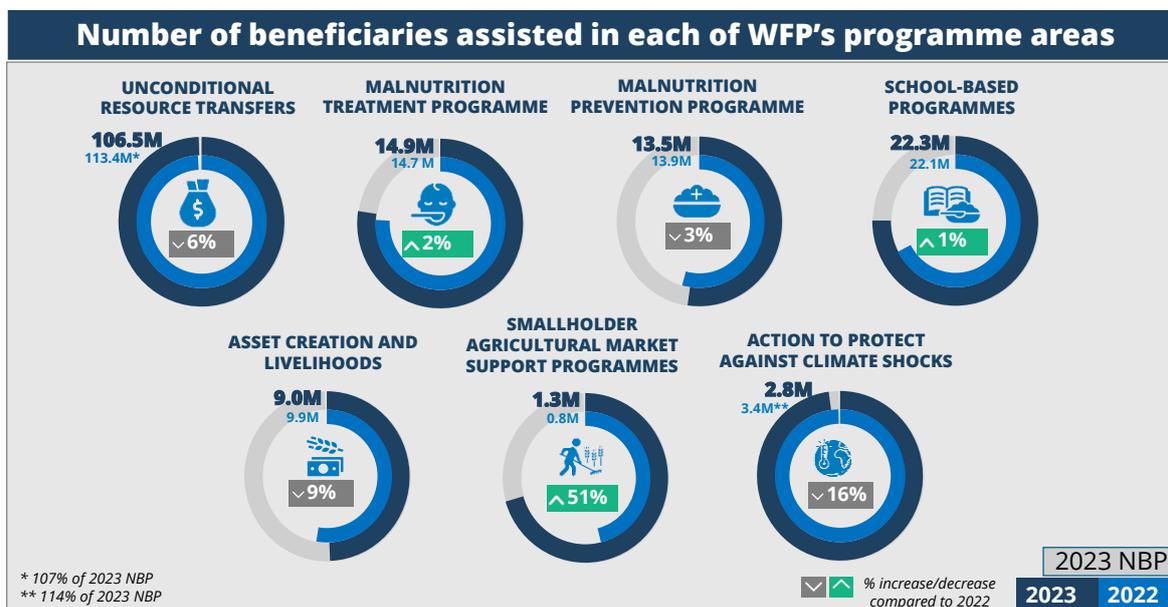
⁴⁹ Cambodia, Indonesia, Mongolia, Mozambique, Sri Lanka and Zimbabwe.

89. Overall, WFP achieved an 89 percent user satisfaction rate across the services provided, exceeding the 2023 target of 80 percent and providing evidence of WFP's delivery of high-quality services (HLT indicator 5.3).⁵⁰ These results reflect WFP's efforts to continuously maintain and improve the quality of the services it provides while ensuring that the needs of its partners are met.
90. Throughout 2023, WFP delivered mandated and on-demand supply chain services to a total of 1,442 partners through the WFP-managed UNHAS, the United Nations Humanitarian Response Depot (UNHRD) network and the logistics cluster. UNHRD managed 774 consignments, dispatching a total of 48,406 m³ of relief items and support equipment on behalf of 44 partners in 113 countries and territories.
91. The logistics cluster provided access to common logistics services, coordination of activities, information management or other project-based support in 47 countries in 2023. The cluster conducted or updated 26 logistics capacity assessments equipping stakeholders with key logistics information; worked with governments, the private sector and humanitarian actors to strengthen logistics preparedness, particularly at the local level; and provided training on best environmental practices for humanitarian logistics.
92. WFP provided on-demand supply chain services to 159 clients in 42 countries. The services had an estimated total value of USD 131.2 million, compared with USD 216.3 million in 2022. Food procurement services represented the highest source of revenue from service provision, followed by logistics, fertilizer supply, fuel services and the procurement of non-food items. WFP trained 487 individuals from 37 humanitarian and development organizations, focusing on optimizing distribution channels, equipment handling and warehouse management.
93. WFP maintained its strategic partnerships and global multi-year initiatives with organizations including the World Health Organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria. To complement operations, ensure sustainability and support efforts for building the resilience of local communities, WFP reinforced its capacity-strengthening partnerships with governments and other actors.
94. Evaluations indicate that WFP delivered highly valued on-demand logistics and supply chain services to governments, other United Nations entities and the wider humanitarian community and strengthened the emergency preparedness and response capacities of local first responders and governments. The evaluations also found that WFP's specialist experience and technical expertise in emergency response played a critical role in alleviating the impact of crises on beneficiary communities in the countries where it operated.

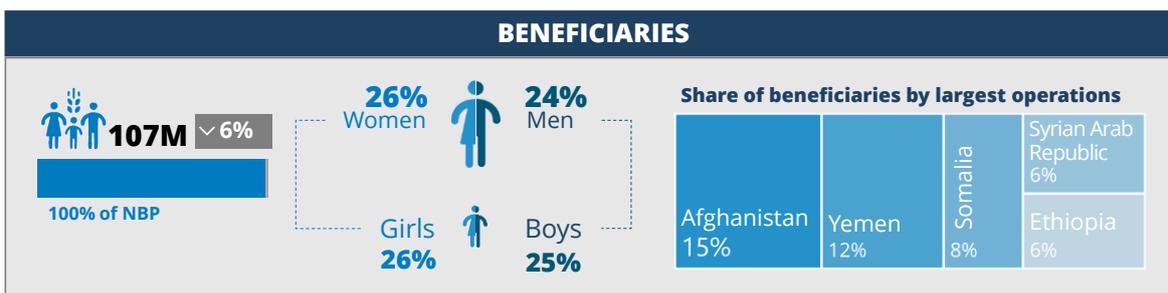
⁵⁰ In WFP's user satisfaction surveys, 87 percent of respondents expressed satisfaction with the quality of the logistics services provided, 91 percent with the emergency telecommunications and food security clusters, 96 percent with UNHAS, and 82 percent with WFP's administration services.

3.3 Highlights from key programme areas

More detailed information on the results from output, outcome and cross-cutting priority indicators for operations that were active and monitored during the reporting year are presented in annex III-C.



Unconditional resource transfers



95. Unconditional resource transfers continue to be WFP's largest programme area, with 70 percent of all WFP beneficiaries receiving unconditional distributions of assistance in the form of in-kind food, cash or vouchers in 2023. WFP provided unconditional resource transfers to support people affected by conflict, weather extremes, economic shocks and protracted crises.
96. Individual capacity-strengthening initiatives also made up a small proportion of unconditional resources transfers. For example, to complement direct food assistance in the Gambia, WFP reached 45,000 people with social and behavioural change communication. Messages focused on enhanced nutrition practices that people could incorporate into their diets.
97. Through unconditional resource transfers, WFP delivered nearly 3.1 million mt of food and reached almost 107 million beneficiaries. For example, in August 2023, Pakistan experienced persistent monsoon rains and flash floods, resulting in significant damage to infrastructure. Building on its coordination with the authorities, monitoring of emerging logistics constraints and readiness to assist the Government's relief operations, WFP had reached half a million people with food and nutrition assistance by October 2023. In some settings, border closures presented a challenge to the delivery of

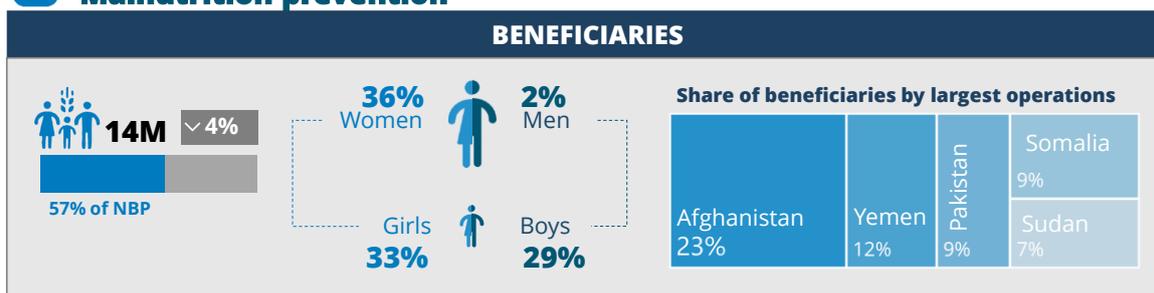
unconditional resource transfers. For example, border closures imposed after the outbreak of conflict in the Niger in July 2023 impeded the transport of in-kind food assistance into the country. In response, WFP identified alternative routes and engaged with government ministries to enable operational continuity.

98. Providing unconditional cash transfers is a way of achieving several outcomes related to helping people to meet their food security and nutrition needs, obtain access to money during crises, maintain their purchasing power during times of economic volatility, and become more financially resilient. Other outcomes include fostering the economic empowerment of women and strengthening government-to-person payment systems. In 2023, 85 percent of CBTs were provided as unconditional resource transfers. In emergencies, unconditional transfers allow people to focus on their immediate needs in a flexible and safe way, helping them to meet their food and nutrition needs quickly and to use the resources transferred in the ways that are most beneficial to them. In nine countries affected by climate-related disasters, WFP sent anticipatory cash to help people prepare for and mitigate the effects of the crisis on their families, assets and livelihoods before the onset of the disaster.
99. In 2023, digitized market-based interventions were developed and improved to support the distribution of unconditional cash and voucher transfers. The interventions included market assessments to inform WFP's decision making on the most appropriate delivery modality for each local setting, and the use of rapid evaluations and emergency rosters to expedite market-based interventions in emergency settings. In addition, WFP updated its guidance on the analysis of market systems so as to improve users' understanding of a given market and to guide interventions aimed at enhancing the functionality, inclusivity, sustainability and scale of local markets for WFP's operations and beneficiaries.
100. In Egypt, WFP followed a cross-functional and people-centred approach when scaling up the response to the crisis in the Sudan and managing the arrival of large numbers of refugees in Egypt. In response to community feedback, the 25 kg food basket was replaced with ready-to-eat meals which were easier to carry and consume for people forced to flee. Within 15 days, WFP introduced CBT assistance, responding to people's expressed preference for purchasing commodities during their journeys. To ensure that crisis-affected people received vital assistance rapidly and in appropriate ways, WFP developed key messages on the use of unconditional resource transfers in acute crises.
101. Funding reductions forced the country offices that were implementing large-scale unconditional resource transfer programmes to make difficult decisions regarding where, for whom and to what extent assistance could be cut. In 2023, more than 30 country offices were provided with support for food security assessments, essential needs analyses and targeting and prioritization activities. In addition, WFP began to work on a more systematic framework for optimizing the use of available resources, analysing which groups of people faced the greatest vulnerabilities, minimizing overlaps and reducing the size and duration of assistance to ensure that such difficult decisions were evidence-based.

