



World Food  
Programme

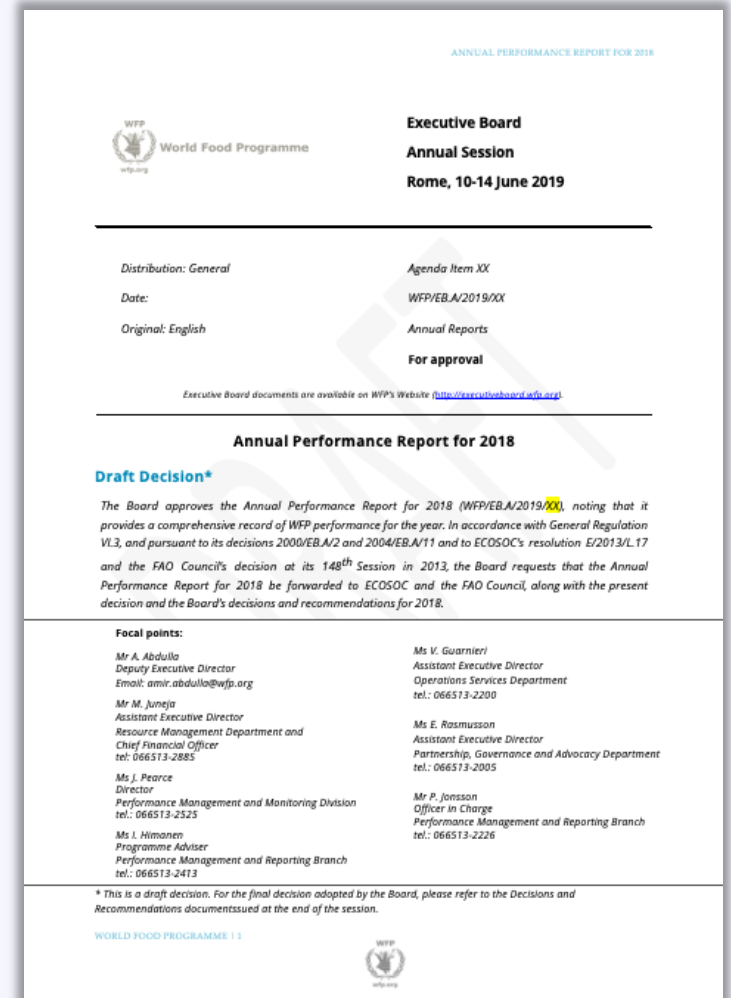
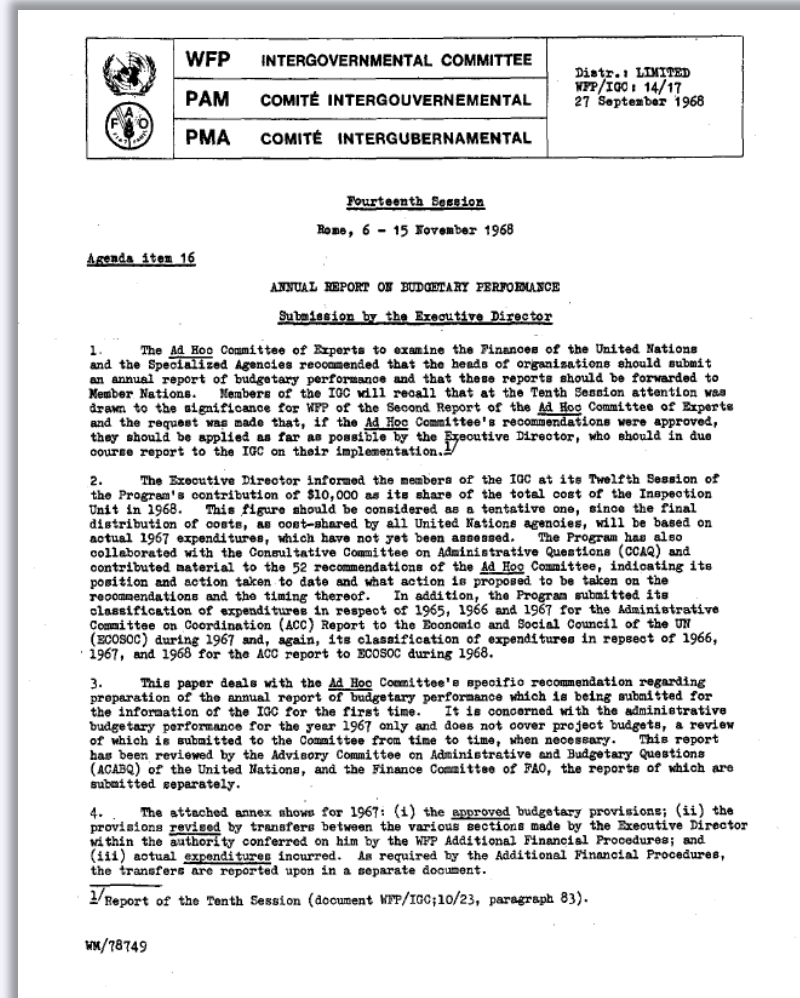
SAVING  
LIVES  
CHANGING  
LIVES

# WFP ANNUAL PERFORMANCE REPORT 2018

EXECUTIVE BOARD BRIEFING | 18 APRIL 2019

# Annual Performance Report 1968 vs 2018

- ✓ 3 pages vs 80 pages
- ✓ Generic overview of services that are provided vs in-depth evidence based reporting on WFP's reach and coverage
- ✓ Summary of revised provisions and actual expenditures vs detailed analysis on financial resources, prioritization and consequences of funding gaps



# A consultative process: first on the new CRF

Oct 2018  
APR kick-off meeting

Oct - Nov 2018  
Over 60 informal consultations with various units and countries

Jan - Apr 2019  
Report drafting and review

Feb 2019  
EMG endorsement of outline and key dates

Apr - Jun 2019  
Editing and translation

May - Jun 2019  
Development of communication products

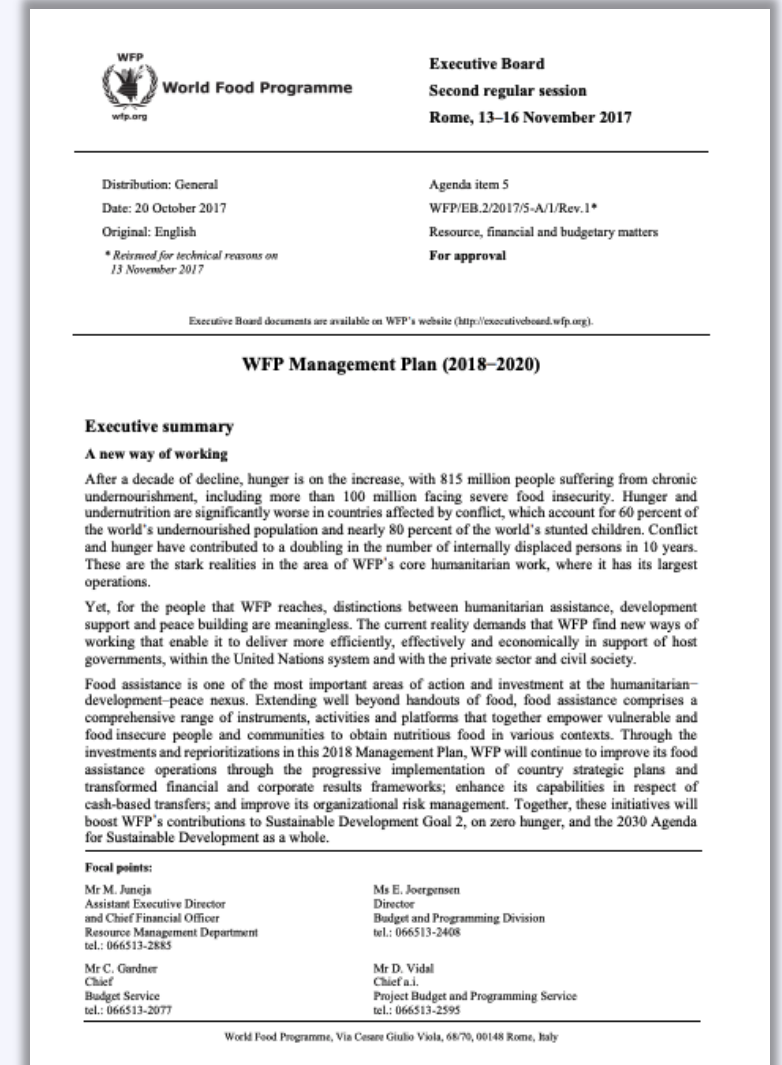
The collage features five communication products:

- Facebook Profile:** World Food Programme (@WFP) profile showing the mission: "Saving lives, changing lives. The United Nations World Food Programme is the world's largest humanitarian agency working towards Zero Hunger." It lists "Worldwide" reach, "wfp.org" website, and "10.4K Photos and videos".
- Website Banner:** A banner with the WFP logo and the slogan "SAVING LIVES CHANGING LIVES" over a background of people.
- Infographic:** "WFP in 2017 Saving Lives. Changing Lives." with statistics:
  - 88.9 million people received direct assistance (21% women, 17% men, 18% internally displaced people, 10% refugees)
  - 17.2 million school children received school meals or take-home rations
  - 3.8 million of food distributed
  - 1.4 billion of cash & vouchers distributed
  - 60 thousand government partners trained
  - 51% of 65 thousand SCHOOLS
  - 62.2 million people received UNCONDITIONAL food assistance
  - 11 million children received special NUTRITION interventions
  - 5.3 million children received special NUTRITION interventions
  - 80% of food procured in developing countries
- Annual Performance Highlights:** "ANNUAL PERFORMANCE HIGHLIGHTS For 2017" featuring a large "88.9 million people" statistic and other smaller metrics like "1.4 billion" and "3.8 million".
- Quiz Graphic:** A graphic with the word "QUIZ!" and the text "Test your knowledge of WFP Annual Performance Report 2017".

Jun 2019  
Presentation of APR at EB Annual session

# Reflects the Management Plan

- ✓ The APR reports on results against the 2018-2020 Management Plan
- ✓ Some key examples of what we report against:
  - ▶ Planned amounts for CBT and food
  - ▶ Planned direct beneficiary and rations
  - ▶ WFP's corporate management performance
  - ▶ Resource mobilization



# Structure of the report

Global context in which  
WFP operates



INTRODUCTION

FINANCIAL  
RESOURCES AND  
PRIORITIZATION



Overall financial  
performance and  
funding gaps

Overview of WFP's  
response and coverage



PROGRAMME  
PERFORMANCE

MANAGEMENT  
PERFORMANCE



WFP results based on  
KPIs and management  
results pillars

2018 evaluations and  
focus on digital  
transformation

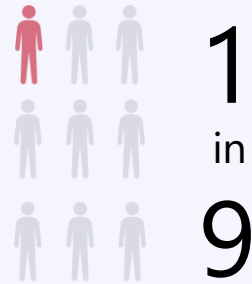


LESSONS  
LEARNED

# Global context



821M  
people in  
the world

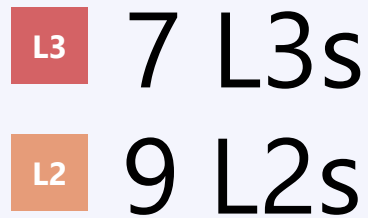


are undernourished

COMPARED TO: **815M** PEOPLE IN 2017



conflict  
climate change  
emergencies manifested in



required a corporate or  
regional emergency  
response

COMPARED TO: **8 L3** AND **7 L2** EMERGENCIES IN 2017

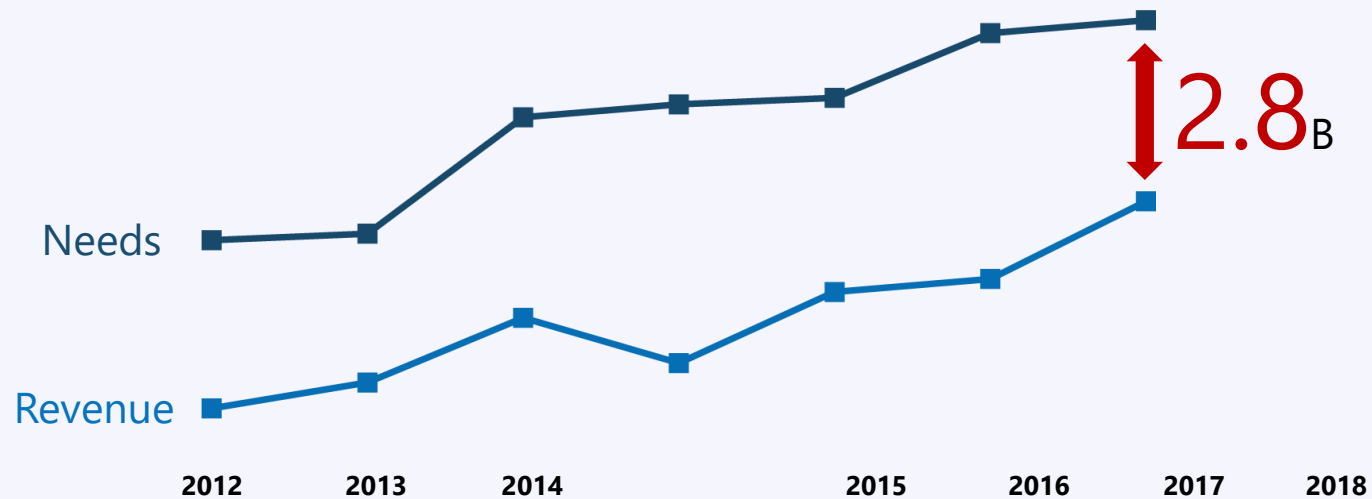
## Closer financial analysis



TOTAL NEEDS

USD **10** billion

CONTRIBUTION REVENUE

USD **7.2** billion

- Record level contributions of USD 7.2 billion compared to USD 6 billion in 2017.
- Funding gap stood at 2.8 billion which represents a significant improvement from the USD 3.8 billion gap in 2017.
- The top 10 donors accounted for almost 85% of the contribution revenue.