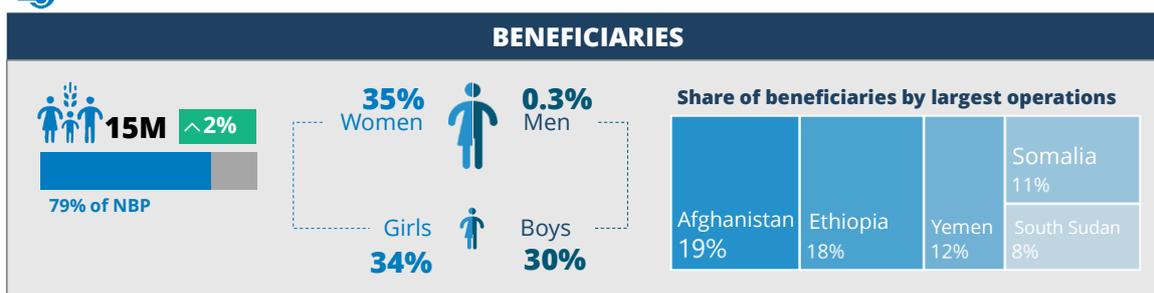
Prevention and treatment of malnutrition



Malnutrition prevention



Malnutrition treatment



▼ ▲ % increase/decrease compared to 2022

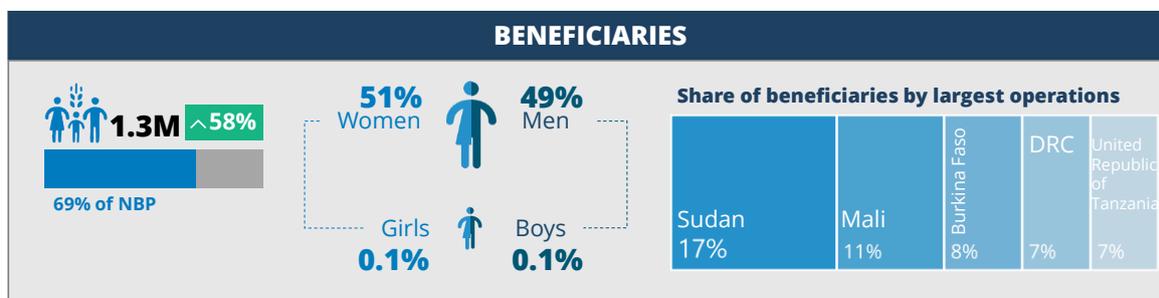
102. WFP plans rations so that they contain a minimum level of nutritional quality so when funding cuts in 2023 required WFP country offices to prioritize the types of nutrition assistance to provide, a consultation involving ten country offices, four regional bureaux and headquarters was launched to obtain an understanding of the challenges and identify the support required to prevent and mitigate the effects of ration cuts on nutritional adequacy. The findings were used to develop guidance aimed at enabling country offices to ensure the nutritional adequacy of in-kind food assistance.
103. In Yemen, the suspension of WFP's malnutrition prevention activities affected more than 2 million children and pregnant and breastfeeding women and girls. By August, assistance was restricted to 15 districts compared with the original plan of assisting 207 districts. In South Sudan, malnutrition prevention activities were restricted to areas with high levels of food insecurity and the target group for the treatment programme was reduced by 10 percent. The provision of reduced rations posed the risk of increasing the number of people in need of nutrition support.
104. WFP also supports the production of fortified foods and other specialized nutritious foods. For example, in 2023 WFP supported the fortification of more than 83 percent of commercially produced flour in the districts of Islamabad and Rawalpindi in Pakistan, where the initiative was being piloted, giving people access to more nutritious food. The fortified flour is consumed by more than 3 million people in Pakistan.

HIV and tuberculosis programming

105. In 2023, WFP directly assisted more than 218,000 people living with HIV and tuberculosis, and their families, in 21 countries, helping them to meet their essential nutrition needs. This was achieved through activities such as the provision of food and cash assistance, school feeding programmes and capacity-strengthening initiatives for institutions and individuals.

106. In Somalia, WFP carried out an extensive study on the food security, nutrition and socioeconomic vulnerability of 1,433 HIV patients aged 15 and above who were receiving anti-retroviral therapy. The study highlighted the vulnerability profile of people living with HIV in emergency drought conditions, particularly in areas at risk of famine, and was used to formulate recommendations on the revision of the national HIV policy and improve WFP's programme design.

Food systems, smallholders and resilience



▼ ▲ % increase/decrease compared to 2022

107. WFP supports smallholder farmers by facilitating their access to markets and promoting more efficient, inclusive, nutrition-sensitive and climate-resilient value chains. WFP's nutrition, monitoring and supply chain teams developed analytical tools, such as value chain analysis and market and retail assessments, to measure the nutrient needs and objectives related to various components of the food system.⁵¹ In Ethiopia's Somali region and in Mozambique and Zimbabwe, WFP helped to develop anticipatory action plans aimed at achieving healthy diets and improved nutrition.⁵²
108. In ten countries⁵³ WFP used its resilient food systems framework⁵⁴ to design and implement activities for strengthening food systems. The framework guides the context analysis, the design of strategies and integrated programmes and the development of partnerships for a comprehensive food system.
109. WFP continued to implement value chain development programmes, combining procurement⁵⁵ and programme interventions along the value chain to promote improved access to markets for smallholder farmers. In 44 countries, more than 1.3 million smallholder farmers, of whom 50.7 percent were women, participated in WFP's activities aimed at improving the efficiency and inclusiveness of targeted value chains.
110. WFP supported 8,287 aggregation systems for smallholder farmers in 37 countries, including 3,494 farmers' groups, 2,920 farmer organizations and 1,251 cooperatives. Of the 828,099 farmer members, 50.8 percent were women and 49.2 percent were men.

⁵¹ Consideration of nutrition was integrated into WFP's methodology for value chain analysis, and assessment results were linked to the implementation of activities. WFP's market and retail tools have been adapted to ensure the inclusion of nutrition needs and objectives.

⁵² WFP has synthesized evidence of the impacts of three types of shock and crisis on malnutrition, exploring the role and interaction of vulnerabilities and risk factors. The framework supports the inclusion of nutrition considerations in programmes and systems for anticipating and responding to different types of shock and crisis, including in early warning and preparedness activities, anticipatory action plans and early response activities.

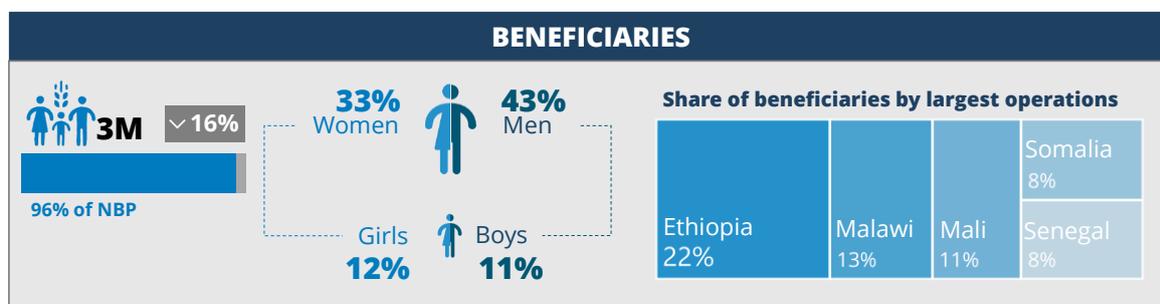
⁵³ Colombia, Lesotho, Madagascar, Mozambique, Peru, Somalia, the Sudan, Uganda, Ukraine and Zambia.

⁵⁴ WFP. 2022. [WFP's Contribution to Resilient Food Systems in vulnerable and shock-prone settings: A Practical Framework and Orientation Note for WFP Programme Teams](#).

⁵⁵ The programmes include procurement by WFP and for school feeding activities, CBT retailers and private buyers.

- 111. WFP and its partners trained smallholder farmers in skills such as good agronomic practices, post-harvest management, marketing, business, finance and insurance. To improve their production capacity and post-harvest management, farmers were provided with more than 470,000 pieces of agricultural or post-harvest management equipment and help with constructing more than 7,500 post-harvest management facilities.
- 112. Sales of food commodities from WFP-supported smallholder farmer groups reached 95,937 mt, valued at USD 72 million, compared with USD 67 million in 2022. An increasing percentage of farmers contributed to collective sales, with 54 percent in 2023 compared with 51 percent in 2022.
- 113. WFP’s support for improving post-harvest management practices resulted in an average of 7 percent of food lost at the storage stage in the nine countries reporting on post-harvest losses in 2023, against a target of a 9 percent.
- 114. In line with its local and regional food procurement policy, WFP purchased 60 percent of the food used in its operations in local and regional markets, an increase of 10 percentage points compared with 2022 and amounting to USD 1.1 billion in value. Ninety thousand mt was sourced from smallholder farmers in 24 countries, at a value of USD 56 million, representing almost 4 percent of overall global purchases in terms of volume, 3 percent in value and 6 percent of WFP’s total local and regional purchases, against a 2027 corporate target of 10 percent.
- 115. Under an agreement with the Mastercard Foundation, WFP increased employment opportunities for young people in value chains in eight African countries.⁵⁶ Through capacity-strengthening activities, WFP reached more than 104,000 young participants, half of whom were women, and supported 5,357 enterprises led by young people, 34 percent of whom were women. More than 17,000 young people from Kenya and Uganda, more than half of whom were women, reported increased incomes after participating in the project.

Climate change adaptation and protection



▼ ▲ % increase/decrease compared to 2022

⁵⁶ Ghana, Kenya, Mozambique, Nigeria, Rwanda, Senegal, Uganda and the United Republic of Tanzania.