## Funding gap consequences

- ✓ Countries focusing on capacity strengthening have been less well funded with a contribution revenue of USD 25M against a budget of USD 72.6M.
- ✓ Smaller operations with few or no direct deliveries have been less well funded compared to WFP's largest operations.
- ✓ Low visibility protracted crises often face funding challenges which has caused WFP to cut rations to stretch available resources.



The Latin America and the Caribbean region had a 45% funding gap



DPRK had the fourth largest funding gap and had to suspend food assistance to 195,000 kindergarten children



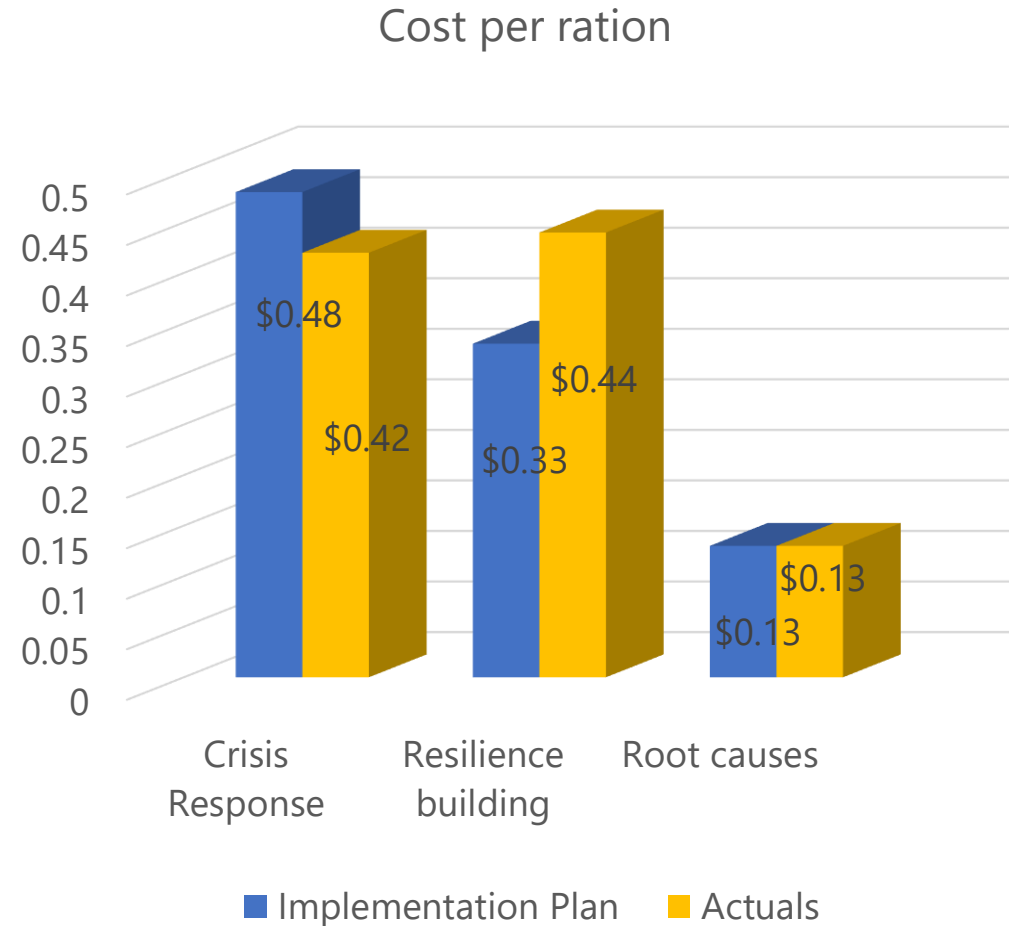
In Ethiopia WFP had to increase refugee ration cuts from 20 percent to 40 percent in May and June 2018 in order to stretch available resources



## Cost per ration: Preliminary data

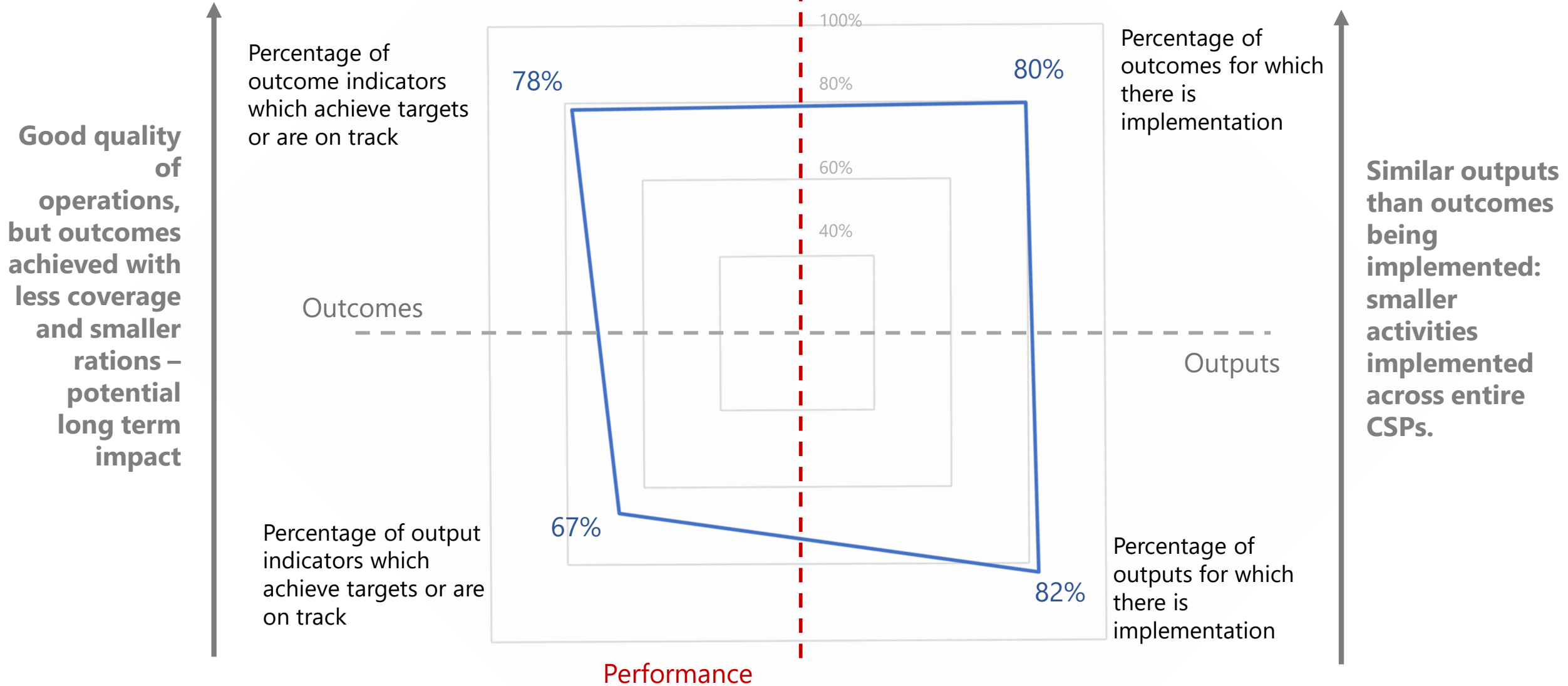
Actuals not very different from planned:  
Resilience higher, crisis response lower.  
Overall, 34 cents compared to 36 cents.

Average rations size 63% of the planned



# KPI 1 – overall progress in CSP implementation

RESULTS



# Reporting on corporate targets based on CRF discussions

## BENEFICIARIES

86.7M

beneficiaries targeted through WFP food and CBTs

16.4M

schoolchildren targeted through school feeding interventions

15.8M

people targeted through nutrition-specific interventions

10M

People targeted through Food Assistance for Assets and training programmes



## TRANSFER MODALITIES

3.9M

food provided (mt) to targeted beneficiaries

235K

fortified food provided (mt)

324K

specialized nutritious food provided

1.8B

transferred (USD) through CBT and commodity vouchers to targeted beneficiaries



# Key figures breakdown



86.7M (2018)

91.4M (2017)

84M (2016)

people assisted



69M (2018)

69M (2017)

64M (2016)

Implementation Plan within Management Plan

among these

63% residents

17% refugees

15% internally displaced persons

5% returnees

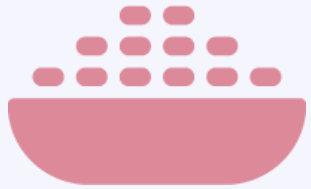
Primary Focus: **CHILDREN**

32% girls

30% boys

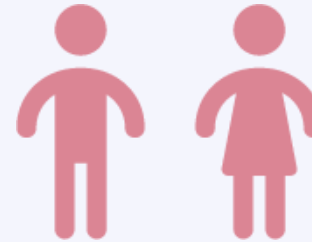
**People assisted from 2017 to 2018 decreased. Food transfers remained the same; CBT increased**

## School-feeding, nutrition and FFA in numbers



16.4M (2018)  
18.3M (2017)  
16.4M (2016)

school-children  
provided with meals  
in 59 countries



3.2M  
beneficiaries in L2 and L3  
emergencies reached through  
school feeding programmes

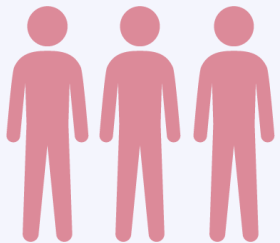


15.8M (2018)  
16.3 (2017)  
12.8 (2016)

beneficiaries  
reached with  
nutrition-specific  
interventions  
compared to  
16.3M in 2017



4.2M  
people reached through nutrition  
messaging and counselling  
compared to 4M in 2017



10M (2018)  
9.9 (2017)  
10.5 (2016)

people across 55  
countries benefitted  
from WFP FFA  
programmes  
compared to 9.9M in  
2017



531  
asset locations analyzed  
by the Asset Monitoring  
System

## RESULTS

# Focus on food assistance for assets outputs



Planned	Actual
4,277ha	4,000ha

of forest planted



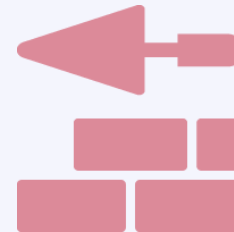
Planned	Actual
129,063ha	122,500ha

of farming and non-farming land rehabilitated or improved



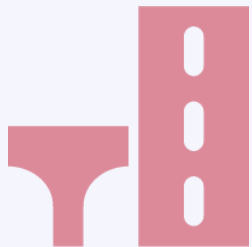
Planned	Actual
11,572km	10,200km

of feeder roads and trails constructed or repaired



Planned	Actual
166	179

bridges and culverts constructed or repaired



Planned	Actual
66,835	53,500

number of social/community infrastructure built or rehabilitated



Planned	Actual
3,412	3,000

Number of water points used for agriculture, livestock and/or fisheries built or rehabilitated

## RESULTS

# Focus on L3s: Bangladesh

- ✔ Unconditional resource transfers provided to over 900,000 Rohingya refugees.
- ✔ 225,000 pregnant and lactating women and children aged 6-59 months of the host communities supported through prevention of moderate acute malnutrition (MAM) programme.
- ✔ Site maintenance and engineering projects initiated by WFP in coordination with UNHCR and IOM.



## Focus on L3s: Sahel

- ✔ Activated a pre-emptive L3 response - the first in history – due to the forecast of a critical lean season with over 5.8 million food insecure people.
- ✔ The emergency response included: unconditional food assistance through in-kind and CBT; and malnutrition prevention and treatment activities.
- ✔ 89% of the 3.5 million planned beneficiaries reached thanks to the activation of the pre-emptive L3 emergency and internal advance financing mechanisms





## Focus on L3s: South Sudan

- ✓ 5.3 million beneficiaries reached in response to protracted conflict and ongoing economic crisis impacting 6.1 million people
- ✓ FFA and School Feeding programmes expanded to cover 40 percent more beneficiaries in FFA and 38 percent more schools in comparison to 2017. Retention rates for WFP-assisted schools saw positive results for both girls and boys, surpassing the target in all cases.
- ✓ 132,000 mt of commodities strategically prepositioned in 50 warehouses across the country.