Beneficiaries of climate risk management activities in 2023			
CLIMATE RISK MANAGEMENT REACH	FORECAST-BASED MECHANISMS	ANTICIPATORY ACTIONS	CLIMATE INFORMATION
 17.9M ^ 15% benefiting from actions to protect against climate shocks	 4.1M ^ 141% covered by forecast-based mechanisms	 581K ^ 25% received more cash transfers ahead of impending climate hazards	 7.5M ^ 9% provided weather forecasts tailored to specific needs
CLIMATE INSURANCE	CLIMATE ADAPTATION AND AP	CLIMATE RISK RESERVES	SUSTAINABLE ENERGY
 5.1M ^ 31% protected through climate insurance policies	 2.9M ^ 4% people benefiting from climate adapted assets and agricultural practices	 2.9M ^ 50% Benefiting from savings through village savings and loans associations	 1.5M v 7% received access to sustainable energy services for food consumption

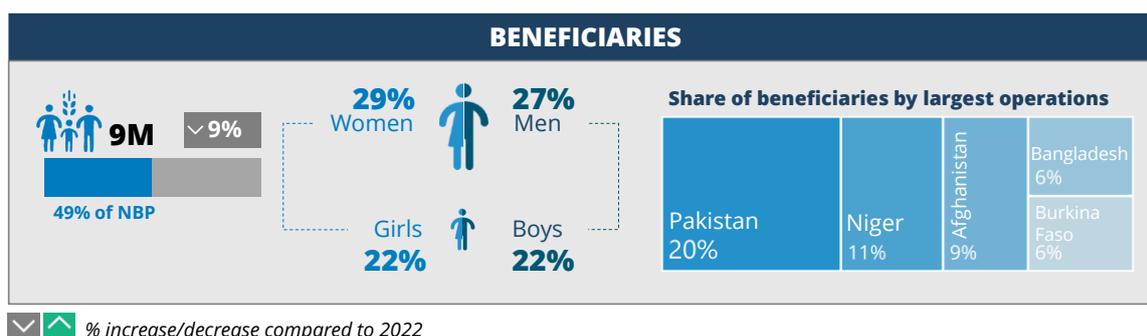
  % increase/decrease compared to 2022

Abbreviation: AP = agricultural practice.

116. In 2023, WFP implemented anticipatory action programmes in 35 countries, up from 26 in 2022, and provided more than 4.1 million people with USD 40.8 million in pre-arranged financing. WFP initiated anticipatory action in 13 countries⁵⁷ and piloted the anticipatory action approach in five additional countries, releasing a total of USD 20.2 million to mitigate the adverse impacts of predicted extreme weather events on the food security and nutrition of nearly 581,000 vulnerable individuals.
117. WFP has contributed to safeguarding vulnerable communities with climate and disaster risk financing and insurance instruments in 22 countries, directly supporting 822,000 people affected by droughts, floods, and hurricanes. Microinsurance interventions covered 2.58 million individuals, triggering USD 2.1 million in payouts that benefited 205,000 subsistence farmers and pastoralists. Macro-insurance products extended coverage to 2.5 million people and payouts totalled USD 13.1 million, providing recovery support to 617,000 people affected by drought and tropical cyclones in five countries.
118. More than 1.5 million people benefited from sustainable energy solutions provided by WFP in 14 countries. Energy-efficient cooking solutions were installed in 54,000 schools and provided to 135,000 households. In addition, 65,800 people gained access to energy products and services for lighting and productive uses, such as solar-powered water pumps for irrigation.
119. The evaluation of WFP's disaster risk reduction and climate change policies found that WFP's programme interventions were increasingly effective and innovative, helping to build national capacities and enhance policy frameworks in both thematic areas. The evaluation found that there was room to improve the guidance for country and regional offices, strengthen performance monitoring and enhance the attention paid to institutional learning.

⁵⁷ Bangladesh, Burundi, Guatemala, Haiti, Lesotho, Madagascar, Mozambique, the Niger, Somalia and Zimbabwe.

Assets creation, livelihoods and skills development



120. WFP assisted 9.0 million people through community and household asset creation and individual skill development activities while simultaneously providing food, cash or commodity vouchers to meet people's immediate food needs. Asset creation activities included the rehabilitation of 377,000 hectares of land, the planting of 4,200 hectares of forest, the repair or construction of more than 7,200 km of roads and trails, the establishment of 4,900 community gardens and the construction or repair of more than 10,300 water points.
121. More than 69 percent of households participating in WFP asset creation activities reported benefits from an enhanced livelihood asset base, and 57 percent of the people who received skills training were subsequently engaged in income-generating activities that improved their livelihoods and food security. WFP's asset creation activities continued to demonstrate long-term benefits: at least 81 percent of the assets monitored using WFP's satellite imagery and landscape monitoring system were in very good condition.
122. In Afghanistan, 785,000 people received WFP support for the construction and rehabilitation of vital infrastructure for mitigating the effects of natural disasters, including flood protection structures, irrigation canals and watershed management activities. Livelihoods skills development interventions targeted predominantly women. The activities helped to reduce the number of households with poor food consumption by 18 percent and double the number of those with acceptable food consumption.
123. Evaluations in 2023 found that WFP's asset creation and livelihoods activities enabled more women to participate in the labour market, increasing the incomes of the women and their households,⁵⁸ diversified livelihoods,⁵⁹ improved communities' resilience, including to climate change,⁶⁰ enhanced crop production and yields,⁶¹ and improved food consumption scores.⁶² The evaluations noted that short-term and small-scale projects were often insufficient to counter the effects of shocks on communities or to address the underlying causes of food insecurity and malnutrition, and recommended that WFP adopt a multisectoral approach to the design of interventions.

⁵⁸ In Egypt, Ghana, Malawi, Senegal and Zambia.

⁵⁹ In Egypt and Zambia.

⁶⁰ Resilience to climate change was enhanced in Cambodia, the Dominican Republic, Egypt and Zambia, and community resilience was increased in Cambodia, Egypt, Haiti, Kenya, Malawi, Myanmar, Nepal and Senegal.

⁶¹ In Bhutan, Egypt, Haiti and Kenya.

⁶² In Haiti, Malawi and Myanmar.

Social protection



124. WFP continued to provide support for national social protection systems and programmes in 55 countries, achieving the social protection targets for its CSPs in all of those countries and reaching 834.5 million indirect (tier 3) beneficiaries in 20 countries through capacity-strengthening initiatives for national social protection systems and programmes.
125. WFP published lessons learned from the joint WFP and UNICEF multi-year programme on Responding to COVID-19 through Social Protection Systems in the Sahel, which provided the governments of Mali, Mauritania and the Niger with support in implementing CBTs in response to large-scale shocks.⁶³
126. An evaluation of WFP's work on shock-responsive social protection in the Latin America and the Caribbean region highlighted the added value that WFP's field presence and long-term investments provided in strengthening the shock-responsiveness of social protection systems. The evaluation noted the importance of closely engaging with national governments to foster the ownership and enhance the uptake of new solutions and of collaborating with subregional institutions on enhancing local capacity.
127. In Lebanon, WFP continued to provide technical assistance and implementation support to the Ministry of Social Affairs for the country's two main national social protection programmes.⁶⁴ Together, the programmes assisted 180,000 extremely vulnerable households.
128. A summary report on evaluative evidence on social protection⁶⁵ identified three main comparative advantages of WFP in social protection: its ability to generate and use evidence, its expertise in food security and nutrition, and its ability to engage at all levels of the humanitarian-development-peace nexus. The report recommended that WFP review and identify the most appropriate forms of partnerships for the future, ensure that programme design and implementation are based on analysis, adopt a nexus-centred approach to social protection work, and test the underlying assumptions in the social protection strategy, such as by conducting a thorough assessment of each partner's commitment to and capacity for assuming the ownership of social protection programmes and systems.
129. WFP used its tool for measuring indicators of emergency preparedness capacity to help governments and partners identify their main gaps and focus areas to be enhanced. In Rwanda, the tool enabled the Government to prioritize capacity-strengthening activities,

⁶³ German Agency for International Cooperation and others. 2022. [Responding to COVID-19 through Social Protection Systems in the Sahel](#).

⁶⁴ The emergency social safety net programme and the Lebanese national poverty targeting programme.

⁶⁵ WFP. 2023. [Summary of Evidence: Social Protection](#).

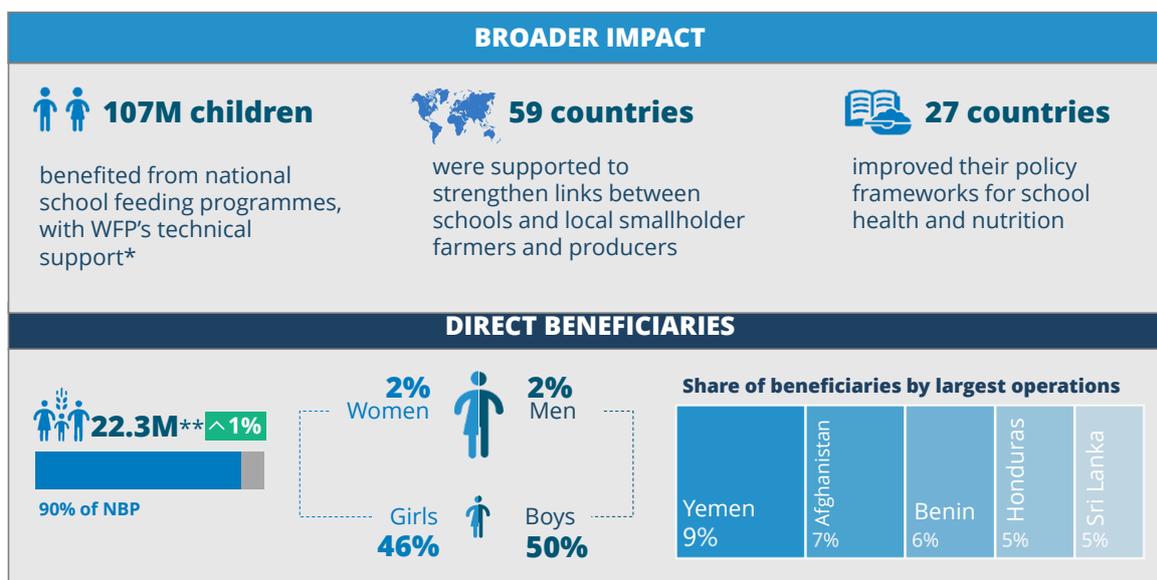
approve a new national disaster risk reduction and management policy, and convene the first national disaster risk reduction and management conference in 2023.