## RESULTS

# Focus on L3s: DRC

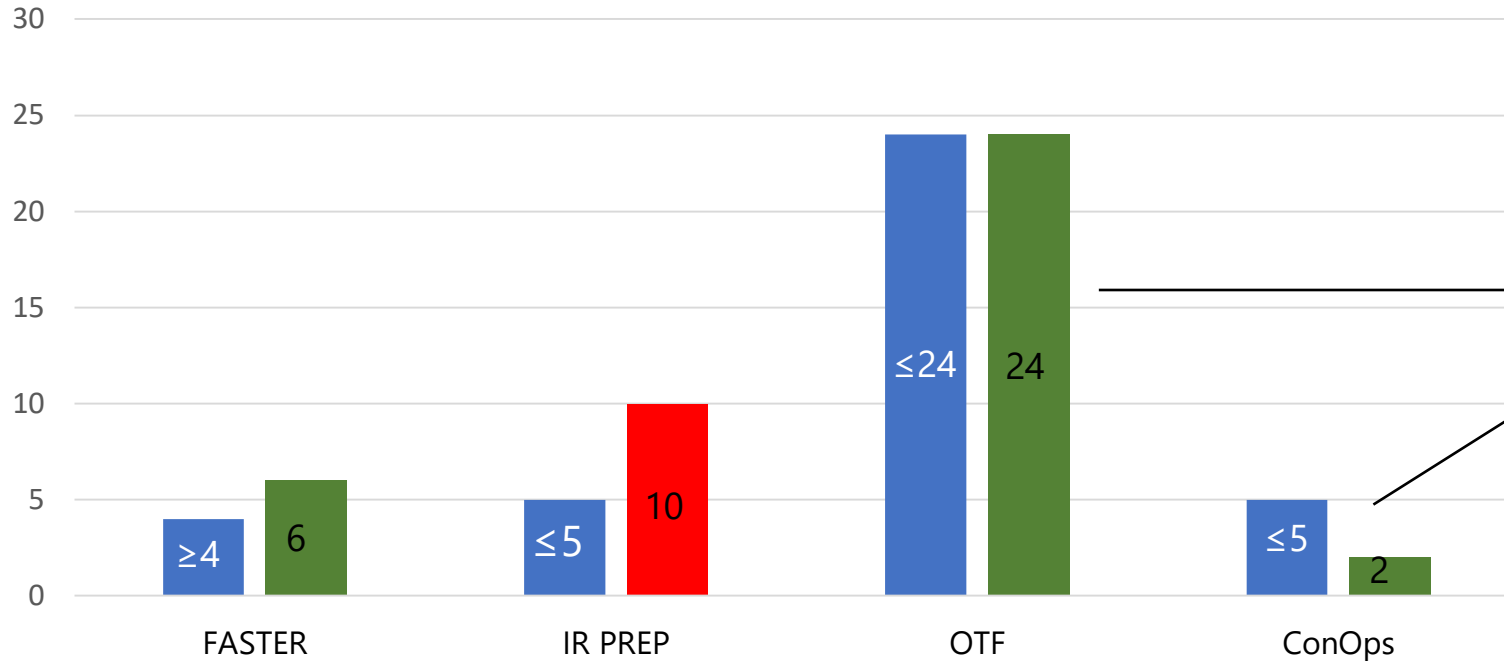
- ✓ Scaled up food assistance in six L3 provinces to reach over 3.7 million people.
- ✓ In coordination with partners reached 41,000 conflict-affected children in 74 schools through a home-grown school feeding programme.
- ✓ Grappled with its second Ebola outbreak and provided logistical services and food assistance to more than 150,000 people.



**RESULTS**

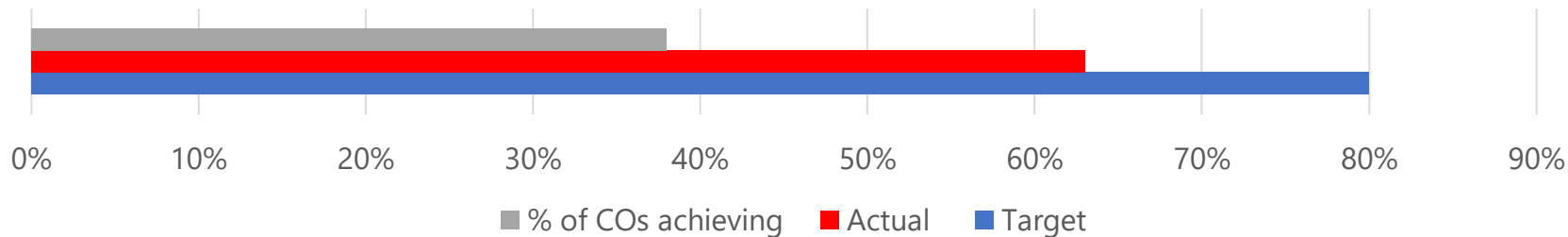
# KPI 2: Effective emergency preparedness and response

**Target: 2 out of 5**  
**Actual: 3 out of 5**



**Strong performance on response for the three emergencies declared in 2018**

## EPRP package



**Space for improvement in preparedness – at country office level and corporate level**

# Cross-cutting issues

## ACCOUNTABILITY TO AFFECTED POPULATIONS

- ✔ Complaints and feedback mechanisms piloted to provide basic programmatic information to beneficiaries.

## GENDER

- ✔ Participation of 21 country offices in the Gender Transformation Programme.

## PROTECTION

- ✔ Distribution points in Bangladesh increased from four in late 2017 to 21 in 2018 and separate lines organized for women and girls

## ENVIRONMENT

- ✔ 67% reported countries met targets for which environmental risks have been screened and, as required, mitigation actions identified.

## Overall performance by Strategic Objective



### SO1

End hunger by protecting access to food

### SR1

Everyone has access to food

SDG target 2.1

- Majority of WFP's engagement in emergency response, safety nets, capacity strengthening and emergency preparedness.
- Over **3 million** metric tonnes of **food** and approximately **USD 1.2 billion** in **cash-based transfers** were distributed in 2018.
- **80 percent** of beneficiaries in the Middle East, North Africa, Eastern Europe and Central Asia region under this SO.
- Most of operations making progress towards their targets.
- All indicators, except the food consumption score, on track or achieving their targets.
- Food consumption score made moderate progress and was hindered by conflict and funding shortfalls.

# Overall performance by Strategic Objective



## SO2

Improve nutrition

## SR2

No one suffers from malnutrition

SDG target 2.2

- In 2018, **MAM treatment outcome indicators** - recovery, default, non-response to treatment, and mortality rates - demonstrate a **moderate overall performance**.
- Challenges faced by MAM treatment programmes performance includes ongoing conflict, household distance to treatment centres, health clinic staffs' capacities, or resource constraints.
- Performance of stunting prevention activities varied.
- **Minimum dietary diversity for women** (MDD-W) is one of the indicators WFP uses to measure the performance of stunting prevention programmes. Overall, MDD-W indicator show **improvement**.
- Targets were not achieved in some areas for the other primary indicator WFP uses in its stunting prevention programming: proportion of children aged 6–23 months who consume a minimum acceptable diet (MAD).

## Overall performance by Strategic Objective



### SO3

Achieve food security

### SR3

Smallholders have improved food security and nutrition through improved productivity and incomes

### SR4

Food systems are sustainable

SDG targets: 2.3 and 2.4

- Indicators demonstrate that WFP’s 2018 interventions produced positive outcomes directly related to WFP activities’ implementation. For example, **80 percent** of countries with the indicator “percentage of targeted smallholder farmers reporting increased production of nutritious crops” met their annual targets.
- WFP broadened the reach of its R4 Rural Resilience Initiative, increasing it by **60 percent** from 2017. R4 reached over **87,000 farmers** in six African countries with its integrated climate risk management approach, while approximately **6,000 farmers** indirectly accessed R4 insurance products. This ensured **545,000 people** were protected against the risk of drought.
- WFP commenced a new strategic partnership with the Green Climate Fund that will strengthen countries’ access to climate finance. WFP supported Senegal, Tajikistan and Kyrgyzstan to mobilize approximately **USD 28 million** in climate funds to strengthen their food systems’ resilience to climate change.

## Overall performance by Strategic Objective



### SO4

Support SDG implementation

### SR5

Developing countries have a strengthened capacity to implement SDGs

### SR6

Policies to support sustainable development are coherent

SDG target: 17.9 and 17.14

- Increasing numbers of WFP country offices engaging in South-South cooperation: **94 percent** of the CSPs approved in 2018 include South-South and triangular cooperation as a means for strengthening host government capacities to achieve SDG 2 targets.
- In 2018, **30 countries** were directly supported by WFP CoE to strengthen national capacities to implement the SDGs. Concrete outcomes from this capacity strengthening support enhanced **national school feeding programmes** policies, programmes, and system components
- WFP's work under this SO was not fully captured. Fewer than five country offices included relevant indicators in their log-frames, preventing WFP from conducting a broader institutional performance assessment.



## Overall performance by Strategic Objective



### SO5

Partner for SDG results

### SR7

Developing countries access a range of financial resources for development investment

### SR8

Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

SDG target: 17.3 and 17.16

- The global IFRC-WFP National Society Capacity Strengthening Initiative's initial implementation began in four pilot countries: Burundi, Pakistan, Sudan and the Dominican Republic.
- WFP significantly contributed to the wider humanitarian community through common services provision. The WFP-led Logistics Cluster supported **606 organizations**, of which **78 percent** were NGOs. WFP also provided bilateral logistics services to **98 partners** across **20 countries**. In 2018, the United Nations Humanitarian Response Depot (UNHRD), managed by WFP, sent emergency relief items and equipment worth **USD 58 million** to **93 countries** for **35 partner organizations**.
- The WFP-managed United Nations Humanitarian Air Service (UNHAS) transported **386,330 passengers** and **3,656 metric tonnes** of items across **16 countries** for more than **700 organizations**, of which NGOs accounted for **55 percent**.

**RESULTS**

### KPI 3 – overall achievement of management performance standards

Mid to high performance - space for improvement

Functional areas affected by IRM

92% compliance with IT security standards

97% compliance with field security standards

4% of enhanced risk items in financial dashboard

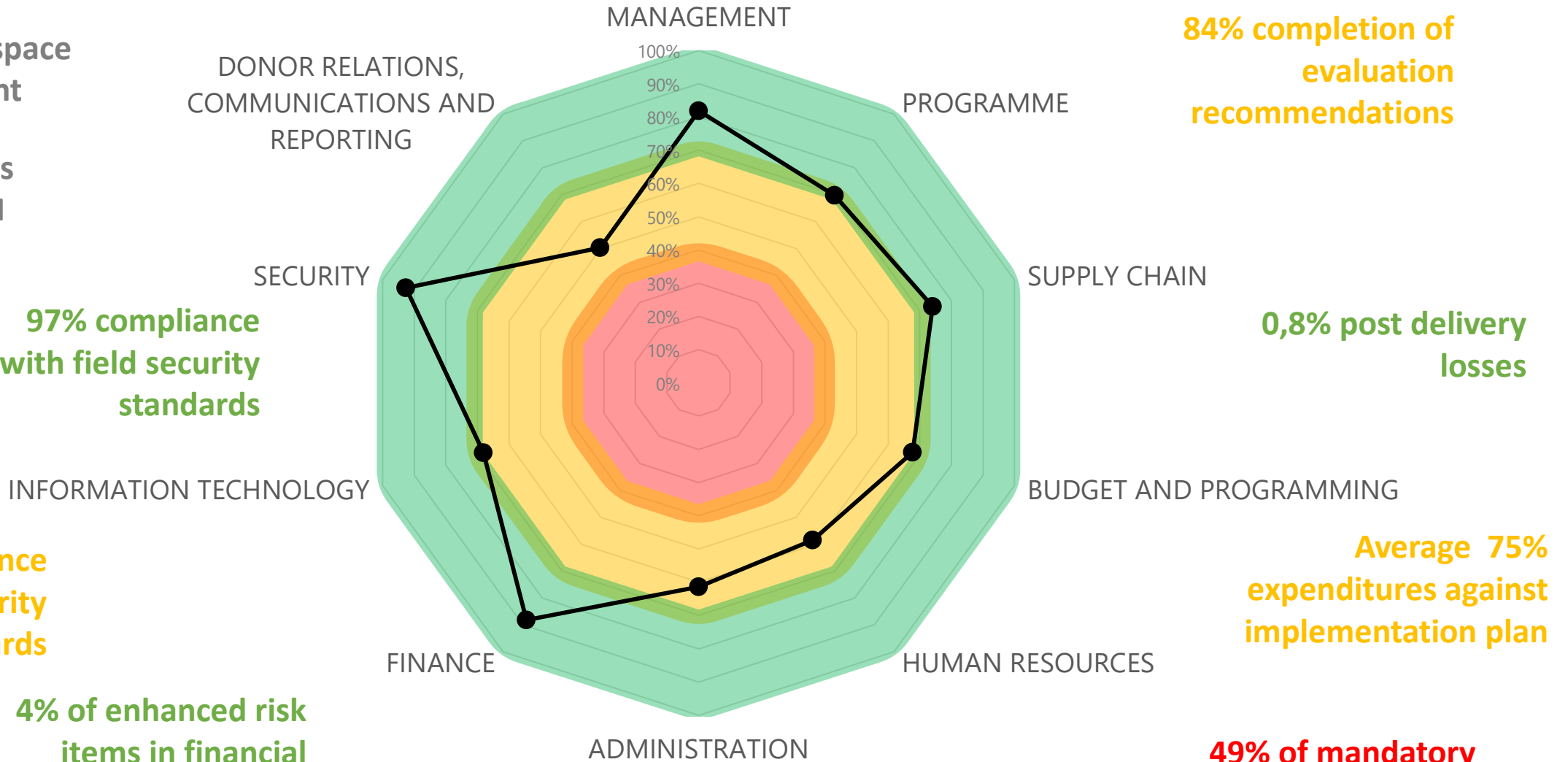
66% implementation of internal controls in admin

84% completion of evaluation recommendations

0,8% post delivery losses

Average 75% expenditures against implementation plan

49% of mandatory training completion

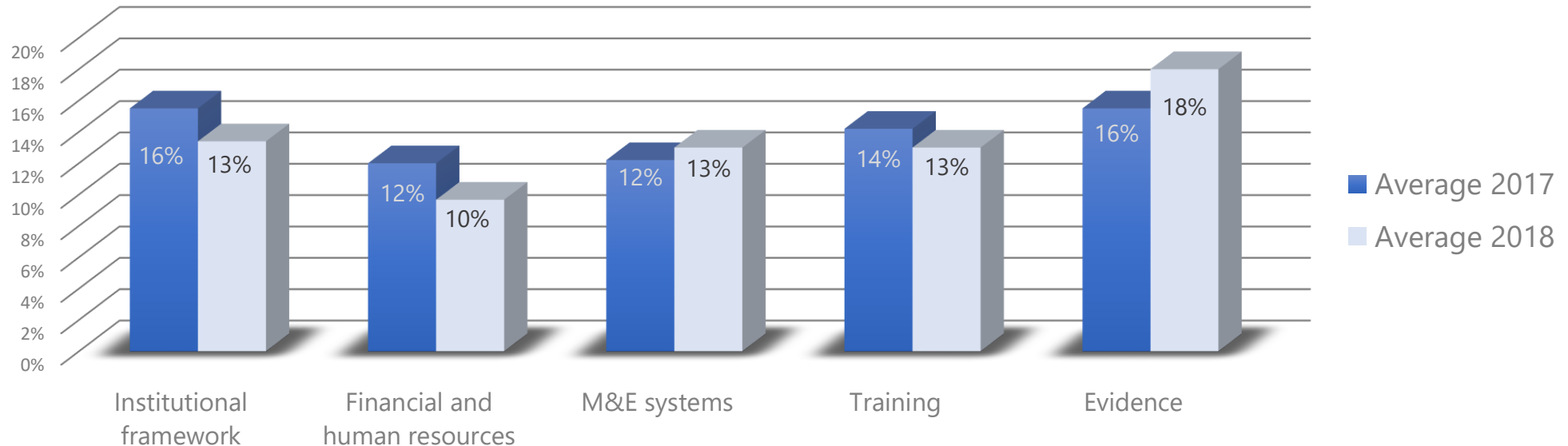


## Pillar A: Strategy and Direction:

- Progress of the **implementation of the IRM**: transition continues as planned

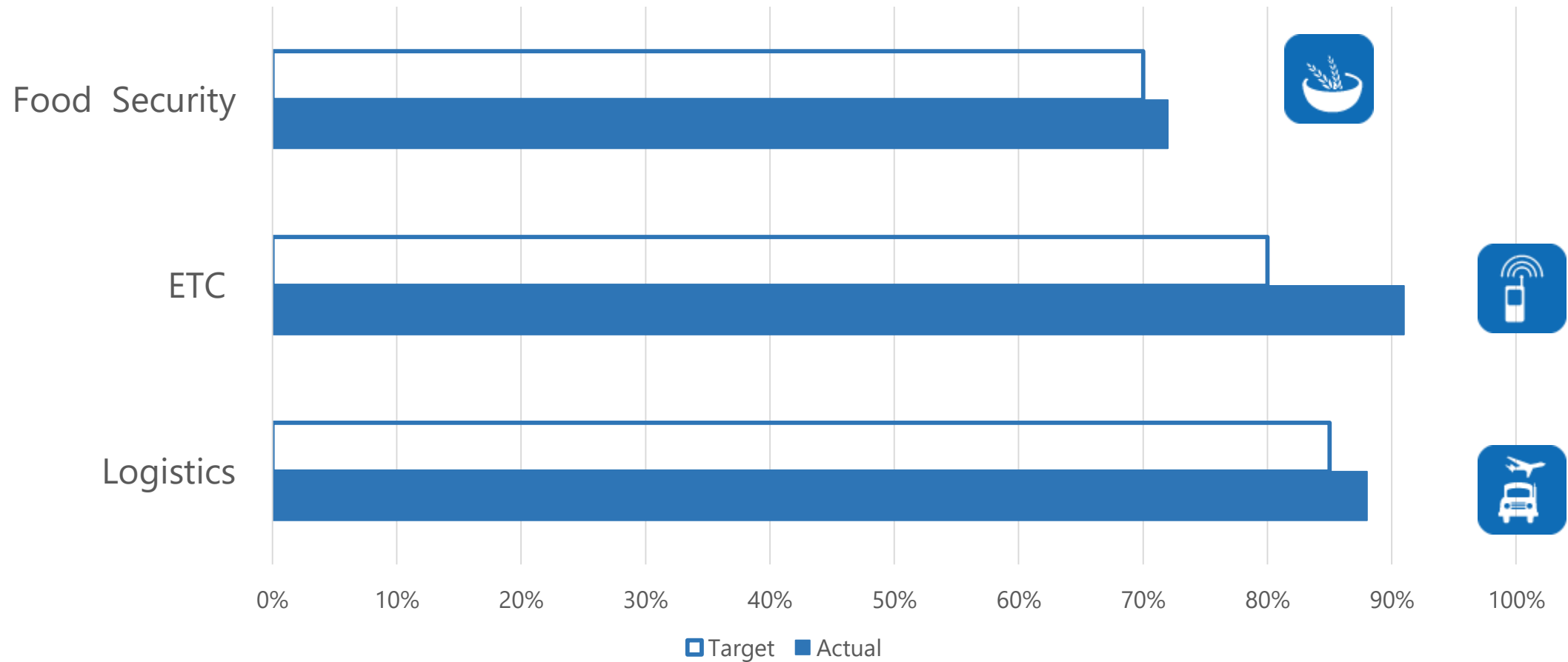


- Progress on **implementation of EB-approved policies**: overall progress – strong areas training, monitoring of implementation and evidence. Weakest area, human and financial resources



## Pillar D: Advocacy, partnerships and resource mobilisation

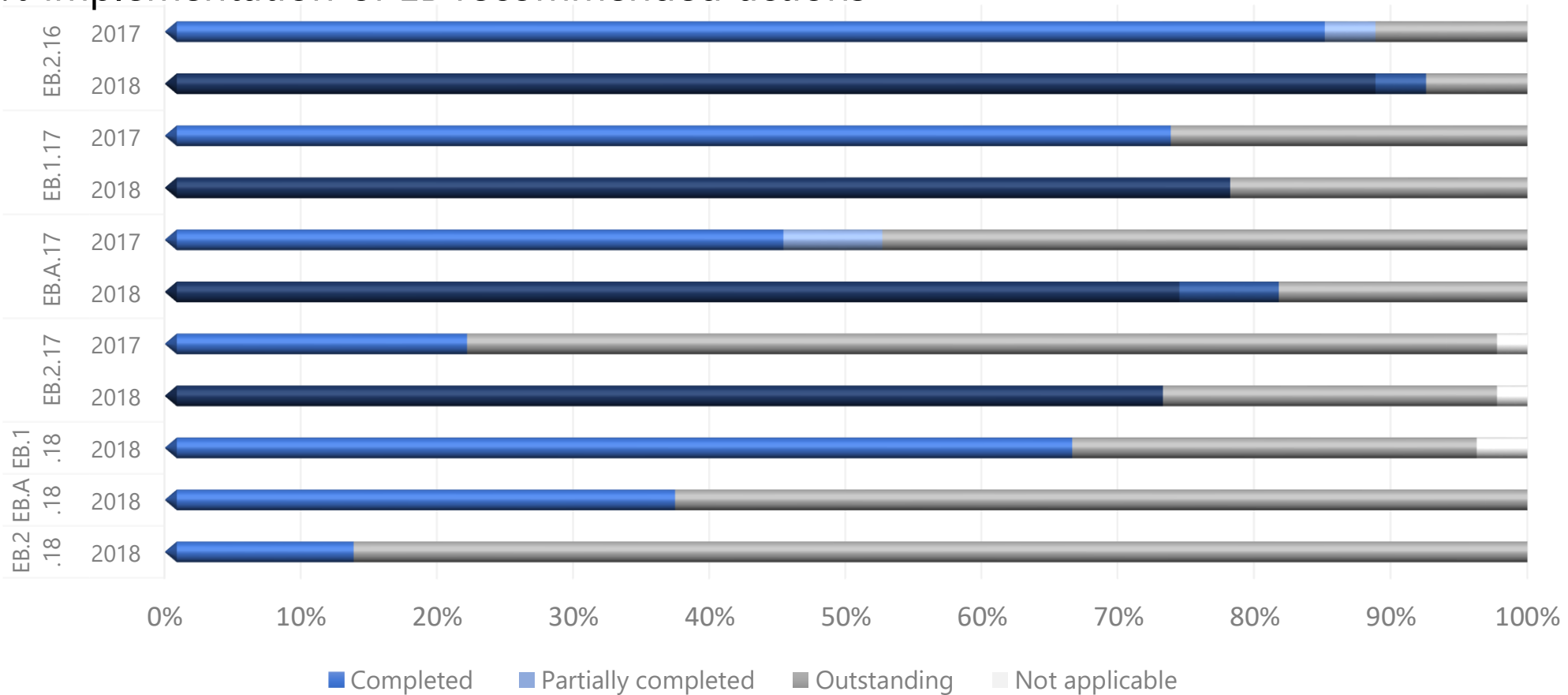
- Percentage of WFP-led clusters achieving targets: overall improvement – important improvement in protracted emergencies



## Pillar E: Governance and independent oversight

- Number of audit recommendations
- % implementation of EB recommended actions

**Increased oversight (more resources),  
Increased compliance with  
recommendations**



## Senior Management priorities

Prevention of SEA and SHA		
76%	100%	36% - 16% - 47%
Employees completing mandatory trainings in PSEA and PSHAP	% of PSEA investigations on substantiated cases on-going at 31 December	% of SH investigations on substantiated cases completed, on-going or to be started at 31 December
Digitalization		
37%		
WFP cash beneficiaries supported digitally		
UN coordination		
100%	81%	
QCPR indicators for which WFP achieves targets	UNSWAP indicators for which WFP achieves targets	

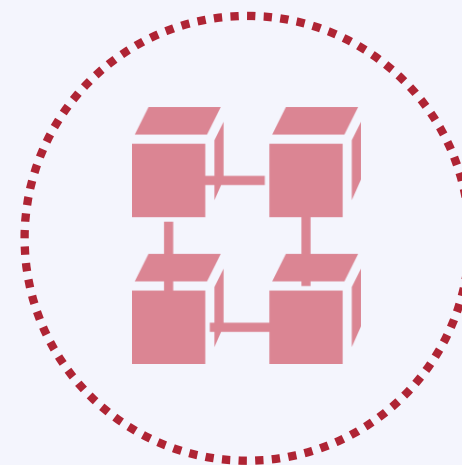
# Innovation



**DALILI**

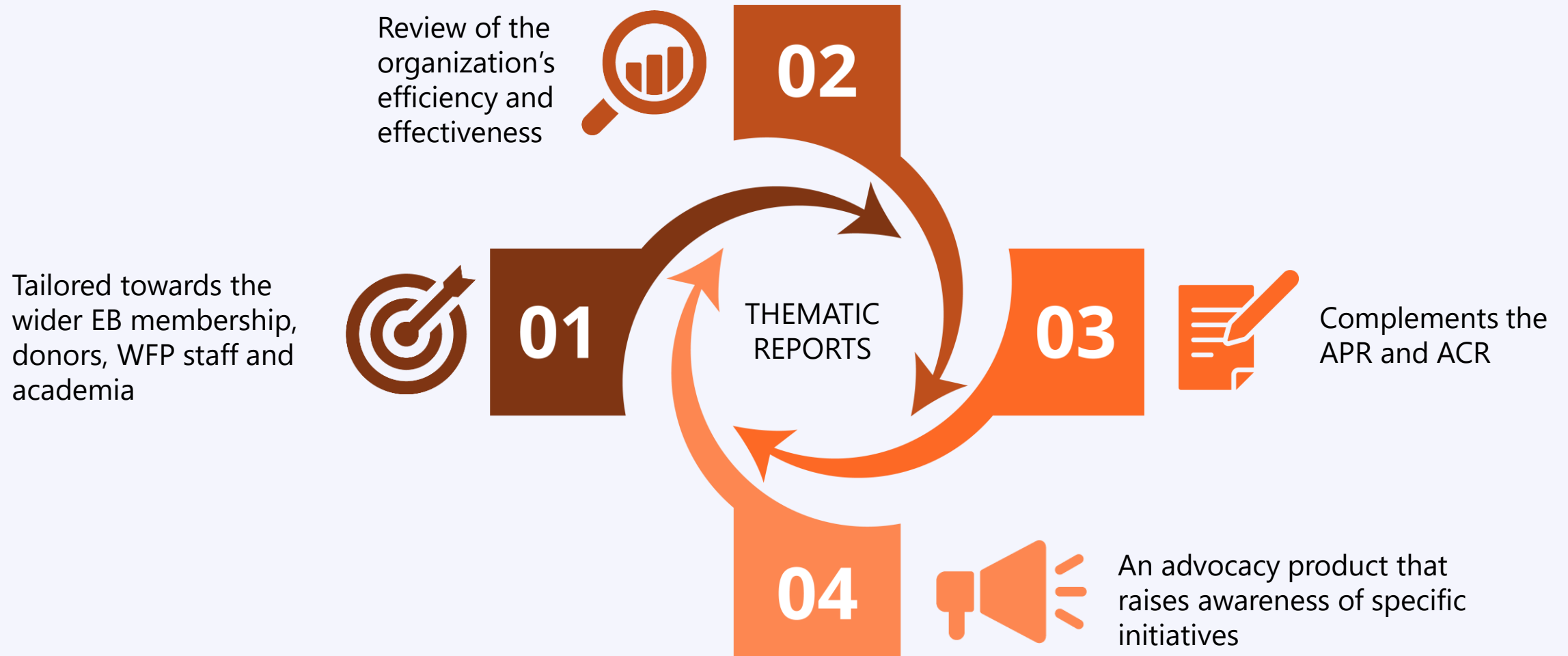


**EMPACT**



**BLOCKCHAIN**

# Focus on our key achievements







World Food Programme

**Thank You**