Emergency preparedness



- 130. WFP country offices continued to implement preparedness activities such as risk monitoring, early warning alert systems, specific cash-based preparedness measures, the broadening of access to insurance coverage and the strengthening of shock-responsive social protection systems.
- 131. Advance financing of USD 2 million from the IRA supported early action and emergency preparedness activities in Afghanistan, Benin, Cote d'Ivoire, Ghana, Mauritania, Togo and Uganda. The IRA funding enabled WFP and its partners to strengthen their early action. For example, the allocation for WFP's Mauritania operation was used to prepare for the arrival of an estimated 100,000 refugees fleeing insecurity and conflict in northern and central Mali.

School meals and school-based programming



▲ ▼ % increase/decrease compared to 2022

* The most recent available data are from WFP 2022. *State of School Feeding Worldwide 2022*.

**This figure does not include schoolchildren reached through Cabo Verde's limited emergency operation (aligned to the previous CRF). In total, WFP reached 21.4 million schoolchildren through school-based programming.

132. WFP works with partners to ensure that every child receives a healthy and nutritious meal in school, through government programmes. The School Meals Coalition, created with WFP support, continued to grow and deliver results. Brazil joined Finland and France as co-chairs of the coalition. Membership increased to 98 Member States and 118 partner organizations.
133. The *2022 State of School Feeding Worldwide* report estimates that WFP indirectly reached 107 million children by enabling governments to establish or expand their national school feeding programmes.⁶⁶ The Government of Armenia took full ownership of the programme from WFP, benefiting 102,000 children. The Government of Cambodia continued to assume responsibility for WFP-supported schools, approving a budget to cover almost 50 percent of all programme schools in the country.
134. As the Secretariat of the School Meals Coalition, WFP supported 36 Member States in establishing and implementing tangible commitments to continue scaling, financing and improving national programmes. Despite the challenging fiscal situation, many governments increased domestic funding for their programmes with technical support and advocacy from WFP. For example, in Kenya, the school feeding budget more than doubled to approximately USD 40 million, and the Government of the Philippines increased its budget from USD 59.5 million in 2022 to USD 101.9 million in 2023. In Benin, the Government scaled up the programme with its own resources, with WFP operational support, and it is now reaching almost 1 million children, more than half of the children attending public schools.
135. With the support of partners, WFP positioned school meals in global discussions, including the United Nations Food Systems Summit Stocktaking Moment, the 2023 Group of 20 summit and the resulting Leaders' Declaration, and the 28th Conference of the Parties to the United Nations Framework Convention on Climate Change and the Emirates Declaration on Resilient Food Systems, Sustainable Agriculture and Climate Action. In October, WFP supported France in hosting the first global summit at ministerial level of the School Meals Coalition in Paris.
136. WFP worked with governments to directly reach 21.4 million schoolchildren in 61 countries with nutritious school meals, snacks or CBTs – 1.4 million more children than in 2022.
137. This work included supporting governments in 59 countries to advance home-grown school feeding programmes, which promote dietary diversity and support agricultural production of local smallholders. Globally, WFP increased its local purchases for school meals to 57 percent of total purchases, from 42 percent in 2022. In Guinea, 90 percent of the food used by WFP in school meals was purchased locally, compared to 58 percent in 2022.
138. WFP increasingly adopted a food systems approach in implementing school meals programmes and providing capacity strengthening support to governments. Innovative initiatives for integrating local procurement, addressing nutrient gaps more efficiently, developing local value chains, supporting smallholder farmers and incorporating gender dimensions into school feeding programmes were tested in 11 countries through

⁶⁶ WFP. 2023. *State of School Feeding Worldwide 2022*.

strategic partnerships.⁶⁷ WFP also provided improved clean cooking solutions for schools in 16 countries.

139. Through support provided to the Research Consortium of the School Meals Coalition, WFP continued to contribute to the generation of evidence to inform better decisions.⁶⁸ WFP provided governments of seven additional countries with digital solutions for the design of school menus and the enhancement of capacities to track the delivery and consumption of commodities and the attendance and enrolment of children in schools. For example, WFP rolled out School Connect, a digital monitoring, reporting and management application, to more than 5,700 schools in Benin.
140. Evaluations in 2023 found that school feeding programmes improved rates of enrolment, attendance and retention in school as well as enhancing academic achievements. Nutrition-related benefits were recorded in Benin, Bhutan, Haiti, Malawi and Nepal.

3.4 Cross-cutting priorities

141. WFP uses specific indicators to measure the extent to which it is mainstreaming and achieving policy objectives under each of its four cross-cutting priorities,⁶⁹ which are formulated with a view to helping the organization to maximize the quality, effectiveness and sustainability of programmes.

Protection and accountability to affected populations

142. WFP introduced benchmarks for guiding the implementation of its policy on protection and accountability. The benchmarks clarify the actions that country offices should undertake to ensure consistent implementation of the policy at the field level. Sixty-one country offices reported on their progress towards meeting the benchmarks.
143. Among the 20 CSPs submitted to the Board in 2023, all the core aspects of protection and accountability were fully integrated into 64 percent (13 CSPs), an increase from 56 percent in 2022. Overall, 85 percent (17 CSPs) explicitly highlighted protection as a high-level cross-cutting priority, while 95 percent (19 CSPs) included reference to protection risks for specific groups of beneficiaries, compared with 52 percent for both indicators in 2022. Progress was observed in the numbers of WFP staff members appointed to protection and accountability functions: 44 fixed-term staff members and 93 non-fixed-term.⁷⁰

⁶⁷ The partnerships included a project implemented in four countries to develop and test options for providing more nutritious school meals that also boost local economic opportunity and increase environmental sustainability; a project in two countries on food systems transformation, community resilience and strengthened human capital; and a project on climate-smart home-grown school feeding approaches in five countries.

⁶⁸ As part of the work done by the Research Consortium, value-for-money studies are being completed for eight countries. Case studies documenting good examples were completed for four countries and are under way for another 16. Impact evaluation studies were conducted in Burundi, the Gambia, Guatemala and Jordan. A white paper on planet-friendly school meals, a working document presented at the 28th Conference of the Parties to the United Nations Framework Convention on Climate Change, demonstrated the unique opportunity that school meals programmes provide to address multiple food system challenges, including climate change, and proposed policy recommendations for decision-makers.

⁶⁹ WFP's strategic plan defines four cross-cutting priorities: protection and accountability to affected populations; gender equality and women's empowerment; environmental sustainability; and nutrition integration.

⁷⁰ These figures are aggregations of the results from the first country office self-reporting exercise on protection and accountability staffing, to which 61 country offices submitted responses. While every attempt has been made to ensure that the numbers are accurate, staffing levels are subject to change and should be considered as estimates pending further analysis and triangulation.

144. WFP updated its existing community feedback mechanisms to conform with global assurance standards for stronger accountability and risk mitigation. The percentage of country offices that met the minimum global standards increased to 82 percent in 2023, from 73 percent in 2022. Guidance and tools for the effective implementation of community feedback mechanisms by country offices were revised to ensure compliance with assurance standards in all operational settings.
145. Of the country offices reporting on consultations with organizations representing persons with disabilities, 31 percent met or exceeded the standards of the United Nations disability inclusion strategy. In addition, 18 percent of the country offices reporting improvements in the built environment, digital accessibility and communications met or exceeded requirements.
146. Evaluations found that WFP had consistently addressed protection concerns and respected the dignity of beneficiaries in most cases. For example, beneficiaries in Kenya reported that CBTs were easily accessible, and they appreciated the freedom to use the transfers according to their needs.⁷¹ Gaps in the protection-related needs of some marginalized groups were identified, including for people of diverse sexual orientation, people living with HIV or disabilities, young people, women and victims of violence.

Gender equality and women's empowerment

147. WFP's gender transformation programme was revised to become the Gender Equality Certification Programme. Twenty-seven country offices completed the certification process and seven more enrolled in it. In addition, all regional bureaux finalized their gender implementation strategies after analysing the intersections between gender and other focus areas.
148. In 2023, several activities aimed at developing and sharing evidence to inform the implementation of the gender transformation programme were completed. WFP published a study on unequal access to assistance and the gender-related barriers to humanitarian access,⁷² which highlighted the barriers faced by individuals in obtaining access to assistance before, during and after the assistance has been provided. A knowledge platform on experiences related to gender equality was launched to collect good practices and lessons learned from WFP's operations.
149. WFP's collaboration with the other Rome-based agencies continued to be strengthened through the implementation of two joint programmes: one on gender-transformative approaches and the other on the economic empowerment of rural women. WFP's tripartite engagement with the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Population Fund resulted in a joint road map for action on capacity building and programmatic collaboration. The promotion of gender equality continued to be an important aspect of WFP's work with private sector actors and foundations. Building on its strengths in food systems and CBT programming, WFP incorporated the analysis of gender-related barriers and the pursuit of objectives related to women's empowerment into its food systems and CBT initiatives.

⁷¹ WFP. 2023. *Evaluation of Kenya WFP Country Strategic Plan 2018–2023*.

⁷² WFP. 2023. *Unequal Access: Gendered barriers to humanitarian access*.

Nutrition integration

150. The inclusion of nutrition as a cross-cutting priority in the strategic plan committed WFP to maximizing its contributions to the treatment and prevention of malnutrition and the improvement of diets, including during crises.
151. In the Syrian Arab Republic, WFP successfully integrated nutrition considerations into its general food assistance and school feeding programmes and ensured the quality of food rations and school meals by distributing fortified commodities. Both programmes included targeted nutrition messages and activities aimed at enhancing knowledge and raising awareness on nutrition-related topics. General food assistance distribution points were used for the early detection and referral of malnutrition cases using standard nutrition screening methods.
152. Fifty-four percent of the people enrolled in WFP-supported malnutrition prevention and treatment programmes or benefiting from nutrition-sensitive programming were able to meet their nutrition needs. This result was facilitated by programmes that effectively combined distributions of fortified foods and specialized nutritious products with action to support diet diversification, and 54 percent of beneficiaries benefited from nutrition-sensitive approaches.

Environmental sustainability

153. WFP's environmental management system was launched in an additional 28 countries, bringing the total to 59 countries. The Board's approval of a decarbonization fund and a carbon tax on commercial air travel helped to increase the revenue for WFP's energy efficiency programme, which aims to reduce the greenhouse gas emissions generated by WFP's management and support operations. Fourteen projects under the energy efficiency programme were awarded a total of USD 1.2 million from the fund.
154. WFP's greenhouse gas emissions increased in absolute terms, but the relative carbon dioxide emissions per million beneficiaries decreased compared with the levels at the 2010 baseline and pre-COVID-19 levels in 2019.
155. WFP implemented environmental sustainability strategies for its regional supply chains to reduce the potential negative impacts of its supply chain operations. Following consultations on the Strategy for Sustainability Management in the United Nations System for 2020–2030, WFP prepared an environmental road map for the achievement of a 45 percent reduction in the greenhouse gas emissions from its supply chain operations by 2030 and for other environmental goals of the United Nations system, including improved waste management. As part of the road map, WFP established 37 environmental milestones for completion by 2030.
156. To comply with WFP's environmental and social sustainability framework and the requirements of specific donors, 51 country offices used a risk screening tool when designing their programmes. The tool identified the risks that needed to be controlled or mitigated during project implementation.
157. Evaluations found that WFP's operations increasingly used environmental screening checklists and implemented activities such as "clean cooking" in schools, and climate-responsive agricultural practices. The evaluations recommended that WFP use a systematic approach to addressing the environmental concerns arising from all the components of its programmes, including by ensuring the consistent use of environmental screening tools.

3.5 Advances in the humanitarian-development-peace nexus approach

158. WFP continued to promote long-term, integrated programmes that are implemented in partnership with other actors and aimed at more effectively meeting needs, mitigating risks and promoting peace. At the global level, WFP and the United States of America co-chaired the dialogue group of the Development Assistance Committee of the Organisation for Economic Co-operation and Development and the United Nations, which in 2023 focused on the issue of financing and the humanitarian-development-peace nexus. WFP also regularly engaged in the IASC task force on the nexus approach⁷³ co-leading the workstream on the delivery of basic social services and contributing to the collection of best practices for the nexus approach.
159. The Global Network Against Food Crises⁷⁴ worked to build coherence among key nexus-based initiatives and platforms around the world, including through the publication of the principles underlying the implementation of the nexus approach in fighting food crises.⁷⁵
160. At the country level, WFP engaged in joint programming with a wide range of partners. For example, WFP supported the Government of Somalia in bringing together stakeholders at the nexus to discuss major risks – climate extremes and conflict – and to work towards the operationalization of collective outcomes. This work is part of a multistakeholder process for operationalizing Somalia's national pathway for food systems transformation.
161. More than half of the people WFP serves live in conflict-affected settings, making it increasingly difficult to ensure access to the areas and people with the most pressing humanitarian needs. WFP's teams working on access issues and humanitarian-military interactions responded to emergencies by providing monitoring support, deploying "first-wave" responders, such as in the Democratic Republic of the Congo and Mali during the withdrawals of peacekeeping missions, and providing technical expertise on civil-military coordination and negotiation along with full-time liaison support in Armenia, and the Democratic Republic of the Congo, Haiti, Lebanon, Mozambique, Türkiye and Ukraine.

⁷³ Inter-Agency Standing Committee. 2022. [IASC Task Force 4 on Humanitarian Development Collaboration and its Linkages to Peace](#).

⁷⁴ The Global Network Against Food Crises is an alliance of humanitarian and development actors united by a commitment to tackling the root causes of food crises and promoting sustainable solutions through the sharing of analysis and knowledge, the strengthening of coordination in evidence-based responses, and collective efforts at the humanitarian-development-peace nexus.

⁷⁵ The principles were drafted by partners that include the High-level Task Force on Preventing Famine, the United Nations Famine Prevention and Response Coordinator, the Global Alliance on Food Security and the Global Crisis Response Group. Humanitarian-Development-Peace Nexus Coalition. 2023. [Catalysts for Change: Conflict, Hunger and the Strategic Positioning of the HDP Nexus Coalition](#).

162. WFP made significant efforts to implement the recommendations from the evaluation of its peacebuilding policy.⁷⁶ It strengthened its partnerships with actors engaged in sustaining peace, including through its participation in the peacebuilding contact group⁷⁷ and the provision of increased support to regional bureaux and country offices in developing projects for the United Nations Peacebuilding Fund. In addition, WFP identified three key pathways for strengthening its contribution to peace by promoting equitable access to contested natural resources, strengthening citizen-state trust and creating a sense of normality through the provision of food assistance to conflict-affected people.
163. WFP developed a corporate strategy for building and mainstreaming expertise in conflict sensitivity throughout the organization, better understanding the environments in which it operates, tailoring interventions to those environments, and managing and mitigating the risks of unintended negative impacts from its operations. A comprehensive WFP toolkit was developed to enable field-level staff to integrate conflict sensitivity into field operations.

⁷⁶ WFP. 2023. *Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings*.

⁷⁷ A mechanism chaired by the Peacebuilding Support Office that brings together actors from across the United Nations system.

4. Part IV: Management performance

Part IV provides an analysis of overall WFP management performance, describing progress towards the achievement of the seven management results established in the CRF for 2022–2025. It also reports on appropriation lines and progress on achievements of critical corporate initiatives (CCIs) and efficiency gains.

4.1. Performance by management result

164. Management results support the effective implementation of the strategic plan at the global level. They are measured in terms of management key performance indicators (KPIs), which reflect WFP's overarching priority of supporting the achievement of results in accordance with the CRF.
165. The strategic plan for 2022–2025 identifies seven management results. WFP leadership prioritized four of those: effectiveness in emergencies (management result 1), people management (management result 2), evidence and learning (management result 5), and leverage technology (management result 6). In addition, WFP's management plan for 2023–2025 prioritizes risks and controls related to the management of NGOs and to beneficiary management through the respective management results.⁷⁸
166. Table 11 shows the planned baseline budget allocations, implementation rates and overall KPI achievement rates in 2023, by management result. The full list of KPIs and additional information can be found in annex IV-A.

Table 11: Planned baseline budget, implementation rates and achievement of corporate key performance indicators by management result, 2023

Management result	Planned baseline budget (USD million)	Implementation rate (%)	KPI achievement rate (%)
1 – Effectiveness in emergencies*	121.8	98	80
2 – People management*	92.5	97	73
3 – Engage in effective partnerships	136.7	93	75
4 – Effective funding for zero hunger	99.7	96	64
5 – Evidence and learning*	103.3	87	64
6 – Leverage technology*	66.0	115	100
7 – Leverage innovation	18.7	84	100

* Prioritized management result in 2023.

Management result 1: Effectiveness in emergencies

167. Work towards this management result aims to strengthen WFP's ability to efficiently and effectively prepare for and respond to emergencies. It seeks to ensure that crisis response is embedded in all CSPs and that WFP adheres to the main tenets of the IASC humanitarian system-wide scale-up activation procedure.

⁷⁸ Risks and controls related to the management of NGOs were prioritized under management result 3, and risks associated with beneficiary management under management result 1.

168. Baseline expenditures for management result 1 totalled USD 119.5 million, or 98 percent of the planned baseline budget. WFP's overall performance under this management result is measured through five corporate KPIs, four of which were fully achieved.
169. To address high levels of acute hunger, WFP activated four corporate scale-up responses – the Democratic Republic of the Congo, the State of Palestine, South Sudan, the Sudan and the Sudan regional crisis in Chad – and continued to manage emergency scale-ups in Haiti and Somalia. These emergency operations received dedicated support for a rapid scale-up within 72 hours of the onset of the emergency, including resource mobilization and related advocacy, surge deployment of specialist staff and the development of operational plans. In addition, 25 countries classified as facing situations of corporate attention were provided with emergency preparedness and response support.
170. In 2023, of the 45 countries that were listed in the corporate alert system on two consecutive occasions, 57 percent received funding from the IRA.⁷⁹ IRA funding was essential for scaling up operations following the outbreak of conflict in Armenia, the Niger, the State of Palestine and the Sudan, after the earthquake in Afghanistan, and following devastating floods in Libya.
171. To enhance its effectiveness in emergency response, WFP trained more than 200 people, hired six security officers and launched an emergency surge station. Overall, 500 professionals were deployed to emergency operations in 50 countries. In addition, WFP worked with 29 NGOs, governments and private companies which served as standby partners to provide in-kind resources, capacity and equipment for its operations.
172. The UNHRD network managed by WFP provided mandated and on-demand services to the humanitarian and development community for procuring, pre-positioning and dispatching emergency relief items and support equipment. UNHRD managed 774 consignments, dispatching 48,406 m³ of relief items and support equipment on behalf of 44 partners. This support was managed from five hubs and dispatched to 113 countries and territories.
173. To support emergency planning and response, WFP released two forward-looking joint analyses of potential risks to food security with FAO, published three global operational response plans that assessed the effects of evolving food security needs on WFP's responses and priorities, and issued daily operational briefs that contributed to internal information sharing and management decision making.
174. WFP significantly advanced its real-time food security monitoring capabilities in 34 countries, including for post-distribution monitoring in countries such as the United Republic of Tanzania and Yemen. This investment contributed to more accurate and timely analyses of food security trends, enhanced WFP's ability to respond proactively to emerging challenges, led to improved targeting and facilitated the assessment of the impact and effectiveness of interventions.

⁷⁹ In the APR for 2021, reporting on this indicator erroneously included multilateral allocations. In 2021, 56 percent of countries designated in the corporate alert system were allocated IRA funding. The target percentages for 2021 and 2022 reflect the scope of alternative funding that a country office designated as being in the corporate alert system may obtain. Such funding includes direct donations, grants from flash appeals to the CERF and other United Nations funding mechanisms, advances from the Internal Project Lending Facility, and allocations from the multilateral budget committee. The methodology for measuring this indicator is under review with a view to ensuring that WFP can accurately report on and demonstrate the impact and value of the IRA.

175. WFP increased the diversity and quality of climate and earth observation datasets – including improved seasonal and short-range rainfall forecasts covering up to 16 days – and developed a new drought indicator. These services enabled regional and country teams to evaluate the effects of El Niño in terms of the likely number of people affected in the regions concerned and the potential impacts of El Niño on precipitation and cereal production. In addition, the Ethiopia task force was able to promptly identify weather-related hotspots. Tailored data on climate hazards, and products for addressing them, were provided to country offices to support them in assessing the progress of crop seasons, participating in regional and national early warning efforts and facilitating advocacy efforts with donors.

Management result 2: People management

176. Management result 2 prioritizes all of WFP's people, regardless of the type or duration of their contracts. WFP continued its efforts to provide a caring and supportive work environment, apply nimble and flexible people management practices and increase the diversity of its workforce. Total baseline expenditures under this management result reached USD 90.1 million in 2023, representing 97 percent of the baseline budget. Of 11 corporate KPIs attributed to this management result, eight were achieved or on track to being achieved.
177. In line with WFP's staffing framework, the percentage of employees on long-term contracts increased from 50.3 percent at the end of December 2022 to 52.5 percent at the end of December 2023, surpassing the target of 49 percent.
178. Progress was made in rolling out strategic workforce planning, helping WFP to forecast the evolving size and structure of its workforce and contributing to the organizational realignment exercise. Additional decision-making authority regarding human resources matters was delegated to regional and country directors, facilitating a more agile and efficient approach to workforce planning and management.
179. A workplace team effectiveness initiative was successfully piloted in 2023 in line with WFP's policy on the prevention of and response to abusive conduct. Working closely with country and divisional managers, the initiative used personality assessments, targeted individual coaching sessions and group workshops to strengthen team dynamics and address systemic behavioural issues.
180. To ensure the well-being of its employees, WFP implemented the occupational safety and health management system, which addresses the reporting and assessment of risks and provides capacity building support and technical guidance. A network of 107 focal points and alternates was established, and 104 participants completed certification courses offered by the Institution of Occupational Safety and Health. As part of its duty of care mandate, WFP consolidated the network of field clinics and made the necessary adjustments to address employees' primary health needs. At the end of 2023, WFP's medical assistance teams operated in 25 clinics in seven countries.⁸⁰
181. To advance WFP's commitments to ensuring a workplace that promotes gender parity, diversity and inclusion, in 2023, WFP increased the number of gender equality advisers to 26,⁸¹ and, with headquarters and Lebanon country office's facilities becoming fully accessible to persons with disabilities, nearly 11 percent of WFP employees were working in accessible facilities..

⁸⁰ Afghanistan, Bangladesh, the Democratic Republic of the Congo, Ethiopia, Malawi, Myanmar and the Sudan.

⁸¹ Of this total, 11 gender equality advisers were based in the regional bureaux and 15 in headquarters – seven more than in 2022 – including two dedicated gender-based violence officers.

182. The Office of the Ombudsman and Mediation Services provided informal conflict resolution services to 786 employees, an increase of 14 percent compared with 2022. An outposted ombuds officer was based in the Regional Bureau for Western Africa and 32 support missions were deployed to country offices. A total of 77 training sessions were delivered to 2,900 employees on building capacities in conflict resolution, the provision and receipt of feedback, and respectful leadership.
183. A new service offering “team climate” assessments was initiated to strengthen WFP teams by providing WFP leaders with qualitative feedback on their leadership style and morale within their teams and coaching to improve their skills in communication and the building of team cohesion.
184. WFP rolled out new mandatory online e-learning courses on “Ethics at WFP” and “Prevention of fraud, corruption and sexual exploitation and abuse”. The Executive Director issued a circular updating WFP’s framework for providing protection from sexual exploitation and abuse.⁸² In addition, WFP launched an online version of the United Nations protection from sexual exploitation and abuse capacity assessment for implementing partners and required all cooperating partners registered in the United Nations Partner Portal to complete the assessment, contributing to increased coordination among United Nations entities in managing the sexual exploitation and abuse risks that might arise with cooperating partners.
185. WFP continued to develop learning and cross-cutting skills programmes aimed at building core skills for its future work. Examples included the piloting of an innovative learning programme for more than 200 general service human resources employees, the piloting of six new programmes aimed at equipping employees with critical cross-functional skills and resources, and the development of a toolkit to help units plan and implement learning strategies.
186. To increase security awareness, in 2023 more than 130 training sessions on security-related topics – such as security awareness training for women, fire safety and first aid – were delivered to employees of WFP and other United Nations entities in 17 countries.

Management result 3: Engage in effective partnerships

187. Funding for this management result includes budget allocations to country offices and accounted for the largest share (nearly 17 percent) of the total 2023 baseline budget, corresponding to USD 126.8 million in baseline expenditures. The annual targets of six of the eight corporate KPIs assigned to this management result were achieved or on track to being achieved.
188. The Grand Bargain was relaunched by its signatory donors and aid organizations in June 2023 to cover the following three years. Within this forum, WFP continued to advocate enhanced collaboration among donors, humanitarian organizations and all stakeholders on exploring innovative, flexible and sustainable financing mechanisms and pooling their resources and expertise. WFP, the Government of Germany, the United Nations Office for the Coordination of Humanitarian Affairs and Save the Children co-led the anticipatory action interest group that advocates high-quality financial investments in anticipatory action.

⁸² WFP. [Protection from Sexual Exploitation and Sexual Abuse \(PSEA\)](#).

189. Through its ongoing partnership with WFP, the International Crisis Group delivered more than 20 conflict analyses to enhance WFP's programme design in fragile settings and produced in-depth analyses on the drivers of famine and conflict in Somalia and Haiti to strengthen WFP's understanding of conflict dynamics. The recommendations received through these analyses enable WFP to design context-specific approaches that ensure that the "do-no-harm" principle is respected, and that can stimulate reductions in tension, an important precondition for improving the prospects for peace.
190. The United Nations Rome-based agencies signed a new memorandum of understanding aimed at strengthening partnerships in food systems, resilience building, climate change adaptation, nutrition and gender issues within the context of United Nations sustainable development cooperation frameworks. The agencies continued to coordinate efforts to fight hunger and malnutrition, and the International Fund for Agricultural Development and WFP prioritized collaboration on climate change, school feeding and fragile settings.
191. WFP continued to mainstream, into its standard ways of operating, key changes under the United Nations development system reform initiatives. Ninety percent of all active CSPs were aligned with the respective United Nations sustainable development cooperation frameworks, enabling stronger cohesion between WFP and other humanitarian and development actors.
192. The Joint Programme Excellence and Targeting Hub⁸³ of the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP provided dedicated, evidence-based support for operations in nine countries and two regional bureaux in 2023, including for analysis, targeting and prioritization, programming, the mainstreaming of accountability to affected populations and protection, and the development of long-term solutions for self-reliance and inclusion. The hub also developed and tested a new analytical framework in the Niger and South Sudan aimed at helping the country operations of UNHCR and WFP to reach a common understanding of the ability of refugees, asylum seekers and other forcibly displaced people to meet their basic needs.
193. The United Nations Booking Hub is the largest global shared service for field services and inter-agency collaboration. The booking hub increased the number of its partners to 17 United Nations entities, served nearly 3 million clients' requests in 115 countries and signed 25 agreements to support carpooling in more than 171 local offices.
194. In 2023, for the United Nations fleet,⁸⁴ WFP signed six additional service agreements with other United Nations entities, bringing the total number of agreements to 12, and expanded its service delivery to 51 countries. The fleet's services achieved a customer satisfaction score of 4.6 out of 5.

Management result 4: Effective funding for zero hunger

195. Total baseline expenditures under this management result were USD 95.4 million, representing 96 percent of the planned baseline budget. WFP's overall performance under this management result is measured through 14 corporate KPIs; nine of which were achieved or on track to being achieved.

⁸³ This hub comprises an inter-agency team of WFP and UNHCR staff who provide technical support and coordination services to country offices, regional bureaux and headquarters divisions and services.

⁸⁴ The United Nations fleet was launched by WFP and UNHCR in 2022 to provide vehicle leasing services for the entire United Nations System.

196. To address the increasing gap between resource requirements and funding levels, WFP continued to build high-impact partnerships and participate in key events engaged in political advocacy for tackling world hunger.⁸⁵ The important benefits of flexible funding in effectively addressing underfunded and forgotten crises were also emphasized through WFP's increased advocacy, engagement with partners and continued participation in global frameworks such as the Grand Bargain and the Funding Compact. The focus was on improving the visibility of, and the mechanisms for reporting on, flexible funding, and strengthening related communication strategies.
197. WFP was positioned as number one in the International Aid Transparency Initiative, reaching an outstanding score of 99 percent, the highest of any of the more than 1,600 contributors to the initiative.
198. Through its private sector engagement efforts, by the end of 2023, WFP had established 23 impact partnerships with global private sector partners. This result puts the organization on track to achieving the goal of forming 25 impact partnerships by the end of 2025, established under the private sector strategy.
199. Despite the global decrease in humanitarian funding, WFP successfully increased the amount and long-term nature of its private sector contributions through concerted efforts to raise the global visibility of its activities. These efforts included relaunching television advertising campaigns in several markets, introducing new digital platforms and fostering existing and new relationships with philanthropists. WFP also received additional contributions from long-term private donors for a range of activities, including school feeding, emergency response and employment opportunities for young people in Africa.⁸⁶ Private sector income enabled WFP to distribute an estimated 1.1 billion meals to schoolchildren, and WFP's emergency appeals, such as those for Libya, the State of Palestine, the Sudan, the Syrian Arab Republic and Türkiye, raised USD 23 million from individual contributors.⁸⁷
200. To help increase contributions for work towards the achievement of zero hunger, WFP's Innovation Accelerator established a pioneering private sector partnership using a grant from Google.org, formed a new partnership with the Citi Foundation, and continued its engagement with the John Deere Foundation in supporting smallholder farmers. WFP also facilitated access to USD 95.7 million in grant funding for the implementation of innovation projects and initiatives, mobilized USD 1.76 million in grant funding for innovations, facilitated access to USD 14 million in external investment funding for innovations, and raised USD 24.8 million through its ShareTheMeal mobile application.
201. Progress was made in operationalizing the Changing Lives Transformation Fund in three thematic areas: transitions from humanitarian assistance towards increased self-sufficiency, systems strengthening, and climate change adaptation. In total, 38 investment proposals were received, and USD 63.8 million was distributed among ten countries.⁸⁸

⁸⁵ For detailed information on contributions from various funding sources, please refer to part II of this report.

⁸⁶ These contributions included USD 22 million from the Church of Jesus Christ of Latter-day Saints, USD 9 million from Mastercard Foundation and USD 3.6 million from Mastercard.

⁸⁷ Excluding those from Friends of WFP organizations.

⁸⁸ Chad, Kenya and the Philippines in thematic area 1; Bangladesh, the Niger and Peru in thematic area 2; and Ghana, Nicaragua and the United Republic of Tanzania in thematic area 3.

202. WFP's advocacy and communications initiatives also helped to broaden its funding base. For example, 727,000 new followers joined WFP's fundraising platforms; a 104 percent increase was recorded in the number of views of WFP advertisements on Google ads, doubling the number of visitors to the WFP website compared with 2022; and 30 videos featuring various emergencies were released, resulting in USD 6 million being raised. The success of these initiatives was confirmed by surveys conducted in eight donor capitals, which showed that an average of 22 percent of respondents recalled WFP.
203. WFP supported joint advocacy at the global and national levels, including by holding high-level meetings and developing a joint statement from the principals of the International Monetary Fund, the World Bank, FAO and the World Trade Organization on the urgent measures required to address the global food insecurity crisis.

Management result 5: Evidence and learning

204. Baseline expenditures attributed to the evidence and learning management result totalled USD 89.8 million, representing 87 percent of the planned baseline budget. Of the 11 corporate KPIs assigned to this management result, seven were achieved or close to being achieved.
205. Ninety-five percent of WFP's draft policies and CSPs developed in 2023 make explicit reference to evaluation evidence and 65 percent of the evaluation recommendations due for closure in 2023 were implemented. In addition, and in line with WFP's evaluation policy and related workplan, evidence from evaluations was disseminated to targeted audiences. WFP published a summary of evaluation evidence on social protection, covering 44 evaluations, 37 countries and the period from 2018 to 2023. That document identified lessons learned, good practices, achievements and challenges related to WFP's social protection work, and their implications for more coherent programming.
206. The dissemination and use of lessons learned regarding knowledge management was facilitated through the creation of a community of practice involving 250 WFP knowledge management practitioners and covering 30 headquarters divisions, 46 country offices, all six regional bureaux and two centres of excellence.
207. As a prioritized management result, the strengthening of field monitoring activities was allocated USD 2.4 million in PSA funding to support, in particular, the staff, systems and structures for addressing critical risks. WFP's monitoring function was strengthened through the launch of operational guidelines, including a new monitoring handbook, tools and guidance for the collection of qualitative data, improved planning and budgeting tools, automated data collection systems, and training and capacity-building activities for employees and partners. For example, WFP made its monitoring e-learning course available to external third-party monitors and cooperating partners. Training in qualitative data collection, analysis and reporting was conducted in 20 country offices, strengthening WFP's understanding of issues such as women's empowerment, intrahousehold differences in food security, and perceptions of resilience. The Asset Impact Monitoring from Space service was used in 16 countries to monitor asset creation and livelihoods projects through the analysis of satellite images. New methods for assessing long-term impacts and integrating innovative satellite products into existing monitoring systems were implemented.
208. With the objective of further strengthening WFP's measurement frameworks for all programme areas and cross-cutting themes, 44 new indicators were added to WFP's indicator compendium, covering the areas of conflict sensitivity, gender equality and women's empowerment, institutional capacity strengthening, livelihoods and asset creation, resilience, nutrition, school-based programmes, supply chains and service provision.

209. Continuing to strengthen its risk assurance processes, WFP developed a condensed template for country offices for sharing risk register information with permanent representations accredited to WFP and their associated donor agencies in the field. The findings of the 2022 Executive Director assurance exercise, based on reports from 133 participating offices, were triangulated with observations from independent oversight reports that informed the management review of significant risk and control issues in 2023.⁸⁹ For the first time, the review was used as the basis for a costed workplan that was incorporated into the management plan for 2024–2026, supporting WFP’s evidence-based prioritization efforts. In addition, WFP began to use a standard system for escalating to the relevant management-level issues related to the monitoring and management of programme implementation. The system helps country offices to detect, track and take corrective action on problems in a timely manner.
210. WFP took several measures to strengthen the evidence base for programming, publishing a study on the gendered barriers to humanitarian assistance in five emergencies, which identified the risks and barriers faced by different population groups, particularly women and girls, in obtaining access to WFP assistance, and recommended actions for mitigating those risks.⁹⁰ WFP conducted studies in Afghanistan, Bangladesh, Malawi and the Syrian Arab Republic on the effects of reducing rations or cutting assistance for targeted population groups. The results of those studies will be available in 2024 and will inform the design or adjustment of programmes and the mobilization of resources. The inclusion of qualitative methods in the studies improved WFP’s understanding of the social challenges emerging from ration cuts.
211. To strengthen disaster risk management and improve access to insurance products in African countries, WFP continued to partner with the African Risk Capacity Group on meeting the needs of the group’s 38 member states by helping to build their resilience and strengthen their response capacities in the face of growing crises caused by natural disasters and climate change.
212. To reinforce accountability and ensure transparency, WFP continued to demonstrate its commitment to the timely implementation of oversight recommendations issued by the Joint Inspection Unit of the United Nations System and the External Auditor. WFP closed 90 percent of the outstanding recommendations of the Joint Inspection Unit and 46 percent of those of the External Auditor, including most of the ones issued between 2017 and 2020.
213. The implementation of the revised anti-fraud and anti-corruption policy continued: 62 training sessions were carried out, reaching more than 3,500 employees of WFP and its cooperating partners, and 23 fraud risk assessments were undertaken in country offices in all WFP regions.
214. The Office of Internal Audit completed 26 assurance and advisory engagements, which were closely linked to WFP’s risk landscape and contributed to the identification of areas where efforts are needed to improve the organization’s overall governance and risk management approach and its operational effectiveness and efficiency.

⁸⁹ “Management review of significant risk and control issues, 2022” (WFP/EB.A/2023/6-E/1).

⁹⁰ The five emergencies were in Afghanistan, the Democratic Republic of the Congo, Haiti, South Sudan and the Syrian Arab Republic. See: WFP. 2023. *Unequal Access: Gendered barriers to humanitarian assistance*.

Management result 6: Leverage technology

215. Baseline expenditures attributed to this management result totalled USD 75.6 million, corresponding to 115 percent of the initially planned baseline budget.⁹¹ All four corporate KPIs assigned to this management result were achieved or on track to being achieved.
216. WFP updated its standard guidelines regarding the configuration of information technology infrastructure, the design of data centres, and data services. This facilitated global communications for more than 500 WFP offices worldwide. During the year, WFP's communication networks performed reliably 99.4 percent of the time.
217. To ensure that all WFP mobile device users accessing corporate data adhered to minimum data security requirements, an initiative for enrolling more than 23,000 mobile devices and protecting more than 24,700 users was completed in November 2023, two months ahead of schedule. WFP continued to strengthen its robust defence mechanisms against cyber-attacks by developing automation and engineering solutions for continuously detecting, monitoring and responding to cybersecurity incidents.
218. Improved data governance was a corporate priority under this management result. The implementation of a new process for the delivery of information technology in 2023, which included the issuance of management directives and the establishment of a project management office, significantly improved WFP's ability to manage and deploy information technology solutions for its global operations.
219. WFP improved its beneficiary management systems by introducing self-service forms for beneficiaries in seven countries through the self-registration application on its digital beneficiary information and transfer management platform, SCOPE.⁹² The application facilitated the quick registration of beneficiaries and the seamless transfer of cash to them during the emergency response in the Sudan. Other improvements included enhancing the mobile registration application and real-time biometric identification feature of SCOPE.
220. Under WFP's global assurance project, to address assurance challenges regarding potential food diversion in the Tigray region of Ethiopia, an in-kind distribution module for SCOPE was piloted. The module enables WFP to digitize processes at final distribution points and establish a reliable audit trail throughout the food distribution cycle.
221. The launch of a new digitized system for country offices' agreements with transporters simplified the creation, review and management of transport contracts. The system reduces paperwork, improves the turnaround time for contracting processes and enhances the management of contracting and operation processes for logistics.
222. In September, WFP opened its Global Payments Solution Service Centre in Budapest which aims to centralize 70 percent of WFP's accounts payable functions and to significantly alleviate the workload of field offices. Initial piloting of the use of the centre by Chad, Kenya, Libya, Tunisia and the United Republic of Tanzania country offices and the Regional Bureau for the Middle East, Northern Africa and Eastern Europe was completed in November, with almost 100 percent adoption by the participating offices paving the way for full project roll-out.

⁹¹ The expenditures exceeded the planned budget owing to a reallocation of PSA within the framework of the reinsurance action plan and the higher-than-expected amount recovered from operations under the special account for information and communications technology.

⁹² For more information about SCOPE, please visit <https://newgo.wfp.org/wfpscope>.

223. WFP successfully rolled out an internal financial services management tool to 87 field offices and delivered change management and training activities for 653 finance staff members.

Management result 7: Leverage innovation

224. Baseline expenditures attributed to the management result on leveraging innovation totalled USD 15.8 million, representing 84 percent of the initially approved baseline budget for 2023. All six corporate KPIs assigned to this management result were achieved or on track to being achieved.
225. WFP launched an innovation guidance manual to provide programme officers and country offices with practical information, resources and tools for incorporating innovation into their work. The manual includes options for strategically framing innovation in CSPs.
226. WFP rolled out new knowledge management initiatives aimed at bolstering its knowledge sharing and innovation culture. The initiatives included a web-based resource which provides innovation practitioners with practical tools, knowledge and innovation strategies that are specifically tailored to WFP's operational contexts and operations. Globally, WFP's innovation efforts reached 60.7 million individuals working in a range of thematic areas, compared with 37 million in 2022. In addition, 74 innovation projects were implemented in 70 countries and territories. Results from some of the most successful innovations in 2023 are highlighted in the following paragraphs.
227. An innovative digital payment solution that transfers cash payments directly into the accounts of beneficiaries was rolled out in Bangladesh, Nepal, Nigeria and Tunisia. The solution empowers people to make their own choices, promotes financial inclusion and reduces costs and risks. Since its inception in late 2021, a total of USD 8 million has been transferred directly to more than 600,000 people.
228. To enable better decision making regarding where and when to procure and store commodities, WFP developed a new planning system that models its global supply chain network to the recipient countries. Through this system, in 2023 WFP reached more than 170,000 people and planned the procurement of more than 250,000 mt of food per year in West and Central Africa. In addition, the system reduced the time required to plan the replenishment of corporate inventory in the Regional Bureau for Western Africa from two weeks to two days.

Empowering smallholder women farmers using innovation

Lack of access to energy sources prevents smallholder farmers from preserving and processing their harvests, resulting in food losses of up to 40 percent. In addition, gender inequality, lack of landownership and job instability prevent women and their families from escaping poverty. WFP's Solar 4 Resilience initiative builds the resilience of women smallholder farmers by providing them with low-interest loans to purchase solar dryers for processing perishable foods that would otherwise risk being spoiled. The initiative also provides women microentrepreneurs with access to markets for selling processed food and trains them in finance and quality assurance. In 2023, more than 44 mt of raw vegetables were processed by the solar units, enabling 36 women microentrepreneurs to generate additional income and indirectly benefiting another 300 community members. The Solar 4 Resilience initiative and another WFP innovation were awarded the Earthshot Prize in 2023.

229. Progress was made in piloting a blended microfinance initiative that improves the economic opportunities for women and smallholder farmers and microentrepreneurs in Malawi, Peru, Rwanda and Zambia. The initiative combines funding from individual lenders and WFP donors aimed at making financial inclusion and gender-transformative programmes more sustainable. The pilots reached more than 29,000 people, of whom 71 percent were women.
230. WFP's humanitarian innovation programme supported initiatives in artificial intelligence, data science, space technology, health technology and logistics. One such initiative ensured fair electricity distribution among 1,000 refugees in displacement camps in Jordan; another used drones for waste management in humanitarian situations.
231. WFP collaborated with aviation partners in the use of unmanned aircraft systems for airdrops, delivering humanitarian aid accurately and promptly to inaccessible, high-risk areas. In December 2023, WFP and the Kenyan Civil Aviation Authority collaborated on a demonstration of the use of unmanned aircraft to individually transport and drop 160 kg of aid and began work on reusing unmanned aircraft systems in Madagascar and Mozambique. The initiative included ensuring compliance with the standards of UNHAS, supporting capacity building on the regulation of unmanned aircraft and working with two potential service providers.

4.2 WFP's organizational restructuring

232. In August 2023, the Executive Director launched an internal review of WFP's organizational structure. The review explored how WFP should evolve as an organization to address the current challenges facing operations more effectively and adapt to the new reality of rising humanitarian needs combined with declining funding. The goal is to strengthen collaboration across the organization, streamline activities and ensure a focus on front-line operations and employees. In addition, the reorganization aims to realign WFP's headquarters structures with the Executive Director's strategic priorities of strengthening the duty of care to WFP's people, promoting innovation and digitalization, achieving high-impact engagement with the private sector and enhancing support for country offices.
233. The first phase of organizational change (August to September 2023) resulted in a new configuration of headquarters departments, as set out in the WFP management plan (2024–2026) presented to the Executive Board at its second regular session in 2023. Board members welcomed the departmental structure and noted that the organization was proceeding with implementation. The second phase to review WFP headquarters at the divisional level, started in October 2023 and was completed in February 2024.

4.3 WFP priority: Mitigating corporate risks

234. WFP often works in challenging and complex environments and has previously relied on its robust systems and control measures, established for each stage of an operation, to mitigate risk and ensure that its assistance reaches the intended recipients.
235. Following discoveries of post-distribution food diversions in early 2023, WFP created a high-level task force and initiated a worldwide review to examine the existing assurance, control and risk escalation processes throughout the organization. The review identified 31 countries with high levels of risk and prioritized them for support. The global assurance project was launched in mid-2023 to ensure more focused and effective assurance throughout WFP's operations, with critical enhancements planned in five areas – targeting, monitoring and community feedback mechanisms, identity management, cooperating partner management, and supply chains – as highlighted in the annual report

of the Inspector General⁹³ and the management review of significant risk and control issues in 2022.⁹⁴ The objective of the project is to ensure that the right people receive WFP's assistance safely, in full and without interference, in all operations.

236. The 31 high-risk country offices developed country-specific, augmented assurance plans based on their assessed risk exposure, gaps and the enhancements required in specific focus areas. In the fourth quarter of 2023, WFP issued revised minimum requirements and standard operating procedures for monitoring and launched a monitoring costing tool and a system for escalating any issues identified to the appropriate level of management. The 2023 Executive Director annual assurance exercise included clear global assurance standards and minimum measures, enabling country directors to assess their operations and establish a baseline against which to measure improvements. In addition, allocations from PSA and multilateral funds were made available to high-risk country offices in mid-2023 to fund the indirect costs of their reassurance action plan activities related to managing risk and strengthening controls. These allocations also funded WFP's SCOPE platform, enabling country offices to use CSP resources for activities that address risk areas related to monitoring and beneficiary identify management.
237. As part of its commitment to transparency, WFP provided regular updates to the Board highlighting the measures being taken to enhance assurance throughout the organization.

4.4 Programme support and administrative budget by appropriation line

238. WFP classifies its management activities into three high-level appropriation lines: strategy and direction, services to operations, and governance, independent oversight and fundraising.
239. Table 12 provides a summary of the approved 2023 PSA budget and actual expenditures by appropriation line.

Table 12: Programme support and administrative budget by appropriation line, 2023 (USD million and %)

Appropriation line	Management plan PSA budget (USD million)	2023 expenditure (USD million)	Implementation rate (%)
Strategy and direction	113.7	107.2	94.3
Services to operations	293.3	290.1	98.9
Governance, independent oversight and fundraising	169.3	159.5	94.2
Total	576.3	556.8	96.6

240. The largest share of PSA expenditures, 52 percent, corresponds to the services to operations appropriation line, which comprises the services and activities that are used by WFP offices and functional units to enable the organization to deliver on its mandate, and activities that are not directly attributable to a single operation but provide the framework, guidance and policies for delivering on organizational strategies.

⁹³ "Annual report of the Inspector General" (WFP/EB.A/2023/6-D/1).

⁹⁴ "Management review of significant risk and control issues, 2022" (WFP/EB.A/2023/6-E/1).

241. Given the declining income trend in 2023, a prudent approach was adopted in the middle of the year through which most planned PSA expenditures were reduced and some of the amounts saved were reallocated to country offices. In addition, PSA savings were identified in the central appropriations budget because planned inter-agency secondments did not take place. These were the main drivers that contributed to an overall utilization rate of 96.6 percent of the approved PSA budget.

4.5 Critical corporate initiatives

242. Since 2015, the Board has endorsed the use of funding from the PSA equalization account for CCIs aimed at strengthening WFP's programming, operational and administrative capacity. In 2023, WFP carried out activities under five CCIs. Table 13 shows the CCIs active in 2023, and the approved budgets and expenditures up to 31 December 2023.

Table 13: Critical corporate initiatives, 2023 (USD million)

Critical corporate initiative	Approved budget, all years	Actuals			Unspent balance
		2021-2022	2023	Total	
Investing in WFP people (started in 2022)	52.30	19.70	28.05	47.75	4.55
Strategic plan/CRF implementation (started in 2022)	28.96	1.75	10.54	12.29	16.67
Termination indemnity fund	10.00	1.04	0.25	1.29	8.71
COSMOS	3.25	-	2.05	2.05	1.20
UNSDG Efficiency roadmap	6.60	-	5.60	5.60	1.00
TOTAL	101.11	22.49	46.49	68.98	32.13

Abbreviations: COSMOS = country office support model optimization and simplification; UNSDG = United Nations Sustainable Development Group.

243. More than 71 percent of CCI expenditures were linked to prioritized management results in 2023. In particular, 60 percent of expenditures were attributed to management result 2 – people management – and 11.4 percent to management result 5 – evidence and learning. CCI funds have also contributed to the mitigation of corporate risks through the strengthening of cooperating partner management processes and systems.

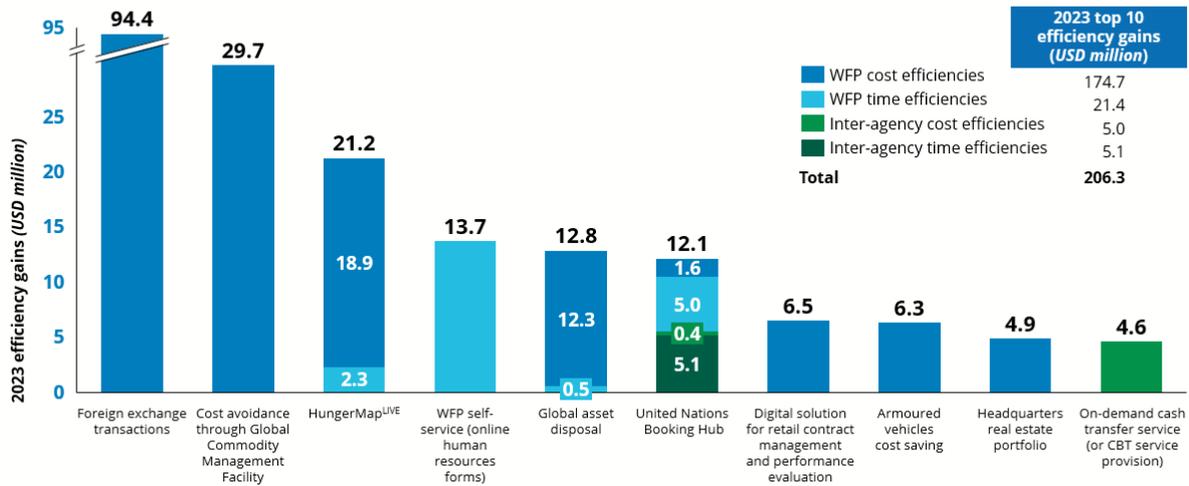
244. Overall, 59 percent of the KPIs for CCIs were fully achieved and 37 percent were partially achieved. Several factors contributed to the partial or non-achievement of targets, such as the corporate recruitment freeze and external factors such as various delays in the granting of approval by host governments. All CCIs have been approved for continuation into 2024, and updated workplans will address work under the KPIs not fully achieved in 2023. For detailed reporting on the achievements of CCIs in 2023, see annex IV-B.

4.6 Efficiency gains

245. Efficiency is one of the Executive Director's key priorities: every dollar saved means that WFP can reach more hungry people with vital food assistance. By evaluating and reporting on its efficiency gains, WFP promotes accountability and transparency to donors and beneficiaries regarding the responsible use of financial resources.

246. WFP generated a total of USD 256.1 million in efficiency gains, from 58 initiatives. For further details on the efficiency gains achieved in 2023, see annex IV-C.

Figure 8: WFP's top ten efficiency gains, 2023 (USD million)*



*Figures are rounded up.

Acronyms

CBT	cash-based transfer
CCI	critical corporate initiative
CERF	Central Emergency Response Fund
COVID-19	coronavirus disease 2019
CRF	corporate results framework
CSP	country strategic plan
EDMF	Emerging Donor Matching Fund
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
HLT	high-level target
IASC	Inter-Agency Standing Committee
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
NGO	non-governmental organization
KPI	key performance indicator
PSA	programme support and administrative (budget)
SCOPE	digital beneficiary information and transfer management platform
SDG	Sustainable Development Goal
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund