



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 10–14 June 2019

Distribution: General

Agenda item 4

Date: 7 June 2019

WFP/EB.A/2019/4-A/Rev.2

Original: English

Annual reports

For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Annual performance report for 2018

Draft decision*

The Board approves the annual performance report for 2018 (WFP/EB.A/2019/4-A/Rev.2), noting that it provides a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/2013/L.17 of the United Nations Economic and Social Council and 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 2018 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 2018.

The Board looks forward to WFP reporting against the targets set in the Corporate Results Framework Part II in next year's Annual Performance Report and encourages WFP to continue to improve the quality of the data used to report on its work.

* 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.

Focal points:

Mr A. Abdulla
Deputy Executive Director
tel.: 066513-2401

Mr M. Juneja
Assistant Executive Director
Resource Management Department and
Chief Financial Officer
tel: 066513-2885

Ms V. Guarnieri
Assistant Executive Director
Operations Services Department
tel.: 066513-2200

Ms U. Klamert
Assistant Executive Director
Partnerships and Governance Department
tel.: 066513-2005

Mr R. Asad
Chief of Staff and Director
tel.: 066513-2009

Ms J. Pearce
Director
Performance Management and Monitoring Division
tel.: 066513-2525

Table of contents

	Page
Draft decision*	1
Foreword by the Executive Director	4
Executive summary	8
Part I: Introduction.....	13
Global context and other factors shaping the year	13
WFP objectives and strategies	16
WFP objectives and strategies on cross-cutting commitments.....	18
Results of organizational strengthening and transformation of WFP – the Integrated Road Map (IRM)	19
Multilateral Organisation Performance Assessment Network.....	19
The humanitarian–development–peace nexus	20
Part II: Financial resources and funding	22
Overview of the financial situation	22
Total resource requirements and funding gap	28
Part III: Programme performance	39
WFP’s reach and coverage	39
WFP’s response in 2018.....	41
Highlights of key programme areas.....	51
Programme results against SDGs 2 and 17	57
Cross-cutting commitments.....	64
Part IV: Management performance.....	70
Overall achievement of management performance standards.....	72
Performance by functional area.....	72
Statement on internal control 2018.....	80
Senior management priorities for 2018–2019.....	81
Part V: Lessons learned and going forward	84
Lessons learned	84
WFP Global Surge Capacity	88
Going forward.....	88
Digital transformation of WFP	89
Workforce planning	91

ANNEXES	Page
ANNEX I: 2018 KEY FIGURES	93
ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2018	95
ANNEX II-B: FUNDING BY DONOR 2016-2018	98
ANNEX III-A: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE BY STRATEGIC OBJECTIVE	102
ANNEX III-B: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS	106
ANNEX III-C: RESULTS BY STRATEGIC OBJECTIVE AGAINST THE CORPORATE RESULTS FRAMEWORK (CRF)	108
ANNEX III-D: REVISED CORPORATE RESULTS FRAMEWORK (2017–2021) *Direct link to Executive Board document ¹	116
ANNEX IV-A: KEY PERFORMANCE INDICATORS TRANSITION 2017–2018	117
ANNEX IV-B: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS	118
ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)	137
ANNEX IV-D: WFP MANAGEMENT PLAN (2018–2020) *Direct link to Executive Board document ²	141
ANNEX V: WFP EMPLOYEES AS AT 31.12.2018	142
ANNEX VI: WFP FOOD PROCUREMENT IN 2018	143
ANNEX VII-A: DIRECT EXPENDITURES BY REGION AND CATEGORY, 2015–2018	146
ANNEX VII-B: DIRECT EXPENDITURES BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018 (USD thousand)	149
ANNEX VII-C: DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2015–2018	154
ANNEX VIII-A: 2018 COLLABORATION WITH NGOS AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT	155
ANNEX VIII-B: COLLABORATION AMONG THE UNITED NATIONS ROME-BASED AGENCIES: DELIVERING ON THE 2030 AGENDA *Direct link to Executive Board document ³	156
ANNEX VIII-C: UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES *Direct link to Executive Board document ⁴	157
ANNEX IX-A: THE GENDER MARKER	158
ANNEX IX-B: UN SWAP	159
Acronyms used in the document	160

¹ Direct link available: <https://docs.wfp.org/api/documents/WFP-0000099356/download/>

² Direct link available: <https://docs.wfp.org/api/documents/16355f42-0ca5-47f3-a5d9-50b74711d8e3/download/>

³ Direct link available: <https://docs.wfp.org/api/documents/93e1cea8-1be1-47f3-ab7d-d9a7d714646f/download/>

⁴ Direct link available: <https://docs.wfp.org/api/documents/WFP-0000099398/download/>

Foreword by the Executive Director

The year 2018 was one of the most challenging in recent history for WFP and other organizations working to eradicate food insecurity. Following a decade of progress, the number of hungry people increased for the second consecutive year, with conflict the greatest contributing factor.

The United Nations Security Council passed resolution 2417 in May 2018, recognizing the clear links between food insecurity and conflict. This historic agreement, which followed tireless advocacy by WFP and many other partners in the zero hunger movement, also reflects recognition of food security as a fundamental building block for the sustainable development of any nation.

Responding to crises and emergencies and saving lives is WFP's core work and remains an area where it continues to build excellence. In 2018 WFP continued its efforts to avert famine in places such as Yemen, where several million people would have been food-insecure in the absence of humanitarian food assistance.

However, WFP and its partners will not achieve zero hunger unless they collectively also address development for the future in a revitalized and reformed United Nations. While supplying life-saving support in places such as Yemen is essential, WFP cannot be limited to providing only temporary solutions. WFP needs to combine relief with investments in long-term development, working with its partners and with governments. WFP has the necessary skills and expertise for both, and its work will help lay the foundations for long-term stability and peace.

WFP once again attracted record contributions in 2018, totalling USD 7.2 billion compared with USD 6.0 billion in 2017. The USD 1.2 billion increase translates into more meals and food assistance that WFP can deliver each day and has resulted in the lowest funding gap (28 percent) in years. Yet the funding gap of USD 2.8 billion between the USD 10 billion WFP needed for its planned programmes and the USD 7.2 billion it received masks some large inequalities in humanitarian assistance. In particular "forgotten emergencies", which generate relatively little political interest and do not make the headlines, suffer disproportionately from disproportionate gaps, obliging WFP field staff to make heartbreaking decisions about who to feed, who not to feed, or how much to cut rations of people in need. Capacity strengthening suffers a similar fate, forestalling development gains.

Behind these numbers are vulnerable humans – boys and girls, women and men – who have dreams and hopes, and WFP must not let them down. Through its assistance WFP not only saves lives, but changes lives.

This year's annual performance report highlights the valuable work that WFP is doing in Yemen, in the Syrian Arab Republic and neighbouring countries, in South Sudan and in 75 other countries. This work includes responses to seven Level 3 and nine Level 2 emergencies that were active during the year. Recognizing the harsh and sometimes dangerous conditions under which it works, WFP mitigates risks and prioritizes staff wellness, while the women and men who work for WFP accept those risks that cannot be eliminated as they seek to improve the lives of the people WFP serves.

To ensure that its programmes are as effective as possible, WFP is fostering a culture of innovation, supported by an extensive infrastructure for supporting innovation and embracing new approaches to its work, including through new digital technologies and cutting-edge humanitarian and development response.

Examples of innovation include WFP's work to scale up the Farm to Market Alliance, an initiative that supports smallholder farmers in producing and selling their crops. The WFP innovation unit supported the development of a Farm to Market Alliance mobile application aimed at helping farmers and representative organizations to aggregate and sell crops more efficiently; order inputs for climate-smart agriculture and post-harvest equipment through a system in which the farmer organizations that make bulk purchases for their members receive automated digital receipts for their bulk payments while individual farmers receive mobile phone text messages confirming their individual payments; track loans for the purchase of inputs; and receive agricultural advisory services.

WFP also uses its unique purchasing power to procure local food for its programmes, therefore contributing to smallholder farmers' livelihoods. Smallholder farmers play a critical role in ending hunger, and institutions like WFP are committed to helping them sustainably engage agricultural markets. In 2018, WFP procured food valued at more than USD 31 million from smallholders in 29 countries, 2 percent of the value of all food procured for 2018.

WFP is simultaneously using food assistance programmes to stimulate local economies by providing cash-based transfers to beneficiaries. In 2018, WFP disbursed USD 1.76 billion in cash-based transfers, an increase of 21 percent from the 2017 figure of USD 1.45 billion. WFP will expand its use of cash-based transfers, with plans to distribute USD 2 billion in 2019. This will increase cash-based transfers as a percentage of total WFP assistance.

School feeding is another area where WFP's programmes continue to have a significant impact. Studies have shown that every dollar invested in school feeding produces a return of up to 10 dollars through expanded and improved education, health and productivity.⁵ For more than 55 years, WFP has partnered with governments to provide school feeding in 100 countries. WFP's ultimate goal is to encourage and facilitate national government ownership and management of these programmes, a transition that has already been made in 44 countries. While there has been major progress in this area, 73 million of the most vulnerable children worldwide still do not receive school meals.⁶

In addition to providing nutritious food, supporting sustainable livelihoods and providing greater access to classrooms for children from poor families, WFP's work also promotes girls' and women's empowerment. In 2018, WFP assisted 16.4 million schoolchildren – 51 percent girls – with meals, snacks and take-home rations.

Corporate efficiency remained a priority in 2018, the first year in which WFP operated at an indirect support cost of 6.5 percent, the lowest rate among United Nations agencies. WFP's independent oversight reports pointed to several examples of operational efficiency such as the successful switch from air-drops to barges for the delivery of food in South Sudan, which saved tens of millions of dollars.

WFP recognizes that its staff is its greatest asset. Eighty-five percent of staff completed the 2018 global staff survey, nearly double the rate in 2012 and the highest rate ever for a large United Nations agency. The survey revealed that 88 percent of WFP staff members are proud to work for WFP and are strongly committed to its work. Survey respondents also highlighted areas for improvement, calling for clearer feedback from and two-way communications with managers, supervisors and other colleagues and a systematic strategy for career advancement. Management is committed to addressing these issues.

⁵ World Food Programme, 2017. Counting the Beans. The True Cost of a Plate of Food Around the World, Rome, WFP <https://www1.wfp.org/publications/2017-counting-beans-true-cost-plate-food-around-world>

⁶ 'Partnership for Child Development (2018): Memo: Global figures for children in need of School Feeding'

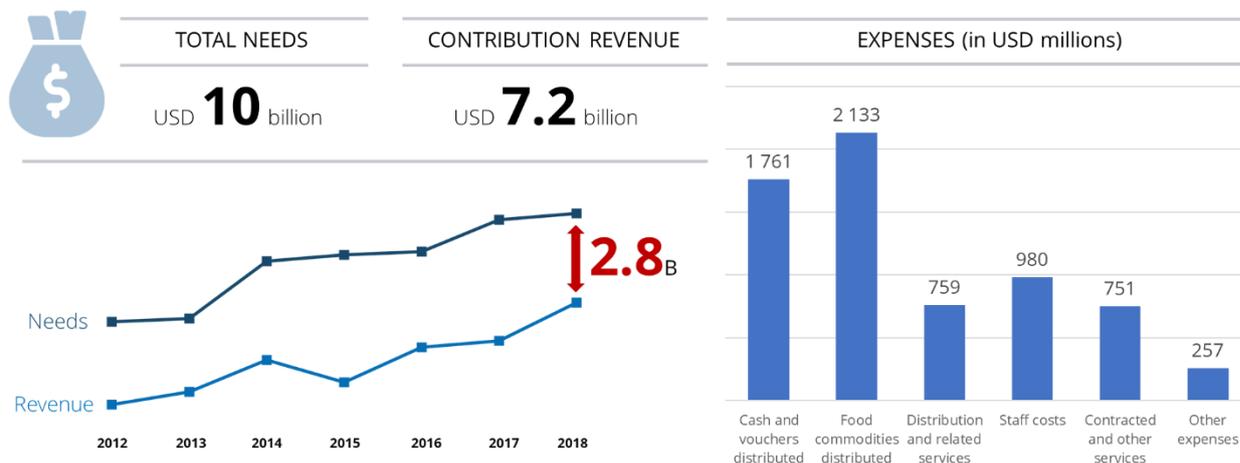
WFP formally reaffirmed its commitment to refuse to tolerate harassment, sexual harassment, abuse of authority or discrimination. WFP is institutionalizing changes that will make it easier for individuals to report harassment and abuse of authority and to protect those most affected. WFP also allocated an additional USD 1.3 million to the budget of the Inspector General and Oversight Office to strengthen its investigations work. WFP recognizes that supporting food security is part of sustainable development and that life-saving and life-changing work in crises and emergencies must be done in a safe and trusted environment; WFP therefore recognizes that there is a need to implement effective strategies for preventing, detecting and responding to sexual exploitation and abuse through a victim-centered approach.

In 2018 WFP made significant efforts to create a more supportive and welcoming work environment for its 17,000 staff members around the world. This included expanding “future international talent” (FIT) pools of pre-screened candidates ready to quickly fill job vacancies as they arise, introducing maternity leave for consultants, and continued efforts to achieve gender workforce parity. It is imperative that we effectively recruit, train and place the organization’s most important resource: its staff. I am committed to ensuring WFP is the world’s premier institution – public or private – for staff to work.

We must commit ourselves to making WFP the world’s most effective and efficient institution. Although many challenges lie ahead, I am convinced that together donors and host governments, fellow United Nations agencies and NGOs, private sector stakeholders, host communities and beneficiaries can achieve the zero hunger world we envision. On behalf of WFP and the millions of people we serve, I count on your support in 2019 and beyond.

WFP in 2018

Saving lives changing lives



BENEFICIARIES

86.7M beneficiaries targeted through WFP food and CBTs

- 32% Middle East, North Africa, Eastern Europe and Central Asia
- 22% East Africa
- 14% Asia and the Pacific
- 14% Southern Africa
- 12% West Africa
- 6% Latin America and the Caribbean

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

63% residents | 17% refugees | 15% internally displaced persons | 4% returnees

KEY PROGRAMME AREA

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

Executive summary

Hunger facts: Food insecurity increased primarily because of increasing conflict and climate-related crises over the past two years. The number of hungry people in the world rose to levels last seen a decade ago.

Financial facts: In 2018 WFP's revenue increased by 20 percent to USD 7.2 billion – the highest ever. Eighty-five percent of funding came from the top ten donors and more than half was designated for WFP operations in South Sudan, the Syrian Arab Republic and Yemen. However, WFP still encountered a significant funding gap of USD 2.8 billion, leading it to suspend or reduce the scope of activities.

Outreach facts: WFP responded to seven Level 3 and nine Level 2 emergencies in 2018. It implemented its first-ever pre-emptive response – preventing a lean season from becoming a large-scale crisis in the Sahel. The school feeding programme provided 16.4 million schoolchildren with nutritious meals in 61 countries, while nutrition programmes reached 15.8 million beneficiaries in 66 countries. Food assistance for assets (FFA) or training programmes assisted 10 million people in 55 countries.

Performance facts: WFP country offices continued to implement country strategic plans. Similarly, WFP's functional area performance was rated "medium" to "high".⁷ Despite these achievements, WFP will continually seek to improve its performance.

Part I – Introduction

With ongoing conflicts continuing to fuel large-scale humanitarian crises and record contributions received against increasing needs, WFP's performance in 2018 reflected trends observed in 2017. The 2018 annual performance report analyses these trends, the challenges confronting WFP and its achievements.

Increasing frequency and length of emergencies. The year 2018 was one of the most challenging yet successful years for WFP in recent history. Global hunger increased for the second consecutive year, with the most recent figures indicating that 821 million people are undernourished, of whom 124 million are at crisis levels.⁸ More and more countries are confronted with health-related challenges including malnutrition, high stunting and wasting rates, chronic levels of adult obesity and anaemia in women. Armed conflict and increasingly frequent and severe climate-related disasters contributed significantly to global food insecurity and malnutrition. In 2018, conflict or climate-related emergencies were reflected in seven Level 3 and nine Level 2 WFP emergency responses and presented humanitarian access obstacles.

Funding. Through the generosity of donors WFP mobilized more than USD 7 billion in 2018. These funds enabled WFP to assist nearly 90 million beneficiaries worldwide. However, the timely provision of funds continued to pose a critical challenge. Country offices far too often lacked the money needed to buy and pre-position food, to facilitate logistical arrangements and to scale up their food assistance activities and programmes. Similarly, WFP's operational needs far exceeded the funding it received. As a result, senior field managers were often confronted with the need to

⁷ "Functional areas" are the divisions, departments and other units within WFP that specialize in specific areas related to WFP's work, such as operations, policies and programmes, gender issues, nutrition, oversight and technology.

⁸ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018. Building climate resilience for food security and nutrition*. <http://www.fao.org/3/i9553en/i9553en.pdf>.

make no-win decisions like ration cuts and beneficiary and activity prioritization – all of which negatively affected beneficiaries.

Cross-cutting policies. WFP continues to implement all of its cross-cutting priorities systematically. WFP is committed to using its policies and instruments to ensure that its operations take into account key cross-cutting issues.

Despite these challenges, WFP achieved a significant amount in 2018.

Corporate emergency responses. WFP successfully managed seven Level 3 and nine Level 2 emergency responses. We activated new emergency responses in the Sahel, for the Colombia–Venezuela border situation and in Cameroon. Similarly, WFP deactivated the Level 2 emergency response to drought in the Horn of Africa, while the Sahel response became WFP's first ever pre-emptive response.

Innovation. WFP continues to serve as a global innovation leader. In 2018, for instance, it developed a new tool for rapidly collecting nutrition and related health data from remote, low-resource clinics. A pilot was launched in the Congo in 2018. Similarly, WFP used its mobile vulnerability analysis and mapping (VAM) for nutrition programming in three high-priority emergencies in Cameroon, Afghanistan and Nigeria. Finally, WFP remains a leader in the global nutrition community and in 2018 it innovated in ways that improved nutrition programming. It also invested in identifying and deploying individuals with nutrition expertise through a “Future International Talent” (or FIT) pool and a surge nutritionist team.

Transparency and accountability. In 2018, the WFP Executive Board approved revisions to the Corporate Results Framework (2017–2021), strengthening WFP's ability to measure WFP's performance. Fifty-nine country offices made the transition to the Integrated Road Map, joining 12 country offices that had piloted the shift in 2017. Collectively, 71 country offices implemented country strategic plans in 2018, representing 64 percent of WFP's total programme of work.

Similarly, a record number of staff participated in WFP's general staff survey and helped bring senior management's attention to areas requiring improvement. To support WFP's transformation, management simplified Integrated Road Map processes such as internal and external review and approval procedures. WFP also launched a beta version of the CSP data portal and advocated for more flexible, predictable and long-term contributions to maximize WFP funding.

United Nations development system reform. WFP remains committed to the Secretary General's vision for the reform of the United Nations development system and is actively engaged in constructive dialogue and discussions at the international and national levels. The Executive Director serves as the co-chair of the reform process business innovations group, which is responsible for promoting common business operations and premises. WFP senior management is playing a critical role in the development the next generation of United Nations development assistance frameworks for the United Nations system. WFP is also contributing to the development of a funding compact and a management and accountability framework and supports the work of the joint steering committee established by the Secretary-General to advance humanitarian and development collaboration.

In 2019, WFP anticipates greater operational needs, continued internal improvements and reforms and strengthened engagement in United Nations reform and issues related to gender and staff.

Part II – Financial resources and funding

WFP's contribution revenue increased in 2018, reaching USD 7.2 billion. This was the highest in WFP's history and represented a 20 percent increase over 2017. More than half of WFP's funding was allocated to three Level 3 emergency responses in Yemen, South Sudan and the Syria +5 region. Despite this historic achievement, WFP fell short of the amount it needed to fund its operations by USD 2.8 billion.⁹ While this shortfall was less than that for 2017 (USD 3.8 billion), it had a significantly adverse impact. Analysis of the funding shortfall revealed that country offices with capacity-strengthening activities, those implementing relatively small operations and those responding to low visibility protracted crises were severely affected. WFP was forced to suspend many activities and to reduce the scope of others by cutting rations, decreasing the number of feeding days and prioritizing some beneficiary groups over others.

Reliance on the largest donors and the allocation of most of the funding to a small group of operations persisted in 2018. The top ten donors accounted for approximately 85 percent of contribution revenue, and funding from non-governmental partners, including private sector institutions, represented only 1.6 percent of the total. Similarly, 6 percent of WFP's funding in 2018 was unearmarked, continuing a worrisome trend of low levels of unearmarked contributions.

Part III – Programme performance

Part III reflects WFP's performance vis-à-vis received funding. This section describes the results for which WFP is accountable.

In 2018 WFP offered support to 73.8 million of the 124 million people (60 percent) who faced crisis levels of food insecurity and lived in the most fragile and critical conditions. In addition, WFP assisted 12.9 million, or 2 percent, of the 697 million people facing lower levels of food insecurity. That it did not assist more of these people is attributable primarily to funding constraints and the prioritization of life-saving operations.

In total, in 2018 WFP assisted 86.7 million direct beneficiaries through the distribution of 3.9 million mt of food valued at USD 2.1 billion. WFP also continued to increase its use of cash-based transfers, which totalled USD 1.76 billion. With fewer beneficiaries in 2018 than 2017, the fact that cash-based transfers increased while there was little change in the amounts of food distributed indicates that each direct beneficiary either received assistance for a longer period or received larger rations.

This report highlights WFP's achievements in Level 3 and Level 2 emergency responses, school feeding, nutrition and asset creation and resilience activities:

- **Level 3 and Level 2 emergency responses.** Level 3 and Level 2 emergency responses accounted for 57 percent of WFP's total programme of work in 2018. WFP activated three new emergency responses: in the Sahel, on the Colombia–Venezuela border and in Cameroon. It deactivated the Level 2 emergency response to the drought in the Horn of Africa, while the Sahel response became WFP's first ever pre-emptive response. The latter contributed to successfully preventing the poor lean season from becoming a large-scale food security crisis.

⁹ A "needs-based plan" is included as part of the annual management plan presented to the Executive Board at its second regular session each year. The needs-based plan aggregates the resources required by WFP country offices to implement their plans for meeting the needs of the most vulnerable people. WFP's final budget, which comprises the original needs-based plan plus unforeseen needs identified during the year, was USD 10.0 billion in 2018.

- **School feeding.** WFP reached 16.4 million schoolchildren through its school feeding programmes in both emergency and stable settings in 2018. Education-related indicators indicated that WFP met or exceeded its targets in approximately 93 percent of the countries where it worked in 2018. WFP also provided school feeding technical assistance in anticipation of handing over its programmes to national governments.
- **Nutrition.** WFP implemented or supported governments in implementing nutrition programmes in 66 countries. Programmes for the prevention and treatment of acute malnutrition, stunting and micronutrient deficiencies reached nearly 16 million beneficiaries. WFP is a leader in the global nutrition community and in 2018 it innovated in ways that improved nutrition programming. It also continued to invest in identifying and deploying individuals with nutrition expertise through a “Future International Talent” (or FIT) pool and a surge nutritionist team.
- **Asset creation and resilience activities.** More than 10 million people in 55 countries benefited directly from WFP food assistance for assets and training and other livelihood support programmes. Studies found that in 2018 food assistance for assets and related initiatives positively contributed to women’s empowerment and nutrition.

Outcome indicators demonstrate WFP’s strong performance under Strategic Objective 1,¹⁰ with most operations achieving or being on track to achieve their annual targets. Performance on Strategic Objectives 2 and 3 varied, with WFP making progress but not fully meeting targets. WFP carried out important work under Strategic Objectives 4 and 5, but results were inconclusive because these are new areas of work for WFP. Evidence-based results derived from the redefined indicators in the Revised Corporate Results Framework (2017–2021)¹¹ will be included in the 2019 annual performance report.

There was improvement in results related to cross-cutting themes – accountability to affected populations, protection, gender and environment – despite the increased scale of WFP’s operations. To foster further improvement, WFP developed a guide and new output indicators for the inclusion of people with disabilities in food assistance programmes, a series of gender mainstreaming mechanisms and a new environmental risk screening tool and outcome-level indicator that will be mandatory for all food assistance for assets activities and projects funded by the Green Climate Fund and the Adaptation Fund.

Part IV – Management performance

Part IV describes how the results reported in part III were achieved. It explains how units responsible for supporting specific functional areas in country offices and for providing support to regional bureaux and headquarters facilitated the achievement of effective and cost-efficient results.

The year 2018 was the first in the implementation of most CSPs. Country offices used their limited resources to partially implement the majority of their portfolios (in terms of both outcomes and outputs) rather than deprioritizing parts of their CSPs. For the outcomes and outputs that were implemented, WFP country offices have achieved or are on track to achieve most of their annual targets as measured by outcome and output indicators.

¹⁰ Strategic Objective 1 – End hunger by protecting access to food; Strategic Objective 2 – Improve nutrition; Strategic Objective 3 – Achieve food security; Strategic Objective 4 – Support Sustainable Development Goal implementation; and Strategic Objective 5 – Partner for Sustainable Development Goal results.

¹¹ WFP/EB.2/2018/5-B/Rev.1

Country offices achieved medium or high performance in functional areas. However, room for improvement exists in areas such as budgeting and programming, administration and human resources. Regional bureaux and headquarters units achieved most of their targets related to the provision of support to country offices.

Part V – Lessons learned and going forward

A series of evaluations and lessons learned in 2018 informed key ongoing initiatives such as the transition to the Integrated Road Map. An evaluation concluded that country offices' adoption of the country strategic plan framework led to positive results, enabling WFP to align its operations more closely with national priorities and facilitating WFP's shift to an "enabler" role. In 2018, the new framework's use continued to generate practical benefits that included increased transparency and accountability, access to more flexible and predictable funding and the standardization and adaptation of new systems, procedures and skills.

WFP also conducted evaluations of two corporate policies and of the Syria+5 response in 2018. The evaluation of WFP policies on humanitarian protection and humanitarian principles identified positive results but noted the challenge of translating norms into practice. The evaluation of the Syria+5 response to the Syrian crisis found that WFP made significant achievements in delivering assistance despite the scale of the operation and the politically sensitive environment in which it was implemented. However, it noted that greater attention to gender and protection issues and accountability to affected populations was needed.

Moving forward, WFP's transformation into a digital leader in the humanitarian sphere remains one of the organization's main priorities.

Part I: Introduction

The year 2018 is the first in which all WFP operations were fully aligned with the corporate results framework (2017–2021),¹² and the second year of reporting against the WFP Strategic Plan (2017–2021).¹³

The 2018 annual performance report informs on WFP's achievements against its plans as articulated in the WFP Management Plan (2018–2020),¹⁴ approved by the Executive Board at its 2017 second regular session.



**WFP's key
accountability
tool**



**Reporting against the
Management Plan and
the Strategic Plan**



**Aligned to the
Corporate Results
Framework**

Global context and other factors shaping the year

Global political, socio-economic and humanitarian trends and challenges

1. Global economic growth reached a strong 3 percent in 2018, according to the World Bank. Growth, however, was unevenly distributed throughout the world, with negligible growth in per capita gross domestic product (GDP) experienced throughout Africa, Western Asia and Latin America and the Caribbean. These regions collectively have 275 million people living in extreme poverty.
2. Displacement continued to increase at record levels. This included 68.5 million forcibly displaced women, men, girls and boys,¹⁵ of which 40 million were internally displaced, 25.4 million were refugees and 3.1 million were asylum seekers. In comparison, 42.7 million people were displaced in 2007, 45.1 million in 2012 and 65.6 million in 2016.
3. Violent conflicts continued to rise, along with the number of countries entering or continuing protracted crises. Ninety percent of all humanitarian aid goes to protracted crises, 88 percent of which have sparked humanitarian assistance for more than three years. These dynamics require WFP and its humanitarian partners to critically analyse and address the interlinkages between humanitarian, development and peace actions.
4. According to the Global Economic Forum, the world is experiencing a new, more complex geopolitical period. This presents WFP and other stakeholders with a new set of challenges and risks such as increasing military tension and economic and commercial disruption. The countries in which WFP works remain particularly vulnerable to such troubles.

State of food insecurity and nutrition in the world

5. The 2018 state of food security and nutrition report indicated that global hunger was rising for the second consecutive year and threatened to undermine progress made to date. Eight hundred and twenty-one million people – or one in nine – are undernourished. The largest increases in hunger have occurred in Africa and Latin America, while undernourishment remains widespread in Asia. Approximately 124 million people face crisis levels of food insecurity, an increase from 80 million in 2016.

¹² Corporate Results Framework (2017–2021) (WFP/EB.2/2016/4-B/1/Rev.1*).

¹³ WFP/EB.2/2016/4-A/1/Rev.2*

¹⁴ WFP/EB.2/2017/5-A/1/Rev.1*

¹⁵ As per latest data available at the time of writing.

6. Global data for 2018 indicate that urgent action is required to address malnutrition comprehensively. This includes taking action against stunting, which affects 151 million children under five, and wasting, which affects 50 million children.¹⁶
7. Sixteen million children suffered from both stunting and wasting, putting them at the highest risk of death among all malnourished people. Unfortunately, the incidence of wasting has declined only marginally for more than a decade. Similarly, the number of overweight adults continues to rise, as do obesity and the incidence of micronutrient deficiencies, including anaemia in women.¹⁷ One third of women of reproductive age suffer from anaemia, and almost 10 percent are underweight.¹⁸ The 2018 Global Nutrition Report¹⁹ estimates that the populations of almost all countries (88 percent) face two or three forms of malnutrition.
8. The Global Network Against Food Crises was founded by the European Union, FAO and WFP with the aim to address the root causes of food and nutrition crises from a humanitarian as well as development perspective through three key pillars: generating evidence through consensus based information and analysis; leveraging strategic investments to prevent and respond to food crises; and fostering political uptake and coordination for integrated solutions to address food insecurity issues at the national, regional and global level. The “Global Report on Food Crises” annual flagship was produced under the first pillar of the Global Network by the Food Security Information Network (FSIN) during 2018.²⁰
9. Conflict remained a key driver of food insecurity in 2018. In Yemen, for instance, conflict persisted and the Integrated Food Security Phase Classification (IPC) results released in December found that food insecurity affected more than half of the country’s population.²¹
10. The 2018 state of food security and nutrition²² report highlights the impact of climate shocks on food security and nutrition. Countries in which the population relies significantly on agriculture are especially at risk, and things are worse still in countries where agriculture is adversely affected by climate-related changes in rainfall and temperature.
11. Acute food insecurity is particularly severe where conflict and climate shocks occur simultaneously. In 2017 – the latest year for which data are available – 14 of 34 food-crisis countries experienced both conflict and climate-related impacts, and a total of 65.8 million people required immediate humanitarian assistance. Climate shocks affected more than 76 percent of those facing crisis levels of food insecurity or worse, or 95 million people.
12. Climate shocks contribute significantly to both migration and forced displacement. On average, climate-related disasters force 22.5 million people to leave their homes each year. As extreme events become more frequent and severe, slow-onset climate impacts also force people to leave their homes in increasing numbers. WFP, consequently, assists

¹⁶ Importantly, the reduction in stunting has not been uniform, as the overall number of stunted children has risen in Africa due in part to population growth.

¹⁷ The highest burden of adult overweight and obesity are seen in low- and middle-income countries.

¹⁸ Declines in underweight among women 20-49 have been observed, but declines have not been rapid enough.

¹⁹ <https://globalnutritionreport.org/reports/global-nutrition-report-2018/>.

²⁰ 2019 Global Report on Food Crises (launched by the European Commission in Brussels in April 2019), <https://docs.wfp.org/api/documents/WFP-0000104035/download/>

²¹ The IPC is a food security and nutrition analysis initiative that seeks to determine the severity and magnitude of acute food insecurity, chronic food insecurity and acute malnutrition in a country. Acute food insecurity has 5 phases: 1) minimal/none, 2) stressed, 3) crisis, 4) emergency and 5) catastrophe/famine.

²² Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children’s Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018. Building climate resilience for food security and nutrition*. <http://www.fao.org/3/i9553en/i9553en.pdf>.

increasing numbers of people and must more effectively design programmes that address food insecurity's root causes.

13. WFP operates in an ever-changing risk environment. Vulnerable people facing chronic risks associated with poor governance and conflict see hard-won development gains rolled back as crises deepen and overwhelm coping mechanisms. Simultaneously, they must deal with unpredictable and extreme weather events that increase at a rate that outpaces their capacity to cope.

Global commitments influenced WFP's work in 2018

14. The 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) – embodied in the WFP Strategic Plan (2017–2021) – remain the focus of WFP's work. Global commitments in 2018 of relevance to WFP include those related to the reform of the United Nations development system and United Nations Security Council resolution 2417, which condemns the starving of civilians as a method of warfare – as well as the unlawful denial of humanitarian access to civilian populations.

United Nations development system reform

15. United Nations development system reform has remained a strategic issue for WFP since the Secretary-General published proposals for such reform in June and December 2017²³ and the General Assembly approved resolution 72/279 related to repositioning the United Nations development system.²⁴ WFP supports and remains strongly committed to the objectives of United Nations development system reform.
16. WFP continues to engage in the reform process actively and at all levels: at the United Nations in New York, at WFP headquarters and in the field. In 2018, United Nations reform discussions gave WFP an opportunity to proactively position itself in the humanitarian–development nexus, notably within the central role that dual-mandated operational agencies need to play in implementing the nexus and ending humanitarian need.
17. WFP plays a leadership role in shaping United Nations reform. WFP's Executive Director co-chairs the business innovations group responsible for promoting common business operations and premises. In addition, WFP actively supports the team working to design a new United Nations development assistance framework template, including by leading the workstream on the development of the next generation of country analysis. WFP also engages actively and constructively in developing key products, including a new funding compact and management and accountability framework and a system-wide strategic document. It also contributes to the work of the joint steering committee established by the Secretary-General to advance humanitarian and development collaboration.
18. In support of the reform efforts WFP is developing a proof of concept for an end-to-end service model for the provision of services to other United Nations agencies at the global, regional and local levels. The approach's key components include a portfolio of services and mechanisms for costing and managing services.
19. Taking a proactive role, WFP led the discussion on collective outcomes within the Inter-Agency Standing Committee (IASC), mobilizing a community of practitioners from across the IASC membership to build a common understanding of and capture best practice

²³ Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet: Report of the Secretary-General (A/72/684-E/2018/7). Available at <https://undocs.org/A/72/684>.

²⁴ General Assembly resolution 72/279, Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. Available at <https://undocs.org/A/RES/72/279>.

for collective outcomes. This important work is linked to WFP's engagement with the Joint Steering Committee to Advance Humanitarian and Development Collaboration established by the Secretary-General to facilitate delivery of the targets and objectives of the United Nations development system reform that require the participation and engagement of the humanitarian sector. These targets and objectives are defined in the Secretary-General's December 2017 report and system-wide strategic workplan and are intended to "accelerate the system's alignment" with the 2030 Agenda while also contributing to the establishment and normalization of system-wide collaboration. WFP's voice in both the IASC and the joint steering committee helps to bridge reform efforts in the United Nations and the broader humanitarian system.

United Nations Security Council resolution 2417

20. In May 2018, the members of the United Nations Security Council voted unanimously to adopt resolution 2417, condemning the use of starvation as a weapon of war. For the first time, Council Members recognized the link between conflict and hunger and identified clear actions to protect the most vulnerable. This was a landmark moment for WFP, which actively contributed to the process that culminated in the adoption of the resolution. Resolution 2417 also ensures hunger's inclusion in key political and security discussions.
21. Since the resolution's adoption, WFP has seen many additional benefits, including Member States' inclusion of stronger hunger-related language in resolutions, e.g., resolution 2018/11 of the United Nations Economic and Social Council.²⁵

WFP objectives and strategies

22. The WFP Strategic Plan (2017–2021) continues to provide the overall vision for achieving zero hunger and guides the organization within the context of the 2030 Agenda. This section outlines some of the key policies approved or rolled out in 2018 to realize this vision.

Strategic Objective 1: End hunger by protecting access to food

23. WFP introduced a new interim emergency activation protocol in 2018 for Level 2 (L2) and Level 3 (L3) emergencies. The interim protocol follows the Inter-Agency Standing Committee (IASC) endorsement of distinguishing between L3 surges and L3 responses.
24. WFP established a new School Feeding Service to enhance its global leadership in this area. The new Service will work closely with regional and country teams to develop a strategy for implementing the WFP school feeding policy. The strategy seeks to ensure that WFP delivers on the vision and commitments of its school feeding policy by 2030. WFP will work with governments and partners to launch a new implementation framework that defines new goals, measures of success and targets for each country and region, depending on country context.²⁶

Strategic Objective 2: Improve nutrition

25. WFP continues to integrate diverse nutrition-specific and nutrition-sensitive approaches into its programming and to provide technical inputs for country strategic plans, programme design, implementation and evaluation. WFP reached over 15 million beneficiaries thanks to its increased nutrition programming – notably addressing micronutrient deficiencies,

²⁵ Strengthening of the coordination of emergency humanitarian assistance of the United Nations, available at http://www.un.org/ga/search/view_doc.asp?symbol=E/RES/2018/11.

²⁶ The new framework defines three roles for WFP depending on country context: In countries affected by fragility, low capacity, conflict, or recurrent shocks, WFP will provide operational support for the implementation of school feeding programmes; in stable contexts with emerging government capacity, WFP will support the establishment, strengthening and consolidation of nationally owned and operated school feeding programmes; and in all contexts WFP will strengthen its normative role of providing adequate knowledge, expertise, guidance and standards to governments.

stunting and the treatment and prevention of acute malnutrition. WFP also works across divisions to incorporate a nutrition-sensitive approach into its programmes, corporate strategies and guidance documents. Further, WFP continued to demonstrate leadership in the global nutrition community, engaging in nutrition partnerships and pursuing innovation in nutrition response.

Strategic Objective 3: Achieve food security

26. WFP continues to develop and implement a holistic set of food assistance initiatives that address the three main systemic problems in food systems: lean seasons, and “last mile” and “good year” problems.²⁷ In 2018, WFP finalized and disseminated a systemic food assistance strategy and guidance manual and rolled-out smallholder agriculture market support guidance and tools. WFP continues to support the Rome-based agencies’ (RBAs) joint programme to strengthen the resilience of livelihoods in protracted crises in the Democratic Republic of the Congo, the Niger and Somalia. The programme represents an unprecedented effort to support and invest in the vulnerable communities for five-year periods and employs integrated, context-specific and gender- and nutrition-sensitive assistance. In addition, WFP and partners such as the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development, the New Partnership for Africa's Development, the Global Child Nutrition Foundation, the Partnership for Child Development at Imperial College, London, and Brazil's Centre of Excellence against Hunger have established a new home-grown school feeding resource framework in response to countries' demand for practical guidance on the design, implementation and monitoring of home-grown school feeding programmes.

Strategic Objective 4: Support SDG implementation

27. WFP has developed a prototype system for supporting country offices in capturing and strategically classifying qualitative and quantitative information related to country-level capacity-strengthening portfolios. This is part of WFP's effort to enhance future reporting on indicators related to SDG 17. The envisaged system supports improved documentation of and reporting on WFP capacity-strengthening results. It has the potential to capture regional and corporate level information and disaggregate it by strategic result and thematic focus area. Furthermore, it uses the Corporate Results Framework (CRF) indicators for capacity strengthening and provides a comprehensive overview of WFP's evolving and long-term systems-strengthening approach to national stakeholder capacity strengthening. WFP has launched it as a pilot in numerous country offices.

Strategic Objective 5: Partner for SDG results

28. WFP developed or further strengthened its strategic partnerships in order to more effectively achieve zero hunger. Notable achievements included partnerships with the International Federation of Red Cross and Red Crescent Societies and school feeding and nutrition partners (see part III for more detail). Increased transparency and information flow and WFP programme alignment with the 2030 Agenda promotes effective partnerships and strengthened collaboration with new partners.

²⁷ The “last mile” problem results from the isolation of many hungry poor people who are difficult to reach and can themselves reach out to others only at great cost, resulting in their adoption of low-return, subsistence-oriented livelihoods in rural areas and hand-to-mouth livelihoods in urban areas. The “good year” problem arises when local markets struggle to absorb food surpluses, which leads to lower sales prices and reduces the incentives for farmers to increase production.

WFP objectives and strategies on cross-cutting commitments

Protection and disability inclusion

29. In June 2018, WFP presented the Executive Board with the recommendations resulting from the evaluation of its humanitarian protection policy.²⁸ WFP is finalizing a new strategy that integrates protection into its work. WFP initiatives and programmes will, in a manner that respects their dignity, strengthen people's ability to meet their food needs in a safe, accountable and dignified way. The new strategy will encompass protection of and accountability to affected populations and make inclusion a more explicit component of protection work.
30. Persons with disabilities living in emergency contexts often lack adequate access to essential basic services for things such as water, shelter, food and health. During crises, disability may create or further exacerbate vulnerability to food insecurity. WFP consequently commits to providing humanitarian assistance to persons with disabilities. In 2018, WFP developed a guide on inclusion of persons with disabilities in food assistance programmes, which will harmonize and support country office practices. WFP has also undertaken to document country office experiences and practices relating to the inclusion of people with disabilities.

Accountability to affected populations

31. WFP is developing a new strategy for engaging affected populations and vulnerable groups. It reflects recommendations identified during the evaluation of WFP's humanitarian protection policy. The strategy strengthens WFP's corporate approach to complaint and feedback mechanisms and emphasizes outreach and communication with affected people.²⁹
32. WFP piloted a complaint and feedback mechanism (CFM) standardization project in four countries. It includes methods for raising beneficiary awareness of CFMs, strengthening user confidence, and introducing a standardized set of tools for managing complaints. The initial pilot's lessons learned, and best practices will inform a broader CFM roll-out in 2019.

Environment

33. Healthy ecosystems and sustainable natural resources are critical to achieving food security. Under its Environmental Policy,³⁰ approved by the Executive Board in February 2017 and rolled out in 2018, WFP has developed environmental and social standards that articulate minimum requirements; developed screening procedures for identifying and managing environmental risks and impacts; and initiated the design of an environmental management system.³¹ These tools and procedures are consistent with WFP's Environmental Policy and

²⁸ The recommendations include the development of a new humanitarian protection policy; the integration of protection considerations into corporate risk management and internal control frameworks; the strategic use of partnerships, including with donors, partners and commercial suppliers, and of engagement with clusters; increased and formalized staffing for protection plus skills training, including for leaders; strengthened analyses of contexts and protection issues through reinforced data systems and inclusion of protection analysis in evaluation; and implementation of a new strategy for engagement with affected populations and vulnerable groups, based on strengthened community feedback mechanisms.

²⁹ In 2017, WFP endorsed four updated commitments on accountability to affected populations (AAP) through its membership in the IASC. These commitments relate to leadership; participation and partnership; information, feedback and action; and results. Informed by these commitments, WFP's AAP strategy aims to ensure that affected people participate in and are able to influence decision making in matters related to WFP food assistance programmes. The results of a baseline survey conducted in 2016–2017 across all WFP operations found that AAP practices are increasingly used in WFP compared with 2015.

³⁰ WFP/EB.1/2017/4-B/Rev.1*

³¹ Consistent with ISO 14001:2015, an international standard that outlines the requirements for an environmental management system for an organization. <https://www.iso.org/standard/60857.html>.

will enable WFP to systematically identify, minimize and manage the environmental impacts of its programme activities and operations.

34. WFP continues to mainstream environmental consideration into CSPs and global guidance for emergencies, supply chain and administration and in staff capacity strengthening tools. In 2018, reporting began for corporate indicators related to environmental risks and impacts. Similarly, WFP expanded its internal environmental reporting to include solid waste and water management in addition to energy and greenhouse gas emissions.

Results of organizational strengthening and transformation of WFP – the Integrated Road Map

35. In 2018, 59 country offices transitioned to the Integrated Road Map (IRM) framework, joining the 12 country offices that piloted the approach in 2017. Of the 71 country offices implementing the IRM framework in 2018, 29 operated with full CSPs, 6 with interim CSPs (ICSPs) and 36 with transitional ICSPs (T-ICSPs). They collectively represented 64 percent of WFP's 2018 programme of work. The remaining 11 country offices made the transition to the IRM on 1 January 2019. The phased implementation strategy provided WFP more time to incorporate lessons learned; mainstream the process and system changes across WFP; and facilitate engagement with national governments, Member States, partner agencies and donors.
36. The Executive Board approved related changes to the WFP General Rules and Financial Regulations. These changes ensured that IRM principles are strategically incorporated to reflect WFP's operational context. Amendments were approved at the Board's 2018 second regular session and reflect lessons learned from piloting the CSP framework and country portfolio budget structure in 2017 and its rollout to nearly all country offices in 2018.
37. WFP introduced a simplified and more transparent full cost recovery model to improve accountability and equity for all donors. WFP also recommended nine changes³² to full cost recovery policies to help mobilize additional resources, broaden the donor base, strengthen partnerships and build national ownership while increasing transparency.
38. To support WFP's transformation, IRM processes,³³ such as internal and external review and approval processes were simplified: it launched a beta version of the CSP data portal, advocated more flexible, predictable and long-term contributions to maximize WFP funding and refined the CRF.

Multilateral Organisation Performance Assessment Network

39. In 2017 and 2018 the Multilateral Organisation Performance Assessment Network (MOPAN) examined WFP's organizational effectiveness against strategic, operational, relationship and performance objectives. The assessment was based on document reviews, staff interviews and a partner survey. Below are highlights of MOPAN's findings.
40. *Alignment with the 2030 Agenda and the SDGs.* The assessment recognized WFP's significant efforts to align with the 2030 Agenda and the SDGs. However, WFP must sustain its efforts to manage the transition and may require internal system changes, while its staff may need new skills.

³² The nine recommendations related to full cost recovery policies approved by the Board are in the areas of twinning; waivers of indirect support costs or reductions of indirect support cost rates; direct support cost rates for mandated common services; handling of revenue generated from the on-demand provision of services; and trust funds.

³³ The process includes informal consultations on CSP and ICSP concept notes followed by electronic comments on the draft CSPs and ICSPs.

41. *Existing strengths.* The assessment identified existing strengths, concluding that WFP has a clear and cohesive long-term vision, as outlined in the WFP Strategic Plan (2017–2021); is highly relevant and responsive, particularly in rapid responses and in protracted humanitarian emergencies; is increasingly oriented towards delivering country-level results; and has robust oversight and evaluation structures and functions.
42. *Needed improvements.* The assessment identified the following areas requiring improvement: WFP's new partnership approach has not yet been fully realized because the requisite competencies, guidance and support for activities such as zero hunger strategic reviews are not always in place; structured workforce planning required to support WFP's transition to an enabler role has not kept pace with other aspects of reform; reliable reporting in all key result areas calls for refining and improving the CRF; WFP's knowledge management system still relies on informal networks and has not yet sufficiently developed to support learning and improvement; and WFP has not yet systematically implemented all of its cross-cutting priorities.

The humanitarian–development–peace nexus

43. While maintaining its core business of humanitarian response, WFP must also identify opportunities to apply its strengths in the continuum from emergency relief to sustainable development in order to contribute to the achievement of the SDGs. WFP has an increasing role to play as an enabler and catalyst for innovative hunger solutions that promise higher yields over time while simultaneously reducing humanitarian needs and preserving development gains achieved to date. This includes renewed investment in strengthening national capacities and systems so that they can operate autonomously as well as contributing to national prioritization and policy decisions that set countries on the path to sustainable development.
44. WFP opened new avenues for leveraging its development expertise, matching the demands of governments. This was done as part of the country strategic planning framework, including the zero hunger strategic reviews, which established a narrative about the main drivers and solutions for food insecurity and malnutrition that is common to all the actors working in the country. The process also provided the opportunity to better position WFP as a development partner and establish clearer links between its offerings and the objectives of key development actors, including national governments, donors, other United Nations agencies, development banks and the private sector.
45. WFP's strategy for the humanitarian–development–peace nexus takes an integrated approach that unifies advocacy and engagement in negotiations for the United Nations development system reform; leverages its operational reach and common services to build a common vision of nexus operationalization among dual mandated, operational agencies; and lays out priority actions to strengthen its contributions to development and peacebuilding outcomes.

Box 1: WFP-SIPRI Partnership on improving the prospects for peace

In February 2018, WFP and the Stockholm International Peace Research Institute (SIPRI) formed a pioneering knowledge partnership that aims to systematize and build evidence on the complex relationships between conflict and hunger, define WFP's contributions to improving the prospects for peace and inform advocacy, policy and practice. The partnership is a long-term learning journey with the overall aims of achieving:

- Evidence building – Research assesses the existing evidence of how food security programming contributes to peace, drawing on a range of external and internal sources. It also considers the dissemination and augmentation of data to measure contributions to peace going forward.
- Application to programming – Research findings from country studies inform and operationalize existing and future programming, particularly in conflict and transition settings.
- Policy and advocacy development – Following the evidence building, WFP will consider updating its current peacebuilding policy. Findings will also feed WFP advocacy on conflict and hunger.

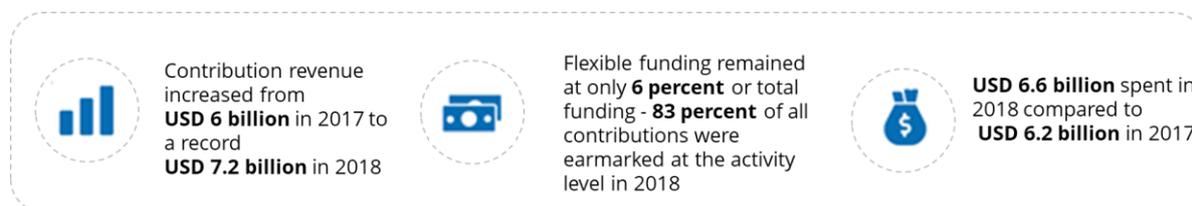
Beginning the evidence-building component, phase 1 of the SIPRI partnership featured four joint research missions, in Kyrgyzstan, Mali, El Salvador and Iraq, between November 2018 and April 2019. The following three lines of inquiry guided the research:

1. What is WFP's contribution to improving the prospects for peace?
2. How can WFP enhance its contribution to improving the prospects for peace?
3. How can WFP measure its contributions to improving the prospects for peace?

Criteria for country selection included contextual diversity and geographic representation, the composition of WFP portfolios (to cover both humanitarian and development work, in low and middle-income countries), the status of CSPs and current United Nations Peacebuilding Fund projects with other United Nations agencies.

Part II: Financial resources and funding

This section provides a high-level overview of WFP's financial situation and examines the funding gap and some of its consequences. It breaks down total budgetary requirements and contributions by region and analyses trends in underfunded operations. The section also discusses WFP's continued reliance on large donors, how funding is concentrated in a relatively small number of large operations and the importance of flexible funding.

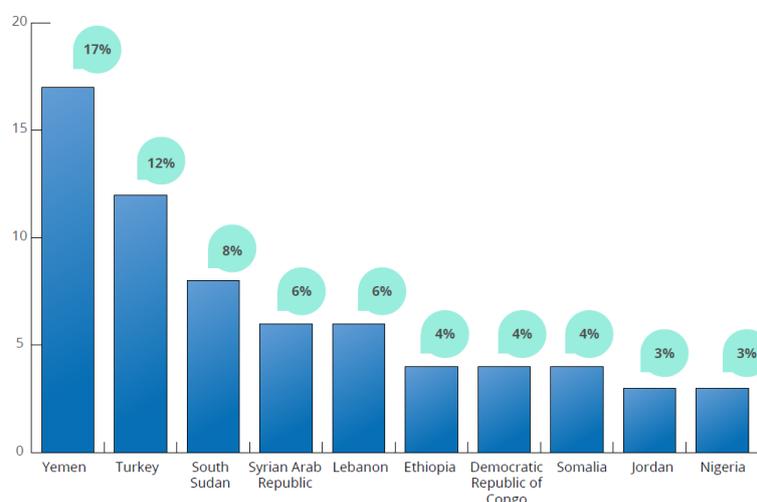


Overview of the financial situation

Revenue

46. WFP increased its contribution revenue by 20 percent – from USD 6.0 billion in 2017 to USD 7.2 billion in 2018. Of this, USD 6.3 billion (87 percent) was allocated to WFP's programme category funds, almost half of which was directed to the Middle East, North Africa, Eastern Europe and Central Asia region for large-scale operations such as that in Yemen and the Syrian Regional Refugee Response. Figures 1 and 2 illustrate the distribution of funds by region, as well as the 10 countries receiving the most funding in 2018.

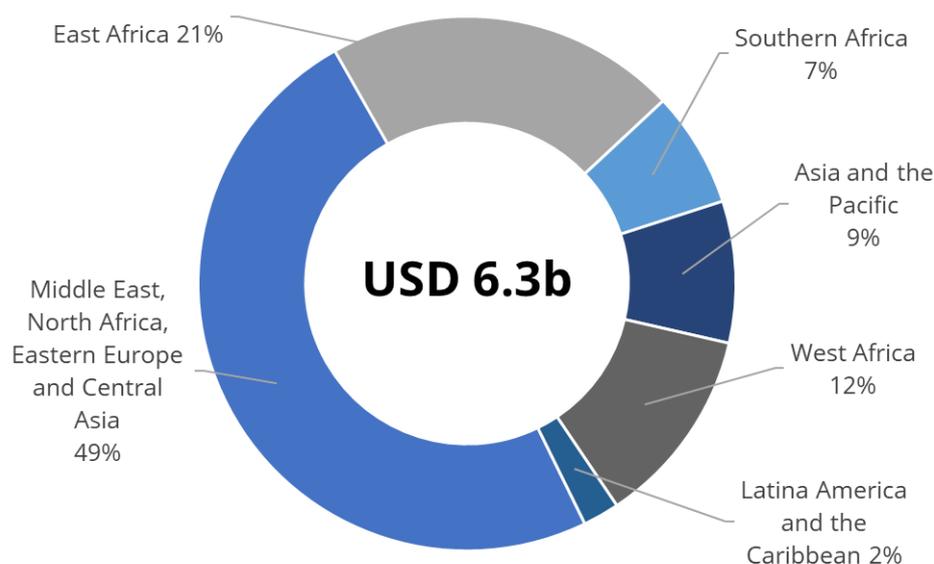
Figure 1: Top 10 countries by revenue distribution



47. While the growth in contribution revenue was critical for meeting the increasing needs, there remained a disproportionate concentration in both the source and the allocation of funding. In 2018, the top 10 donors accounted for almost 85 percent of contributions. The top ten sources of contribution revenue in 2018 came from the United States of America, European Commission, Germany, the United Kingdom, Saudi Arabia, the United Arab Emirates, Canada, Sweden, United Nations Central Emergency Response Fund (UN CERF) and other United Nation funds. The highest funding growth again came from the top donors, on whom WFP remains increasingly reliant.

48. There is a need to continue with concentrated efforts to diversify funding sources to meet WFP's rising operational requirements. Recent experience indicates that intensive engagement with host country governments supported by our strategic plan and through our country strategic plan preparation process, increasing joint-programming with other United Nations agencies, strengthening relationships with key donors based on in depth and comprehensive donor intelligence and engagement with donors at the capital level are key areas leading to diversified funding sources.

Figure 2: Distribution of contribution revenue by regional bureau



49. In 2018, total funding from non-government partners – including international financial institutions and mechanisms, regional development banks, civil society and the private sector – represented just 1.6 percent of overall funding. Hoped-for increases in private sector funding did not materialize. The MOPAN assessment found that the importance of diversifying the funding base has received increased attention in recent years, but it noted that there have not yet been significant results.
50. Funding also remained concentrated in a small number of operations, with more than half of contribution revenue allocated to L3 operations in South Sudan, the Syrian Arab Republic and Yemen and to the Syrian regional response in Turkey, Lebanon and Jordan. A further 8 percent of funding went to L2 operations in Bangladesh, Cameroon, the Central African Republic, Colombia, Iraq, Mali and Myanmar, with another 20 percent designated for large WFP operations in Afghanistan, Chad, Ethiopia, Kenya, the Niger, Somalia, the Sudan and Uganda.

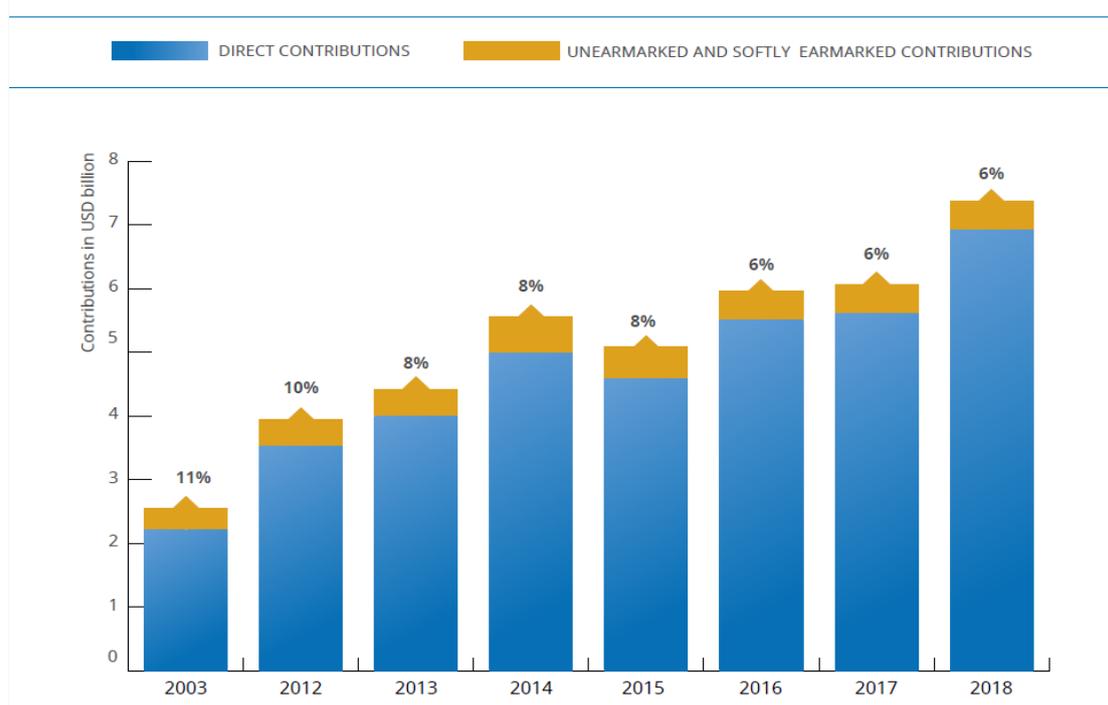
Flexible and unearmarked funding

51. Funding that is not earmarked for specific countries, operations or activities has a number of advantages. First and foremost, it allows WFP to allocate resources where and when needs are greatest, such as to protracted crises that are no longer in the news. It also allows WFP to mobilize resources in the face of sudden unexpected situations, as in the case of the Sahel response in 2018. Less earmarking – for example, allocating at the CSP level – also

provides flexibility for a country director to prioritize funding for work on the humanitarian–development nexus and on the transition from relief to resilience programming.

52. WFP had total revenue contributions of USD 7.4 billion in 2018,³⁴ but only USD 436 million arrived as unearmarked or softly earmarked – i.e. flexible – funding. While the absolute amount represented a 9 percent increase from 2017, flexible funding remained at 6 percent of total funding, continuing a trend that has seen the share of flexible contributions decrease.

Figure 3: Flexible funding as a share of total contributions (2003–2018)



53. The top ten contributors of flexible funding in 2018 were Australia, Belgium, Canada, Denmark, Germany, Ireland, the Netherlands, Norway, Sweden and the United Kingdom of Great Britain and Northern Ireland. Their combined contributions amounted to USD 372 million, or 85 percent of total flexible funding. See annex II-B for full details on contributions by donor.
54. The Strategic Resource Allocation Committee (SRAC), which allocates flexible funding, prioritizes resources based on a number of criteria including the estimated shortfall in the amount needed for operations, food security indicators and emergency levels. While the bulk of flexible funding is allocated to critical field-based projects, WFP also sets aside resources for the Immediate Response Account (IRA).
55. WFP made USD 283.1 million in flexible contributions available for critical projects. This included USD 50 million to support the continued expansion of the operation in the Democratic Republic of the Congo, USD 18 million for Colombia, including USD 10.5 million from the IRA to facilitate a rapid scale-up of assistance to those displaced from Venezuela,

³⁴ This differs from the USD 7.2 billion of contribution revenue received in 2018, which represents contributions stipulated for the current financial year.

and USD 13.6 million for Madagascar, including USD 4.8 million from the IRA to respond to an emergency during the lean season.

56. The SRAC allocated USD 44 million of fully flexible funds to the IRA, allowing for rapid responses within 24 hours. Advances from the IRA included an allocation to kick-start WFP's pre-emptive and timely response in the Sahel. The ability to purchase commodities in advance allowed WFP to procure them at a lower price and to pre-position stocks to reduce the lead time for distribution.
57. In addition to fully flexible funding, minimizing earmarking on contributions directed to CSPs also facilitates operational flexibility. One objective of the new CSP framework at the country level is to provide greater transparency between resources and results and a clear line of sight from outcomes to outputs and activities. In return, WFP has sought an increase in flexible funding from donors in the form of allocations at the strategic result or CSP level. While there have been some improvements, 83 percent of all contributions were earmarked at the activity level in 2018.
58. Toward this objective, WFP is engaging in one-on-one dialogue with our donors to identify ways to maximize flexibility and predictability within the donors' administrative and legal constraints. This dialogue covers a number of variables from allowing advanced financing to longer contract duration. As a result of this dialogue one donor has agreed to allow all of its contributions to be used from the beginning of the year even if the contribution agreements under which they are made are signed later. Another donor has agreed to keep all of its contributions at the CSP level, rather than earmarking at the strategic result, strategic outcome or activity level.
59. Greater funding flexibility and predictability will support WFP's integral role in the humanitarian-development-peace nexus and its capacity strengthening partnerships with national governments. Enhancing flexibility is also important for WFP to realize the full benefits of the IRM and to ensure a more efficient use of its strategic financing tools. Long-term and predictable investments that continue throughout the duration of individual country offices' CSPs will facilitate more effective and efficient achievement of WFP's objectives.

Box 2: Impact of unearmarked or softly earmarked funding on the Sahel response

The Sahel – an arid stretch of land south of the Sahara Desert – is prone to drought and food insecurity but is rarely in the headlines. In 2018, a challenging lean season left 5.8 million people in Burkina Faso, Chad, Mali, Mauritania, the Niger and Senegal food-insecure. Thanks to flexible funds, WFP was able to reach 3.5 million people through food, cash-based transfers (CBTs) and nutrition programmes in a timely manner. The flexible funds accounted for 22 percent of available funding, which made it the second largest source of funding for the lean-season response.

The amount of funding itself was significant, but the speed at which the relevant operations could start mobilizing the resources was also critical. The flexible funds allocated through WFP's headquarters, combined with internal advances, were the first funds available. Having them ready allowed the country offices to launch their responses without delay while waiting for additional resources to come in. In Mauritania, for example, WFP used the flexible funds to procure nutritious food products for children under five and pregnant and lactating women. These products are procured internationally and take time to arrive, so the immediate availability of the flexible funds was critical.

60. An accurate forecast of donor contributions is critical for WFP to plan its operations and manage resources effectively. In 2018, WFP's forecasting exercise was strengthened by the

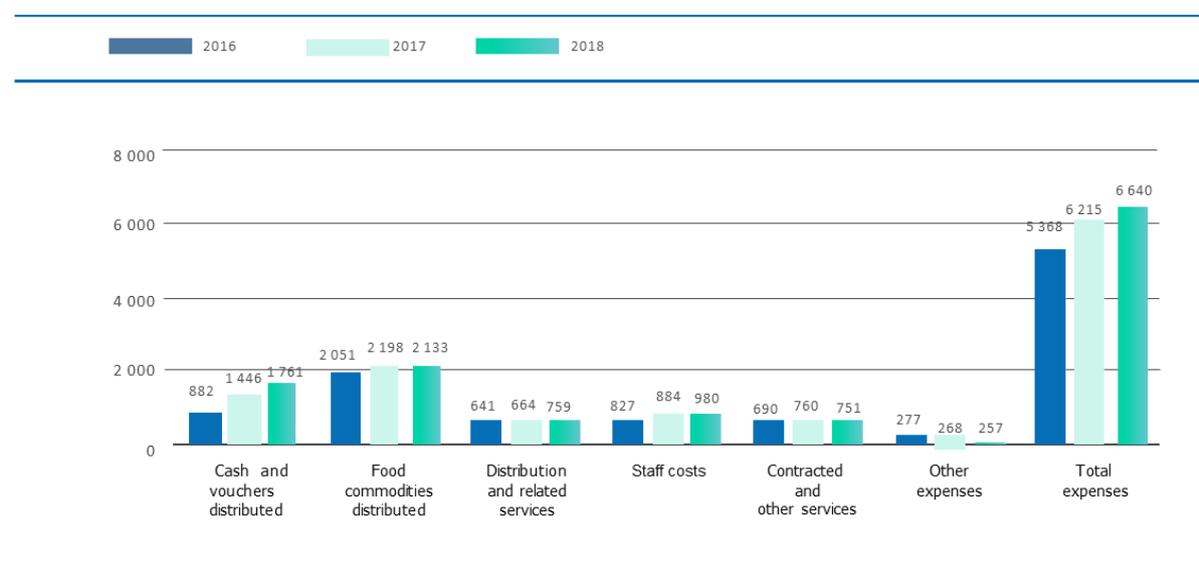
adoption of the Salesforce platform. Previously forecasts could only be registered in WFP's WINGS grants management system and were usually only recorded once funding negotiations were relatively advanced. Now with Salesforce, conversations with donors can be documented from the earliest discussions by staff in country offices, regional bureaux and headquarters – wherever negotiations are taking place. Negotiations are therefore documented from start to finish, and the information is captured and shared in Salesforce.

61. Having this complete forecasting information available in a corporate system has greatly improved WFP's ability to plan and use strategic financing facilities to support operations. By January 2019, for example, WFP already had USD 5 billion in funding opportunities registered in Salesforce. Before the adoption of Salesforce, in January of each year, WFP would only have around USD 1.3 billion registered in WINGS as forecasts. This means that out of the USD 6.8 billion expected for 2019, 75 percent had already been identified as opportunities at the start of the year, compared with 21 percent prior to the deployment of Salesforce.
62. This increased knowledge of the expected level of contributions helps WFP plan better at both the headquarters and country office levels. The funding opportunities registered in Salesforce form the basis of each country office's implementation plan and help ensure that it is based on the best intelligence available.

Expenses

63. WFP spent USD 6.6 billion in fiscal year 2018, compared with USD 6.2 billion in 2017. This represented an increase in expenses of 7 percent, or USD 421 million. As shown in figure 4, CBTs have continued to increase rapidly over the years, while the value of food distributed has remained relatively constant.

Figure 4: Expenses (USD million)³⁵



³⁵ The other expenses category comprised supplies, consumables and other running costs – USD 163.3 million; depreciation and amortization costs – USD 47.4 million; other expenses – USD 44.8 million; and finance costs – USD 1.8 million.

64. Of the USD 421 million increase in expenses in 2018, 75 percent was attributable to CBTs. In 2018 WFP transferred USD 1.76 billion in CBTs to 24.5 million people in 62 countries. This was a huge increase from 2017, when it transferred USD 1.45 billion to 19.2 million people. The Syria +5 response and Somalia accounted for 58 percent (USD 1.0 billion) of total CBTs in 2018. The Democratic Republic of the Congo, Iraq, Nigeria and Yemen accounted for an additional 13 percent.
65. WFP increasingly uses unrestricted cash transfers. In 2018, unrestricted transfers accounted for USD 1.1 billion or 62 percent of the overall CBT transfer value. At the same time restricted cash and value vouchers made up approximately USD 575 million or 33 percent, with another USD 91 million transferred through commodity vouchers.
66. In 2018 WFP focused on improving its risk management culture and internal controls in its CBT activities, including through assessments, reviews and analyses of secure file transfers, beneficiary data protection, reconciliations, CBT risk and internal control review missions as a means of providing the organization with a comprehensive understanding of the risks inherent in CBT programmes. Moreover, responding to rapidly growing CBT activities, the focus in 2018 continued to be on end-to-end assurance, specifically, revision of WFP's reconciliation guidance,³⁶ increased application of secure transfer of encrypted beneficiary data to and from financial service providers, cyber security assessment exercise, a corporate initiative to enhance financial service provider identification and assessment and selection practices, including due diligence review.
67. Moving forward to 2019, work on CBTs will continue to further identify and examine common risk themes and streamline processes and procedures, including innovative cash management technologies for country office operations to strengthen end-to-end assurance.

Box 3: Global long-term agreement for financial services with Western Union

In 2018 WFP signed a financial service global long-term agreement with Western Union, one of the world's largest remittance agencies. The agreement has further enhanced WFP's capacity to reach beneficiaries with CBTs in a timely and effective manner in all operational contexts. In addition, the agreement has strengthened WFP's strategic collaboration with the private sector to improve efficiency and effectiveness in the delivery of CBTs.

Following the signing of the agreement, WFP piloted an assistance programme in the Philippines. The pilot, conducted in an emergency context, proved that global beneficiary payment agreements with financial service providers are a viable and effective means of facilitating emergency assistance. Over 29,000 people received life-saving cash assistance promptly and conveniently through secure and easily accessible cash outlets. The agreement has provided WFP with access to an established network of over 300,000 cash outlets in over 200 countries.

Going forward, WFP plans to offer the financial services agreed under the agreement to its country offices as an alternative to locally sourced CBT delivery solutions. In addition, the agreement further enhances WFP's capacity to respond to emergencies with CBTs, particularly in countries where it does not have a presence or established CBT infrastructure.

³⁶ Interim guidance for ensuring that WFP's CBTs reach their intended beneficiaries is available at <https://newgo.wfp.org/node/5081>.

68. Food commodities distributed in 2018 stood at 3.9 million mt, the same level as in 2017, although its corresponding value, USD 2.1 billion, dropped slightly below the USD 2.2 billion spent in 2017. WFP's operations in Ethiopia, Nigeria, South Sudan, the Sudan, the Syrian Arab Republic, Uganda and Yemen received 67 percent of the total tonnage of food commodities distributed in 2018.³⁷ WFP procured over USD 31 million from smallholder farmers in 29 countries during 2018, which represented 2 percent of total food procurement for the year. Other costs included distribution and related services, which increased by USD 94 million or 14 percent, and staff costs, which increased by 11 percent.

Total resource requirements and funding gap

69. With ongoing conflict and the protracted nature of many crises, humanitarian need continued to grow in 2018. At the same time, funding also increased significantly, with contributions to humanitarian response plans increasing globally from USD 10.6 billion in 2014 to USD 15.1 billion in 2018. Yet in spite of the increase, the gap – the difference between the amount needed to provide for those afflicted by crises and the amount of contributions received – was 40 percent (box 4).³⁸ As food accounts for the largest share of humanitarian funding, WFP's funding landscape – with its ongoing increase in needs and a corresponding rise in contributions to match these needs – mirrors overall trends in humanitarian aid. The MOPAN performance assessment also highlighted the significant funding gap that exists despite record contributions and the need for an increase in funding, especially more flexible funds.

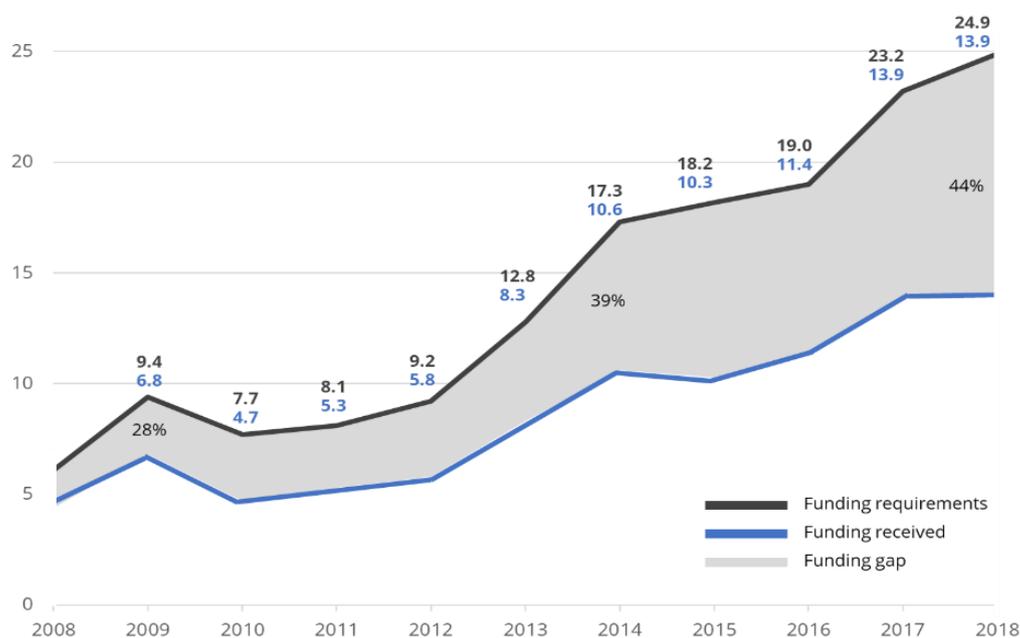
Box 4: Global inequalities in humanitarian funding

Due to the increasing number and scale of crises, humanitarian funding rose to a record USD 22 billion in 2018. Unmet needs were greater than ever, with the funding gap standing at roughly 40 percent. Large protracted crises constituted a disproportionate share of funding, with those in Somalia, South Sudan, the Sudan and the Syrian Arab Republic receiving 55 percent of all humanitarian funding between 2014 and 2018. With the average humanitarian crisis now lasting more than nine years, the need for high levels of humanitarian funding is expected to continue.

Emergencies that generate strong political interest and make headlines tend to receive more humanitarian funding. In addition to appeals, the United Nations Office for the Coordination of Humanitarian Affairs uses the United Nations Central Emergency Response Fund (CERF) to supply underfunded emergencies as well as to increase donor attention to ongoing needs.

³⁷ This represents 61 percent in value.

³⁸ United Nations Office for the Coordination of Humanitarian Affairs. 2019. Global Humanitarian Overview 2019. <https://www.unocha.org/global-humanitarian-overview-2019>.

Figure 5: Appeal funding gap (2008–2018)*

*Figures for funding received include funding received under humanitarian response plans and the Syria regional refugee and resilience plan but not flash appeals or other appeals.
(Source: Global Humanitarian Overview 2019)

70. In 2018, WFP's global funding gap – the difference between the amount it needed (USD 10.0 billion) and contribution revenue (USD 7.2 billion) – stood at USD 2.8 billion.³⁹ While this represents a significant improvement from the USD 3.8 billion gap of 2017, underfunded operations once again had to cope with shortfalls through ration cuts, reduced feeding days, prioritization of activities and beneficiary groups and, in some cases, the complete suspension of activities.

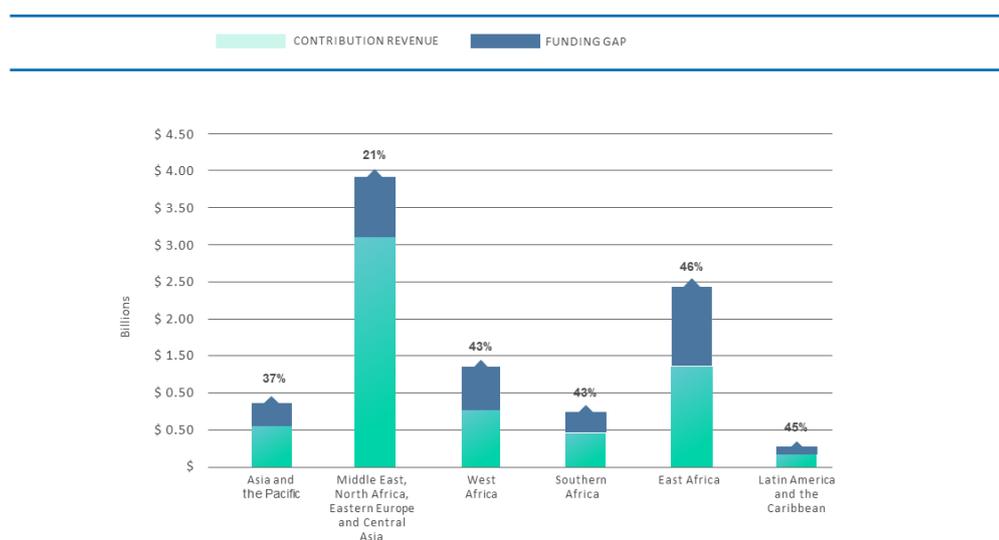
Regional analysis of the funding gap

71. Figure 6 illustrates the budget and funding received for operations in the six WFP regions. It tells a number of stories.
72. The Middle East, North Africa, Eastern Europe and Central Asia region is by far the largest by budget and contributions and encompasses some of WFP's largest operations, including those in Yemen, the Syrian Arab Republic and surrounding countries, the Sudan and Iraq. This region had the lowest funding gap in 2018, at 21 percent. That said, WFP's larger operations in all regions have generally been better funded.
73. The Latin America and the Caribbean region had the second highest funding gap in 2018, at 45 percent. With the exception of Colombia, all countries in the region had needs-based plans with budgets less than USD 50 million in 2018. The region as a whole has the smallest budget in WFP and includes relatively few direct deliveries, with efforts focused more on capacity strengthening.

³⁹ The budget for the 2018 programme of work outlined in the Management Plan (2018–2020) approved by the Executive Board in November 2017 was USD 8.8 billion. At the end of 2018 this figure was revised to USD 10 billion to include unforeseen needs. See financial statement V ([WFP/EB.A/2019/6-A/1](#)).

74. Regional aggregation of funding masks differences at the country level. While there are idiosyncrasies in each operation WFP has found that, on average, country offices focused on capacity strengthening, smaller operations and low visibility protracted crises face greater challenges in securing funding for their needs-based plans. In addition, some operations receive adequate funding, but face pipeline breaks due to delays in receiving the funds and the extensive lead times required for international procurement.

Figure 6: Funding gap by region (USD billion)

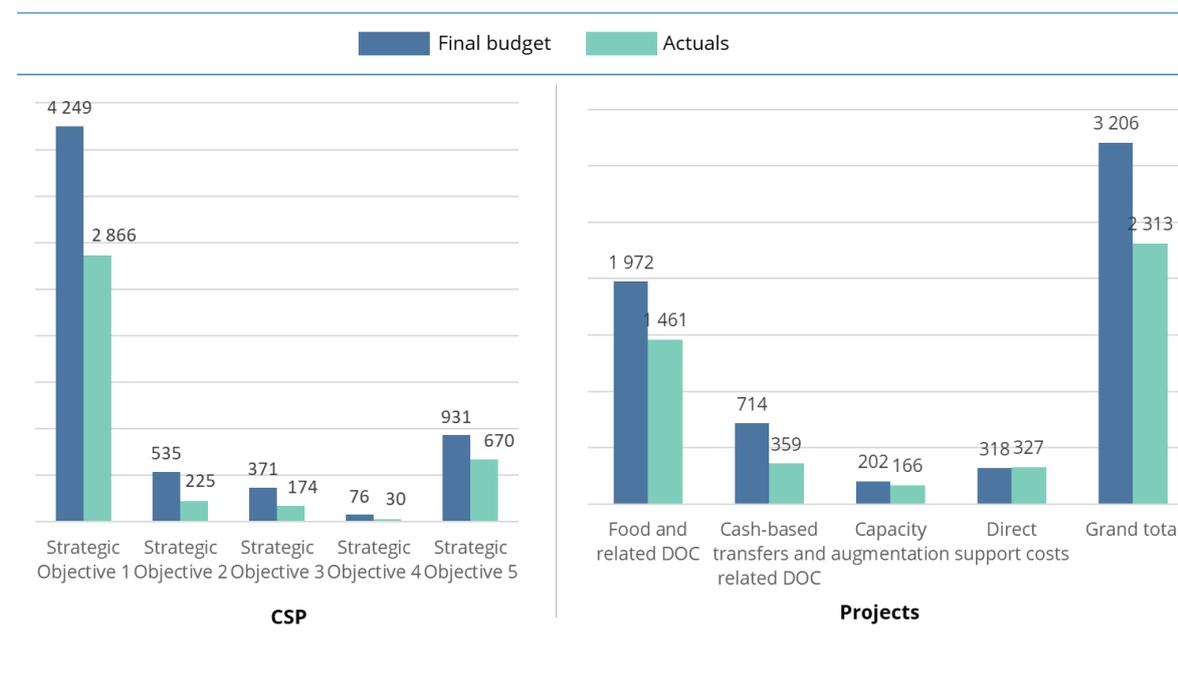


Countries focusing on capacity strengthening have been less well funded

75. While 2018 stood as a transitional year – due to the significant subset of operations still based on projects rather than CSPs – WFP now has sufficient data to begin presenting analyses of its financial situation that take account of the possibilities under the new CSP framework.⁴⁰
76. As shown in figure 7, while the budget for activities under CSPs was USD 6.4 billion, overall utilization stood at 64 percent. Activities under Strategic Objective 1 (End hunger by protecting access to food) represented 66 percent of the total CSP budget and had an implementation rate of 67 percent.⁴¹ Those under Strategic Objective 5 (Partner for SDG results) had the second highest budget at USD 931.2 million, with a utilization rate of 72 percent. Activities in Turkey and South Sudan accounted for around 83 percent of actual costs under Strategic Objective 5.

⁴⁰ As of the end of 2018, 71 countries had made the transition to the CSP framework, representing 64 percent of WFP's total programme of work in 2018. The remaining 11 country offices continued to use the project-based system. As a result, the information reported here by Strategic Result does not capture all of WFP's operations. As the remaining project-based operations will make the transition to CSPs in 2019, future annual performance reports will be comprehensive.

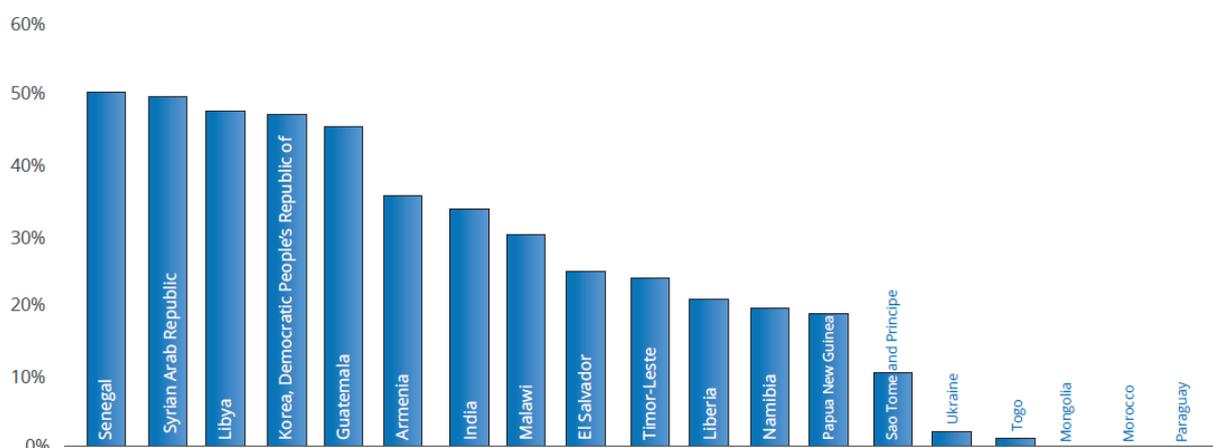
⁴¹ The WFP Strategic Plan (2017–2021) structures its objectives, strategies and results in line with SDGs 2 and 17. The eight Strategic Results are defined by the SDG 2 and 17 targets that WFP will help to achieve, and include Strategic Results 1 (everyone has access to food), 2 (no one suffers from malnutrition), 3 (smallholders have improved food security and nutrition through improved productivity and incomes), 4 (food systems are sustainable), 5 (developing countries have strengthened capacities to implement the SDGs), 6 (policies to support sustainable development are coherent), 7 (developing countries have access to a range of financial resources for development investment) and 8 (sharing of knowledge, expertise and technology strengthens global partnership support to country efforts to achieve the SDGs).

Figure 7: CSP and project utilization of budgeted funds in 2018 (USD million)

77. Under Strategic Objective 4 (Support SDG implementation), Strategic Result 5 (capacity strengthening) received limited funding, with contribution revenue of USD 25.0 million against a budget of USD 72.6 million. In the Latin America and the Caribbean region, many operations do not include the direct delivery of assistance by WFP. Instead they focus on working with governments to strengthen their capacities. After the East Africa region, the Latin America and the Caribbean region had the second largest percentage gap between its needs and funds received, which had a significant impact on the implementation of planned activities in the region.
78. Due to the 2018 funding constraints, ten CSP activities were not implemented in this region, six of which related to capacity strengthening activities. The Guatemala country office could not implement planned activities for emergency preparedness and response capacity strengthening. Honduras had two capacity strengthening activities that did not move forward due to funding challenges, including one that called for providing institutions at national and subnational levels with technical assistance and capacity strengthening in emergency preparedness and response.
79. In addition to those that could not be implemented at all, WFP had to reduce the scope of a number of initiatives due to insufficient funding. This, of course, affected results. In Colombia, an activity to strengthen capacities of actors for planning, implementing and evaluating food and nutrition policies and programmes received limited funding, as did two capacity strengthening activities in El Salvador, which had the region's largest funding gap.

Smaller operations have been less well funded

80. While WFP's largest operations are generally well funded, the smaller operations – many with few or no direct deliveries – face significant funding gaps. Figure 8 shows the 20 most underfunded countries in 2018. With the notable exception of the Syrian Arab Republic, all are small or medium-sized WFP operations. This also holds true on a longer time horizon examination, which finds all of the most underfunded countries are small or medium sized.

Figure 8: 2018 Underfunded countries (by percentage of funding received)

81. In the Democratic People's Republic of Korea (DPRK), which had the fourth largest funding gap and a 2018 budget of USD 49 million, WFP suspended food assistance to approximately 195,000 kindergarten children and reduced the rations provided to vulnerable children under five and to pregnant and lactating women and girls with fragile food and nutrition security.⁴² WFP also suspended distribution of biscuits to children in nurseries, hospitals and boarding schools in eight of the country's nine provinces.
82. In El Salvador, which had the ninth largest funding gap and a 2018 budget of USD 23.9 million, WFP activities assisted just 9 percent of the planned beneficiaries. For those it could support, it provided specialized nutritious foods to pregnant and lactating women and girls and to children 6–23 months of age and CBTs and training to facilitate access to employment opportunities to young people. In Liberia, eleventh on the list with a budget of USD 27.5 million, 2018 funding constraints led the country office to reduce its workforce by half.
83. Finally, in 2018, WFP phased out its Ukraine country office due to the lack of access in non-government-controlled areas coupled with perpetual funding shortfalls as donor priorities shifted to other operations.

Low visibility protracted crises often face funding challenges

84. WFP continues to face funding challenges for activities at the camps for Somali refugees in Dadaab and Kakuma in Kenya. With less public attention directed to this protracted crisis, refugees in these camps have been receiving 85 percent of their minimum daily requirements. Some refugees have had to sell some of the food they receive to meet other household needs such as firewood and school books and uniforms.
85. In Ethiopia, due to persistent funding constraints WFP has not provided full rations to refugees in camps since late 2015. Refugees had been receiving rations 20 percent smaller than the standard size, but in May and June 2018 WFP had to cut them by another 20 percent.

⁴² The prioritization was based on a strategy agreed with the Government.

Delays in funding

86. In a number of cases, operations that appeared to be well-funded suffered pipeline breaks due delays in confirming funds. In Timor-Leste, the late availability and, consequently, programming of funds delayed the procurement of supplementary food for pregnant and lactating women and girls by six months, hindering performance of the moderate acute malnutrition (MAM) treatment programme. In Myanmar, when delayed funding prevented timely procurement of emergency relief supplies, including internationally procured oil, WFP temporarily replaced the oil with cash.

Opportunities in climate risk financing

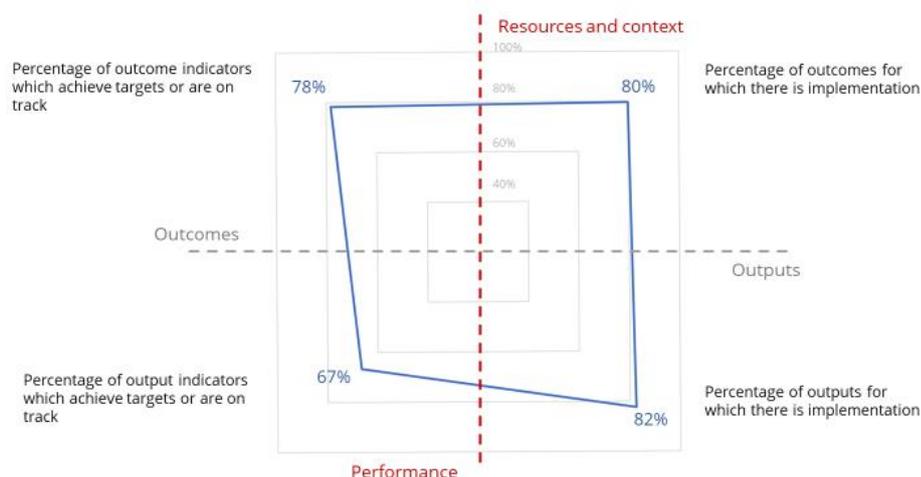
87. The 2018 state of food security and nutrition report highlights that climate is one of the key drivers of food insecurity, with hunger being a significantly larger problem in countries where agriculture is sensitive to climate-related shifts in rainfall and temperatures. To achieve zero hunger and support countries and communities in building resilience against climate risks to food security, predictable and early funding is crucial.
88. WFP is piloting climate risk financing programmes for actions before or immediately after disasters to reduce their impact on vulnerable people. These programmes have thus far been effective in reducing the humanitarian funding gap. In Nepal, for example, WFP has implemented forecast-based financing projects in 14 districts prone to catastrophic flooding. A return on investment study conducted for the pilot showed that community-based contingency planning and early action to protect infrastructure and livestock could reduce the average cost of emergency response by over a third, from an average of USD 32 million to reach 175,000 affected people to an average of USD 10 million.
89. Without more predictable, early and long-term funding for climate risk financing, it will not be feasible to shift from the current pattern of crisis response to more forward-looking risk management.

Overall progress in country strategic plan implementation

90. Overall progress in CSP implementation is shown by: the proportion of outcome and output indicators for which activities have been implemented⁴³ and the proportion of outcome and output indicators for which targets have been achieved. The first proportion shows how the availability of resources, subsequent prioritization and other factors affect the level of implementation of an operation. The second shows the effectiveness of the interventions that are implemented.
91. This is illustrated by figure 9, which reflects data for 2018.⁴⁴ The outermost square represents the maximum value for each indicator. This maximum would be reached if a CSP was fully funded in the amount specified in its needs-based plan, if there were no operational constraints of any kind and if all the indicators in the CSP logframe, including those outcome indicators influenced by partners' interventions, were fully achieved.

⁴³ This includes those output and outcome indicators for which there have been expenditures during the reporting period and for which the responsible office has planned and monitored activities.

⁴⁴ Each of the components is first calculated by evaluating each output and outcome and then aggregated by CSP, by region or at the global WFP level. At the end of 2018, data availability for this indicator was limited due to the short duration of implementation of most CSPs. While over 60 country offices had sound data in 2018, only 12 CSPs had more than one year of implementation. This limits the analysis that can be performed below the corporate level.

Figure 9: KPI 1 – Overall progress of country strategic plan implementation

92. The two quadrants on the right side of figure 9 show how resources and context affect the level of WFP operations. The average number of outcome indicators across WFP with implementation is 80 percent, while the average number of output indicators with implementation is 82 percent. These percentages reflect the average funding gap for operations but do not directly correspond to the gap; often country offices use available resources to partially implement several strategic outcomes, which results in implementation percentages higher than the percentage of available funding. In 2018, as the majority of these CSPs were in the initial phases of implementation, efforts were made to ensure implementation – if only partial – of most activities under the CSPs. It is likely that over the coming years some activities that are now being implemented will be deprioritized if funding does not support the level of implementation needed to achieve sustainable results.
93. The two quadrants on the left side of figure 9 show the proportion of implemented outcomes and outputs that were achieved or were on track to achieve their targets and whether CSP implementation is achieving its expected results. The average number of outcome indicators achieved or on track in 2018 reached 78 percent, while the number of outputs achieved or on track reached 67 percent. The low percentage of outputs with implementation compared with the outcomes indicates that outputs were more directly affected by lack of resources and operational constraints. It also reflects the mechanics of prioritization: confronted with limited resources, country offices often reduce the volume of outputs by, for example, reducing rations or the number of beneficiaries. In this sense, the percentage of outputs reflects the magnitude of the coverage of the outcomes. Although the baseline shows that WFP operations overall are relatively good quality, they are reaching smaller groups than intended. This has the potential to undermine future efforts and the overall impact of CSPs.
94. The 2018 data reflect the results of the implementation of CSPs in some 60 countries, the majority of which had less than one full year of implementation. In addition, the pre-revision CRF (2017–2021) introduced some 40 percent of new indicators, in which country offices have limited experience. Gaining technical knowledge of these indicators and the

experience required for setting their targets will be important for the future and is therefore an objective of the WFP Corporate Monitoring Strategy 2018–2021. Hence, 2018 data serve as a baseline that depicts a situation in which limited resources are affecting the level of output implementation.⁴⁵ For more details on the components of this indicator see annex IV-B.

“Cost per ration”

95. The “cost per ration” estimates the budgeted or spent USD amount that can be directly and indirectly attributed to a daily food basket or cash-based transfer designed to achieve programmatic results. Whereas planned cost per ration, based on projections, is included in the management plan, the annual performance report reflects the estimated spent cost per ration, or the estimated daily average cost of assisting each beneficiary. This is a derived calculation, not used for project design or targeting purposes.
96. In 2018, the overall average daily cost of assisting each beneficiary was USD 0.46, increasing from USD 0.27 in 2017. For 2018,⁴⁶ this includes an estimated USD 0.36 average for operations under the project structure, which constituted roughly a third of the total operations,⁴⁷ and an estimation of USD 0.51 per rations distributed in CSPs.⁴⁸

Focus area	Actual cost per ration (USD)			Average size of ration (%)		
	Weighted average	CBTs	Food	Weighted average	CBTs	Food
Crisis response	0.39	0.57	0.29	97	95	59
Resilience building	0.95	1.52	0.51	102	126	66
Root causes	0.20	0.31	0.16	82	73	57
2018 CSPs	0.51	0.88	0.31	73	103	59
2018 projects	0.36	-	-	31	40	29
Total 2018	0.46	-	-	59	92	48
Total 2017	0.27	-	-	78	76	81

97. The 2018 estimated average cost per ration is considerably higher for the resilience focus area (USD 0.95) compared with crisis response and root causes interventions. This is due to the fact that the interventions under this focus area tend to suffer larger funding gaps, which

⁴⁵ While the majority of the gap in the bottom-right quadrant of figure 9 can be attributed to a lack of resources, operational constraints such as limited access and operational partner capacity might also be important factors in the percentage of implementation in some operations.

⁴⁶ The cost per ration has been improved in 2018, as the implementation of the financial framework review allows to more accurately attribute costs to rations per activity, and will continue to be refined. While the overall cost per ration figure is comparable with the historical figures used in corporate documents (because in both methodologies it is roughly a weighted average), the disaggregated calculations are not comparable. The revision of the calculation has allowed to more accurately estimate the cost per ration 2017 to the reported figures, slightly lower than the 0,31 cents of average reported in the Annual Performance Report 2017.

⁴⁷ The calculation includes all the projects implemented during 2018, including in those countries for which a CSP was also implemented, and some operations for which a CSP would start operations only in 2019, such as Somalia, Yemen and others.

⁴⁸ This figure includes 61 CSPs for which sufficient monitoring and expenditure figures are available. This amounts to an approximate total of USD 3.2 billion expenditures in transfer costs (food and CBTs), as well as implementation costs and direct support costs directly or indirectly attributed to them. This is equivalent to an approximate number of 13.1 billion daily rations.

reduces economies of scale and increases costs per ration, as well as the fact that this focus area includes the majority of the higher cost-per-ration activities. Turkey, although well-funded, is on the high end of the CBT cost per ration spectrum of the organizational plan of work related to resilience given the local context and programme objectives (e.g. multi-purpose cash).

98. The cost of CBT rations tends to be higher than the cost of in-kind rations. The cost per ration calculation includes transfer costs, implementation costs and other costs indirectly attributed to the rations. The implementation and other costs vary largely from operation to operation, depending on operational conditions and economies of scale. However, the bulk of the cost per ration is the transfer cost, which for a number of large operations includes multipurpose transfers for non-food items. CBT transfers are usually also less impacted by funding gaps and therefore tend to get implemented in accordance with plans.
99. The transfer made to the beneficiaries is reflected in the size of rations, which measures the amount of food or the cash value transferred to the beneficiaries and the number of assistance days for which these rations were provided,⁴⁹ as a percentage of the planned amounts and number of assistance days.⁵⁰ Given that rations are specifically designed in a certain context to achieve certain results, the amount of food or cash transferred and the regularity with which it is provided are key for the achievement of these results.
100. When comparing 2017 and 2018; on average, the size of rations distributed in 2018 was smaller, but this was largely due to the reductions in food rations, whereas cash-based transfers were substantially larger. Within 2018 CSPs (which correspond to some two thirds of the overall rations distributed), the overall average size of rations is 74 percent; masking a substantial difference between an average ration size of 103 percent for CBTs and 59 percent for in-kind rations. Whereas in-kind rations are generally reduced due to operational or resource constraints, CBT rations can be increased to respond to market assessments or conditions and are faster to be increased in case of shortfall. Across all focus areas and activities, CBT rations were larger size than in-kind rations. This is also supported by the higher cost per CBT rations, which includes the value of these larger transfers.
101. The increase in the average cost per ration therefore primarily reflects the higher cost and larger size of CBT rations compared with food, coupled with the increasing weight of CBT beneficiaries in WFP's portfolio (CBT transfer value grew by 22 percent from USD 1.45 billion to USD 1.76 billion, while food commodities distributed dropped from USD 2.2 billion in 2017 to USD 2.1 billion in 2018).
102. Table 2 includes an analysis of the cost per ration in 2018 CSPs. Due to the crucial role that economies of scale play in WFP operations, the lowest cost per ration is found in the activities under which the majority of the rations were distributed: general distributions under unconditional resource transfers, school feeding and nutrition prevention activities. Nutrition prevention activities have a higher cost per ration due to the additional costs required for their implementation, such as training and related material in health centres. There is a similar reason for the higher costs per ration for asset creation and livelihood support activities, which include most of WFP's food-for-assets and food-for-training work; and climate change adaptation activities. For activities such as smallholder support activities and capacity strengthening activities, it will be possible to perform more meaningful analysis when more country offices are implementing them in the future.

⁴⁹ The calculation also considers the number of feeding days planned and on which assistance was distributed.

⁵⁰ In the form of grams per day per person and number of assistance days for in-kind rations, and value transferred per day per person and number of feeding days for CBT rations, as per CSP design.

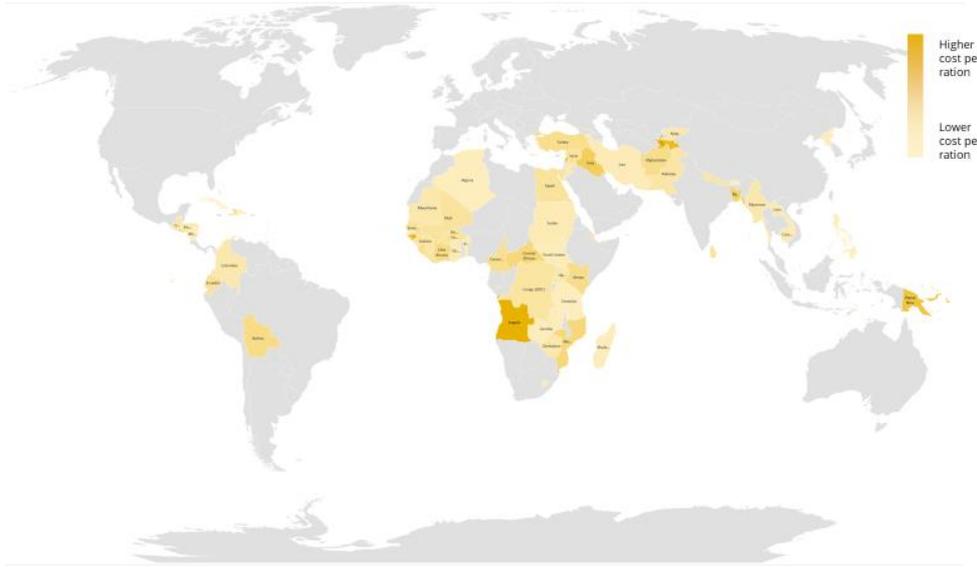
103. For the majority of activity types, the cost per ration and the average size of CBT rations are higher than those of in-kind rations.

Table 2: Cost per ration by activity type, CSPs 2018

Activity type	Number of daily rations	Average cost per ration (USD)			Average size of ration (%)		
		Weighted average	CBTs	Food	Weighted average	CBTs	Food
Unconditional resources transfers	9.3 billion	0.38	0.58	0.27	74	103	58
School meals activities	2 billion	0.21	0.36	0.16	62	85	54
Malnutrition prevention activities	544 million	0.35	0.49	0.33	58	79	55
Service provision and platforms	535 million	0.68	0.68	-	77	77	55
Asset creation and livelihood support	291 million	1.15	1.46	0.72	106	122	84
Nutrition treatment activities	280 million	0.72	3.52	0.41	67	102	66
Climate adaptation and risk management	37 million	2.48	2.94	0.13	144	168	21
Institutional capacity strengthening activities	21 million	0.18	0.11	0.22	61	28	75
Smallholder agricultural market support	18 million	0.32	0.37	0.13	72	91	16
Individual capacity strengthening activities	2 million	1.42	1.42	-	53	53	-
Total CSPs	13 billion	0.51	0.88	0.31	73	103	59

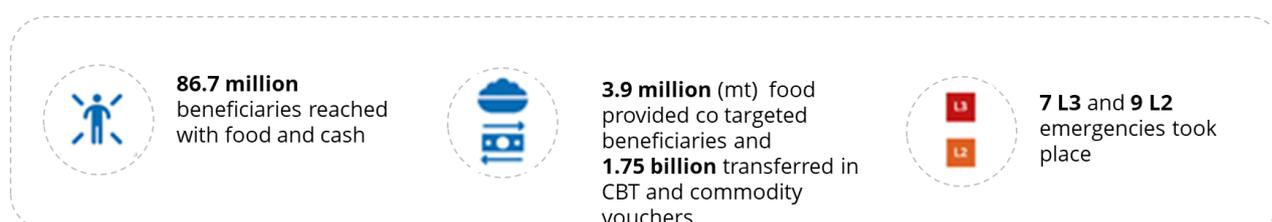
104. Finally, the cost per ration methodology also allows aggregation by CSP, as shown in figure 10. The variation in costs per ration among country offices is explained by a combination of factors, including operational constraints (e.g. access challenges), focus area, transfer modality, activity type, as well as changes in funding level, which affect potential economies of scale.

Figure 10: Average cost per ration per country



Part III: Programme performance

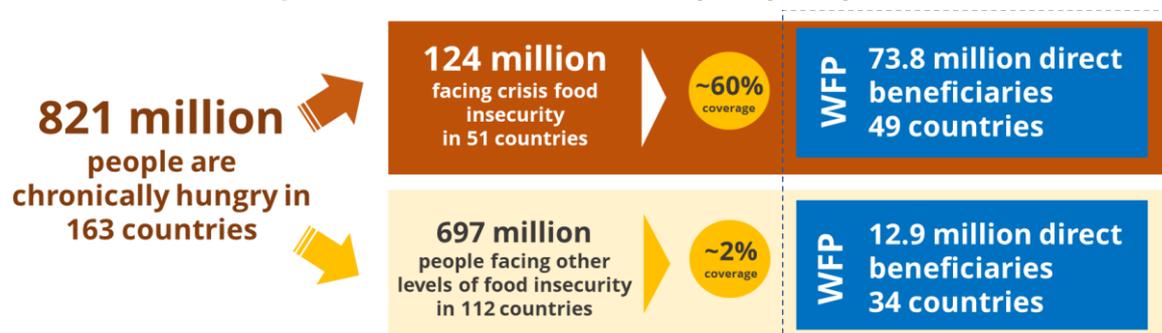
WFP performance was strong under Strategic Objective 1, “End hunger by protecting access to food”, which includes most of its work in emergency response, safety nets such as school feeding and food assistance for assets (FFA), capacity strengthening and emergency preparedness. Overall results of nutrition interventions can be considered strong, including strong results under Strategic Objective 1 and mixed results under Strategic Objective 2, “Improve nutrition”. WFP’s performance on its work with smallholders, food systems and climate adaptation under Strategic Objective 3, “Achieve food security”, was strong for outcomes that were directly tied to WFP’s activities, while outcomes that relied more heavily on factors outside of WFP’s direct control did not make notable progress. While increased focus was placed on Strategic Objective 4, “Support SDG implementation”, and critical partnerships were strengthened under Strategic Objective 5, “Partner for SDG results”, there was insufficient data from which to draw conclusions on WFP’s performance on these Strategic Objectives.



WFP’s reach and coverage

105. In 2018 WFP directly assisted 86.7 million beneficiaries in 83 countries using in-kind food and, increasingly, CBTs. WFP’s 17,000 employees, 88 percent of whom are field-based, were critical to this achievement.
106. The latest available data show that 821 million people in 163 countries are chronically hungry.⁵¹ Of these, 124 million individuals experience crisis levels of food insecurity while the remaining 697 million experience lower food insecurity levels. In 2018, WFP sought to assist 87 million beneficiaries. Limited funding, however, required it to prioritize life-saving activities and resulted in it assisting 73.8 million of the 124 million at crisis level – approximately 60 percent of those most in need. WFP was also able to directly reach 12.9 million, or 2 percent, of the 697 million facing lower levels of food insecurity.

Figure 11: WFP’s direct reach in fighting hunger

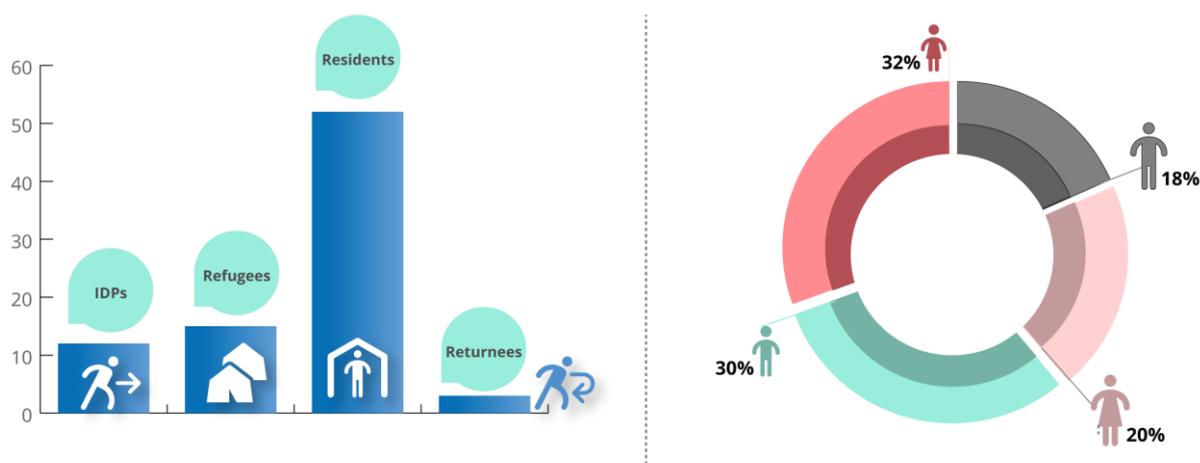


⁵¹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children’s Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018. Building climate resilience for food security and nutrition*. <http://www.fao.org/3/i9553en/i9553en.pdf>.

People assisted by WFP and partners through operations

107. Of the 86.7 million people reached in 2018, WFP provided direct assistance through its operations to 84.9 million people using cash-based and food transfers. This includes 14.7 million refugees – 37 percent more than in 2017 – and 3.4 million returnees and 13.1 million internally displaced persons. Children – 26.8 million girls and 25.4 million boys – are the primary recipients of WFP assistance. They accounted for 62 percent of total beneficiaries. Figure 12 illustrates the breakdown of WFP's beneficiaries by residence status, sex and age group. WFP provides an additional 1.8 million people with CBTs or food through trust fund projects.

Figure 12: People assisted through operations by residence status, sex and age



108. WFP assisted 24.5 million people using CBTs in 2018. This included cash transfers, value vouchers and commodity vouchers. Nearly half of the transfers were programmed in the Syria+5 countries, Ethiopia, Kenya, Malawi, Somalia and Yemen. This represents a significant increase from 2017 and 2016, in which 19.2 million beneficiaries and 14.3 million beneficiaries were assisted, respectively.
109. WFP increasingly uses CBTs in areas where food is available but not accessible and where other necessary conditions exist.⁵² In 2018, WFP improved the quality of CBT-based programmes by investing in the development of end-to-end assurance systems, which ensure that the right people receive the right assistance, analysing households' essential needs – the goods and services that are key to ensuring food security and nutrition for target groups supporting local markets and promoting financial inclusion. As a leader in CBTs, WFP works with national social protection schemes and various partners to help people address their food and other essential needs.
110. The share of CBTs in total WFP food assistance reached 35 percent in 2018 compared with 31 percent in 2017. Seventy-five percent of CBTs were made via digital payment mechanisms such as cash accounts, e-vouchers and mobile money transfers.

⁵² These conditions are as follows: financial service providers or partners able to manage transfers to beneficiaries are available; the safety and protection of beneficiaries is ensured; gender relations are not negatively affected; and appropriate information technology infrastructure is in place.

SCOPE and the increasing digitalization of beneficiary information

111. WFP has taken steps to ensure its digital beneficiary and transfer management system SCOPE – can support increased digitalization of beneficiary information and transfers for WFP and its partners. WFP strengthened SCOPE’s technical capabilities, enabling country offices to manage transfers for 8.9 million beneficiaries digitally. This supported cash, commodity voucher and in-kind activities amounting to USD 802 million. WFP also continued to enhance its data management, including controls for data protection and privacy.⁵³
112. WFP enhanced its biometric technology, enabling countries that use fingerprints to identify and delete duplicates onsite and in real time. SCOPE captured the fingerprints of 5.74 million people across 23 country offices – accounting for approximately 17 percent of the identities held in SCOPE.

WFP’s response in 2018

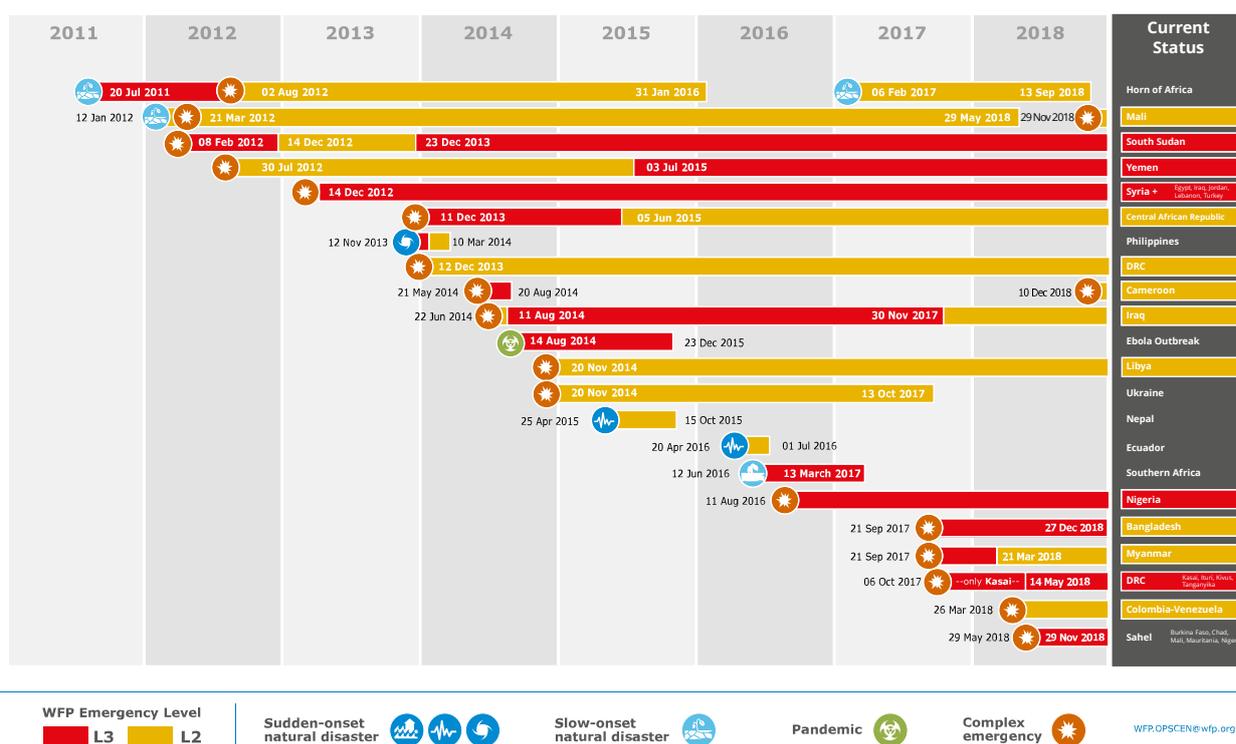
113. WFP’s direct assistance to beneficiaries in 2018 consisted of 3.9 million mt of food and USD 1.76 billion in CBTs. Most of the food and CBTs was delivered through general food distributions, followed by nutrition, school feeding, and food assistance for training activities.
114. The following section highlights WFP’s achievements in large emergency operations and in key programme areas. It begins with emergencies as L3 and L2 emergencies accounted for approximately 57 percent of WFP’s total programme of work in 2018. It then describes three other programme areas: school feeding, nutrition and FFA.

L3 and L2 emergencies

115. As of the end of 2018, WFP was responding to five L3 and eight L2 emergencies. Figure 13 identifies the L3 and L2 emergencies activated since 2011. WFP deployed more than 400 staff to emergencies in Bangladesh, Cameroon, the Central African Republic, Colombia, the Democratic Republic of the Congo, Iraq, Libya, Nigeria, the Sahel, Uganda and Yemen and to the Syria+5 response, in addition to screening more than 2,600 applications for its emergency response roster.

⁵³ For more information on the use of digital platforms, see senior management key performance indicators.

Figure 13: WFP's major emergency responses (2011–2018)



116. The year 2018 saw the activation of three new emergencies – in the Sahel, the Colombia-Venezuela border and Cameroon:

- *The Sahel.* In May, WFP activated a pre-emptive L3 response – the first in its history – following the forecast of a critical lean season across the Sahel,⁵⁴ with over 5 million people deemed food-insecure. The emergency response was deactivated in November and the situation stabilized, with WFP having reached over 3 million vulnerable people.
- *Colombia–Venezuela border.* In response to one of the largest mass migrations in Latin American history, with millions of Venezuelans fleeing to neighbouring countries, WFP activated an L2 emergency in March.
- *Cameroon.* WFP declared an L2 emergency in the Northwest and Southwest of Cameroon. The areas had seen a significant deterioration of the humanitarian situation in the final quarter of the 2018, which found 437,000 people internally displaced amid military and insurgency operations.

117. In September 2018, the Horn of Africa L2 drought emergency response was completely deactivated following improvements in the food security situation. Through this operation, WFP assisted over 10 million people across Somalia, Ethiopia and Kenya. In the same year, WFP's emergency response to the situation in Bangladesh and Myanmar was downgraded from L3 to L2 once the necessary response capacities and systems had been put in place in the country offices.

118. Several L2 emergencies continued from previous years. The protracted crises in Mali and the Central African Republic deteriorated in 2018, with escalating violence and new waves of displacements. Insecurity in Mali expanded from the northern to the central regions, increasingly spilling over into border areas of Burkina Faso and the Niger. In the

⁵⁴ Burkina Faso, Chad, Mali, Mauritania, and the Niger.

Central African Republic WFP continued to provide assistance to 600,000 internally displaced persons (IDPs) and 300,000 refugees in neighbouring countries. Meanwhile, WFP initiated its plan for re-entering Libya, where an L2 emergency had been active since November 2014. This was undertaken despite security conditions that remained precarious and volatile as rival armed groups vied for territorial and political influence. In addition to activating the logistics sector for the Libya humanitarian country team, WFP activated the emergency telecommunications sector and took the lead in opening a United Nations hub in Benghazi.

119. WFP also responded to several sudden-onset emergencies, which tested its preparedness and surge capacity. Following the February earthquake that struck Papua New Guinea's Highlands Region, destroying or damaging homes, roads and food gardens, WFP initiated a rapid emergency operation providing food assistance and responding to a government request for humanitarian coordination support. In addition, in Indonesia WFP responded to an earthquake in Central Sulawesi in September and a tsunami that struck the Sunda Strait in December, affecting five districts in the provinces of Pandeglang and Serang.
120. At the end of 2018 WFP oversaw five active L3 emergencies. Conflict continued to drive humanitarian needs in South Sudan, the Syrian Arab Republic and Yemen throughout the year. In particular, Yemen witnessed a record increase in the number of severely food-insecure people, including some in areas where WFP did not have a presence. Meanwhile, the Syrian conflict entered its eighth year, with escalation resulting in new waves of displacements at previously unseen levels. WFP continued to support those affected and displaced, reaching 3.6 million people in the Syrian Arab Republic in December, as well as another 2.4 million people who had fled to Turkey, Lebanon, Jordan, Iraq and Egypt. In the Democratic Republic of the Congo, WFP extended the L3 emergency activated in October 2017 and expanded to new provinces in May due to the deterioration of food security amid an escalating Ebola outbreak in the Ituri and North Kivu provinces. WFP continued to provide food assistance to affected people, logistical support to the World Health Organization and common services to the response community, playing an active role in enabling the medical response. In the northeastern states of Nigeria,⁵⁵ 2 million people were internally displaced, but food security improved thanks to the sustained humanitarian assistance of WFP and its partners, which reached over 1 million people in 2018.

Key performance indicator: effective emergency preparedness and response

121. All new L2 and L3 emergencies declared in 2018 were responded to in a timely manner, with qualified staff identified and ready for immediate deployment to complement country office capabilities.
122. In addition to this indicator, the revised CRF introduced a composite indicator to better capture various WFP emergency preparedness and response processes and to assess their effectiveness. The values generated in 2018 will serve as the baseline for future reporting against this indicator and also to flag where additional efforts might be needed to enhance WFP's emergency management.

⁵⁵ This includes the states of Borno, Yobe and Adamawa.

Table 3: Effective emergency preparedness and response					
Component indicator	Percentage of country offices that update or implement at least 80 percent of minimum preparedness actions	Number of emergency response training events according to the FASTER* standard	Timeliness of the immediate response preparedness facility	Timeliness of the operational task force	Timeliness of the elaboration of concept of operations by the country office
Baseline	n/a	2	9	n/a	n/a
Target	100%	4	5	≤24	≤5
Value	38%	6	10	24	2
Target				3 of 5 standards	
Overall achievement				3 of 5 standards	
Additional indicators on emergency preparedness and response					
Indicator		Percentage of emergencies timely responded to	Percentage of staff deployed to emergencies that were identified through rosters		
Baseline		100%	21.8%		
Target		100%	25%		
Value		100%	24.6%		

* FASTER: functional and support training for emergency response

123. The overall achievement of this indicator in 2018 was that three out of five standards were achieved. FASTER, WFP's flagship corporate training programme, had more sessions than initially planned in 2018 and was complemented with other training aimed at building a critical mass of staff and partners prepared for emergency response. The emergency preparedness and response package, used by 87 percent of country offices in 2018, is still below targeted implementation levels and thus will remain a focus of work in 2019. The time taken to release funds to fill immediate gaps in the preparedness of emergencies phase was double that expected in 2018, in the light of which WFP is working on new guidance to significantly increase the efficiency of this process.
124. In the three emergencies declared in 2018, the corporate response processes worked as described in the relevant protocols.⁵⁶ In particular, the initial operational task force (OTF) – a corporate forum that discusses ways to address emerging needs of operations – was convened in a timely manner and in accordance with the Interim WFP Emergency Activation Protocol. Similarly, concepts of operations, which outline WFP's operational analysis and priorities – including anticipated outcomes, outputs and activities within the country strategic plan framework – were developed within the first five days of the activation of emergency responses and, in some cases, sooner. For more details on the components of these indicators see annex IV-B.
125. Key achievements and updates from the seven L3 operations active during 2018 are described below.⁵⁷

⁵⁶ Approved in September 2018.

⁵⁷ For this purpose, the Bangladesh and Myanmar crises are counted as one crisis.

L3 Bangladesh/Myanmar

126. Myanmar's Rakhine State experienced an outbreak of violence in late August 2017. By December 2018, an estimated 728,000 refugees, mostly Rohingya, had crossed the border into Bangladesh. The total population in the Cox's Bazar camps reached 921,000, including some refugees that were already there. Arrivals of refugees slowed significantly in the final months of 2018, with 14,000 entering Bangladesh in 2018. Although the situation stabilized at the end of the monsoon season in October, it still required a sustained response that addressed overcrowded camps, environmental degradation, access constraints, repatriation fears, the potential loss of humanitarian assistance access and gender-based violence.
127. Large sections of the camps remain vulnerable to cyclones and monsoons despite efforts to provide adequate shelter. The nutrition situation improved following WFP and its partners' programmatic responses. Global acute malnutrition rates among refugee children under five decreased from 19.3 percent in October 2017 to 11 percent in November 2018. However, over 110,000 children under five still suffer from moderate acute malnutrition (MAM), while a further 39,000 children suffer from severe acute malnutrition.
128. In Myanmar, the security situation deteriorated towards the end of 2018 with armed clashes between the Myanmar military and the Arakan Army in Rakhine and Chin States. WFP continues to work with NGOs and local authorities to deliver food assistance and coordinates with the Red Cross Movement and other institutions on the ground. Despite bilateral agreements between the governments of Myanmar and Bangladesh, as well as a 2018 tripartite memorandum of understanding between the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme and the Myanmar Government, refugees in Bangladesh have not returned to Myanmar as part of an official facilitated repatriation programme.
129. WFP downgraded the emergency response activated in September 2017 from L3 to L2 in Myanmar and Bangladesh, in March and December, respectively. This decision reflected the significant progress made, including strengthening of the regional bureau and country offices' response capacities. WFP's Bangladesh response capacities expanded significantly with the deployment of engineers, logisticians, emergency telecommunications specialists and other technical experts. This contributed to WFP assisting 878,000 people in December and successfully implementing a cyclone preparedness plan. In Myanmar, WFP assisted 211,250 of the 211,600 targeted conflict-affected people in Rakhine State in December. WFP continues to provide cash for emergency food assistance to over 47,000 IDPs in Kachin State and cash and in-kind food to 15,300 IDPs in Shan State.

Box 5: WFP engineering in Cox's Bazar

Due to the Rohingya crisis, over 900,000 refugees currently live in the camps of Cox's Bazar. Most live in the Kutupalong-Balukhali expansion camp, which encompasses roughly 3,000 acres of hilly terrain. In February 2018, WFP – together with UNHCR and the International Organization for Migration – established a site maintenance and engineering project for Cox's Bazar. By delivering critical infrastructure in a very short time, and clearing and strengthening primary drainage channels, the project allowed at-risk households to move to dry and level land in advance of the monsoon season. Bridges and roads were also built to ensure access to humanitarian supplies during the rains.

A 45 metre span bridge – built in only 8 weeks, compared with the usual construction time of 6–8 months – now strengthens supply routes and connects two key areas of the camp. Made possible thanks to long-term agreements with highly specialized global suppliers of quality-controlled prefabricated bridges, this type of bridge ensures longer durability and sustainability of the infrastructure and lower maintenance costs than would be possible with any locally built solution.

L3 Democratic Republic of the Congo

130. The Democratic Republic of the Congo's humanitarian crisis continued to worsen in 2018. Food insecurity nearly doubled, producing 13.1 million severely food-insecure and 4.6 million malnourished children. The country also faced a serious food deficit due to compounding factors linked to conflict, prolonged displacement and agricultural pests. A shortage of 7 million mt of food, 22 percent of overall requirements, placed more than 20 million people at risk of hunger. Armed militia activities and the resurgence of inter-communal conflicts continued to fuel new displacements, particularly in Ituri and in North and South Kivu, where 946,000 new displacements were recorded in the first half of 2018.
131. At least 4.5 million people remained internally displaced, with 530,000 refugees hosted in the Democratic Republic of the Congo, while almost 780,000 Congolese refugees fled to neighbouring countries. Simultaneously, nearly 1.8 million Congolese people began to return to their places of origin in South Kivu, Tanganyika and the greater Kasai region.
132. The Democratic Republic of the Congo also grappled with its second Ebola outbreak in 2018, which continued to escalate in the North Kivu and Ituri provinces. The World Health Organization classified the risk of Ebola spreading to other parts of the country and to neighbouring countries as "very high". WFP provided logistical services and food assistance to more than 150,000 people. However, a highly volatile security situation coupled with severe restricted humanitarian access arguably reduced the response's impact.
133. WFP scaled its food and nutrition assistance in the six L3 provinces of Kasai, Kasai Central, Ituri, North Kivu, South Kivu and Tanganyika, reaching over 3.7 million people. This represented 68 percent of the 5.4 million people targeted for food and nutrition assistance in 2018. While WFP made significant efforts, insufficient funding resulted in WFP food assistance recipients receiving only half rations. WFP plans to expand its resilience interventions to ensure a progressive shift from emergency distributions to long-term food security.

Box 6: All-terrain vehicles reach difficult locations and cut costs in South Sudan and the Democratic Republic of the Congo

“Last-mile” distribution is often the most difficult. WFP’s Global Fleet Management Unit identified and procured new “Sherp” amphibious all-terrain vehicles as an innovative solution for deliveries to the most hard-to-reach locations. The Sherp can float, cross swamps and rivers and reach almost any destination. To test its capabilities, WFP launched two trial operations in South Sudan and the Democratic Republic of the Congo at the end of 2018, deploying six vehicles to areas that were otherwise accessible only by air. Sherp proved able to reach these locations over land, at a fraction of the cost of air operations. In South Sudan, within the first weeks of the trial’s launch, 320 mt of food had been delivered to Ganyiel, Unity State, saving approximately USD 700,000. In the Democratic Republic of the Congo, three vehicles were deployed to Kamonia, with the first deliveries planned for early 2019. Once their value is proven, WFP will procure additional units to support emergency operations.

L3 Northeast Nigeria

134. In Northeast Nigeria, conflict continues to adversely affect the lives and livelihoods of millions of people. Clashes in December 2018 between Nigerian government forces and non-state armed groups in the towns of Rann, Baga and Monguno triggered further displacement. Many of the displaced converged in already congested camps in Maiduguri and Monguno. The deteriorating security situation also prompted the withdrawal of aid workers from affected areas.⁵⁸ Two million people were internally displaced and 2.45 million were food-insecure (IPC Phases 3–5), including 1.7 million in the northeastern states of Borno, Yobe and Adamawa.
135. Since declaring an L3 emergency in August 2016, WFP has dramatically increased its life-saving food assistance to prevent further escalation of famine risk. However, in line with the overall strategy of refocusing assistance on the most conflict-affected communities, WFP discontinued assistance to more than 300,000 beneficiaries. This reduced the number of planned beneficiaries from 1.17 million in September to 873,000 in October. WFP anticipates reducing its direct programme implementation while increasing its capacity strengthening activities aimed at fostering local and national partnerships with private sector donors and foundations.

L3 Sahel

136. The situation in the Sahel region – Burkina Faso, Chad, Mali, Mauritania and the Niger – remained difficult in 2018, with as many as 5.8 million people estimated to suffer from food insecurity. This represents a 50 percent increase from 2017. In addition, 297,000 people remained internally displaced and 725,000 refugees fled their countries of origin. Increased insecurity in Mali, the Niger and Burkina Faso contributed to regional instability and hampered WFP operations. The security situation was particularly problematic in Burkina Faso, where conflict in the north and east spread to the south.
137. The arrival of an early lean season in 2018, combined with disrupted markets and increasing insecurity, led WFP to declare its first ever pre-emptive L3 emergency. Post-distribution monitoring across the five countries indicated that WFP’s efforts positively affected food insecurity and malnutrition in areas receiving assistance. In Mauritania, for example, data showed that food insecurity decreased from 34 to 19 percent between February and

⁵⁸ Between November 2018 and the time of writing (March 2019) 260 aid workers were withdrawn from Monguno, Kala/Balge and Kukawa, the largest withdrawal of aid workers since the international humanitarian response scaled up in 2016.

July 2018 in all assisted localities. Since April 2018, WFP has successfully scaled food and nutrition assistance across the five countries and reached 3.1 million beneficiaries in September.

138. WFP and its partners anticipate a less severe 2019 lean season in the Sahel primarily because of higher rainfall. While some areas remained at risk of food insecurity and rainfall deficits in 2018, market prices were stable due to an adequate harvest. WFP subsequently deactivated the L3 classification in November. WFP will focus on developing resilience programming to help mitigate the effect of future shocks. It also will support national governments in scaling resilience interventions.

Box 7: The Corporate Alert System and the Sahel response

WFP's Corporate Alert System (CAS), established in 2017 as an integrated early warning system at the corporate level, continued to expand and strengthen its bottom-up approach with stronger involvement of regional bureaux and country offices. The CAS now ensures a more seamless progression from early warning, preparedness and operational readiness to early action. This brings together various functional areas – early warning, food security analysis, risk management, security analysis, programme, nutrition and supply chain – to anticipate evolving contextual risks and augment operational readiness in support of field operations.

In 2018, CAS efforts resulted in timely early warning and action in the Sahel. Early warning analysis enabled WFP to identify and analyse risk factors that could worsen an already fragile situation in the Sahelian countries. The Regional Bureau in Dakar as well as the respective country offices and headquarters divisions were alerted to contextual risks that could affect food and nutrition in the region. They also received regular updates on the evolution of the situation. In addition, the CAS allowed WFP to identify gaps in preparedness and decide on early action measures. The process enabled WFP to scale up its response more effectively and provide assistance to the people most in need, helping to catalyse resources and support.

L3 South Sudan

139. Conflict and the humanitarian crisis continued in South Sudan in 2018 in the absence of a sustainable political solution. The conflict enters its sixth year and has spread to formerly peaceful areas, which limits the provision of critical services to people in need. This has contributed to disease outbreaks, cross-border population displacement and the collapse of cereal production and markets.
140. Over half of the country's nearly 13 million people rely on assistance for survival. In addition to 1.76 million IDPs, there are 2.47 million South Sudanese refugees in neighbouring countries. This has produced refugee crises in Uganda, the Sudan and Ethiopia. WFP anticipated that 6.1 million people, 59 percent of South Sudan's total population,⁵⁹ would experience food insecurity at crisis levels (IPC phase 3) or worse during the peak of the lean season in July and August 2018.⁶⁰ While food security improved slightly in

⁵⁹ The adjusted population for South Sudan – after factoring in refugee outflows – was 11.0 million in 2018. However, five counties excluded from the IPC analysis due to lack of data – Maban (Greater Upper Nile), Terekeka, Lainya, Morobo and Yei (Central Equatoria) – had a combined population of 620,638. Therefore, the population classified during this analysis was 10.4 million.

⁶⁰ Of the 6.1 million people facing crisis levels of food insecurity or worse, 47,000 faced catastrophe/famine (IPC phase 5) and 1.7 million were at emergency levels (IPC phase 4).

September, concerns remain because forecasts indicate that the lean season will begin earlier than normal in 2019.⁶¹

141. In 2018, WFP and its cooperating partners assisted a record 5 million food insecure people in South Sudan. WFP partnered with Welthungerhilfe to use SCOPE for the biometric registration of 12,500 beneficiaries. WFP also supported over 100,000 households in all regions through its FFA programme. WFP dispatched over 343,000 mt of food, the most in over five years. WFP continues to increase its efficiency as it expands its reach across South Sudan, decreasing air deliveries while increasing much more cost-effective river transport (box 8).
142. Ongoing insecurity in conjunction with extremely limited transport infrastructure has left humanitarian responders in South Sudan with limited options for delivering life-saving cargo to the displaced populations scattered across the country. WFP, as lead agency of the logistics cluster, has made available its logistics capacity to organizations on the ground and in 2018 148 organizations benefitted from cluster coordination and services; one key example was WFP coordination of 51 humanitarian convoys, double the number in 2017, allowing relief items to be safely delivered to hard to reach locations that were otherwise inaccessible.

Box 8: Reducing operational costs in South Sudan through the use of surface transport

The South Sudan country office saw a significant growth in the amount of food delivered by river, increasing from 7,000 mt in 2017 to more than 25,000 mt in 2018, to areas previously served by air. WFP successfully opened new river corridors – the Sobat and Zaraf Rivers and new locations along the Nile River – to increase the use of surface transport and reduce over-reliance on costly air-drops.

In Nyal and Ganyiel (Panyijar County), WFP is managing a complex “last mile” river-road delivery modality involving more than 173 local labourers each day, more than half of whom are women. Food is first loaded onto boats for shipment from Bor Port to Tayar Port in Panyijar County, where it is transferred to 75–80 canoes destined for Ganyiel Port; at Ganyiel Port it is loaded on trucks or Sherp amphibious vehicles for final delivery to cooperating partner warehouses in Ganyiel and Nyal.

Inland surface transport is approximately five times cheaper than air transport. The annual requirement for these two locations is approximately 5,600 mt, which WFP will now be delivering at a reduced cost. WFP plans to further expand river transport in South Sudan. In addition, the country office has developed and started to apply the “Prepo PLUS” concept, whereby in addition to traditional locations food will be pre-positioned in hard-to-reach areas of the Jonglei, Unity and Greater Upper Nile regions that have traditionally been supplied by air.

L3 Syrian Arab Republic

143. The Syrian conflict continued to drive the world’s largest displacement crisis, with 5.7 million refugees residing in neighbouring countries and an estimated 6.2 million displaced inside the Syrian Arab Republic. The year 2018 was one of the worst of the past seven with regard to the escalation of hostilities and its humanitarian impact. This was seen in eastern Ghouta, southern areas of the country, Deir Ezzor and Idlib, where pro-government forces moved to

⁶¹ The early start of the lean season is expected to result in an estimated 5.2 million people, or 49 percent of the total population, at crisis level (IPC Phase 3), acute food insecurity or worse in early 2019 (January–March), with 36,000 at catastrophe level (IPC phase 5). These estimates consider the presence of planned humanitarian food assistance.

recapture large swathes of territory. The escalation caused displacement at levels not seen before, with an estimated 1.2 million additional IDPs reported in the first half of 2018.

144. The food security situation remained dire, particularly in areas affected by conflict and cross-line fighting, such as Idlib, Dar'a and Quneitra. More than 10 million people⁶² required various forms of food assistance, including 6.5 million acutely food-insecure and 4 million at risk of becoming food-insecure. The latter figure doubled since 2016. Meanwhile, a joint WFP-FAO crop and food security assessment report warned that production of the staples wheat and barley had declined sharply from 2017 due to erratic weather.⁶³
145. WFP reached 3 million people in all 14 governorates with monthly food assistance in 2018. WFP established a preparedness plan and remains ready to respond to the needs of the region's people. In November, WFP also reached 2.5 million refugees from the Syrian Arab Republic and host community members across Egypt, Iraq, Jordan, Lebanon and Turkey through in-kind food and cash. WFP will continue to provide food and CBTs and to strengthen the resilience of refugee populations by working to develop their livelihood portfolios.

L3 Yemen

146. Hunger in Yemen was at unprecedented levels in 2018, and WFP's response was its largest operation for the year. The depreciation of the Yemeni rial led to a sharp increase in the price of basic food commodities, and the food security situation deteriorated rapidly. More than 2 million people remained internally displaced. The latest IPC analysis – from December 2018 – showed that food security in Yemen remained dire, despite substantial humanitarian assistance. Of a population of 28 million, 15.9 million were classified as food-insecure. However, the number would have been 20.1 million without humanitarian food assistance.⁶⁴ The analysis showed that the number of severely food-insecure people increased by 45 percent compared with the IPC analysis of March 2017.
147. WFP assisted 7.9 million people in December: 5.9 million received food via in-kind commodities, 1.8 million received commodity vouchers and 190,200 IDPs received immediate response rations. For MAM treatment, WFP admitted 478,638 children aged 6 to 59 months and 335,854 pregnant and lactating women and girls into its targeted supplementary feeding programme between January and December. For MAM prevention, WFP admitted 305,861 children aged 6 to 23 months and 420,016 pregnant and lactating women and girls into its blanket supplementary feeding programme.
148. In response to the increased fighting in Hudaydah governorate and the resulting new population displacements, WFP established a rapid response mechanism in June 2018, assisting 175,967 newly internally displaced households between June and December 2018. WFP began distributing general food assistance through CBTs to 28,000 households living in Aden city. WFP anticipates scaling up cash delivery in 2019 if the situation permits.
149. In 2018, WFP, as the logistics cluster lead, ensured the continued transport of relief items into the country by providing air services connecting Djibouti to Sana'a and sea services connecting it to Aden and Hodeidah. WFP transported 1,081 mt of cargo by air and 2,430 mt by sea. The cargo included medicines and medical equipment, vaccines, bed nets, generators, solar vaccine refrigerators, and even ambulances. WFP – through the

⁶² 5.2 million men and boys and 5.3 million women and girls

⁶³ Wheat production was at its lowest level since 1989 and barley production the lowest since 2008.

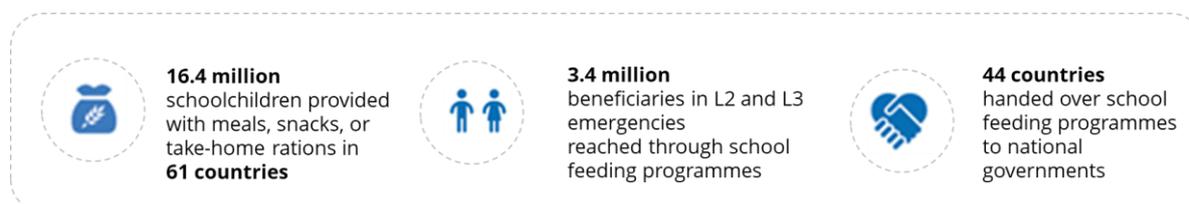
⁶⁴ Without food assistance, 238,000 people, living in pockets across 45 districts primarily in conflict-affected areas, would be in IPC phase 5 (Catastrophe) and at high risk of starvation. In addition, over 9.6 million people in 152 districts would be in IPC phase 4 (Emergency) and severely food-insecure.

Logistics Cluster – ensured the reliable and predictable influx of aid throughout a period when humanitarian needs were most pressing.

Highlights of key programme areas

150. This section presents WFP achievements under selected priority programme areas.

School feeding



151. Increasing evidence of school feeding benefits was outlined in a landmark World Bank publication launched in October 2018 to which WFP contributed.⁶⁵ WFP and its partners carried out a separate 2018 study, which found that 73 million of the most vulnerable schoolchildren today do not receive school meals.⁶⁶ WFP has redoubled its efforts to ensure that all vulnerable schoolchildren are free from hunger.
152. In line with its school feeding policy,⁶⁷ WFP continues to focus on direct service delivery in fragile contexts. In stable contexts, WFP acts as a strategic partner for governments, facilitating the transition to national ownership through technical support and capacity strengthening by providing knowledge, expertise, guidance and standards.
153. In 2018, WFP assisted 16.4 million schoolchildren through school feeding activities in 61 countries. Despite scale up in 20 countries, the overall number of school-age children reached through WFP's direct implementation of school feeding activities has decreased as a result of the hand-over of activities to national entities in several countries. WFP continues to reach a large number of children indirectly through its capacity strengthening interventions. Numbers of children reached and actual feeding days were also reduced in 2018 because of funding shortfalls and operational constraints in some countries, including Burkina Faso, the Central African Republic, Chad, the Democratic Republic of the Congo and the Niger. WFP data demonstrate strong results on the key education-related indicators of enrolment, attendance and retention rates. Approximately 93 percent of countries with sufficient data reported strong progress in 2018. In addition, WFP provided governments in 71 countries with technical assistance, which enabled the governments to reach more schoolchildren through nationally owned school feeding programmes.

⁶⁵ The recent World Bank publication, supported by WFP and financed by the Gates Foundation 'Re-imagining School Feeding: A High-Return Investment in Human Capital and Local Economies.' [1], <http://dcp-3.org/schoolfeeding>, provides compelling evidence of the multiple benefits of investing in school feeding programmes. School feeding generates high returns by increasing human capital; providing safety nets for poor children and their families; enhancing local economies, including the earning power of women; and supporting peacebuilding, community resilience and preventing future conflict.

⁶⁶ WFP carried out a study with the Partnership for Child Development, Imperial College, to develop a framework and estimate the global figure of children in need of school feeding and the associated investment required to meet this need. WFP and partners estimate that the needs of 73 million of the most vulnerable schoolchildren are not being met with school feeding, and USD 4.6 billion would be needed annually to fill the gap. These children, who fall below the extreme poverty threshold – USD 1.90 a day – live in 60 countries where school feeding is not implemented at scale, primarily in sub-Saharan Africa, in fragile settings, in the poorest households and in areas with high prevalence of stunting and anaemia.

⁶⁷ Revised School Feeding Policy (WFP/EB.2/2013/4-C).

School feeding in emergency settings

154. Well-designed school feeding programmes play a vital role in emergency settings, providing a sense of normalcy in traumatic circumstances.
155. In 2018, WFP assisted 3.4 million beneficiaries in L3 and L2 emergencies. WFP-supported school feeding programmes provided food as well as a platform for community resilience, social cohesion and stability.
156. WFP's Yemen school feeding programme was launched in 2018 and assisted 393,589 children in primary and secondary schools in that year. It serves as a social safety net that assists vulnerable conflict-affected families.⁶⁸ In addition to alleviating children's short-term hunger, school feeding provides an incentive for regular school attendance. Children receive 100 grams of high-energy biscuits in the southern governorates, while children in the northern governorates receive 80-gram date bars. WFP procured 80 percent of high-energy biscuits and 50 percent of date bars locally to shorten lead times and to support the local economy. The school feeding programme was delivered alongside complementary interventions to address the varied needs of schools. Despite overall attendance improvement, girls attended school at a lower rate than boys.
157. In Mali, WFP reached 163,000 schoolchildren in 2018. It continued to utilize cash transfers to schools for local purchases of food, which represent 95 percent of the programme. School feeding also became a key pillar of an initiative for the reopening of schools led by the Government of Mali with the support of WFP. Evidence suggests that the programme had a significant impact on education indicators, with a 15 percent increase in enrolment – 16 percent for girls and 13 percent for boys. Children in households receiving WFP school feeding were 10 percent more likely to enrol in school and, on average, completed nearly an additional half-year of education relative to children in the comparison group.⁶⁹
158. WFP's school feeding programme was active in many other emergency and fragile contexts. Despite funding shortfalls, 12 of the 14 Syrian governorates benefitted from school feeding as the country's only large-scale safety net for children, with deliveries reaching close to 1 million schoolchildren. Monitoring results showed encouraging outcomes, with enrolment, attendance and retention rates exceeding targets. In Afghanistan, WFP's take-home rations reached 144,000 girls and boys in 2018. However, the rate of increase in retention rates almost halved from 2017 to 2018, and the level of girls' attendance in secondary schools decreased by nearly a third. This is partly attributable to resource shortfalls that forced WFP to reduce ration size.

School feeding in stable settings

159. Governments around the world increasingly recognize school feeding's value as an investment with multiple benefits. In stable contexts, WFP's focus is on assisting governments in establishing and maintaining nationally owned programmes that are part of social protection frameworks, building human capital by supporting gender equality and inclusion, and promoting local agricultural production. In 2018, two countries fully handed over direct implementation of school feeding activities as per existing transition strategies. In addition, 25 countries are systematically progressing in the transition to national ownership in all operations by handing over direct support of school feeding activities and integrating WFP's beneficiaries into nationally owned programmes. This systematic planning

⁶⁸ While the programme targeted primary schoolchildren, in schools for both primary and secondary school students, particularly in rural areas, all children benefited from the programme, regardless of their grade and age.

⁶⁹ Aurino, E., J.-P. Tranchant, A.S. Diallo, A. Gelli (2018), 'School Feeding or General Food Distribution? Quasi-experimental evidence on the educational impacts of emergency food assistance during conflict in Mali', Innocenti Working Paper WP-2018-04/June 2018.

of the transition to nationally owned programmes is a requirement of the WFP school feeding policy.

160. In Kenya, WFP completed its transition of school feeding to national ownership in June 2018, consistent with the handover strategy agreed to in 2009. WFP continues to offer technical support to the Ministry of Education in the implementation of the national home-grown school meals programme, which provides meals to over 1.2 million children.⁷⁰ The Government allocated USD 24 million to the programme for 2018/2019.
161. In Bangladesh, WFP handed over a programme supporting 62,000 pre-primary and primary schoolchildren across 11 districts, who are now included in Bangladesh's national school feeding programme. An external evaluation highlighted the WFP school feeding programme as a benchmark for the successful implementation of a sustainability strategy.⁷¹ The national school feeding policy was endorsed by an inter-ministerial technical committee and is slated for Government approval in 2019.
162. In Bhutan, WFP successfully handed over its school feeding programme to the Government in 2018, after more than 44 years of assistance. WFP's focus on systems building, policy advice, technical assistance and capacity strengthening in 2018 enabled the Government to take over, fully manage and implement a national school feeding programme.

Box 9: Collaborative school feeding to break the barriers to girls' education

Adolescence is a transitional phase of growth and development between childhood and adulthood. Well-designed school feeding interventions can contribute to improving adolescent girls' health and nutrition so that they reach their full potential.⁷² WFP has successfully operationalized approaches with partners such as the United Nations Children's Fund (UNICEF), the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to address some of these barriers through integrated platforms, which need to be supported, scaled up and become a normal part of WFP school feeding programmes. These collaborative programmes address barriers such as food insecurity and poverty, service gaps in school-based nutrition, water, sanitation and hygiene and health, prevalence of early marriage and pregnancies and gender-based violence to improve the well-being of poor and marginalized adolescent girls in fragile contexts, enabling them to realize their full potential.

WFP's Malawi country office is partnering with UNICEF and the United Nations Population Fund to implement a joint programme for girls' education in partnership with the Government of Malawi. The joint programme, a multi-sectoral intervention, recognizes the different factors affecting girls' access to education. Thus, it addresses education but also nutrition and sexual and reproductive health as well as life skills, gender equality, social position and community engagement. The programme uses schools as an entry point. It is an example of SDG-compliant programming that uses the comparative advantage of three United Nations agencies to address the multitude of reasons why girls drop out of school. The project started in 2014 in 81 schools and has now expanded to 169 schools.

⁷⁰ WFP continues to work closely with the Refugee Affairs Secretariat, UNHCR and NGO partners to provide food assistance to eligible refugees in Dadaab, Kakuma and Kalobeyei, including in the form of cash for schools to support the procurement and provision of school meals.

⁷¹ WFP. 2019. *Final Evaluation of McGovern-Dole-supported School Feeding Programme in Bangladesh 2015–2017*. <https://docs.wfp.org/api/documents/WFP-0000102235/download/>.

⁷² Bundy, D.A.P. et al., editors. 2017. *Child and Adolescent Health and Development*, 3rd edition. International Bank for Reconstruction and Development and World Bank. <https://www.ncbi.nlm.nih.gov/books/NBK525240/>.

The provision of school meals as part of the project package addresses nutrition and food security concerns and is an essential strategy for keeping children, particularly girls, in school. Since household income during the lean season is tight, adolescent girls and targeted boys receive take-home rations (conditional upon 80 percent attendance) in addition to the school meals. The onsite meal and the take-home rations provide an economic incentive for parents to send their children to school.

An independent evaluation⁷³ concluded that the joint programme's approach facilitated the combining and better use of resources, which facilitated the achievement of objectives such as enrolment, attendance and fewer dropouts, although pass rates did not improve. Boys and their families were less positive, however: they felt left out because, for instance, they did not get take-home rations. The joint programme did not manage to engage parents sufficiently, and the worrying pregnancy rate of girls remained the same, suggesting the need for further study of underlying factors.

Building on the results of the Malawi project, WFP's school feeding strategy identifies girls' education and supporting adolescent girls as new areas of focus where replication and scale-up opportunities are to be identified.

Nutrition



66 countries implemented nutrition-specific and nutrition-sensitive programmes



15.8 million beneficiaries reached with nutrition-specific interventions



4.2 million people reached through nutrition messaging and counselling

- 163.** In 2018 WFP operated a variety of nutrition-specific and nutrition-sensitive programmes in 66 countries. WFP's nutrition-specific programmes address the direct causes of malnutrition – poor diet and disease – while its nutrition-sensitive programmes address the underlying causes of malnutrition such as a lack of access to nutritious foods or suboptimal childcare practices. In addition to the nutrition work falling under Strategic Objective 2 (Improve nutrition), WFP's nutrition programming, capacity strengthening and technical support cuts across all Strategic Objectives.
- 164.** WFP's nutrition-specific interventions reached 15.8 million beneficiaries in 2018. Nutrition-specific activities include treatment programmes for vulnerable groups suffering from acute malnutrition, including children age 6–59 months, pregnant and lactating women and girls and people living with HIV/AIDS and/or tuberculosis; acute malnutrition prevention programmes; stunting-prevention programmes; and programmes addressing micronutrient deficiencies. WFP remains a global leader in providing life-saving nutrition services to children, pregnant women and girls and new mothers.
- 165.** In 2018, WFP continued to integrate social and behaviour change communication (SBCC) into nutrition programmes globally, reaching 4.2 million people through WFP-supported nutrition messaging and counselling. WFP has made substantial progress in SBCC capacity building and trained 350 WFP staff and partners at SBCC workshops held in five regional bureaux. For example, the Ghana country office used SBCC to reach over 16,000 adolescent girls by incorporating nutrition education into its school feeding programme.

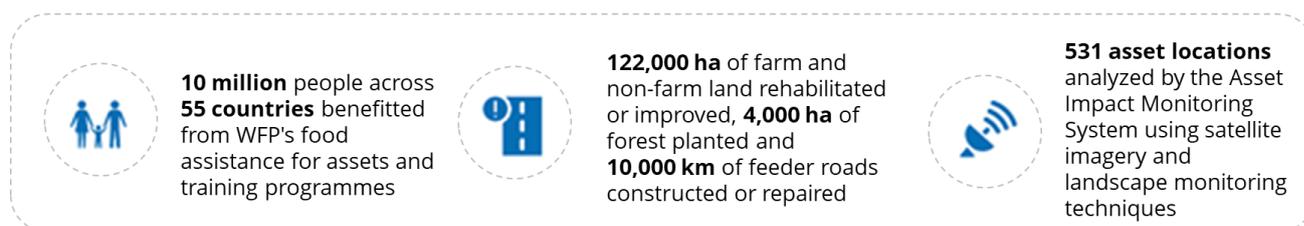
⁷³ H. Majoor and others. 2018. *Evaluation of the Joint Programme on Girls' Education (JPGE) with financial support from the Norwegian Government, July 2014–October 2017.*

166. WFP continues to pursue innovative approaches in nutrition programmes. WFP released SCOPE CODA (conditional on-demand assistance), a specialized version of its SCOPE digital beneficiary and transfer management system for use in malnutrition treatment programmes. SCOPE CODA enables digital beneficiary registration and tracking and allows for on-demand provision of entitlements. In 2018, it was piloted in South Sudan, Tajikistan and Uganda and expanded from 11 project sites to over 50 by the end of the year.
167. Another example of innovation is the introduction of a new tool called MEZA that quickly collects nutrition and related health data from remote, low-resource clinics. A pilot was launched in the Congo. In 2018, WFP used mobile vulnerability assessment and mapping for nutrition programming in high-priority emergency contexts in Afghanistan, Cameroon and Nigeria.
168. WFP published an update of the WFP Food and Nutrition Handbook in English, French and Arabic in 2018. The handbook provides comprehensive guidance on nutrition basics, nutrition surveillance and situation analysis and all nutrition programmes. It enables WFP staff to design, implement and monitor nutrition interventions.
169. In 2018, WFP continued to employ a nutrition-sensitive approach to address malnutrition's underlying causes. For example, in the Sahel it incorporated nutrition as a pillar of initiatives focused on building resilient individuals, households and communities. Working across divisions and sectors to identify opportunities to prevent malnutrition, engaging partners for a shared approach and creating an understanding of barriers allowed WFP to integrate and implement nutrition activities on the ground.
170. Fill the Nutrient Gap is an innovative tool WFP developed with partners to undertake comprehensive assessments for multisectoral decision making on malnutrition prevention. It reviews the availability, physical accessibility and affordability of nutritious foods required for adequate nutrient intake. Fill the Nutrient Gap analyses were initiated in eight countries in 2018, and 17 analyses were conducted in total by 2018.

Box 10: Surge nutritionists

WFP remains a leader in nutrition programming in emergencies. In addition to launching monthly dashboards in 2018 to track nutrition programming in L2 and L3 responses, WFP maintained a rapid response team consisting of three "surge nutritionists". Collectively, the surge nutritionists had expertise in conducting surveys and other assessments, rapid emergency response management, community-based management of acute malnutrition and programming to prevent malnutrition. WFP deployed the rapid response team to numerous countries. For example, in Chad a surge nutritionist supported the country office on technical training of staff. In Yemen, a surge nutritionist served as head of nutrition programming for six months, leading the design, implementation and evaluation of WFP nutrition programming, and trained staff and partners, among other duties. In the Sahel, a surge nutritionist was able to support the strategic alignment and orientation of the emergency nutrition responses in Mauritania and Burkina Faso.

Asset creation and livelihoods



171. In 2018, WFP utilized its FFA programme and partnered with governments, NGOs and community organizations to provide food assistance, technical support and guidance to about 50 countries. WFP's FFA programme aimed to address food-insecure households' immediate food needs while supporting the construction or rehabilitation of the productive assets of vulnerable communities and households.
172. In 2018, more than 10 million people directly benefited from FFA programmes.⁷⁴ This resulted in the rehabilitation or improvement of more than 122,000 ha of farm and non-farm land; the planting of over 4,000 ha of forest; the construction or repair of over 10,000 km of feeder roads and 179 bridges and culverts; and the construction of more than 3,000 water ponds, shallow wells, agricultural reservoirs, livestock operations and fisheries.
173. Studies have shown that FFA programmes produce positive impacts on women's empowerment and nutrition, while long-term satellite imagery analysis has demonstrated positive changes in landscapes.
174. *Women's empowerment.* A five-country study on women's economic empowerment and nutrition, undertaken between 2016 and 2018, found that FFA programmes can transform gender dynamics, empower women and improve their nutrition.⁷⁵
175. *Nutrition.* A 2018 external nutrition evaluation in the Niger found that children were significantly less likely to suffer from MAM when household members participated in FFA activities.⁷⁶ Researchers concluded that a combination of agriculturally sensitive assistance and standard assistance, for example a multi-season FFA programme with a nutrition-sensitive component, contributes to reducing childhood MAM in the Niger.
176. *Landscape.* WFP's Asset Impact Monitoring System uses satellite imagery and landscape monitoring techniques to monitor positive changes in local landscapes attributable to FFA and engineering programmes. Focusing on five specific types of assets – soil and water conservation, water catchments, irrigation canals, forestry and feeder roads – an Asset Impact Monitoring System (AIMS) project covering 11 countries and 531 asset locations was undertaken in 2018.⁷⁷ The imagery created during the project reveals how FFA interventions changed degraded landscapes into highly vegetated areas and how new settlements developed alongside feeder roads.

⁷⁴ This figure includes people assisted through both FFA and food assistance for training.

⁷⁵ Impact evaluations synthesis: Four evaluations of the impact of WFP programmes on nutrition in humanitarian contexts in the Sahel (WFP/OEV/2018/001) <https://docs.wfp.org/api/documents/WFP-0000063326/download/>

⁷⁶ The evaluation in the Niger found that certain modalities of WFP assistance significantly improved the MAM situation in the country. Specifically, children in households receiving FFA plus MAM treatment or prevention assistance were 19 percent more likely to have recovered from MAM at the end line. The evaluation also found that children in households receiving a combination of assistance – MAM treatment or prevention and FFA – were 15.5 percent less likely to experience MAM than those in households that received only treatment or prevention assistance without FFA. The combination of nutrition-sensitive and nutrition-specific assistance provided by WFP had the strongest positive impact on MAM among children in the Niger.

⁷⁷ The 11 countries were Afghanistan, Burundi, El Salvador, Guatemala, Honduras, Malawi, Rwanda, South Sudan, Uganda, United Republic of Tanzania and Zimbabwe. Of the 531 asset locations analysed, 60 percent of the assets had been built and 266 maps had been produced.

Integrated resilience

177. Productive assets created through WFP operations contribute to communities' long-term food security by increasing resilience to shocks and reducing future risks related to natural and human-caused hazards. Resilience building programmes are crucial to complement and – over time – reduce the need for humanitarian response.
178. In 2018, resilience-building programmes in the Sahel were scaled up in Burkina Faso, Chad, Mali, Mauritania and the Niger, where recurrent climate shocks, underinvestment in development and peace agendas intersect. Four building blocks were identified to guide the scale-up: convergence of WFP and partner activities; concentration of WFP activities over multiple years; coverage of resources and outreach; and capacity to support communities and governments in coalition building and knowledge sharing.
179. In 2018, the Rome-based agencies (RBAs) successfully completed the second year of implementation of a joint programme to strengthen the resilience of livelihoods in protracted crises in the Democratic Republic of the Congo, the Niger and Somalia, with a specific focus on assisting vulnerable women and children through multi-year financing. The programme represented an unprecedented effort to support and invest in the same vulnerable communities over five years through integrated, context-specific and gender- and nutrition-sensitive assistance.

Programme results against SDGs 2 and 17

180. Programme results are aggregated at the corporate level. Consolidated WFP-wide performance is presented in terms of its contribution to the five Strategic Objectives, complemented by an analysis of selected indicators. Detailed data on all indicators outlined in the CRF are presented in annex III-D.⁷⁸ The performance assessment is based on data reported through the 2018 annual country reports and standard project reports.
181. Table 4 provides an overview of WFP's performance by Strategic Objective and the subsequent sections provide additional details.

Table 4: Overall performance by Strategic Objective⁷⁹

<i>Strategic Objectives</i>	<i>Performance rating</i>
1 – End hunger by protecting access to food	
2 – Improve nutrition	
3 – Achieve food security	
4 – Support SDG implementation	
5 – Partner for SDG results	

⁷⁸ As all operations in 2018 were aligned with the CRF, all of WFP's operations in 2018 are reported against one results framework: the CRF.

⁷⁹ **Green:** WFP has either "achieved" its target or is "on-track" to achieve it. **Amber:** WFP has made some progress but desired targets have not been met or progress towards desired targets is deemed slow. **Red:** WFP has made very slow progress, no progress at all or has regressed. **Grey:** Data sufficient to allow organization-wide progress to be monitored are unavailable.

182. The funding shortfalls highlighted in part II have affected programme performance in various ways. When WFP country offices face funding constraints, they often respond by cutting rations, switching to lower cost foods, shortening the duration of assistance or reducing the number of beneficiaries. As many outcome indicators measure results only on the beneficiaries assisted, operational adjustments may not always affect the value of relevant indicators.⁸⁰ Part III focuses on programme results implemented given funding received.

Strategic Objective 1: End hunger by protecting access to food
Performance rating
Strategic Result 1: Everyone has access to food


-
183. Strategic Objective 1 lies at the core of WFP's work as it represents the majority of WFP's engagement in emergency response and safety nets. It also includes WFP's support in capacity strengthening and emergency preparedness. All of the above are ultimately meant to ensure access to safe and nutritious food for the most vulnerable populations.
184. Over 3 million mt of food and approximately USD 1.2 billion in cash-based transfers were distributed in 2018. In the Middle East, North Africa, Eastern Europe and Central Asia region, approximately 80 percent of beneficiaries were assisted under Strategic Objective 1.
185. Outcome indicator analysis demonstrates that WFP's 2018 interventions yielded positive results in reducing hunger and in meeting the urgent food needs of the most vulnerable people, with the majority of operations making progress towards their targets. At the corporate level, the seven indicators of strategic outcome category 1.1, "Maintained/enhanced individual and household access to adequate food", show that WFP interventions had a positive impact in individual and household food security. All indicators except the food consumption score show that WFP achieved its target or was on track to achieving the target in 2018.
186. The food consumption score is a proxy indicator for household access to food. It is based on the frequency of food consumption and the diversity of the food consumed. Food consumption score indicators demonstrate that WFP did not fully meet its annual targets. This was attributable to conflict and to funding shortfalls, which caused WFP to retarget assistance to the most vulnerable population groups and required ration cuts.⁸¹ For example, the food consumption score declined against the baseline in Afghanistan's five worst drought-affected provinces, indicating a deterioration in diet frequency and diversity because of a several-week delay in food distributions caused by denial of access. Results indicated that families had little means to provide for themselves, showcasing how critical WFP's food assistance was at the height of the lean season.
187. In 2018, WFP's evidence base was for the first time, sufficient for generating an overall rating for the indicator "food consumption score nutrition", which assesses the regular intake of protein and micronutrients. The reporting rate was 77 percent, and strong overall progress was achieved, indicating that the consumption of foods rich in protein, haem iron and vitamin A had increased. For those operations with sufficient data, WFP met or was on track to meet targets for improving food consumption score nutrition, diversifying diets and reducing the use of negative coping strategies.
188. Data for 2018 was insufficient as a basis for a complete corporate performance assessment on the strategic outcome category "enhanced social and public-sector capacity to assist

⁸⁰ For more information on how funding gaps and prioritization affect overall performance of CSPs, see paragraphs 90-94.

⁸¹ Both in ration size and number of feeding days. For more analysis on this, see analysis on cost per ration in paragraphs 95-104.

populations facing acute, transitory or chronic food insecurity.” These indicators have been strengthened in the revised CRF and detailed results will be presented once the new indicators are rolled out globally.

Strategic Objective 2: Improve nutrition

Performance rating

Strategic Result 2: No one suffers from malnutrition



-
- 189. Through Strategic Objective 2, WFP supports efforts to end all forms of malnutrition by providing direct food assistance to beneficiaries and supporting partner governments in the development and scaling of nutrition programmes. In areas with high malnutrition rates, WFP leads or supports governments’ programme implementation to prevent acute malnutrition, stunting and micronutrient deficiencies and MAM in vulnerable populations.
 - 190. The effectiveness of MAM treatment programmes is measured through recovery, default, non-response to treatment and mortality rates. The performance of MAM programmes overall demonstrated good progress in 2018, with moderate performance under Strategic Objective 2 and strong performance under Strategic Objective 1. Challenges faced by MAM treatment programme performance included ongoing conflict, household distance from treatment centres, health clinic staffs’ capacity and resource constraints.
 - 191. Performance of stunting prevention activities varied. Minimum dietary diversity for women is one of the indicators that WFP uses to measure the performance of stunting prevention programmes, because child stunting is influenced by both maternal and child diets and nutritional status. Overall, the indicator shows improvement towards targets. 2018 was the second year that data on minimum dietary diversity for women was collected, with 32 countries reporting on it in 2018 compared with 6 countries in 2017.
 - 192. Targets were not achieved for the other primary indicator that WFP uses in its stunting prevention programming: proportion of children aged 6–23 months who consume a minimum acceptable diet. Suboptimal minimum acceptable diet results are caused by limited access to and high cost of nutritious foods as well as inadequate child feeding and care practices.

Strategic Objective 3: Achieve food security

Performance rating

Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes

Strategic Result 4: Food systems are sustainable



-
- 193. WFP’s work under Strategic Objective 3 includes support for smallholder farmers through various entry points and interventions to increase the sustainability of food systems, including adaptation and resilience to climate change and shocks. A substantial part of food-for-assets interventions contribute to these results.
 - 194. Indicators demonstrate that WFP’s 2018 interventions produced positive outcomes directly related to the implementation of WFP activities. For example, 80 percent of countries with the indicator “percentage of targeted smallholder farmers reporting increased production of nutritious crops” met their annual targets. Some outcome indicators did not perform as well, indicators related to pro-smallholder procurement did not record significant progress, for example. Following the Purchase for Progress pilot, performance reporting has been more decentralized to the country office level. In addition, a number of new countries have embarked on smallholder market support activities and there may therefore still be a

lack of capacity to effectively monitor the performance of activities. Related to this is the fact that the smallholder agricultural market support guidance manual and related tools and methodology are still being disseminated in country offices, and an effective and efficient monitoring system for smallholder market support is still being developed. Lastly, it may be assumed that resources in some country offices have shifted due to new priorities, such as an increased focus on CBTs instead of procurement from smallholder farmers. Donor and country priorities, conflict and climate-related events may also steer a country office towards emergency and life-saving activities rather than more development-related activities such as smallholder market support.

195. An analysis of the new outcome-level indicator for food assistance for assets programmes shows that 67 percent of countries successfully reported on the “proportion of the population in targeted communities with benefits from an enhanced asset base.” The partial achievement can be attributed to the first year of reporting on this outcome-level indicator, as well as to the fact that asset creation activities are multi-year programmes, the benefits of which can only be effectively measured after a few years of implementation because it takes time for the assets to mature. In accordance with standard monitoring practices, the results from the first year of implementation already indicate that communities are seeing improvements in increased or diversified production, reduced hardship and increased time availability, improved physical access to markets and basic services and an improved natural environment. With continuous multi-year funding for asset creation and livelihood programmes, these benefits will become more visible in coming years. In addition, the adaptation and resilience to climate and other shocks indicator shows that WFP must strengthen data collection. WFP has redesigned its data collection tool and methodology, and the latter has been incorporated into the revised CRF, which will become operational in 2019.

Support for smallholder farmers

196. Following the launch of Purchase for Progress (P4P), WFP continues to connect farmers to markets, helping farmers to strengthen their livelihoods and to become stakeholders in local food systems. The WFP Strategic Plan 2017–2021’s emphasis on smallholder farmers has led to a broad portfolio of activities under WFP’s smallholder agriculture market support umbrella. In 2018 WFP expanded this portfolio to over 40 countries by leveraging demand from its own food assistance programmes and working with national stakeholders to enhance their capacities.

Adaptation and resilience to climate and other shocks

197. In 2018, WFP broadened the reach of its Rural Resilience Initiative (R4), increasing it by 60 percent from 2017. R4 reached over 87,000 farmers in six African countries with an integrated climate risk management approach, while approximately 6,000 additional farmers acquired insurance developed by R4. This ensured that 545,000 people were protected against the risk of drought. In addition, the sum insured under the R4 weather index insurance scheme increased by 56 percent in 2018, reaching a value of USD 10.3 million across the six countries. The expansion of the R4 model to eight additional countries is envisioned.
198. WFP also piloted an African Risk Capacity Replica initiative in Mali and Mauritania to increase the number of people insured against drought and provide technical assistance to national institutions.
199. In 2018, WFP began a new strategic partnership with the Green Climate Fund that will strengthen countries’ access to climate financing. WFP supported Senegal, Tajikistan and Kyrgyzstan in mobilizing approximately USD 28 million in climate funds to strengthen their food systems’ resilience to climate change.

Box 11: Supply chain retail work

In 2018, WFP continued to strengthen markets by eliminating supply chain inefficiencies and deploying strategies to improve retail prices, access, quality and service to the world's hungry.

In Kenya, WFP contracted over 250 small-scale traders – both refugees and local Turkana – connecting them to local producers and distributors to help them gain access to a greater variety of nutritious food items. Results are evident both in prices and access: retail prices have decreased up to 10 percent overall since November 2016, and the availability of fresh products in Kakuma and Kalobeyei settlement markets increased by 200 percent.

In Bangladesh, the number of people assisted through CBTs increased by 135,000 in a single year. WFP constructed two new retail outlets to meet demand thus generated, bringing the total number of retail locations providing daily food to six. In addition, WFP and UNICEF piloted a programme allowing beneficiaries to buy non-food items to meet their essential needs.

WFP sees continued success in the countries where it has been deploying retail engagement strategies since 2015. In Lebanon, based on a study using Nielsen data, WFP-contracted stores are 5 percent less expensive than other stores in the market. This increases the purchasing power of WFP beneficiaries and the local population, meaning that everyone can purchase more food for their money.

Strategic Objective 4: Support SDG implementation**Performance rating**

Strategic Result 5: Developing countries have strengthened capacities to implement the SDGs

Strategic Result 6: Policies to support sustainable development are coherent



200. Under Strategic Objective 4, WFP engages in capacity strengthening activities, South–South cooperation and other initiatives to help national governments achieve zero hunger. WFP assists more than 86 million people, which represents 10 percent of the world's hungry. An additional 2 billion are assisted through government social protection programmes, although the most vulnerable remain largely excluded. It is therefore critical that WFP strengthen countries' capacities to provide social protection for all their citizens in need.
201. In 2018, WFP provided technical support to national social protection programmes and systems in 70 countries. Support included needs analysis, policy development, targeting, data management, delivery mechanisms, coordination, risk financing and monitoring and evaluation.
202. WFP also strengthened systems and programmes designed to improve countries' preparation for and response to shocks and crises. WFP works with government counterparts and, in particular, national disaster management organizations. In 2018, WFP facilitated emergency simulations for such organizations in Afghanistan, the Dominican Republic and Namibia, supported an inter-agency simulation for partners in the State of Palestine and conducted training of facilitators for national disaster management officers in Myanmar.
203. The Zero Hunger Capacity Scorecard, the main capacity strengthening indicator, has proven complex for many country offices, as a result of which there is not enough data to inform

an assessment of WFP progress in this Strategic Objective. Thus, WFP's work in support of SDG implementation was not fully captured through Strategic Objective 4's outcome indicators; fewer than five country offices included relevant indicators in their logframes, preventing WFP from conducting a broader institutional performance assessment. Capacity strengthening indicators have been improved in the revised CRF, which now includes a menu of simpler indicators that should enable WFP to report on capacity strengthening in the future.

South-South cooperation

204. WFP expanded its South-South and triangular cooperation work in 2018. Ninety four percent⁸² of the CSPs approved in 2018 include South-South and triangular cooperation as a means of strengthening host government capacities to achieve SDG 2 targets. Of these, 52 percent⁸³ included the WFP Centre of Excellence against Hunger in Brazil as the preferred partner for utilizing systematic approaches to national capacity development such as school feeding or social safety nets.
205. In 2018, 18 CSPs were directly supported by the centre of Excellence in efforts to strengthen national capacities to implement the SDGs. Concrete outcomes from this capacity strengthening are enhanced national school feeding programmes policies, programmes and system components, which according to WFP estimates benefited over 4 million schoolchildren and thousands of smallholder farmers.
206. WFP promoted South-South cooperation between the Government of the Dominican Republic and Cuba to improve the Dominican meteorological service and small-scale accuracy of forecast models. WFP is also supporting the improvement of an early-warning system for flooding for the Yaque del Norte River Basin. Activities began in 2018 with the establishment with the National Hydraulics Institution and Meteorology Office of requirements for developing thresholds and indicators for the development of an early warning system for flooding that links triggers, roles, responsibilities and actions. This had led to an emerging collaboration between WFP and the Presidency Social Plan – the Government's social response programme for times of emergency. Warehouse management technical assistance was provided. In 2018, with lessons learned to be applied in 2019 at the PSP's new main national warehouse. Further activities include contingency planning, coordination with the Government and humanitarian actors, and the linking of social protection systems with emergency preparedness and disaster response institutions.

Strategic Objective 5: Partner for SDG results

Performance rating

Strategic Result 7: Developing countries access a range of financial resources for development investment

Strategic Result 8: Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs



-
207. Strategic Objective 5 reflects WFP's contributions to working with other stakeholders to achieve the SDGs. Only one country office is currently implementing activities under Strategic Result 7, while the methodology of the outcome indicator on partnerships under Strategic Result 8 has not been developed.⁸⁴ The user satisfaction rate, an outcome indicator

⁸² 64 CSPs in total.

⁸³ 37 CSPs in total

⁸⁴ The indicator was later replaced by a different one in the revised CRF.

used to assess service provision, was selected by 15 countries, of which 80 percent have reported values. However, none of the countries reported achieved its targets.

208. WFP participated in numerous critical initiatives to strengthen partnerships with fellow United Nations agencies and other partners.
209. In 2018, WFP and the International Federation of Red Cross and Red Crescent Societies began to implement a global national society capacity strengthening initiative in four pilot countries: Burundi, Pakistan, the Sudan and the Dominican Republic. One of the initiative's key objectives is to demonstrate the collaborative work of WFP and the International Federation of Red Cross and Red Crescent Societies to strengthen national institutions' capacity to strengthen local food security.
210. In September, WFP's Executive Director and UNHCR's High Commissioner signed an addendum on data sharing to the 2011 global memorandum of understanding on data sharing. In December, the principals of WFP, UNHCR, UNICEF and OCHA issued a joint statement committing their agencies to develop common and inclusive cash systems and to design a single transfer mechanism in 2019.
211. WFP continues to foster strategic nutrition partnerships using multisectoral and multi-stakeholder platforms. WFP reaffirms its commitment to the Committee on World Food Security and serves as a partner in the committee's open-ended working group on nutrition and its technical task team. WFP also plays leadership roles in components of global and country-level Scaling Up Nutrition (SUN) movement networks, including the SUN Business Network. As a member of the steering committees for both the SUN United Nations Network and the United Nations Standing Committee on Nutrition, WFP contributes to the strategic actions of both groups.
212. Similarly, WFP held leadership roles in the strategic advisory group of the Global Nutrition Cluster, the executive team of the No Wasted Lives Coalition and the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases.
213. Acknowledging the continuing existence of incidents of sexual exploitation and abuse, in 2017, the Secretary-General presented a strategy for improving the organization's system-wide approach to preventing and responding to sexual exploitation and abuse.⁸⁵ WFP participates actively in United Nations system initiatives and the IASC, which issued a proposal on accelerating protection against sexual exploitation and abuse in humanitarian responses, which was endorsed by the IASC principals, including the WFP Executive Director, in December 2018. WFP joined the United Nations sexual exploitation and abuse working group and the Executive Director was officially invited to the United Nations High-Level Steering Group on sexual exploitation and abuse, which reports directly to the Secretary-General and is responsible for overseeing the response to sexual exploitation and abuse system-wide. In September 2018, the Members of the Secretary-General's Circle of Leadership on the Prevention of and Response to Sexual Exploitation and Abuse in the United Nations, including WFP, reaffirmed their continued commitment to support efforts to combat sexual exploitation and abuse across the United Nations system.
214. WFP contributed significantly to the wider humanitarian community by providing common services. 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 volume of related services is valued at USD 40 million.

⁸⁵ Special measures for protection from sexual exploitation and abuse: a new approach: Report of the Secretary-General (A/71/818). <https://undocs.org/A/71/818>.

Finally, the WFP-managed United Nations Humanitarian Air Service (UNHAS) transported 386,330 passengers and 3,656 mt of cargo across 16 countries for more than 700 organizations, of which NGOs accounted for 55 percent.

Cross-cutting commitments

215. In addition to key programme performance indicators, this report provides an analysis of performance in the cross-cutting areas of accountability to affected populations (AAP), protection, gender and environment. WFP's achievement of its planned outputs and outcomes depends on integrating these elements into the planning, design, implementation and monitoring of projects.

Accountability to affected populations

216. In 2018, 53 percent of countries fulfilled their targets for the "information provision" indicator, which represented a slight decrease from 2017. This indicator is a composite indicator of affected populations' awareness of targeting criteria, their entitlements and the duration of assistance. Country offices noted that the third dimension – duration of assistance – was the main obstacle to meeting the target, as funds are inconsistently received when activities formally commence.

217. Data analysis revealed that country offices' achievement of targets varied across programmatic areas. School feeding and asset creation programmes, for instance, recorded the highest performances in information provision. Potential impediments to information provision include limited access due to insecurity or population movements and others. As a result, WFP is using multiple channels to provide information.

218. WFP also increasingly uses complaint and feedback mechanisms to provide basic programmatic information to its beneficiaries. WFP piloted a comprehensive corporate approach to CFMs in 2018, including a standardized set of CFM processes and tools. In addition to lessons learned and best practices identified during the pilot, WFP developed a specific indicator that captures affected populations' suggestions for improving WFP programmes and activities.

219. Some 20 of 27 country offices that reported on the indicator in 2018 achieved their annual targets – representing an increase from 2017.

Table 5: Cross-cutting result: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Performance indicator	% reported country offices meeting targets
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	53
– women	54
– men	49
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	74

Box 12: Accountability to affected populations – the Iraq model

In 2018, the WFP country office in Iraq continued its efforts to remain accountable to the people it served and to involve them in the decisions affecting their lives. Basing programmes on the preferences of beneficiaries helped to ensure that their needs were correctly identified and understood and that programmes were designed in a contextually appropriate and tailored manner. To that end, the country office focused on communication with communities (CwC), consultations, CFM and inter-agency cooperation.

CwC strategies cut across all operations. Besides the ongoing dissemination of messages on entitlements, targeting criteria and logistics, WFP developed key messages that were communicated for each change in project implementation. These messages ensured that communities were effectively informed of key programmatic decisions affecting their lives, namely, the reduction of double rations to large families in April; refugee joint vulnerability assessment and targeting processes; and the reduction of food assistance in September and October. In addition, there was a concern to ensure that feedback and complaints received through the existing CFMs were addressed. WFP's main CFM is the United Nations Office for Project Services Iraq Information Centre (IIC). In 2018, the IIC received 87,824 calls, 11.6 percent of which related to food assistance. WFP-related complaints and requests for assistance were referred by the IIC on a daily basis and were addressed individually. For the refugee targeting process, WFP established a specific hotline to channel complaints and identify inclusion and exclusion errors. As part of WFP's accountability during the targeting exercise, camp review committees were established to analyse and act upon inclusion and exclusion errors. More than 600 cases were referred to and assessed by the committees.

When WFP had to reduce double rations for large families and halve rations for returnees due to funding constraints, WFP's approach was to first develop a CwC action plan and messages in consultation with stakeholders, such as the CwC and cash working groups and protection and camp management clusters. Messages flowed to camp-based populations in collaboration with camp management, cooperating partners, CwC partners and sector leaders. WFP held focus group discussions with representatives of the internally displaced persons (IDP) community to gauge how the messages were received and the perceived impact of the changes. The information channels that WFP used were CwC focal points, face-to-face discussion, banners and leaflets. Throughout 2018 WFP undertook regular consultations through focus group discussions to better understand the impact of its programmatic decisions in IDP and refugee communities. Inputs from consultations were recorded for action and analysis. The Inter-cluster Coordination Group ran a referral system through which sector-specific complaints were sent straight to cluster partners and lead agencies, ensuring that they were addressed quickly. WFP co-established the system and regularly examined reports from the IIC when making programmatic decisions. In accordance with the contractual agreements with implementing partners – and in addition to the hotline – WFP worked with cooperating partners to establish CFMs at distribution points including information desks, suggestion boxes and complaint focal points to capture and address beneficiary concerns and needs.

Protection

220. A fundamental aspect of supporting humanitarian protection is ensuring that WFP's programmes are safe and do not expose affected people to protection risks. WFP is committed to designing and carrying out food and livelihood assistance that contributes to and respects the safety, dignity and integrity of vulnerable people.
221. WFP's protection indicator shows that 100 percent of reporting countries met targets in 2018, a slight increase from 2017. There was also a consistent increase in the proportion

of countries meeting targets for sex-disaggregated data. These results indicate that despite the increased scale of operations globally, WFP was able to design and implement programmes without increasing the protection risks of targeted beneficiaries.

222. Safety remains a sensitive issue, however, with individuals inconsistently reporting challenges they have encountered. As a result, country offices now collect qualitative information to identify potential protection issues, often partnering with specialized protection stakeholders in doing so. The results of this effort inform the development of country-level mitigation measures.
223. In Bangladesh, for example, WFP analysis of context and protection indicated a correlation between gender-based violence such as rape and sexual assault and movement within and around camps as well women's livelihoods. WFP consequently increased distribution points from 4 in late 2017 to 21 in 2018, organized separate lines for women and girls and employed women volunteers.
224. Persons with disabilities are disproportionately affected by humanitarian emergencies and are among the most marginalized in crisis-affected communities. They often suffer from multiple forms of discrimination and exclusion and are exposed to targeted violence, exploitation and abuse. In 2018, WFP developed a guide to ensure that its food assistance activities included persons with disabilities, facilitating a set of harmonized approaches for country offices.
225. WFP also benefited from the presence of a senior disability advisor to document examples of challenges and good practices regarding inclusion in 2018. Examples from the Lao People's Democratic Republic, Lebanon, Myanmar, South Sudan, the Syrian Arab Republic, Turkey and the United Republic of Tanzania underline the need for increased support for country offices in this area, but also highlight initiatives that country offices have developed.
226. In the United Republic of Tanzania, for example, older refugees and refugees with disabilities in camps must travel long distances to food and fuel distribution points. In two camps, WFP partners with HelpAge, which provides transport for people with disabilities and older people requiring assistance. HelpAge also organizes regular peer group discussions for people with disabilities and older people in order to raise issues related to nutrition and food security.
227. To better track the inclusion of people with disabilities, WFP has developed a new output indicator in the revised CRF to capture the number of women, men, boys and girls with disabilities receiving food, CBTs, commodity vouchers and capacity strengthening. Data collection will start in 2019.

Table 6: Cross-cutting result: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Performance indicator	% reported country offices meeting targets ⁸⁶
Proportion of targeted people accessing assistance without protection challenges	100
– women	98
– men	98

Gender

228. In line with its Gender Policy (2015–2020), WFP continued to integrate gender into its work in 2018. For example, the organization institutionalized measures to promote gender parity and the achievement of organizational culture goals. The gender parity action plan was finalized following the issuance of the revised Executive Director’s circular on protection from harassment, sexual harassment, abuse of authority and discrimination in the workplace (OED2018/007).
229. WFP collaborated with Gallup and FAO to pilot the “Gender Equality for Food Security” initiative in seven countries. The group also conducted a multi-country study on cash-based interventions’ potential positive impact on gender equality and women’s empowerment.
230. Concurrently, WFP more broadly implemented its main gender mainstreaming mechanisms: the Gender Transformation Programme (GTP), the Gender and Age Marker (GaM) and the second iteration of the United Nations System-wide Action Plan for Gender Equality and Women’s Empowerment (UN SWAP 2.0).
231. In 2018, 21 WFP country offices participated in the GTP. This resulted in country offices progressing from gender baseline assessments to the development and implementation of improvement plans and on to final assessments that measure their achievements against the 39 benchmarks on which the GTP is based.
232. WFP replaced the IASC Gender Marker with the GaM, adapted to its own particular needs, becoming the first IASC member to apply GaM throughout the organization. WFP’s GaM is a corporate tool that measures the scope of gender and age integration in WFP programme design and monitoring.
233. UN SWAP 2.0 has 17 performance indicators, for all of which WFP achieves or exceeds the minimum performance levels. During its first year of implementation WFP exceeded nine performance indicators, fulfilled four, approached three and did not report on one because it was not applicable. WFP’s performance reinforces the importance of improving employee gender parity as well as allocating and tracking financial resources.

⁸⁶ Each of the three indicators measures the percentage of country offices meeting targets. As such, while the overall indicator is 100 percent – indicating that all country offices met the targets they set for this indicator – the indicators for women and men are less than 100 percent.

234. In accordance with the WFP Gender Policy (2015–2020), WFP promotes equal decision making by women and men (and girls and boys as applicable) at the household, community and national levels. A multi-year monitoring data indicates two frequent scenarios at the household level: women and men jointly choose how to use WFP food assistance; and women are solely responsible for deciding how to use in-kind or cash-based transfers. Women are also members of management committees, helping empower their decision making and leadership.
235. A six-country study was undertaken in Bangladesh, Egypt, El Salvador, Jordan, Mali and Rwanda to assess the impact of gender equality and women’s empowerment on WFP food assistance in 2018. The study concluded that cash-based interventions contribute to producing equitable benefits for women and men relative to the situations, needs and priorities of women and men. It is therefore critical that programming identify and respond to inequalities; include comprehensive analyses and consultations on gender and protection, nutrition and livelihoods; include cash-based pilots to identify impacts, such as those related to control of and decision making on CBTs and transfer use; and include the collection and analysis of monitoring data at the individual level, using a gender perspective.

Table 7: Cross-cutting result: Improved gender equality and women’s empowerment among WFP-assisted population

Performance indicator	% reported country offices meeting targets
Proportion of households where:	
- Women make decisions on the use of food/cash/vouchers	77
- Men make decisions on the use of food/cash/vouchers	50
- Both women and men make decisions on the use of food/cash/vouchers	45
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	71
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities	<i>Insufficient data</i>

Environment

236. WFP developed a comprehensive set of environmental and social standards and a risk screening tool. The latter was developed to ensure that environmental and social risks are identified during the initial design phase of activities and contribute to eliminating or mitigating environmental risk.
237. The application of the screening tool was scheduled to be tracked during 2018 through the corporate indicator “proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified”. To make this possible a draft screening process, tailored to FFA, was introduced in early 2018. The tool’s initial prototype was redesigned, however, and was only available for a few months. Sixteen countries used the draft tool or its government equivalent to screen a minimum portion of their activities. Of the 11 countries that fully reported on the indicator, 8 had screened 100 percent of eligible activities.

238. The screening tool and indicator will be mandatory beginning in 2019 for all FFA activities and Green Climate Fund and Adaptation Fund projects. Staff will also have access to online and offline training.

Table 8: Cross-cutting result: Targeted communities benefit from WFP programmes in a manner that does not harm the environment	
Performance indicator	% reported country offices meeting targets
Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	67

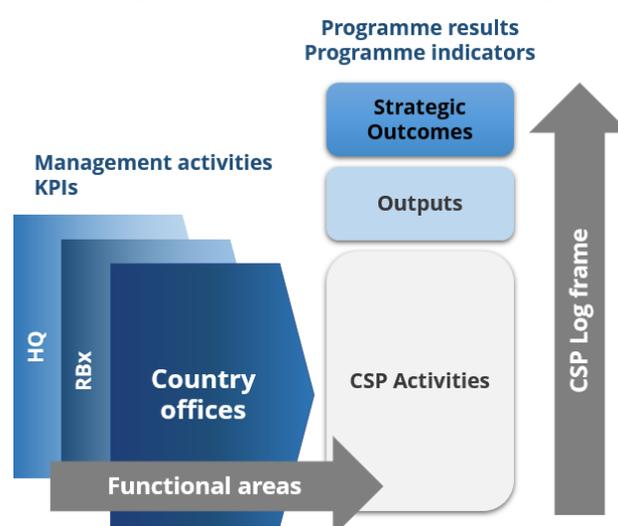
Part IV: Management performance

This is an overall analysis of the programme results and an assessment of the performance of the functional areas, the support provided by regional bureaux and headquarters offices and performance in some additional priority areas identified by senior management.



239. Part IV presents an assessment of WFP's management performance based on the Revised Corporate Results Framework (2017–2021)⁸⁷ (revised CRF). The principle against which WFP assesses its management performance is that the achievement of programmatic results is paramount and that all management activities must therefore support the implementation of CSPs. This implies that WFP does not have management results *per se*. Rather, WFP establishes indicators to measure *how* the organization achieves its (“*what*”) programmatic results and, ultimately, its impact (“*why*”). It then determines its management performance from the values for these indicators, as illustrated in figure 14.

Figure 14: Revised CRF programme and management performance structure



RBX: regional bureaux

240. Figure 14 also illustrates how the management products and services that support CSP implementation follow two different but overlapping classifications:

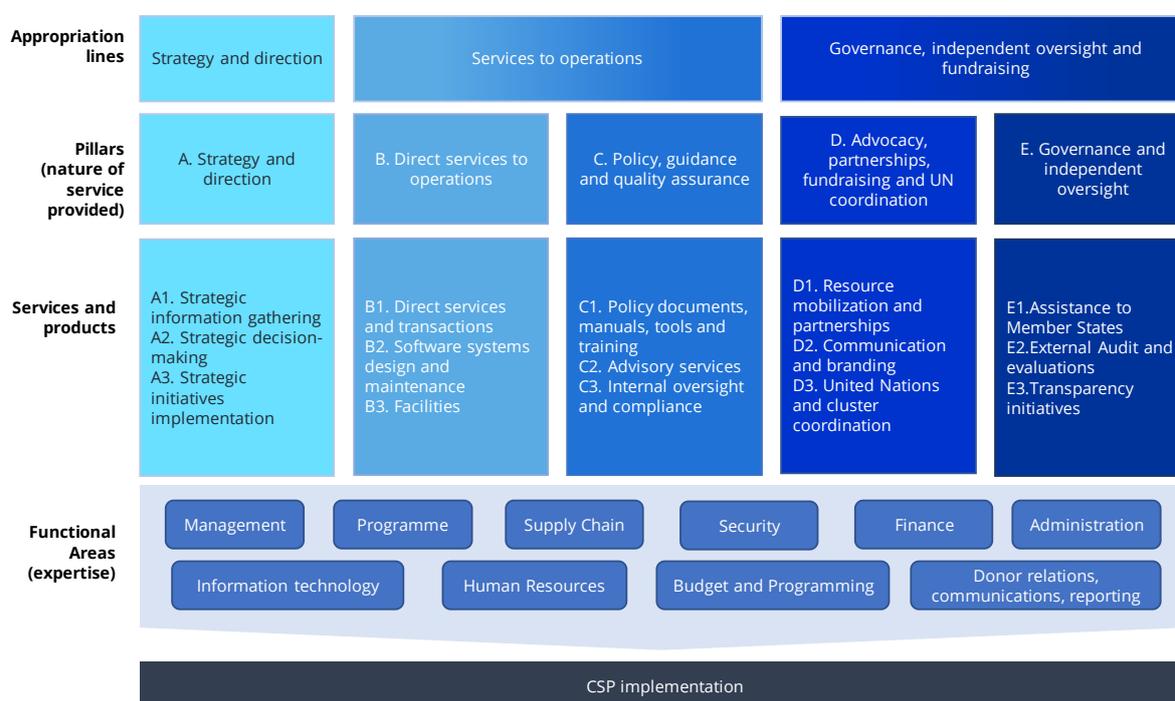
- **Functional area in which a product or service falls.** Management services fall into the following functional areas: management; programme; supply chain; budget and programming; human resources; administration; finance; information technology;

⁸⁷ While new approach to management performance was incorporated into the Revised Corporate Results Framework (2017–2021) (WFP/EB.2/2018/5-B/Rev.1), it had already been applied to WFP management tools and processes in 2017, when it was introduced in the WFP Management Plan (2018–2020) (WFP/EB.2/2017/5-A/1/Rev.1). The new approach was also partially applied in part V of the Annual Performance Report for 2017 (WFP/EB.A/2018/4-A/Rev.1).

security; and resource mobilization, communications and reporting.⁸⁸ Units responsible for these functional areas are present in all country offices and regional bureaux and at headquarters.

- **Nature of the service or product delivered.** At the country office level, units responsible for all functional areas work towards the implementation of CSP activities. In regional bureaux and at headquarters, where the main goal is to support country offices, the activities and services are organized in pillars: strategy and direction; direct services to operations, policy, guidance and quality assurance; advocacy, partnerships, fundraising and United Nations coordination; and governance and independent oversight.

Figure 15: Management activities and services classification



241. This structure was applied to the reporting of programmatic results and management support activities in the 2017 annual performance report. The 2018 annual performance report builds on the analyses in the 2017 annual performance report and further capitalizes on the expansion of the approach to management performance in the revised CRF to provide a more comprehensive view of WFP's management performance. Thus, part IV discusses performance in the functional areas, the support provided by regional bureaux and headquarter units and performance in some additional priority areas identified by senior management.

⁸⁸ The functional areas are defined as bundles of processes linked by a particular expertise and certain staff profiles. For more detail, see paragraphs 30 and 31 of the revised Corporate Results Framework (WFP/EB.2/2018/5-B/Rev.1).

242. The expansion of WFP's approach to management performance has also prompted improvement of the key performance indicators (KPIs) and other metrics used to assess whether WFP is achieving its objectives, which are used throughout this annual performance report.⁸⁹ For more information about the correspondence between the KPIs in the WFP Management Plan (2018–2020) and those used in this annual performance report, see annex IV-A.
243. The values for the indicators introduced for the first time in this report will serve as a baseline. Consistent with the analysis of programme performance in part III, colour-coordinated categories are used to show management performance against indicator targets. In addition, some key performance indicators are presented using specific visual tools.⁹⁰

Overall achievement of management performance standards

244. Management performance, which is the support provided at all levels to facilitate programmatic work and implementation of CSPs, includes activities within the functional areas at the country office level, the various units at the regional bureaux level and the divisions at headquarters.
245. The discussion of WFP's management performance in 2018 below starts with the functional areas, in which most of the work in the organization takes place.⁹¹ This is followed by the pillars, services and products that constitute the support provided by regional bureaux and headquarters,⁹² and, finally, the performance in priority areas singled out by WFP senior management as particularly important in WFP's work.

Performance by functional area

246. The third corporate KPI – overall achievement of management performance standards – reflects how WFP offices manage their available human, physical and financial resources to facilitate implementation of CSP activities. The KPI covers ten standard functional areas that work with each other, providing internal and external services that facilitate direct implementation. One or two critical indicators – those considered the most representative for each functional area – have been selected as standard, covering the majority of the processes carried out by the respective units.
247. The various components of the KPI are plotted in figure 16, where the performance against each functional area is represented by the ten axes in the decagon, on a scale of 0–100 percent.⁹³ Values are calculated for each country office for each of the ten functional areas and aggregated to arrive at the overall value illustrated in the visual.

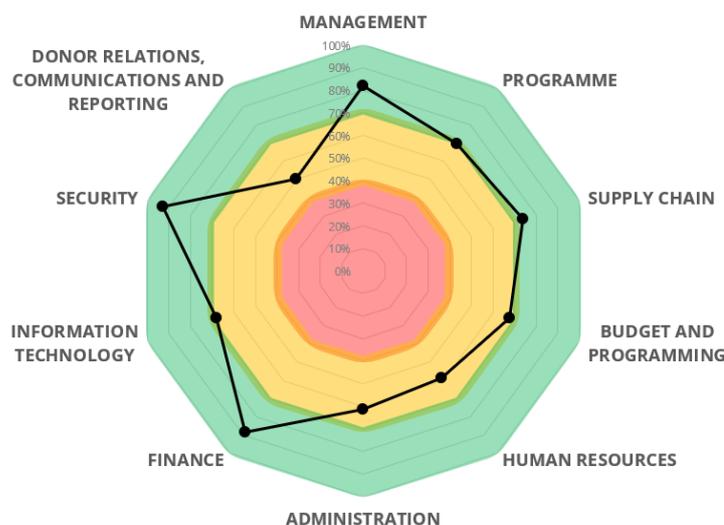
⁸⁹ The revised CRF includes three high-level KPIs: KPI 1, overall progress in CSP implementation; KPI 2, effective emergency preparedness and response; and KPI 3, overall achievement of management performance standards. KPIs 1 and 2 are discussed in parts II and III of this report, respectively, while this part IV focuses on KPI 3 and the performance of regional bureaux and headquarters support activities.

⁹⁰ **Green:** WFP has either “achieved” its target or is “on-track” to achieve the target. **Amber:** WFP has made some progress, but the targets have not been met or progress towards the targets is deemed slow. **Red:** WFP has made very slow progress or no progress at all or has regressed. **Grey:** Insufficient data are available to enable monitoring of organization-wide progress.

⁹¹ Most of the work in functional areas is carried out by the country offices and funded by the country portfolio budgets, which account for 93.5 percent of WFP's budget.

⁹² These services and products are mostly funded by the programme support and administrative (PSA) budget, less than 6.5 percent of WFP's total budget.

⁹³ Each functional area and component indicator has a different target and tolerance threshold for the green-amber-red assessment, which has been normalized to facilitate reading of the visualization. This means it has been compared to its own scale and translated into a percentage that is comparable to other percentages.

Figure 16: KPI 3 – Overall achievement of management performance standards

248. Perfect performance of the composite indicator is represented by the external border of the decagon. The actual value of the indicator for each functional area is shown by the point on which it is located along each axis, and all the functional areas are linked by the solid line. The gap between this line and the external border represents areas for improvement because an indicator that falls within the red or amber zones indicates failure to meet standards in the functional area concerned, creating potential risk for the office.
249. The organizational picture in figure 16 shows that the strongest performers are finance, security, management and supply chain. Policies and oversight in these functional areas are highly structured, which enables regional bureaux and headquarters to provide effective support. At the corporate level, the targets for most of the component indicators considered for these functional areas were achieved. Programme and information technology are in the higher limits of medium achievement; at the corporate level, targets were not achieved for any of the component indicators, but the results were relatively close to the targets and many country offices met the targets for most of the component indicators.
250. Functional areas at the centre of the corporate transition to the Integrated Road Map, such as budget and programming and human resources, show poorer performance. It must be noted that their core processes are new to the staff performing them and in some cases are still being revised. For example, increased workloads due to the transition continue to affect regular human resource processes such as the completion of mandatory training and performance appraisals. In addition, budget and programming performance is measured against the implementation plan, which is a relatively new tool with which the country offices are still gaining experience. Similarly, the CSP design and implementation processes are affecting the pace at which evaluation recommendations are addressed and changing relations with implementing partners, which are the dimensions measured under the programme functional area.

251. Performance assessment in the resource mobilization, communications and reporting functional area includes an indicator on contributions received directly by country offices against their plans – its relatively low value is attributable to the transition of the majority of country offices to the IRM during 2018.⁹⁴ This indicator is complemented by an indicator on communications, which showed higher performance values for most country offices.
252. Administration is a large functional area that includes a vast number of processes, including: fixed and mobile asset management; travel; work, accommodation and living standards; engineering and facility management; and environment practices in WFP offices. The aggregate result for the functional area is medium-high, masking the various levels of implementation in the diverse areas of work that will steer implementation of corporate policies during 2019.
253. Finally, the management functional area represents the various cross-cutting responsibilities that are the domain of country office management, reflecting WFP corporate commitments such as the implementation of audit recommendations and the achievement of gender balance.
254. The values reflected in figure 16 represent the baseline for this KPI,⁹⁵ which was introduced with the Board's approval of the revised CRF in November 2018. The KPI values indicate medium-high to high performance in all the functional areas that support the effectiveness and efficiency of WFP operations. However, in most of the functional areas, the various component indicators point to areas where adherence to standards needs to be strengthened. For more details on the various component indicators, see annex IV-B.

Performance by pillar

255. The support that regional bureaux and headquarters provide to country offices is conceptualized by the pillars and detailed services and products described in figure 15. The five pillars are described in the following paragraphs, along with examples that demonstrate the work carried out and the related indicators that demonstrate how corporate support contributes to the effectiveness and efficiency of operations.
256. **Pillar A – Strategy and direction.** This pillar comprises three types of services and products provided to country offices: strategic information gathering; preparation of corporate documents that allow strategic decision making; and implementation of strategic initiatives such as the Integrated Road Map. In 2018, the overall execution of the USD 48 million budget allocated to these activities was 99.98 percent.

⁹⁴ The value of this component is only calculated for the T-ICSPs, excluding projects implemented during the year, and does not consider carry-overs from 2017 or from projects to CSPs.

⁹⁵ Some of the components in use for the various functional areas prior to the approval of the revised Corporate Results Framework have earlier baselines; however, most of the components, as well as the aggregated view, only had a full baseline as of the end of 2018.

Table 9: Strategy and direction			
	Indicator		
	Percentage of achievement of IRM milestones	Percentage of implementation of policies approved by the Executive Board	Employee engagement rate
Baseline (year)	100 (2017)	69 (2017)	3.75 ⁹⁶ (2018)
Target	100	68 ⁹⁷	> 3.75
Actual	100	68	3.75 (2018)

257. The WFP Management Plan (2018–2020) included three indicators for the work carried out under this pillar. The first indicator, which measures progress in implementing the Integrated Road Map, showed that all planned 2018 milestones had been achieved, indicating that IRM implementation had remained a corporate priority in 2018. By January 2019, all 82 WFP country offices were operating under the IRM framework, either through a Board-approved interim or regular CSP or an Executive Director-approved transitional interim CSP. In addition, WFP management continued to ensure a high level of engagement with Member States through 12 informal consultations and three Executive Board sessions for the discussion and approval of CSPs, interim CSPs and key changes to the WFP General Rules and Financial Regulations.
258. The second indicator captures how strategic decisions are acted upon through implementation of policies approved by the Executive Board. In 2018, 68 percent⁹⁸ of approved policies were implemented,⁹⁹ thus achieving the target for 2018. Of the ten policies analysed for this indicator, individual targets were achieved with regard to seven, illustrating the creation of institutional frameworks, adequate roll-out of their contents and collection of evidence of implementation. Among the examined policies implementation was weakest for those on the allocation of human and financial resources.
259. The third indicator under this pillar, the employee engagement rate, reflects how committed employees are to the organization, their roles, their managers and their colleagues. High engagement is expected to lead to high performance and better results. This indicator, data on which was collected through the global staff survey, uses a methodology developed by Gallup, WFP's new external survey provider. The engagement scores are values in a range from 1.0 to 5.0, as opposed to the percentages used in the previous global staff survey. For 2018, which was the first year this new methodology was used, WFP's engagement score was 3.75. This will be the baseline for the next global staff survey, expected to be conducted in 2020.

⁹⁶ For reference, the score of 3.75 puts WFP in the twenty-sixth percentile of Gallup's database.

⁹⁷ Each policy has an individual target depending on how many years have passed since approval. Because the number of policies included in the indicator each year varies, so does the corporate target, which represents the average of all individual policy targets every year.

⁹⁸ The calculation of the indicator includes the following policies: Gender Policy (2015–2020) (WFP/EB.A/2015/5-A), Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C), South–South and triangular cooperation Policy (WFP/EB.A/2015/5-D), Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1), Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1), 2018 Enterprise Risk Management Policy (WFP/EB.2/2018/5-C), Nutrition Policy (WFP/EB.1/2017/4-C), Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1*), Environmental Policy (WFP/EB.1/2017/4-B/Rev.1*) and Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1*).

⁹⁹ Full implementation of a policy requires functioning institutional frameworks, the allocation of human and financial resources, developing or updating guidance, a foreseeable roll-out and a mechanism in place for monitoring and evaluating the impact of the policy.

260. **Pillar B – Direct services to operations.** This pillar examines the services provided on behalf of the country offices through delegated authority or taking advantage of economies of scale or technical expertise. It also includes most of the software development and maintenance within the organization. In 2018, the USD 160 million budget allocated to these activities represented the bulk of the expenditures of the regional bureaux and headquarters, and overall execution was 99.90 percent.

Table 10: Direct services to operations			
	Indicator		
	% of tonnage delivered in the right quantity, right quality and on time to targeted populations ¹⁰⁰	% of CBTs delivered on time to targeted populations ¹⁰¹	Percentage of staff deployed to emergencies that were identified through rosters
Baseline	79 (2017)	n/a	21.8
Target	80	80	25
Actual	80	91	24.6

261. The direct support provided by the regional bureaux and headquarters is reflected in the performance of the country offices in each functional area and is therefore reflected in the previous subsection, with KPI 3, overall achievement of management performance standards.¹⁰² The most salient initiatives for direct support to operations during 2018 included direct support to emergencies provided by specialized engineering services; cost reductions in areas such as procurement, vehicle or asset management thanks to the creation of centralized expert services; and the signing of global agreements for cost reductions across WFP. Additional initiatives can be found in annex IV-B.

262. **Pillar C – Policy, guidance and quality assurance.** This pillar includes the development of materials that allow for the implementation of policies, including guidance and training of staff, the advisory services provided by regional bureaux and headquarters divisions and the internal oversight of and compliance with the different policies, rules and regulations. In 2018, the overall execution of the USD 41 million budget allocated to these activities was 99.90 percent.

263. There are three indicators associated with the activities of this pillar. The first, the percentage of CSPs and ICSPs that meet quality standards at first submission, is measured by calculating how many CSPs and ICSPs suffer significant changes to the line of sight, country portfolio budget or logical framework prior to endorsement by the Executive Director. In 2018, 83 percent of the CSPs or ICSPs were considered to have met quality standards at first submission.

¹⁰⁰ Methodology revised from 2017.

¹⁰¹ Methodology revised from 2017.

¹⁰² Some indicators that were associated with the implementation of this pillar in the annual performance report for 2017 have therefore been included in the functional areas as appropriate. For more information see annex IV-A.

Table 11: Policy, guidance and quality assurance		
	Indicator	
	% of CSPs that meet quality standards at first submission	% of country offices using the emergency preparedness and response package
Baseline (year)	68 (2017)	36 (2017)
Target	80	100
Actual	83	89

264. The second indicator is the percentage of country offices in compliance with the emergency preparedness and response package, which was referred to previously (see section on KPI 2, effective emergency preparedness and response). In addition, more details about examples of services and products provided under this pillar can be found in annex IV-B.
265. **Pillar D – Advocacy, partnerships, fundraising and United Nations coordination.** This pillar includes WFP’s work with governments, NGOs, the private sector, the other Rome-based agencies, other United Nations agencies and other organizations with the aims of positioning, partnering, mobilizing financial and other resources, advocating and improving the quality of interventions by WFP and others in order to support the SDGs. In 2018, the overall execution of the USD 62 million budget allocated to these activities was 99.89 percent, including activities at all levels of WFP.
266. The four indicators that capture the effectiveness of the services and products provided under this pillar are shown in table 12. Two of the indicators – the percentage of achievement of outputs in partnership agreements and the percentage of favourable messages in mainstream media – are included in the programme and resource mobilization, communications and reporting functional areas in the preceding section.

Table 12: Advocacy, partnerships, fundraising and United Nations coordination				
	Indicator			
	Percentage of cluster user surveys that meet the satisfaction target	Percentage of achievement of outputs in partnership agreements	Percentage of gross funding needs met	Percentage of favourable messages in mainstream media
Baseline	67 (2017)	75 (2017)	68 (2017)	96 (2017)
Target	100	90	100	99
Actual	100	71	73	92

267. The cluster user survey indicator refers to the satisfaction of users in the three clusters led or co-led by WFP: the logistics cluster, the emergency telecommunications cluster and the food security cluster, co-led with FAO. In 2018, user satisfaction was above the target for all surveys.¹⁰³ In the 12 logistics cluster surveys carried out in 2018, the average satisfaction rate of the 333 respondents was 88 percent, which was above the 85 percent target set for the logistics functional area but below the 94 percent satisfaction rate tallied in 2017, demonstrating the need for the cluster to constantly reassess its presence and how to best serve its partners in protracted crises.
268. The emergency telecommunications cluster conducted satisfaction surveys for all its active operations¹⁰⁴ except for in Libya, where the cluster was activated only in the final quarter of 2018. The results showed that 91 percent of users were satisfied with services supported and received. This was 3 percent more than in 2017, exceeded the 80 percent target that applies for surveys carried out in the emergency telecommunications functional area and included substantial improvements in operations such as those in Iraq, which had only reported 80 percent in 2017, and sustained satisfaction in operations such as in Nigeria and Yemen.
269. The 2017 annual global food security cluster survey, finalized in November 2018, found that 71 percent of cluster partners felt that the cluster met their organization's expectations in supporting food security programmes, just over the target of 70 percent. Seventy-two percent of the respondents reported that their colleagues at the country level were regularly involved in food security cluster and sector activities, through meetings, information sharing, assessment missions, monthly reporting and training.
270. In terms of communications, the number of favourable references to WFP in news coverage and social media, although slightly lower than in 2017, remained high overall. This was because of increased coverage of the Yemen crisis, which accounted for half of all coverage, and of other ongoing crises such as those in Bangladesh, the Democratic Republic of the Congo, South Sudan and the Syrian Arab Republic, which depicted WFP as decisive and highly effective. In contrast, there was also a slight increase in negative coverage about the looting and re-sale of food.
271. WFP also carried out a number of initiatives in addition to the activities directly linked to the indicators. These included services organized and provided directly in the field such as bilateral service provision in Yemen, logistics services provided by WFP under its agreement with the Global Fund to Fight AIDS, Tuberculosis and Malaria and high-level coordination with other United Nations agencies in the various United Nations development system reform workstreams. Details on these initiatives can be found in annex IV-B.
272. **Pillar E – Governance and independent oversight.** This pillar includes all activities related to the functioning of the Executive Board, independent oversight functions such as evaluation and audit and individual transparency initiatives. In 2018, the overall execution of the USD 25 million budget allocated to these activities was 99.95 percent.

¹⁰³ The global food security cluster's 2018 survey is still under development, thus findings quoted refer to the analysis of the 2017 survey, finalized in November 2018.

¹⁰⁴ The active operations included Bangladesh, Central African Republic, Democratic Republic of the Congo, Iraq, Nigeria, Syrian Arab Republic or Syria +5 and Yemen.

Table 13: Governance and independent oversight			
	Indicator		
	Percentage of actions requested at Executive Board sessions that are implemented by the agreed deadline	Number of outstanding high-risk audit recommendations	WFP's ranking in the IATI transparency index
Baseline	93	30	1
Target	100	<30	1
Actual	98%	44	1

IATI – International Aid Transparency Initiative

273. The first indicator for activities carried out under this pillar is the percentage of actions requested at Executive Board sessions that are implemented by the agreed deadlines. In 2018, 79 actions were implemented by their agreed deadlines, which accounted for 98 percent of all actions, demonstrating WFP's responsiveness to the oversight function of its main governance body. Eighty-nine percent of the documents submitted to the Executive Board Secretariat are processed and posted on the Executive Board website according to the deadlines, which is lower than the target of 95 percent and the level of 96 percent achieved in 2017. This is mainly due to late submission of documents by originating divisions and offices, but also to the increase in the number and volume of documents submitted.
274. The second indicator that describes the performance of the services and products delivered under this pillar identifies the number of outstanding high-risk audit recommendations. Those increased from 30 at the end of 2017 to 44 at the end of 2018 because of the overall increase in the number of audits following the allocation of additional resources to the Office of Internal Audit.
275. The third indicator for this pillar refers to transparency initiatives within WFP, in particular the regular publication of financial data in the International Aid Transparency Initiative (IATI) portal. Not only was WFP the pioneer of IATI within the United Nations, it maintained its leadership role during 2018 and ranked number one as the most transparent of the more than 800 organizations publishing financial data on the IATA portal. Furthermore, in December 2018, WFP achieved a score of 99 percent, the highest score in the IATI summary statistics.
276. Under this pillar, WFP updated its oversight framework,¹⁰⁵ which the Executive Board approved at its 2018 annual session. In accordance with a newly established management-side anti-fraud anti-corruption function, WFP prepared and began to implement an anti-fraud and anti-corruption strategy and action plan to strengthen awareness and capabilities, clarify policies, roles and responsibilities and improve processes, tools and standards for management fraud and corruption risks. The Executive Board at its 2018 second regular session approved the 2018 enterprise risk management policy,¹⁰⁶ which included an update to WFP's risk appetite statements and a standard risk categorization. In addition, WFP headquarters divisions provided other services and products under this pillar, including strengthening of the evaluation function and specific initiatives such as the launch of the CSP data portal. Details of these activities are included in annex IV-B.

¹⁰⁵ WFP/EB.A/2018/5-C.

¹⁰⁶ WFP/EB.2/2018/5-C.

277. In 2018, WFP received 32 new internal audit recommendations with regard to activities posing high risk in the areas of asset management, headquarters security, monitoring, supply chain information systems, the IRM and landside transport and in the Burundi, Colombia, Madagascar, Nigeria, Philippines, South Sudan and Yemen country offices.
278. A further seven recommendations with regard to high-risk activities were made following an inspection of the Uganda country office; five of them were implemented in 2018. In the same period, WFP “closed” 18 recommendations¹⁰⁷ regarding high-risk activities related to enterprise risk management, headquarters security, NGO partner management, management of key performance indicators, budget management, human resource management, information technology system controls and country-level issues in the Iraq, Jordan, South Sudan and Yemen country offices.
279. Selected actions taken to address high-risk issues include adding guidance on flexible use of funds to country portfolio budget management guidance; updating the 2018 enterprise risk management policy and conducting a global training exercise on risk management; developing a human resource analytics dashboard for directors and senior human resources staff worldwide; issuing revised procedures for WFP Information Network and Global System (WINGS) risk analysis and user conflict management; and implementing enhanced procedures for CBT reconciliation and retail data triangulation in the Jordan country office.
280. As noted in the 2018 annual report of the Inspector General, four aging recommendations on high-risk activities remain open from reports issued in 2016 on country capacity strengthening and workforce planning. The aging issues were highlighted to the executive management group and the Audit Committee during regular updates on accountability matters.

Statement on internal control 2018

281. Based on a review of the effectiveness of internal controls at WFP in 2018, it was concluded that WFP operated satisfactory systems of internal control for the year ended 31 December 2018, in line with the 2013 Internal Control – Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
282. The 2018 statement on internal control appended to WFP's 2018 financial statements drew attention to the six significant risk and control issues summarized in subparagraphs a)-f) below, providing details on progress on those issues in 2018:
- a) *NGO management.* NGO management is a risk and internal control issue raised for the first time in the 2018 statement of internal control. Feedback from the Office of the Inspector General and management suggests that insufficient resources have been devoted to addressing risks associated with NGOs.
 - b) *Beneficiary management.* Controls in areas such as data sharing, beneficiary targeting, registration, monitoring, verification and complaint and feedback mechanisms require strengthening. Biometric technology is being deployed over time.
 - c) *Information technology governance and controls and cybersecurity.* Notwithstanding significant progress and investments in this area, the Office of the Inspector General identified shortcomings in systems and technology, notably in travel management, asset management, monitoring, staff entitlements and vendor management, where a lack of systems integration is pervasive and prevents adequate control and efficiencies.

¹⁰⁷ A recommendation is “closed” when implementation of the required actions has been completed or when the recommendation is no longer relevant because of changed circumstances.

- d) *Scale-up of support to cope with the emergency portfolio.* The high number of L2 and L3 emergencies has had a direct impact on internal control and staffing capacity. This has led, in some cases, to dependency on temporary staff and suboptimal governance, risk management and internal control practices.
- e) *Improving operational monitoring and review systems.* Weaknesses continued to be noted in the 2018 audits of monitoring and the country office tool for managing effectively (COMET). This included room for improvement in staff capacity and skills, compounded by a de-prioritization of resources in monitoring.
- f) *Talent management and workforce planning.* WFP continued to face challenges with timely placement of sufficient staff with the right skills in key positions, while country offices continued to experience issues in recruiting qualified staff, particularly in hardship duty stations. Audits of country offices consistently highlighted high- and medium-risk issues with staff capacity, leading to deprioritization of control activities and potentially affecting the achievement of objectives under the country strategic plans.

Senior management priorities for 2018–2019

283. In addition to its performance in functional areas, which represents the performance at the country office level, and the work carried out under pillars, which represents the work carried out by regional bureaux and headquarters divisions, WFP senior management has singled out a series of priorities on which WFP needs to make progress. These priorities are reflected in the category II indicators, which are confirmed by the executive management group on an annual basis.¹⁰⁸
284. The category II indicators are shown in table 14. They are divided in two groups: those indicators related to the United Nations system and those related to other thematic priorities. The indicators related to the United Nations system include the achievement of WFP's quadrennial comprehensive policy review (QCPR) commitments, which showed full achievement in 2018, up from 80 percent in 2017.
285. Another United Nations-related indicator is the achievement of the UN SWAP 2.0 indicator targets. As discussed in part III above, WFP exceeded the target for 9 of the 17 indicators in 2018, met the target for 4 and approached the target for 3. One indicator was not reported on because it did not apply. The areas in which WFP best performed in 2018 included reporting, evaluation, audit, policy, leadership, gender-responsive performance management, organizational culture, capacity assessment and knowledge and communication, while those where it needed improvement were financial resource allocation and tracking and equal representation of women.
286. The indicator related to cluster user satisfaction, discussed above in the section on pillar D on advocacy, partnerships, fundraising and United Nations coordination, is also included. The RBA collaboration indicator was still being developed as of 31 December 2018.

¹⁰⁸ These indicators were endorsed by WFP senior management in the last quarter of 2018 and included in the Management Plan 2019–2021; however, some of them were in use in 2018 and so are reported in this annual performance report, with a 2017 baseline when possible.

Table 14: WFP senior management priorities			
United Nations system and coordination performance indicators			
Indicator	Baseline (year)	Target	Actual
Percentage of achievement of QCPR commitments	80% (2017)	100%	77
Percentage of UN SWAP 2.0 indicator targets achieved	87% (2017)	100%	81
Percentage of cluster user surveys that meet the satisfaction target	100% (2017)	100%	100%
RBA collaboration	-	-	-
Executive thematic priorities			
Indicator	Baseline (year)	Target	Actual
Percentage of employees completing their PSEA and HSHAP trainings	73% (2017)	100%	79
Percentage of country offices with a complaint and feedback mechanism in place	86% (2017)	95%	-
Percentage of WFP cash beneficiaries supported digitally	-	80%	37
Additional indicators related to PSEA and PSHA			
Indicator	Baseline (year)	Target	Actual
Percentage of country offices with a trained PSEA focal point	100% (2018)	100%	100
Percentage of PSEA investigations on substantiated cases completed, ongoing or to be started by 31 December	100%	100%	100 ongoing
Percentage of PSHA investigations on substantiated cases completed, ongoing or to be started by 31 December	100%	100%	36% completed 17% ongoing 47% to be started

Abbreviations: PSEA: protection from sexual exploitation and abuse; PSHA: protection against sexual harassment and abuse

287. The first of the indicators related to WFP senior management priorities pertains to compliance with two mandatory training activities: a module on prevention from sexual exploitation and abuse (PSEA), and the United Nations course on prevention of harassment, sexual harassment and abuse of authority in the workplace. As of December 2018, 79 percent of WFP employees had completed the two modules, short of the target. This indicates that efforts are still needed in this area. Only ten offices¹⁰⁹ across WFP reached the 100 percent completion target in 2018.
288. Over 2018, WFP took a multi-disciplinary approach to preventing and addressing sexual exploitation and abuse. In addition to taking on a more active role in collaborating with other United Nations entities, including through inter-agency initiatives, WFP identified the Ethics Office as WFP's organizational focal point for PSEA. The Ethics Office approached this role through three main workstreams: internal and external analysis for the purpose of the development of a proposed PSEA strategy and implementation plan; creation of a PSEA advisory group within WFP to inform actions; and administration and capacity building for PSEA focal points. Working collaboratively underpins WFP's work on PSEA; inclusion of a half-day session on PSEA in the annual partnerships consultation 2018 in December is an example. During the event, panel discussions featuring speakers from key NGOs,

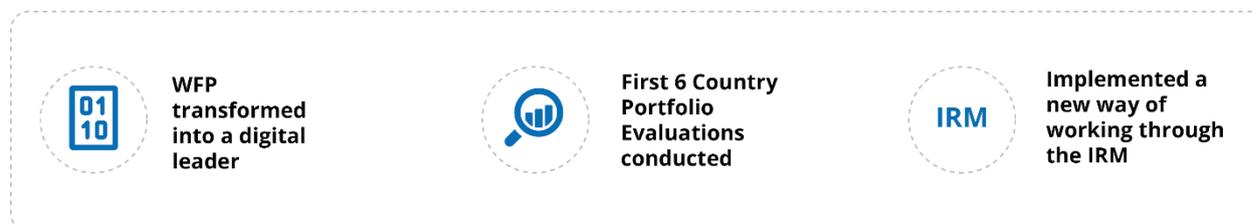
¹⁰⁹ The 2018 data show that six field offices and four headquarters divisions achieved 100 percent.

NGO consortiums and IASC focused on collaboratively raising awareness in communities, creating opportunities to report sexual exploitation and abuse (SEA) and ensuring accountability to people affected by SEA. As of 31 December 2018, all country offices had a trained PSEA focal point.

289. In May 2018, WFP established a dedicated joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination – the first such joint body in the United Nations system. The working group consists of ten representatives of the Executive Board and representatives of WFP management and independent offices such as the Ethics Office, the Office of the Inspector General and the Legal Office. It serves as a forum for the exchange of information and discussion of methods, lessons learned and best practices for addressing protection of employees from harassment, sexual harassment, abuse of authority and discrimination; protection of beneficiaries from sexual exploitation and abuse; and protection of whistleblowers from retaliation. The working group was tasked with identifying strategies and measures for ensuring the most effective protection of WFP employees and beneficiaries, with a particular focus on awareness-raising, prevention measures and reporting mechanisms. Two subgroups were created under the working group, one on safeguarding against sexual harassment and sexual exploitation and abuse and the other on preventing harassment, abuse of authority and discrimination.
290. WFP continued to focus on ethics and standards of conduct through various initiatives throughout the year. In addition to rolling out the last of the three-part mandatory ethics e-learning courses, the Ethics Office conducted an annual awareness campaign featuring principles from the WFP Code of Conduct and expectations for the conduct of WFP employees, no matter their contract type or level. Ethics and standards of conduct were also a key focus area for WFP in 2018, and the Human Resources Division led the drafting of a new circular, “Protection from harassment, sexual harassment, abuse of authority, and discrimination”, which was issued in March. The changes set out in the new circular make it easier to report harassment and abuse of authority and protect those who are affected. In addition to issuing the circular, WFP conducted extensive outreach and training sessions on the topic and chaired inter-agency discussions that resulted in the creation of a database of confirmed sexual offenders to avoid their rehire by United Nations entities.

Part V: Lessons learned and going forward

The report concludes by taking stock of lessons learned over the course of 2018 and looking ahead at priorities for 2019 and beyond. The lessons learned section examines key findings from evaluations completed in 2018 and looks deeper at the continued transition to the IRM, including workforce issues. The “going forward” section shines a spotlight on the future of digitization for WFP – one of the five focus areas for the organization introduced in the 2017 Annual Performance Report.



Lessons learned

Evaluation findings

291. The evaluations completed in 2018 are a rich source of evidence. They included strategic evaluations on the CSP pilots and WFP’s support for enhanced resilience. Policy evaluations covered the policies on humanitarian principles and access and humanitarian protection. Country portfolio evaluations (CPEs) in Cambodia, Cameroon, Central African Republic, Ethiopia, Mali and Somalia and a corporate emergency evaluation of WFP’s Syria +5 response were also completed. Together they provide evidence of WFP’s performance and strategic direction in relation to the WFP Strategic Plan (2017–2021) and implementation of the IRM, and they shed light on a number of issues including funding, monitoring, efficiency, partnership, gender equality, adherence to humanitarian principles and protection.
292. The Office of Evaluation made strong efforts to time the requisite CPEs to ensure their applicability and the use of evaluative evidence in the preparation of CSPs in 2018. The six CPEs all provided a rich foundation of evidence for strengthening evidence-based planning by the country offices to inform CSPs and interim CSPs presented to the Executive Board in 2018 and 2019.
293. The evaluation of the corporate emergency response to the Syrian crisis provides important evidence of WFP performance, given the scale and complexity of WFP’s response in the Syrian Arab Republic, Egypt, Iraq, Jordan, Lebanon and Turkey from January 2015 to March 2018. WFP’s response was extremely large-scale, with annual average expenditures over USD 1 billion, representing 18 percent of requirements under the 2015–2017 WFP programme of work. WFP operations targeted 7 million beneficiaries per year on average between 2015 and 2017, with over 9 million people targeted in 2018. WFP faced humanitarian needs of an unprecedented scale in politically sensitive environments, and the evaluation found that WFP had executed a high-powered, hard-fought, professionally adept and technically-sophisticated response, serving millions in need by innovating, adapting and piloting and, where necessary, leading on behalf of the humanitarian community. WFP operations, particularly with regard to CBTs, achieved a scale and technological complexity new to the humanitarian community, while being time- and cost-efficient. In meeting needs at this scale, WFP had to focus its resources and institutional energy largely on the supply side of the response to ensure delivery. The evaluation found that this created some “blind spots”, including a reduced “line of sight” to beneficiaries. Such blind spots related to matters such as gender, protection and AAP, which lacked adequate staffing as well as management and programmatic attention, particularly in terms of communicating with beneficiaries. The evaluation suggested a need to refocus on

beneficiaries' wider needs, concerns and expectations and place them more centrally within its response.

294. The strategic evaluation of the CSP pilots was timed to feed into the implementation of the IRM. This evaluation concluded that adopting the CSP as the framework for planning, managing and delivering WFP's contributions to the achievement of zero hunger was a significant step forward for the organization. At this early stage of implementing the CSP framework, the contribution of CSPs to planned organizational outcomes has, on balance, been positive but has varied significantly among the ten organizational outcomes reviewed and among the countries in which they are being implemented. By building on a comprehensive review of national needs, the CSP has often been a catalyst helping WFP to move from the role of "deliverer" to that of "enabler" and to develop better conceptual links between humanitarian and development work. However, the CSP has not yet resulted in the expected gains from the increased transparency and accountability that the framework offers or, specifically, a move to more flexible and predictable funding. It is impossible to say whether a more gradual process of reform would have made a stronger contribution to the intended organizational outcomes over a longer period of time. However, the rapidity with which the elements of the IRM have been implemented has heightened the challenges of coordination, staff capacity strengthening and learning and applying lessons. A key positive feature of the CSP process has been the ability to better align WFP activities with national priorities, but operational and administrative standardization around core systems and procedures are also essential and have not yet been fully achieved. The task of introducing and stabilizing CSPs and their supporting systems is far from complete, and multiple adjustments lie ahead. Further years of intensive, focused commitment by the organization at all levels are thus needed to achieve the aims of the IRM and the CSP policy.
295. The concept of resilience has long been implicit in WFP's work outside of the humanitarian context, and the organization has undertaken a range of policy, programming and assessment efforts over the last decade to improve people's ability to deal with shocks and reduce the need for repeated humanitarian interventions. Affirming WFP's core business of saving lives, the WFP Strategic Plan (2017–2021) further positions the organization in the global resilience agenda by anchoring its operations across the humanitarian–development–peace nexus. A strategic evaluation examined how and to what extent WFP's concepts, strategies, guidance, systems, programmes, people, partners and information work together to strengthen WFP's support for enhanced resilience. It found that efforts were being made within WFP to contribute to resilience strengthening. This has not however coalesced into a concerted drive by WFP leadership to develop a shared understanding of resilience and how WFP can consistently enhance it to improve food security. The evaluation concluded that, while WFP had a high-level strategic commitment to enhancing resilience and the foundations for doing so were in place, there was a need for operational improvements including better guidance, measurement and systems if WFP was to make a significant contribution in this area.
296. Funding challenges were noted across the CPEs conducted in 2018, as well as in the Syria +5 response, as described in part II. Whereas beneficiary targets were often met, ration sizes and the frequency of distributions were reduced. The evaluation of CSP pilots also found that the CSP framework had not yet led to a decrease of earmarking or long-term financing as hoped for and that these changes would take time.
297. Monitoring data was considered reliable and accessible for the operations in Cambodia, but the monitoring and evaluation function was challenged by limited funding and staff turnover during the evaluation period. Similarly, in Ethiopia weaknesses in monitoring and reporting hampered strategic reflection and affected donor confidence. The evidence base in the Central African Republic was seen to be quite weak, and the context-specific gender analysis based on disaggregated needs by sex and age and social-cultural diversity

- was limited. The Syria +5 model provided a regional vehicle for advocacy and coordination but missed an opportunity to act as a driver for knowledge transfer between the countries involved. The series of impact evaluations on MAM concluded that data were problematic in terms of both their availability and their form, status and accessibility as a public good.
298. The Ethiopia CPE highlighted two significant contributions to efficiency. First, stakeholders credited the introduction of biometrics to the refugee programme with reducing the overall refugee count and improving the efficiency of food distribution. In addition, WFP achieved improvements in supply chain efficiency. The WFP Global Commodity Management Facility was central but taking full advantage of its possibilities also depended on use of a new macro-advance facility and of physical storage facilities to reduce lead times and increase local and regional purchasing. The evaluation of the WFP regional response to the Syrian crisis found the response highly time- and cost-efficient for both in-kind and cash assistance. A professionalized supply chain inside the Syrian Arab Republic decreased lead time from four months to 40 days, and technological innovations helped keep deliveries reliable.
299. WFP was found to have strong partnerships in many areas in evaluations carried out in 2018. WFP played a critical leading role in the Syria +5 response as a result of its alignment with wider strategic and national response frameworks and United Nations resolutions. WFP acted as a conscientious partner within the collective humanitarian response, despite (now mending) tensions with partners regarding cash-based transfers. Over time, WFP earned relations of mutual respect with governments. The range of partners expanded and diversified, but operating on a large scale, compounded by use of the cash modality (through banks, retailers and shops), limited the frequency and quality of face-to-face contact with beneficiaries. The evaluation of WFP's policies on humanitarian principles and access found that WFP relied heavily on partners for access to operational areas and that adherence to humanitarian principles was constrained by weaknesses in partner selection, management and monitoring. The evaluation found low awareness and capacity of partners and constrained implementation of WFP's policy on humanitarian protection.
300. CPEs in Cameroon and Mali noted a positive prioritization of female beneficiaries in WFP's operations. However, evidence of positive effects of gender equality was limited in those countries, as well as in Somalia where gender analysis and evidence of effects on gender equality were limited. In the Central African Republic, a lack of analysis of gender dynamics was seen to be particularly problematic given the high rates of gender-based violence in that country. Despite systematic efforts to strengthen WFP's gender approach, gender staff ratios in Ethiopia still need to be improved and the country office gender action plan has yet to be fully implemented. WFP's response to the Syrian crisis paid insufficient attention to gender and protection concerns. The strategic evaluation of the CSP pilots noted that CSPs have not always adequately captured gender and other cross-cutting issues.
301. A number of evaluations provide evidence on aspects of WFP performance in the areas of protection and international humanitarian principles. The evaluation of the policy on humanitarian protection found that it had helped increase sensitivity to protection issues in WFP. It also had encouraged the development of related strategies on matters such as AAP and data protection. Ambiguities in the policy document and supporting guidance were initially useful in helping WFP define its role in protection but ultimately led to an operational focus that gave inadequate consideration to broader protection risks and hampered the translation of norms into practice. While WFP has found ways of enhancing protection through effective programming and good protection practices, staff members were well motivated but often uncertain about how to apply the humanitarian protection policy in practice. The evaluation of the WFP policies on international humanitarian principles and access reveals that WFP enjoys a positive reputation for humanity, qualified only by concerns about the quality of the assistance it delivers. It also has a relatively strong

performance on impartiality, but perceptions of WFP's neutrality are less positive, especially among external stakeholders, owing to its close relationship with host governments and reliance on the use of armed escorts, particularly in conflict situations. The Somalia CPE found that WFP adhered to international humanitarian principles and protection but had missed opportunities to undertake profound gender and protection analysis. The Syria +5 response was noted to have adhered to humanitarian principles, with challenges at the local level. However, the response paid insufficient attention to gender and protection. AAP mechanisms did not fully meet concerns, needs or expectations.

302. Evidence on the results of WFP's nutrition-specific programming in four African countries – Chad, Mali, the Niger, and the Sudan – was provided by the impact evaluation series on MAM. Evidence from the CPE in Cameroon noted that a shift towards prevention had led to improved recovery rates of children under 5 suffering from MAM. This evidence was shared in Mali and the Niger, where it was shown that households receiving additional forms of assistance were more likely to demonstrate positive nutrition outcomes. The evaluation series recommended that WFP invest in a strategic deepening of its relationship with and strengthening of capacity of partners and stakeholders; pay greater attention to communication with target groups, the effectiveness of case findings and community sensitization in order to improve the quality of targeting, achieve efficiencies and contribute to enhanced effectiveness; better tailor programme components to assist in reducing malnutrition in a sustainable manner, including through the appropriate bundling of different forms of food assistance to better support vulnerable populations; ensure that data compatibility is addressed; and improve the collection and use of monitoring and cost data.

IRM lessons learned

303. Lessons from the 2017 pilot countries – particularly from the implementation of the Sudan interim CSP in the context of a large-scale, complex emergency – and the roll-out of the IRM to nearly all country offices in 2018 have supported WFP's transition from a project-based structure to its results-oriented, holistic country strategic planning framework. Lessons learned have contributed extensively to the strategic positioning of WFP in each country – by defining the organization's role in supporting SDG localization through nationally-led zero hunger strategic reviews, enhancing the relevance and impact of WFP's work, continuously advancing the quality of the CSP framework, simplifying IRM processes and guidance, improving how the organization communicates results and ensuring organizational readiness. Building on the 2017 process, findings were shared regularly with the Board throughout 2018 during numerous informal consultations in addition to the Board's 2018 annual and regular sessions.
304. In 2018, management focused on simplification and alignment of the country portfolio budget structure and other IRM internal processes – many of which were carried over from the project-based structure – to ensure that the new way of doing business strengthened operational agility and flexibility and improved the effectiveness and efficiency of operations to better serve those in need. Particular attention was paid to ensuring that simplification or streamlining of processes did not reduce transparency, which is a cornerstone of the IRM framework. A lessons-learned exercise was also conducted for human resources for the IRM pilot countries, which is being used to inform organizational alignment reviews.

305. In addition, conclusions from WFP's third-line and external independent oversight mechanisms – internal audit, external audit and evaluation¹¹⁰ – were thoroughly reviewed and accepted. Valuable inputs, they are used to complement lessons learned and to further improve WFP's transformation. Management welcomed the conclusion from the Office of Evaluation that “adopting CSPs as the framework for planning, managing and delivering WFP's function was a significant step forward.”¹¹¹
306. Management will continue to gather and examine lessons learned from the use of interim delegations of authority in 2018 and 2019 to inform discussions and recommendations for the permanent delegations of authority that will be presented for approval at the 2020 first regular session of the Executive Board.

WFP Global Surge Capacity

307. Numerous evaluations, audits and lessons learned¹¹² have identified significant shortcomings in WFP's ability to swiftly and predictably deploy suitable qualified and experienced individuals for emergency responses. In addition, the growing number, complexity, scale and protracted nature of emergencies have diminished the pool of experienced staff and leaders available for rapid deployment through WFP's emergency protocols. The situation presents a critical operational and reputational risk for WFP now and in the future.
308. In the light of these concerns the Emergency Preparedness and Support Response Division is in the process of establishing a headquarters-based *surge support capacity mechanism*, consisting of a pool of qualified staff in all divisions, to enable rapid deployments, either pre-emptively or at the onset of emergencies. The mechanism will be aimed at preventing the deterioration of the humanitarian situation and bolster in-country capacities, on the premise that early action and pre-emptive responses have the potential to reduce the costs of a response significantly and reduce WFP's operational lead time and the need for greater surge capacity at a later stage. The Fit Pool roll-out that continued in 2018, also addressed the recruitment of suitable qualified staff.

Going forward

309. The 2017 annual performance report introduced five corporate priorities in the pursuit of zero hunger by 2030: leadership in emergency preparedness and response; funding and partnerships for zero hunger; digital transformation of WFP; excellence in programme design and implementation; and simplification, efficiency and impact. The 2018 annual performance report examines the future of digital transformation in more detail.
310. A strategic evaluation of WFP's capacity to respond to emergencies is planned for 2019. The evaluation will examine the influence of systems and procedures on the scale, coverage, speed and quality of WFP's response, the roles of the coordination and humanitarian clusters and transitions into and out of emergency response. The results of the evaluation will further shape and define WFP's emergency response programme of work and contribute to enhancing its leadership in emergencies.
311. WFP recognizes the need for a more integrated approach to both internal and external knowledge management activities, including by working to embed a culture of learning and sharing of best practices, particularly in the context of operations. This has been explicitly

¹¹⁰ The External Auditor has undertaken a performance audit of the country portfolio budget structure. The final report will be presented to the Board at the 2019 annual session.

¹¹¹ Summary evaluation report of the strategic evaluation of the pilot country strategic plans (2017–mid-2018) (WFP/EB.2/2018/7-A).

¹¹² 2016 annual evaluation report, 2017 report of the External Auditor on changes in human resources and successive audits, lessons learned and emergency evaluations

recognized in WFP's proposed new organizational structure, in which the corporate responsibility for knowledge management will rest with the Innovation and Knowledge Management Division. Future plans include piloting and establishing innovative channels for knowledge creation and sharing at the regional and national levels; institutionalizing the role of communities of practice in thematic areas such as nutrition, school feeding and cash-based transfers as well as business operations linked to United Nations development system reform; and sharing best practices related to new approaches and learning on recent innovations across all locations to increase capture of knowledge, improve staff learning, organizational agility, efficiency and effectiveness.

Digital transformation of WFP

312. WFP's transformation into a digital leader in the humanitarian sphere is one of the main priorities of the organization. As a leader in the humanitarian community WFP has both the opportunity and obligation to enhance its knowledge of and service to people in need by digitally transforming the way it works. WFP must strive to further develop, integrate and mainstream its digital capabilities, in particular the core elements of an end-to-end digital business process.
313. To that end WFP has begun a critical corporate initiative (CCI) for a digital platform on cash-based transfers, through which it will aim to develop end-to-end processes, systems and governance for cash-based transfers, laying the foundation for and enabling more cost-efficient and cost-effective operations and programmes irrespective of the transfer modalities used. To achieve this, the CCI aims in 2019–2020:
- to enhance end-to-end CBT processes, systems and governance in a manner that also lays the foundation for other modalities;
 - to complete the core CBT management systems and associated to all offices;
 - to support the expanded concept of digital assistance, enabling operations and programmes irrespective of transfer modalities; and
 - to support the establishment of a digital ecosystem, enabled by a flexible architecture that allows for modular solutions and internal and external inter-operability.
314. To complement this effort WFP must optimize its existing operating processes and business models through digitization. WFP needs to become a modern, data-driven and productive workplace, particularly at the country office level, where operational efficiency and better use of data are essential for stakeholders such as national governments, partners, beneficiaries and donors. With an internal focus, an additional CCI was approved for 2019. Entitled "Systems Integration & IT-Enabled Efficiencies", it will include the following:
- **Development of a data integration layer:** A platform that unites data from existing and new systems, allowing WFP to run its operations efficiently and effectively, will be developed. Staff will be able to leverage governed and integrated data to improve decision-making capabilities, optimize business processes and develop sustainable ways to measure the key performance indicators of WFP's Revised Corporate Results Framework (2017–2021). The platform will include a "data lake" containing raw data from key corporate systems; a governance process involving functional owners (data stewards/owners); a corporate data map (ontology) that aligns raw data with business entities; a tool with which users can find, analyse and collaborate on data; a programming interface to facilitate access to data (API) and enable system integration; and diagnostic, gap analysis to inform subsequent investments and workplans.
 - **Continued evolution of two data products:** The WFP dashboard and the Member States CSP data portal will be continued.
 - **Initiation of three automation projects:** select, design and roll out a Global Service Management tool, digitize an additional 15 high frequency paper-based forms, explore the potential for robotic process automation in finance.

315. The end of 2018 saw the launch of WFP's Digital Transformation Services hub, located in Nairobi, with a global mandate to serve country offices. The hub is in the process of developing and piloting three digital use cases, for service provision, school meals and smallholder farmers. These use cases are activities in line with country strategic plans and are the start of what will become an expansion of digital product lines that digitize WFP's core operations. As these products are configured and launched to meet country office needs, as identified through a strategy-technology alignment assessment, it will accelerate their ability to facilitate the achievement of country strategic plans and will create opportunities for WFP to better serve beneficiaries, partners and governments through new business models.

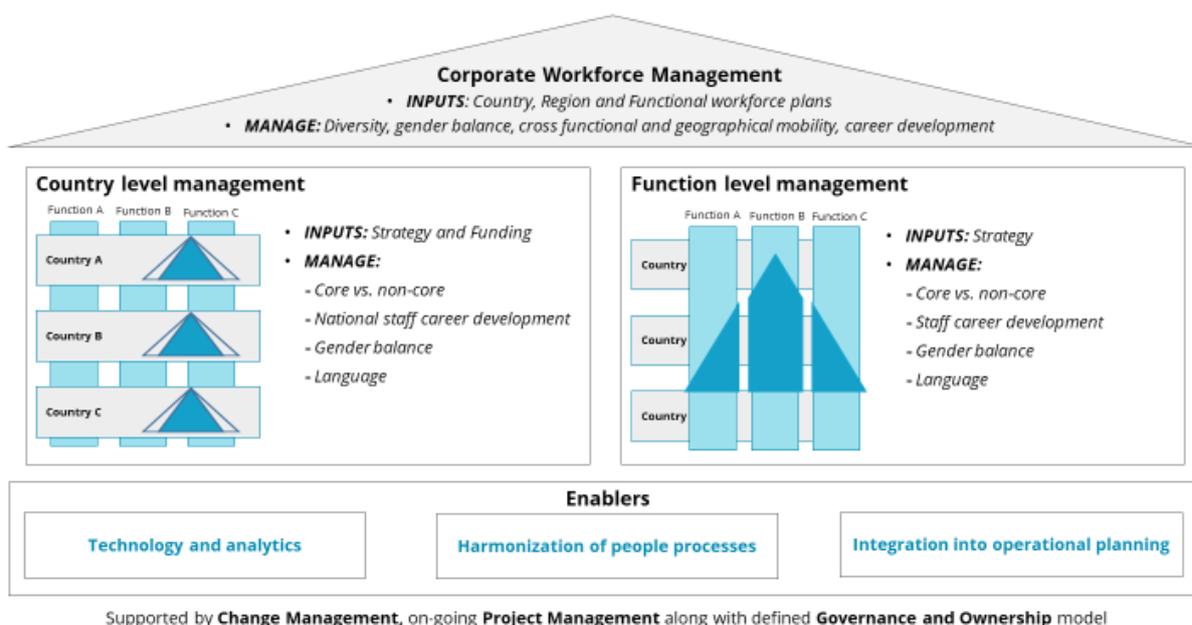
Fostering a culture of innovation

316. WFP's Innovation and Knowledge Management Division (including the Innovation Accelerator in Munich) identifies bold, compelling solutions that address the needs of the people WFP serves. Mobile applications, new nutrition and farming approaches, artificial intelligence, blockchain technology, other frontier technologies and innovative business models have the potential to strengthen food systems, shorten humanitarian response times, make the delivery of assistance more efficient and make funds go further. The division helps WFP foster a culture of innovation in which it is encouraged to develop and rapidly test new ways of working – leveraging data and technology to empower beneficiaries and offer assistance in ways that were not previously possible. Through the Innovation Accelerator WFP regularly convenes humanitarian experts, social entrepreneurs, investors and WFP innovators. The Accelerator runs innovation challenges and bootcamps, supports teams in piloting projects in the field and scales up high-potential solutions.
317. **Blockchain technology.** WFP is deploying blockchain technology to make CBTs more effective. In a pilot programme in Jordan's Azraq and Zaatari camps, over 100,000 Syrian refugees now pay for their food through a blockchain-based platform called Building Blocks that gives WFP a full in-house record of every transaction. The pilot is demonstrating many other benefits as well, including better protection of beneficiary data, enhanced control of financial risks, more rapid set-up of assistance operations and greater cost efficiency. WFP is saving 98 percent in financial transaction fees, or USD 40,000 per month. Blockchain technology will also make WFP's collaboration with other agencies and partners easier and more secure.
318. **Dalili.** Dalili is WFP's first mobile app to connect beneficiaries with information on real-time retail prices. It helps Syrian refugees in Lebanon get the most from the credit they receive on their e-cards and provides geo-targeted information on nearby shops and food prices. Dalili – "my guide" in Arabic – lets people compare shops and prices and provide anonymous feedback. It is currently available across all of Lebanon (more than 20,000 users currently) and will also be expanded to Jordan and Kenya.
319. **EMPACT – Connecting Refugees to the Digital Job Market.** EMPACT is a unique programme that puts income opportunities in the global digital economy within reach of young adults affected by war or economic crisis. By providing digital skills through a tailored, focused training programme and working closely with a network of forward-looking organizations in the private sector, EMPACT has trained more than 2,400 students in Lebanon and Iraq. Over half of the graduates are women. Improved financial self-reliance, increased social cohesion and less dependence on humanitarian assistance are other benefits so far observed. WFP is currently refining the most promising model and deploying it at scale. The goal is to reach 20,000 students by the end of 2020, with immediate plans to expand to North and East Africa.

Workforce planning

320. WFP presented a new corporate workforce planning project to the Executive Board at the end of October 2018. Board members were supportive and requested WFP to scale up the project to realize the benefits. WFP wants to be ambitious in the continuous alignment of its workforce with the needs and priorities of its operations.

Figure 17: Corporate workforce plan



321. The model is skills-based, future-focused and aligned with WFP's country strategic plans and functional policies. The results will facilitate development of relevant human resource initiatives, from recruitment to learning and development to talent deployment, and enable WFP to look for strategic opportunities.
322. WFP has been working on the project at various levels over the last year. In order to support the implementation of the IRM, WFP initiated an organization alignment project aimed at ensuring the right organizational structures, talent and skills are in place to support and achieve the CSPs. In 2018 WFP piloted its approach with regard to nutrition. In 2019 the plan is to complete the pilot and expand the efforts to other main functions. In order to complete the exercise, WFP will require the right level of investment in a technology platform and in the required human resources.

ANNEXES	Page
ANNEX I: 2018 KEY FIGURES	93
ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2018	95
ANNEX II-B: FUNDING BY DONOR 2016–2018	98
ANNEX III-A: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE BY STRATEGIC OBJECTIVE	102
ANNEX III-B: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS	106
ANNEX III-C: RESULTS BY STRATEGIC OBJECTIVE AGAINST THE CORPORATE RESULTS FRAMEWORK (CRF)	108
ANNEX III-D: REVISED CORPORATE RESULTS FRAMEWORK (2017–2021) *Direct link to Executive Board document ¹	116
ANNEX IV-A: KEY PERFORMANCE INDICATORS TRANSITION 2017–2018	117
ANNEX IV-B: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS	118
ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)	137
ANNEX IV-D: WFP MANAGEMENT PLAN (2018–2020) *Direct link to Executive Board document ²	141
ANNEX V: WFP EMPLOYEES AS AT 31.12.2018	142
ANNEX VI: WFP FOOD PROCUREMENT IN 2018	143
ANNEX VII-A: DIRECT EXPENDITURES BY REGION AND CATEGORY, 2015–2018	146
ANNEX VII-B: DIRECT EXPENDITURES BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018 (USD thousand)	149
ANNEX VII-C: DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2015–2018	154
ANNEX VIII-A: 2018 COLLABORATION WITH NGOS AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT	155
ANNEX VIII-B: COLLABORATION AMONG THE UNITED NATIONS ROME-BASED AGENCIES: DELIVERING ON THE 2030 AGENDA *Direct link to Executive Board document ³	156
ANNEX VIII-C: UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES *Direct link to Executive Board document ⁴	157
ANNEX IX-A: THE GENDER MARKER	158
ANNEX IX-B: UN SWAP	159
Acronyms used in the document	160

¹ Direct link available: <https://docs.wfp.org/api/documents/WFP-0000099356/download/>

² Direct link available: <https://docs.wfp.org/api/documents/16355f42-0ca5-47f3-a5d9-50b74711d8e3/download/>

³ Direct link available: <https://docs.wfp.org/api/documents/93e1cea8-1be1-47f3-ab7d-d9a7d714646f/download/>

⁴ Direct link available: <https://docs.wfp.org/api/documents/WFP-0000099398/download/>

ANNEX I: 2018 KEY FIGURES

	2018	2017	2016
Overview			
Number of people assisted directly through provision of food, cash-based transfers and commodity vouchers	86.7 million¹	-	-
Through operations ²	84.9 million	88.9	82.2
<i>of which (in millions)</i>			
Women	17.4	18.7	17.6
Men	15.3	15.5	14.5
Girls	26.8	27.6	25.4
Boys	25.4	27.1	24.7
Through trust fund activities	1.8 million	2.5	1.8

	2018	2017	2016
Breakdown by Key Activities			
Summary of Operations²			
	14.7/3.4/ 13.1/53.7	million refugees/returnees/IDPs/ residents	9.3/2.5/ 15.8/61.3
	3.9	million mt of food distributed	3.8
	1.76	billion USD of cash-based transfers and commodity vouchers distributed to 24.5 million people	19.2 million people
			14.3 million people

Unconditional resource transfers to support access of food²

	52.2	million people provided with unconditional food assistance through provision of food, cash-based transfers or commodity vouchers	62.2	54.5
---	-------------	---	------	------

School meal activities³

	16.4	million schoolchildren received school meals/take-home rations	18.3	16.4
		<i>of which</i> 51 percent were girls	51	50

¹ Total number of people assisted in 2018 includes figures on people assisted through both trust funds and operations activities. In previous years, calculations only included people assisted through operations.

² Operations include CSPs, country/development programmes (CPs/DEVs), PRROs, EMOPs and special operations (SOs).

³ School meal activities include both operations and trust fund activities.

ANNEX I: 2018 KEY FIGURES

	2018		2017	2016
Nutrition and HIV/AIDS				
	9.7	million children received special nutritional support	11.0	8.7
	6.1	million women received additional nutritional support	5.3	4.1
	0.3	million people affected by HIV and AIDS received WFP food assistance	0.4	0.3
	1.9	of the 25 highest HIV and AIDS prevalence countries received WFP assistance	8	11
Assets creation and livelihood support activities⁴				
	10	million people received WFP food assistance to cover immediate food shortfalls whilst they received training and constructed assets to build their resilience to shocks and strengthen their livelihoods	9.9	10.5
Working in partnerships				
	837	non-governmental organizations worked with WFP	869	1100
	87	USD million support provided by corporate and private entities donating cash and in-kind gifts	84.8	77.2
	23	standby partners	22	22
	4 ⁵	FAO/WFP crop and food security assessment missions conducted	6	3
	4	UNHCR/WFP joint assessment missions conducted	4	5
Developing countries and WFP assistance				
	79	percent of food procured, by tonnage in developing countries	80	77
	96	percent of development multilateral resources reaching concentration criteria countries	90	90
	53.2	percent of development resources reaching least-developed countries	60	69
	50.8	percent of WFP's resources reaching sub-Saharan African countries	53	52

⁴ Operations include country strategic plans (CSPs), country/development programmes (CPs/DEVs), protracted relief and recovery operations (PRROs), emergency operations (EMOPs) and special operations (SOs).

⁵ In 2018, four FAO/WFP crop and food security assessment (CFSAM) missions were conducted of which three reports were published: Madagascar, Syrian Arab Republic and South Sudan. Myanmar report was never published.

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2018 (USD)

Donor	Total	Multilateral		Directed Multilateral					
		Total	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	Others****
AFGHANISTAN	17 096 948			17 096 948					
AFRICAN DEV BANK	43 400 944			43 400 944					
ANDORRA	58 766			58 766					
ARMENIA	95 135			95 135					
AUSTRALIA	71 268 872	28 174 514	26 366	39 286 680		1 883 949	1 598 944		324 785
AUSTRIA	1 875 541			578 035			1 297 506		
BANGLADESH	154 027			154 027					
BELGIUM	16 053 224	10 960 631	5 370 569	2 314 815					2 777 778
BENIN	13 461 901			4 398 611					9 063 290
BOLIVIA (PLURINATIONAL STATE OF)	323 492			323 492					
BRAZIL	444 977			194 372					250 605
BURKINA FASO	21 000 000			21 000 000					
BURUNDI	8 476 285			8 476 285					
CAMBODIA	1 227 000			1 227 000					
CANADA	222 172 109	22 896 411	3 885 004	128 375 622	-	18 214 315	32 578 565	2 350 427	17 756 768
CHILE	20 000	20 000							
CHINA	32 644 030	1 200 000	500 000	28 844 030					2 600 000
COLOMBIA	405 856			405 856					
CÔTE D'IVOIRE	259 887			259 887					
CROATIA	50 000			50 000					
CYPRUS	4 717	4 717							
CZECHIA	189 573			182 025		7 548			
DENMARK	55 940 285	30 916 844		12 892 615		5 799 503			6 331 323
DJIBOUTI	217 000			217 000					
DOMINICAN REPUBLIC	929 572			929 572					
ESTONIA	151 564			114 527		37 037			
EUROPEAN COMMISSION	1 113 106 906			1 046 240 121	308 642	15 100 162	37 070 503	7 864 926	6 522 552
FINLAND	15 939 371	9 324 009		4 534 578		1 781 509	-		299 274
FRANCE	27 121 738	76 625	76 625	18 908 192	724 951	578 704	862 264		5 971 003
GERMANY	854 921 675	35 835 006	5 728 559	636 027 940	4 850 404	70 691 517	75 793 686	6 337 275	25 385 848
GHANA	5 323 737			4 374 341					949 395
GUATEMALA	151 187			151 187					
GUINEA	367 294			367 294					
GUINEA BISSAU	264 232			264 232					
HONDURAS	26 853 243			26 853 243					
HUNGARY	10 000	10 000							
ICELAND	1 544 686	477 737		726 727	340 222				
INDIA	1 006 389			960 000					46 389
IRELAND	28 191 994	15 300 546	3 846 995	11 001 572			0		1 889 876
ISRAEL	20 000	20 000							
ITALY	35 421 720			15 472 538					19 949 182
JAPAN	130 001 824	1 832 126		92 772 114	4 017 424	16 900 901	9 474 737	800 000	4 204 522
KAZAKHSTAN	10 000	10 000							
KENYA	178 518						178 518		
KOREA, DPR	258 189								258 189
KUWAIT	51 000 000			51 000 000					

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2018 (USD)

Donor	Total	Multilateral		Directed Multilateral					
		Total	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	Others****
LAO PEOPLE'S DEMOCRATIC REPUBLIC	447 880			447 880					
LESOTHO	6 408 237			6 408 237					
LIECHTENSTEIN	401 242	107 181	107 181	200 813		93 248			
LITHUANIA	35 088			35 088					
LUXEMBOURG	11 153 437	617 284	617 284	3 451 422		1 811 594		123 457	5 149 680
MADAGASCAR	394 661			394 661					
MALAYSIA	1 000 000								1 000 000
MALTA	28 409	28 409							
MONACO	719 693			693 726			1 971		23 996
NAMIBIA	499 876			499 876					
NEPAL	445 049			445 049					
NETHERLANDS	71 558 728	47 199 483		22 717 012			810 038		832 195
NEW ZEALAND	5 661 439	4 008 016		558 116			1 095 307		
NICARAGUA	195 087			195 087					
NIGER	2 516 992						2 516 992		
NIGERIA	784 835					784 835			
NORWAY	89 996 849	35 134 480		50 913 405		1 844 045		404 130	1 700 790
OPEC FUND FOR INTERNATIONAL DEVELOPMENT	535 561			535 561					
PAKISTAN	15 930 489			15 930 489					
PANAMA	179 199	1 000							178 199
PERU	494 603			494 603					
PHILIPPINES	36 911	10 000		26 911					
POLAND	397 709			397 709					
PORTUGAL	69 737	10 000		59 737					
PRIVATE DONORS*****	85 760 634	9 157 136		45 477 448	269 204	4 101 866	1 698 539	180 450	24 875 991
QATAR	3 242 000			3 242 000					
REPUBLIC OF KOREA	67 897 569	100 000		27 333 407	-	14 601 677	21 237 733	180 000	4 444 752
ROMANIA	60 386			60 386					
RUSSIAN FEDERATION	44 882 539			33 400 000	-	1 000 000	-		10 482 539
SAUDI ARABIA	247 907 959			38 255 160		200 742 798		8 910 000	
SIERRA LEONE	1 103 769			1 103 769					
SLOVAKIA	261 914	15 000		246 914					
SLOVENIA	57 248			57 248					
SOUTH AFRICA	584 307						584 307		
SOUTH SUDAN	5 066 242			5 066 242					
SPAIN	6 010 271			5 892 490		685		117 096	
SRI LANKA	6 954			6 954					
SUDAN	2 131 902			2 131 902					
SWEDEN	148 185 097	96 446 701		31 738 442		3 998 667	9 651 638	2 938 151	3 411 499
SWITZERLAND	79 520 814	8 451 748	8 451 748	52 420 829		2 817 613	8 285 929	4 491	7 540 205
THAILAND	101 165								101 165
TIMOR-LESTE	210 000			210 000					
TURKEY	106 647	6 647	6 647	100 000					
UN CERF	138 632 047			91 203 705		20 235 268	18 322 978	7 782 593	1 087 503

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2018 (USD)

Donor	Total	Multilateral		Directed Multilateral					
		Total	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	Others****
UN COUNTRY BASED POOLED FUNDS	64 403 497			23 661 899		26 135 813	6 971 255	7 634 530	
UN EXPANDED WINDOW FOR DELIVERY AS ONE	1 613 072			1 613 072					
UN OTHER FUNDS AND AGENCIES (EXCL. CERF)	83 819 668			63 809 284	1 729 625	935 822	17 277	-	17 327 660
UN PEACEBUILDING FUND	1 867 300			1 867 300					
UNITED ARAB EMIRATES	226 215 581			25 134 570		187 353 745		8 910 000	4 817 266
UNITED KINGDOM	619 104 309	51 746 442		402 254 445	3 039 229	99 404 045	54 461 338	4 996 416	3 202 395
UNITED STATES OF AMERICA	2 540 587 539	10 000 000		1 938 669 161	5 545 600	260 248 892	295 752 839	19 903 574	10 467 473
WORLD BANK	299 729			299 729					
ZAMBIA	1 114 744			1 114 744					
GRAND TOTAL	7 380 261 025	420 098 695	28 616 978	5 121 306 805	20 825 300	957 105 758	580 262 865	79 437 516	201 224 086

* IRA: Immediate Response Account

** CPB: country portfolio budget

*** SOP: special operation

**** Others: contributions to trust funds, special accounts, and General Fund

***** Private contributions do not include extraordinary gifts-in-kind such as advertising

ANNEX II-B: FUNDING BY DONOR 2016–2018 (USD)

DONOR	TOTAL	2016		2017		2018	
		Multilateral	Directed Multilateral	Multilateral	Directed Multilateral	Multilateral	Directed Multilateral
Afghanistan	17 096 948						17 096 948
African Development Bank	47 400 944		1 000 000		3 000 000		43 400 944
Algeria	10 000		10 000				
Andorra	168 796		61 375		48 655		58 766
Argentina	50 000				50 000		
Armenia	297 548		100 417		101 996		95 135
Australia	219 791 070	27 840 482	55 543 863	28 919 330	36 218 524	28 174 514	43 094 358
Austria	8 993 431		6 584 272		533 618		1 875 541
Azerbaijan	18 312		18 312				
Bangladesh	8 269 777		3 745 046		4 370 704		154 027
Belgium	72 954 145	5 417 118	28 500 098	5 370 569	17 613 136	10 960 631	5 092 593
Benin	19 360 982				5 899 081		13 461 901
Bhutan	8 106		3 050		5 056		
Bolivia (Plurinational State of)	970 420		646 928				323 492
Bosnia and Herzegovina	3 000	3 000					
Brazil	11 775 688		599 599		10 731 112		444 977
Bulgaria	170 020		110 988		59 032		
Burkina Faso	21 000 000						21 000 000
Burundi	11 655 381		1 661 436		1 517 660		8 476 285
Cambodia	3 681 000		1 227 000		1 227 000		1 227 000
Canada	632 803 223	23 505 789	187 499 027	23 472 373	176 153 925	22 896 411	199 275 698
China	124 821 136	1 650 000	16 708 997	2 100 000	71 718 109	1 200 000	31 444 030
Chile	60 000	20 000		20 000		20 000	
Colombia	21 627 578		764 612		20 457 110		405 856
Congo	140 790				140 790		
Côte d'Ivoire	508 090				248 202		259 887
Croatia	50 000						50 000
Cyprus	13 325	4 338		4 269		4 717	
Czechia	692 467	121 261			381 632		189 573
Denmark	169 958 286	30 791 789	15 620 347	30 916 844	36 689 022	30 916 844	25 023 440
Djibouti	217 000						217 000
Dominican Republic	929 572						929 572
Economic Community of West African States (ECOWAS)	565 000				565 000		
Ecuador	5 000	5 000					
Egypt	1 775 204		1 388 247		386 958		
El Salvador	2 131 644		1 800 000		331 644		
Estonia	623 577		241 473		230 541		151 564
Eswatini	514 139		514 139				
Ethiopia	2 233 607		1 491 248		742 359		
European Commission	2 384 571 505		894 682 804		376 781 794		1 113 106 906
Faroe Islands	200 000				200 000		

ANNEX II-B: FUNDING BY DONOR 2016–2018 (USD)

DONOR	TOTAL	2016		2017		2018	
		Multilateral	Directed Multilateral	Multilateral	Directed Multilateral	Multilateral	Directed Multilateral
Finland	74 255 909	10 943 912	22 384 017	10 943 912	14 044 697	9 324 009	6 615 361
France	92 054 887	113 379	32 019 887	84 828	32 715 054	76 625	27 045 114
Gambia	91 517				91 517		
Germany	2 665 156 459	27 716 333	857 018 580	32 007 661	893 492 208	35 835 006	819 086 669
Ghana	5 323 737						5 323 737
Guatemala	450 141		148 909		150 045		151 187
Guinea	367 294						367 294
Guinea-Bissau	611 543				347 310		264 232
Haiti	1 311 457		1 311 457				
Honduras	56 078 865		25 001 657		4 223 965		26 853 243
Hungary	1 167 656	10 000		10 000	1 137 656	10 000	
Iceland	4 902 089		723 041	440 000	2 194 361	477 737	1 066 949
India	4 017 959		2 005 181		1 006 389		1 006 389
Indonesia	516 224		516 224				
Inter-American Development Bank	100 000				100 000		
International Committee of the Red Cross	582 894		357		582 537		
Ireland	83 006 714	10 928 962	11 455 499	18 262 632	14 167 627	15 300 546	12 891 448
Israel	60 000	20 000		20 000		20 000	
Italy	94 915 322		23 110 612		36 382 990		35 421 720
Japan	512 606 763	2 873 294	204 179 481	1 983 984	173 568 179	1 832 126	128 169 698
Kazakhstan	30 000		10 000		10 000	10 000	
Kenya	766 185		581 421		6 246		178 518
Democratic People's Republic of Korea	391 031		132 842				258 189
Kuwait	65 500 000		9 000 000		5 500 000		51 000 000
Lao People's Democratic Republic	447 880						447 880
Lesotho	15 211 675		8 803 438				6 408 237
Liberia	2 232 374		2 232 374				
Liechtenstein	1 152 897	98 717	251 060	97 561	304 318	107 181	294 061
Lithuania	129 959		44 759		50 113		35 088
Luxembourg	29 430 683	1 133 787	8 017 641	534 898	8 590 920	617 284	10 536 153
Madagascar	4 187 661		2 993 000		800 000		394 661
Malawi	116 783 933		112 154 210		4 629 723		
Malaysia	3 000 000		1 000 000		1 000 000		1 000 000
Mali	2 732 281				2 732 281		
Malta	28 409					28 409	
Mexico	3 000 000		2 000 000		1 000 000		
Monaco	1 934 149		303 043		911 412		719 693
Mozambique	12 140 000				12 140 000		
Namibia	499 876						499 876
Nepal	1 576 649		592 800		538 800		445 049
Netherlands	218 693 300	40 816 327	25 992 268	46 712 553	33 613 425	47 199 483	24 359 245
New Zealand	17 210 334	4 008 016		4 008 016	3 532 863	4 008 016	1 653 423

ANNEX II-B: FUNDING BY DONOR 2016–2018 (USD)

DONOR	TOTAL	2016		2017		2018	
		Multilateral	Directed Multilateral	Multilateral	Directed Multilateral	Multilateral	Directed Multilateral
Nicaragua	1 542 100		1 327 013		20 000		195 087
Niger	8 314 712		2 285 639		3 512 081		2 516 992
Nigeria	6 407 331				5 622 496		784 835
Norway	258 462 126	28 115 452	40 409 703	33 265 744	66 674 379	35 134 480	54 862 369
OPEC Fund for International Development (OFID)	1 735 561		100 000		1 100 000		535 561
Pakistan	91 170 109		55 614 046		19 625 573		15 930 489
Panama	859 539	1 000	543 590	1 000	134 750	1 000	178 199
Peru	1 450 775		956 172				494 603
Philippines	46 911			10 000		10 000	26 911
Poland	2 690 207		1 197 433		1 095 065		397 709
Portugal	343 389	10 000		205 579	58 072	10 000	59 737
Private donors	247 820 394	6 226 215	71 794 538	8 173 832	75 865 175	9 157 136	76 603 498
Qatar	6 280 623		532 650		2 505 973		3 242 000
Republic of Korea	141 135 024		39 398 114	200 000	33 639 341	100 000	67 797 569
Romania	173 637		113 250				60 386
Russian Federation	115 582 539		37 000 000		33 700 000		44 882 539
Saudi Arabia	291 932 930	51 916	35 672 969		8 300 087		247 907 959
Sierra Leone	4 767 599		3 137 620		526 210		1 103 769
Slovakia	617 050		340 136	15 000		15 000	246 914
Slovenia	277 501		117 519		102 734		57 248
South Africa	4 274 636				3 690 329		584 307
South Sudan	30 816 242				25 750 000		5 066 242
Spain	16 011 531		5 298 013		4 703 247		6 010 271
Sri Lanka	799 914		784 809		8 151		6 954
Sudan	2 311 902				180 000		2 131 902
Sweden	387 255 744	79 116 660	42 780 932	70 692 679	46 480 377	96 446 701	51 738 397
Switzerland	216 955 121	6 518 206	60 887 920	6 674 252	63 353 929	8 451 748	71 069 066
Thailand	414 056		107 021		205 871		101 165
Timor-Leste	210 000						210 000
Turkey	106 647					6 647	100 000
Uganda	1 083 407		1 083 407				
UN CERF	403 915 288		122 092 323		143 190 918		138 632 047
UN Common Humanitarian Fund	18 357 958		18 357 958				
UN Country-Based Pooled Funds	97 610 558				33 207 061		64 403 497
UN Emergency Response Fund	200 257		200 257				
UN Expanded Window for Delivery as One	35 219 070		30 886 292		2 719 706		1 613 072
UN Humanitarian Response Fund	12 548 341		12 548 341				

ANNEX II-B: FUNDING BY DONOR 2016–2018 (USD)

DONOR	TOTAL	2016		2017		2018	
		Multilateral	Directed Multilateral	Multilateral	Directed Multilateral	Multilateral	Directed Multilateral
UN Other Funds and Agencies (excluding CERF)	198 989 086		66 670 381		48 499 037		83 819 668
UN Peacebuilding Fund	3 353 765		350 000		1 136 465		1 867 300
United Arab Emirates	237 426 885		6 097 008		5 114 296		226 215 581
United Kingdom	1 563 409 597	50 915 443	305 066 580	51 746 442	536 576 823	51 746 442	567 357 867
United Republic of Tanzania	360 378				360 378		
United States of America	7 066 944 232	4 000 000	2 010 994 328	5 000 000	2 506 362 365	10 000 000	2 530 587 539
World Bank	9 814 729		6 365 000		3 150 000		299 729
Zambia	2 919 850		680 640		1 124 466		1 114 744
Zimbabwe	3 195 095		3 195 095				
Grand total	19 378 887 760	362 976 394	5 559 493 729	381 893 961	5 694 262 651	420 098 695	6 960 162 330

ANNEX III-A: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE BY STRATEGIC OBJECTIVE

Evidence Base

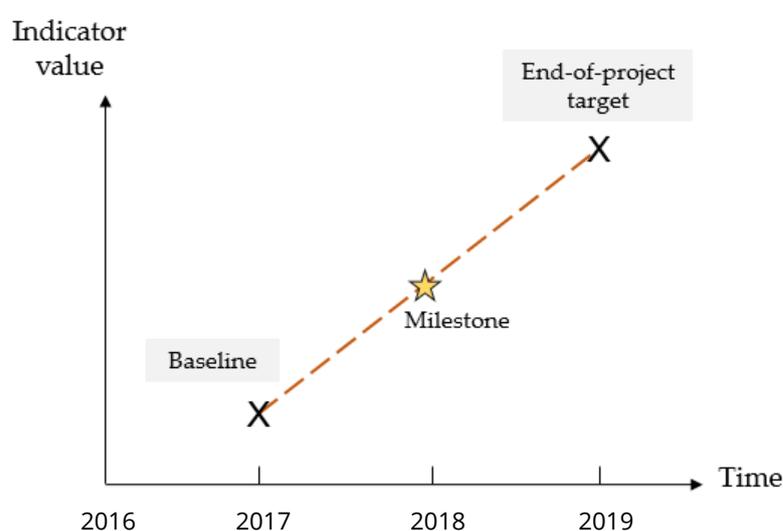
The assessment of WFP's contribution to humanitarian and development results is based on monitoring data presented in the 2018 annual country reports (ACRs) and Standard Project Reports (SPRs) against WFP's Corporate Results Framework (2017–2021) for country and regional operations. Results from operations active for six months or less by the end of 2018 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.

Procedure for Assessing WFP's Programme Performance

STEP 1 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT OPERATIONAL LEVEL

A three-pronged approach is used to analyse outcome indicator performance at the operational level:

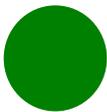
- The country operations for the CSP countries are assessed against the indicator annual targets established in the country logframes.
- The performance of closed projects is assessed against the indicator targets established for the project endpoint, which are set out in the project logframes.
- For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2018 based on a linear interpolation between baseline and end-of-project target values.¹



For CSP operations, the outcome indicator values collected in 2018 are compared with the annual targets in the country logframes, and the outcome indicator values collected in 2018 for closed projects are compared with the end-of-project targets, to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2018 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

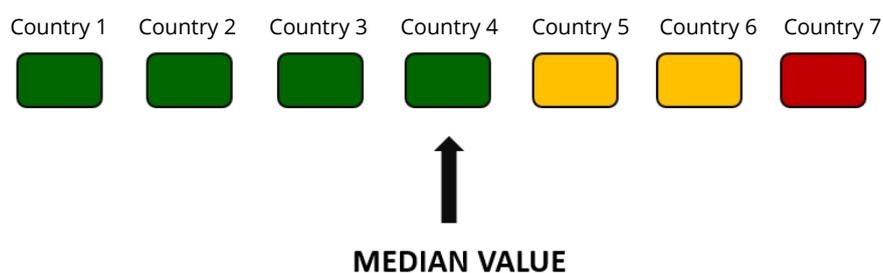
¹ For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2018 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

RATING	DESCRIPTION	REQUIREMENT
	The CSP operation, or Corporate Results Framework aligned project has achieved its target or is on-track to achieving its target.	CSP operations: the indicator value is within 10% of the annual target Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2018 milestone
	The CSP operation, or Corporate Results Framework aligned project has made some progress but the target has not been met or progress is slow.	CSP operations: the indicator value is between 50% and 90% of the annual target Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2018 milestone
	The CSP operation, or Corporate Results Framework aligned project has made very slow progress, no progress at all or has regressed.	CSP operations: the indicator value is equal to or less than 50% of the annual target Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2018 milestone
	Insufficient data are available to monitor progress.	No indicator value is reported for 2018, or baseline and target values are missing

STEP 2 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of scores project/operation is calculated at country level to determine an overall rating on WFP-wide performance.² If more than half of data are unavailable meant to report on a given outcome indicator,³ the overall rating is “grey” to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.



*Defines overall outcome indicator performance
(provided the project reporting rate > 50%)*

² Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

³ A project/operation is expected to report on the indicators included in its logframe.

STEP 3 – ASSESSING OUTCOME INDICATOR PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The reliability and representativeness of an indicator is considered when aggregating scores to the corporate outcome level. The key outcome indicators in the CRF (2017–2021) are used in the calculation of the overall outcome result. And, the performance rating of the five Strategic Objectives against the corporate results framework is computed as the median of corporate outcome-level scores.

Strategic Objective 1 – End hunger by protecting access to food	
1.1.1 Food consumption score	●
1.1.2 Coping Strategy Index	●
1.1.3 Food expenditure share	●
1.1.4 <i>Proportion of the population in targeted communities reporting benefits from an enhanced asset base</i>	●
1.1.5 <i>Minimum Dietary Diversity – women</i>	●
1.1.6 <i>Food consumption score – nutrition</i>	●
1.1.7 Proportion of children 6–23 months of age who receive a minimum acceptable diet	●
1.2.1 Food Price Index	●
1.3.1 Zero Hunger Capacity Scorecard	●
1.3.2 Emergency Preparedness Capacity Index	●

Limitations of the Reporting Methodology

Variable quality of the collected data

- A range of data sources are used to monitor WFP project performance, including data collected by others such as governments and peer international organizations. WFP therefore has limited control over the quality of some of the data.
- Even in instances where WFP is directly responsible for collecting data, the accuracy and representativeness of the data vary. WFP often works in challenging and volatile environments where access is restricted, which limits data collection, and where population movements can lead to information becoming out of date very quickly.⁴
- Some indicators newly introduced in the CRF were not finalized in 2018 and have been removed in the Revised CRF (2017–2021). This affects the data collection and makes some results inconclusive.

Data coherence and comparability

- Methodological guidance notes have been issued for indicators in the Corporate Results Framework to help ensure consistency of measurement across operations and to allow meaningful aggregation of results. For certain indicators, alternative calculation options such as desk-based techniques or alternate sampling techniques were permitted if project resources were inadequate for using the recommended method. This affects data comparability because alternate methods produce less reliable measurements.

⁴ The 2014 Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) study “Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action” describes other factors that pose challenges to collecting good monitoring data, which are relevant to WFP.

- Operations that provided information on output results did not always report corresponding data at the outcome level because collecting data for outcome indicators can be more challenging. This has led to differences in the evidence base available on WFP-wide results at the output and outcome levels; therefore patterns observed in performance across the results chain must be interpreted with caution.
- For CRF-aligned projects, the indicators in the Strategic Results Framework have been re-aligned to the Strategic Objectives introduced in the CRF in order to provide a consolidated narrative.

Given the limitations in the quality, reliability and completeness of the programme operational level data described above, aggregated WFP-wide results presented in part III are estimated.

ANNEX III-B: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS

Procedure for assessing WFP's performance at output level

The process of rolling up results from the CSPs, Corporate Results Framework-aligned projects to the corporate level to obtain organization-wide performance ratings is detailed below.

STEP 1 – OUTPUT INDICATOR DATA AT OPERATIONAL LEVEL

At the operational level, planned and actual data for output indicators are reported in 2018 ACRs and SPRs for country and regional operations. Data considered for aggregation and inclusion into the APR reflects output indicator data as per published ACRs and SPRs.

STEP 2 – AGGREGATION OF OUTPUT INDICATOR DATA AT CORPORATE LEVEL

Data reported in individual reports is aggregated as per the outputs defined in WFP's Corporate Results Framework. These are linked to specific outcomes under specific Strategic Objectives.

For each output, WFP has defined one or more output indicators. These can be specific (*e.g. number of national coordination mechanisms*) or generic (*e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure*).

The specific indicators are aggregated directly from the individual reports. For the generic indicators, WFP has configured its reporting system in such a way that they translate into a list of more specific indicators which can be aggregated directly from the ACRs and SPRs (*e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure translates into number of bridges and culverts constructed or repaired, hectares of forest planted, etc.*)

For most indicators, the aggregation is a sum of results from operational-level data (as reported in the ACRs and SPRs). For percentage-based indicators, the aggregation is a weighted average calculated based on specific indicator methodologies.

STEP 3 – ASSESSING OUTPUT-LEVEL PERFORMANCE AT CORPORATE LEVEL

Once planned and actual values for each output indicator have been aggregated, an achievement percentage is calculated and colour-coding is applied as per below table. It includes four possible scenarios: three which rank the level of results attained, and one which acknowledges that lack of data impedes the establishment of a credible achievement claim.

RATING	REQUIREMENT
 Green	Aggregated actual results fall within 10% of the aggregated planned values
 Amber	Aggregated actual results are > 50% and < 90% of aggregated planned values
 Red	Aggregated actual results are < 50% of aggregated planned values
 Grey	Less than 5 projects have reported the output indicator analysed

ANNEX III-C: RESULTS BY STRATEGIC OBJECTIVE AGAINST THE CORPORATE RESULTS FRAMEWORK (CRF¹)

Overall performance by Strategic Objectives

Strategic Objectives	Performance
1 – End hunger by protecting access to food	
2 – Improve nutrition	
3 – Achieve food security	
4 – Support SDG implementation	
5 – Partner for SDG results	

Strategic Objective 1 – End hunger by protecting access to food



Outcome 1.1 – Maintained/enhanced individual and household access to adequate food				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
1.1.1 Food consumption score	62	54	87%	
1.1.2 Coping Strategy Index	44	38	86%	
1.1.3 Food expenditure share	30	24	80%	
1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	10	8	80%	
1.1.5 Minimum Dietary Diversity – women	15	10	67%	
1.1.6 Food consumption score – nutrition	22	17	77%	
1.1.7 Proportion of children 6–23 months of age who receive a minimum acceptable diet	12	6	50%	

Outcome 1.2 – Stabilized/improved availability and affordability of appropriate foods in markets				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
1.2.1 Food Price Index	-	-	-	Not applicable

¹ WFP/EB.2/2016/4-B/1/Rev.1*

Outcome 1.3 – Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
1.3.1 Zero Hunger Capacity Scorecard	3	1	33%	<i>Insufficient data</i>
1.3.2 Emergency Preparedness Capacity Index	5	1	20%	<i>Insufficient data</i>

Strategic Objective 2 – Improve nutrition

Outcome 2.1 – Improved consumption of high-quality, nutrient-dense foods among targeted individuals				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
2.1.1 Proportion of eligible population that participates in programme (coverage)	47	36	81%	
2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence)	38	28	74%	
2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet	36	30	83%	
2.1.4 Moderate acute malnutrition (MAM) treatment performance:				
– recovery rate	34	30	88%	
– mortality rate	33	30	91%	
– default rate	34	31	91%	
– non-response rate	33	30	91%	
2.1.5 <i>Minimum Dietary Diversity –women</i>	24	18	75%	

Outcome 2.2 – Improved value chains for high-quality, nutrition-dense foods				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
2.2.1 Percentage increase in production of high-quality and nutrition-dense foods	2	0	0%	<i>Insufficient data</i>

Outcome 2.3 – Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
2.3.1 Zero Hunger Capacity Scorecard	3	3	100%	

Strategic Objective 3 – Achieve food security

Outcome 3.1 – Increased smallholder production and sales				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems	17	13	76%	
3.1.2 Rate of post-harvest losses	7	2	29%	<i>Insufficient data</i>
3.1.3 Value and volume of pro-smallholder sales through WFP-supported aggregation systems	20	15	75%	
3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes	-	-	-	<i>Not applicable</i>
3.1.5 Food Consumption Score, disaggregated by sex of household head	19	14	74%	
3.1.6 Coping Strategy Index	13	8	62%	
3.1.7 Food expenditure share	19	14	74%	
3.1.8 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	15	10	67%	
3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	7	5	71%	
3.1.10 Minimum Dietary Diversity – women	7	3	43%	<i>Insufficient data</i>
3.1.11 Proportion of children 6–23 months of age who receive a minimum acceptable diet	-	-	-	<i>Not applicable</i>
3.1.12 Food Consumption Score – nutrition	8	3	38%	<i>Insufficient data</i>

Outcome 3.2 – Increased efficiencies in pro-smallholder aggregation in food value chains				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
3.2.1 Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system	-	-	-	<i>Not applicable</i>

Outcome 3.3 – Improved availability of key pro-smallholder public goods and services				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
3.3.1 Zero Hunger Capacity Scorecard	-	-	-	<i>Not applicable</i>

Outcome 4.1 – Improved household adaptation and resilience to climate and other shocks				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
4.1.1 Food Consumption Score, disaggregated by sex of household head	15	12	80%	
4.1.2 Coping Strategy Index	12	10	83%	
4.1.3 Food expenditure share	5	4	80%	
4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	9	8	89%	
4.1.5 Proportion of the population in targeted communities reporting environmental benefits	2	0	0%	<i>Insufficient data</i>
4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	7	4	57%	
4.1.7 Minimum Dietary Diversity – women	1	1	100%	<i>Insufficient data</i>
4.1.8 Food Consumption Score – nutrition	4	2	50%	<i>Insufficient data</i>
4.1.9 Proportion of children 6–23 months of age who receive a minimum acceptable diet	-	-	-	<i>Not applicable</i>

Outcome 4.2 – Supported inclusive commercial food system functions and services				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
4.2.1 Percentage reduction of supply chain costs in areas supported by WFP	-	-	-	<i>Not applicable</i>

Outcome 4.3 – Improved availability of food system-strengthening public goods and services				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
4.3.1 Zero Hunger Capacity Scorecard	-	-	-	<i>Not applicable</i>
4.3.2 Emergency Preparedness Capacity Index	-	-	-	<i>Not applicable</i>

Strategic Objective 4 – Support SDG implementation

Outcome 5.1 – Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
5.1.1 Zero Hunger Capacity Scorecard	4	1	25%	<i>Insufficient data</i>

Outcome 5.2 – Partners' demand for quality services fulfilled				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
5.2.1 User satisfaction rate	4	2	50%	<i>Insufficient data</i>

Outcome 6.1 – Supported inclusive and sustained food security and nutrition policy reform processes				
Outcome indicators	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
6.1.1 Proportion of targeted sectors and government entities participating in national zero hunger strategic reviews	3	3	100%	<i>Insufficient data</i>
6.1.2 Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	2	2	100%	<i>Insufficient data</i>

Outcome 6.2 – Prioritized and implemented food security and nutrition policy reforms				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
6.2.1 Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition	1	1	100%	<i>Insufficient data</i>

Strategic Objective 5 – Partner for SDG results

Outcome 7.1 – Increased government access to financial resources (through public, private and public-private partnerships)				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review)	-	-	-	<i>Not applicable</i>

Outcome 8.1 – Enhanced common coordination platforms				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
8.1.1 User satisfaction rate	15	12	80%	

Outcome 8.2 – Enhanced strategic partnerships with the public and private sectors, Rome-based-agencies and other operational partners				
Outcome indicator	Relevant countries	Countries reporting sufficient data	Reporting rate	Performance rating
8.2.1 <i>Effectiveness, coherence and results of partnerships</i>	-	-	-	<i>Not applicable</i>

Output Category: A1. Unconditional resources transferred and A2. Conditional resources transferred			
Output Indicators	Planned	Actual	Achieved
A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers (million)	87	86.7	
A.2 Quantity of food provided (million mt)	5.5	3.9	
A.3 Total amount of cash transferred to targeted beneficiaries (million USD)	1 698	1 080	
A.4 Total value of vouchers (expressed in food/cash) by targeted beneficiaries (million USD)	1 062	666	
A.5 Quantity of non-food items distributed	5 042 086	785 847	
A.6 Number of institutional sites assisted	133 983	126 542	
A.7 Number of retailers participating in cash-based transfer programmes	2 240	2 162	

Output Category: B. Nutritious foods provided			
Output indicators	Planned	Actual	Achieved
B.1 Quantity of fortified food provided (mt)	325 601	235 164	
B.2 Quantity of specialized nutritious foods provided (mt)	641 128	324 492	

Output Category: C. Capacity development and technical support provided			
Output indicators	Planned	Actual	% Achieved
C.1 Number of people trained	778 605	710 106	
C.2 Number of capacity development/technical support activities provided	40 385	45 552	

Output Category: D. Assets created			
Output indicators	Planned	Actual	Achieved
D.1 Number of assets built, restored or maintained by targeted households and communities			
Hectares of forest planted	4 277	4 044	
Hectares of farming and non-farming land rehabilitated or improved	129 063	122 535	
Kilometres of feeder roads and trails constructed or repaired	11 572	10 199	
Number of bridges and culverts constructed or repaired	166	179	
Number of social/community infrastructure built/rehabilitated	66 835	53 534	
Number of water points (ponds, shallow wells, reservoirs) used for agriculture, livestock and/or fisheries built or rehabilitated	3 412	3 006	

Output Category: E. Advocacy and education provided			
Output indicators	Planned	Actual	Achieved
E.1 Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	4 853 466	3 539 069	
E.2 Number of people exposed to WFP-supported nutrition messaging	6 164 745	4 343 899	
E.3 Number of people receiving WFP-supported nutrition counselling	3 253 520	2 334 318	
Output Category: F. Purchases from smallholders completed			
Output indicators	Planned	Actual	Achieved
F.1 Number of smallholder farmers supported/trained	281 910	255 294	
F.2 Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers (mt)	191 277	32 199	
Output Category: G. Linkages to financial resources and insurance services facilitated²			
Output indicators	Planned	Actual	Achieved
G.1 Number of people obtaining an insurance policy through asset creation	61 000	87 557	
G.2 Total premiums paid through asset creation (USD)	850 000	1 640 000	
G.3 Total sum insured through asset creation (USD)	5 096 273	9 968 000	
Output Category: H. Shared services and platforms provided			
Output indicators	Planned	Actual	Achieved
H.1 Number of shared services provided	5 011	5 990	
H.2 Number of WFP-led clusters operational	9	11	<i>Insufficient data</i>
H.3 Number of engineering works completed	-	-	<i>Not applicable</i>
H.4 Total volume of cargo transported (mt)	36 233	36 067	
H.5 Percentage of cargo capacity offered against total capacity requested	200	194	<i>Insufficient data</i>
H.6 Percentage of payload delivered against available capacity	157	114	<i>Insufficient data</i>
H.7 Total number of passengers transported	236 874	343 217	
H.8 Number of emergency telecoms and information and communications technology (ICT) systems established	33	32	<i>Insufficient data</i>
H.9 Number of camps and sites installed/maintained	10	10	<i>Insufficient data</i>
H.10 Number of humanitarian workers provided health services, by agency and type	534	1 127	<i>Insufficient data</i>
H.11 Number of agencies using common cash-based transfer platforms	7	6	<i>Insufficient data</i>

² This data is provided by the financial service providers together with the country and project-specific monitoring and evaluation (M&E) systems.

Output Category: I. Policy engagement strategies developed/implemented			
Output indicator	Planned	Actual	Achieved
I.1 Number of policy engagement strategies developed/implemented	122	113	
Output Category: J. Policy reform identified/advocated			
Output indicator	Planned	Actual	Achieved
J.1 Number of policy reforms identified/advocated	32	27	
Output Category: K. Partnerships supported			
Output indicator	Planned	Actual	Achieved
K.1 Number of partners supported	541	559	
Output Category: L. Infrastructure and equipment investments supported			
Output indicators	Planned	Actual	Achieved
L.1 Number of infrastructure works implemented	778	773	
L.2 Amount of investments in equipment made (USD)	1 612 455	1 420 386	
Output Category: M. National coordination mechanisms supported			
Output indicator	Planned	Actual	Achieved
M.1 Number of national coordination mechanisms supported	103	118	

ANNEX III-D: REVISED CORPORATE RESULTS FRAMEWORK (2017–2021)

Annex III-D can be found at the following link ([WFP/EB.2/2018/5-B/Rev.1](https://www.un.org/development/desa/pubs/2018/5-B/Rev.1/)).

ANNEX IV-A: KEY PERFORMANCE INDICATORS TRANSITION 2017–2018

This table presents how corporate key performance indicators, previously used in corporate tools such as the Management Plan¹ and APR, are now used in part IV of the APR.

Key Performance Indicator equivalence

Corporate KPIs in the Management Plan 2018–2020²	Revised Corporate Results Framework Key Performance Indicators³	Comments
<i>Percentage of achievement of outcome indicators</i>	KPI 1: Overall progress in country strategic plan implementation	The percentage of achievement of outcome indicators is one of the four components of the “overall progress in country strategic plan implementation”, which also includes information on funding and outputs.
<i>Percentage of emergencies timely responded to</i>	KPI 2: Effective emergency preparedness and response	The single measure has been replaced by the measurement of five standards that include qualitative aspects of emergency response and also include preparedness.
<i>Percentage of achievement of management indicators</i>	KPI 3: Overall achievement of management performance standards	The former indicator included a single percentage that reflected some support areas; the new one includes indicators across all functional areas and is accompanied by a visual representation to facilitate interpretation.
<i>Percentage of QCPR indicators for which WFP reach targets</i>	Category II indicator ⁴	Approved by WFP management and included in the WFP Management Plan (2018–2020) ⁵ and the WFP Management Plan (2019–2021) ⁶
<i>RBA indicator</i>	Category II indicator	Under development
<i>Percentage of ERM components in place</i>	Category II indicator	It was achieved in 2017, and was replaced by other Category II indicators reflecting current priorities

¹ <https://docs.wfp.org/api/documents/16355f42-0ca5-47f3-a5d9-50b74711d8e3/download/>

² WFP/EB.2/2017/5-A/Rev.1

³ WFP/EB.2/2018/5-B/Rev.1

⁴ The revised Corporate Results Framework describes three categories of indicators:

a) I Category I KPIs reflect WFP's corporate performance, and measure management performance that contributes to implementation of the Strategic Plan;

b) Category II KPIs are more short-term and review progress against corporate priorities set by WFP's leadership, multilateral arrangements and externally governed commitments; and

c) Category III KPIs and metrics measure performance in the management of daily operations and business processes in the various functional areas." Category I indicators are included in the revised Corporate Results Framework. Category II indicators are annually approved by WFP's senior management and included in the corresponding Management Plan and Annual Performance Report.

⁵ WFP/EB.2/2017/5-A/1/Rev.1

⁶ WFP/EB.2/2018/6-A/1/Rev.1

ANNEX IV-B: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS

KPI 1: Overall progress of country strategic plan implementation

1. The overall progress in CSP implementation is reflected by the combination of four indicators which measure the actual progress in achieving the results of the country strategic plans against the plan. Figure 9 shows 2018 data¹ (see part II) and table 1 shows the details per component indicator. Both indicators related to implementation of outputs and outcomes are over the target, and the majority of the country offices reach the target. Implementation of outputs is slightly higher than outcomes, and achieved in more country offices, reflecting a certain level of partial implementation of outputs being spread among several outcomes in most WFP offices implementing new CSPs.

Table 1: Overall progress of country strategy plan implementation

Component indicator	% of outcomes for which there is implementation	% of outputs for which there is implementation	% of outcomes indicators for which values are achieved or on track	% of output indicators for which values are achieved or on track
Target	≥70%	≥75%	≥75%	≥80%
Baseline	-	-	68% (2017)	-
Average value 2018 – CSP	80%	82%	78%	67%
Number of country offices over the target ²	70%	80%	31%	54%

2. In terms of the two indicators related to performance, or the achievement of targets, for outcomes, WFP average value is slightly above the target, although less than a third of the considered country offices fully reach the target. WFP's average performance in outputs performance is below the target and about half the offices reach their individual target. The lower performance of outputs reflects the overall size of the changes achieved in outcomes, which despite being positive, are of smaller magnitude than designed in the CSPs.

KPI 2: Effective emergency preparedness and response

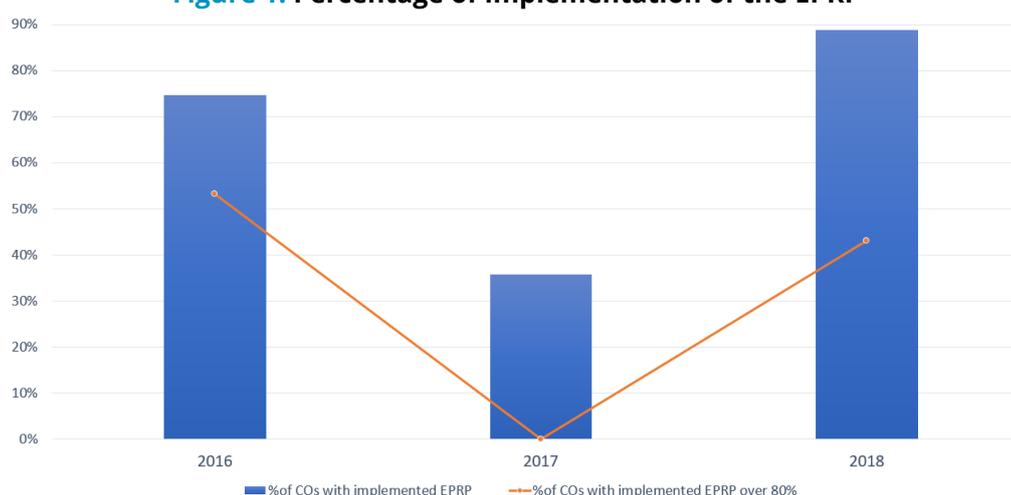
3. Part III describes the achievement of the different components of the effective emergency preparedness and response. The overall achievement of this indicator in 2018 was that 3 out of 5 standards were achieved. The following paragraphs contain more details on performance of the preparedness and response standards.
4. The three preparedness standards in this corporate indicator measure implementation of the Emergency Preparedness and Response Package (EPRP), emergency preparedness and response trainings and efficiency in disbursement of funds for preparedness assessments at country office level. The Emergency Preparedness and Response Package, managed by the Emergency Preparedness and Support Response Division in headquarters, has been rolled out to most country offices. The implementation of the package reflects the

¹ Each of the components is first calculated by evaluating each output and outcome, and then aggregated by CSP, by region or at global WFP level. As of end 2018, data availability for this indicator is limited by the short duration of implementation of most country strategic plans. While over 60 countries have sound data in 2018, only twelve CSPs have more than one year of implementation. This currently limits the analyses that can be performed at lower-than-corporate level.

² Calculated for 66 country offices for which data were available for the first two indicators and 79 for which the data were available for the two last indicators.

organizational effort made through different areas to be ready to respond to emergencies without compromising the quality of operations or the safety of staff. In 2018, 87 percent of the country offices have implemented or updated their Emergency Preparedness and Response Package to some degree, a clear improvement compared to previous years, and since the major revision of the EPRP in 2017. However, the average implementation remains at 63 percent, far from the target of 80 percent. Only 38 percent of the country offices met this minimum level of implementation of the package.

Figure 1: Percentage of implementation of the EPRP



5. In terms of training, WFP's corporate training package FASTER focuses on the design of emergency trainings of staff to develop the competencies and soft skills needed in emergency responses. The linkages between the different training levels, staff career paths and surge capacity are developed in cooperation with Human Resources. The targets for the corporate training were achieved in 2018. In addition, WFP continues to offer a host of other learning opportunities in support of emergency preparedness for both WFP and its partners. Simulations and Training of Facilitators provide emergency preparedness and response trainings as a service to agencies and governments while Training of Facilitators (ToF) was developed to build the capacity of the country offices and regional bureaux in planning and implementing simulation exercises. In 2018, some 200 WFP staff in the field and over 100 government staff have benefited from 17 FASTER trainings, Training of Facilitators and emergency simulations for National Disaster Management Organizations.
6. The EPRP process is supported by WFP's mechanisms for providing funds for emergency preparedness through the Immediate Response Account for Preparedness (IR-PREP). The aim of the IR-PREP is to fill immediate gaps in the preparedness phase and ensure that WFP maintains operations that are flexible and ready to address foreseen and unforeseen emergencies. The IR-PREP fund provides adequate resources through the IRA, the only dedicated funding mechanism for preparedness and readiness augmentation activities in WFP, to be available at any time to fund exceptional preparedness activities when no alternative is available. The procedure to request funds is launched by the country office, supported by the regional bureau and processed and ultimately approved in headquarters before funds are released. While the average processing time of such requests in 2018 was 10 days, WFP is working on the new guidance that aims to significantly shorten the IR-PREP approval process.
7. As per the response standards, the corporate indicator considers the timelines of the Operational Task Force (OTF) and the preparation of the Concept of Operations, both of which allow WFP to organize corporate and regional support in the most effective and

efficient manner when an emergency is declared. Once an emergency has been declared, the OTF is convened to deliberate on ways to address the initial needs of the operation. The objective of the OTF is to enable corporate level operational coordination and decision-making, analysis, and cross-functional support. The OTF is also used to elevate operational challenges, request technical and strategic operational support and decision making. According to the Interim WFP Emergency Activation Protocol (the Protocol), the first OTF is to be called for within the 24 hours from the declaration of the L3 Surge emergency. For the emergency activations for which this indicator was relevant in 2018, the average time for organization of the task force was exactly 24 hours.

8. Similarly, within five days of emergency activation, or when a change in situation requires a shift in response, a Concept of Operations should be drafted or revised either by a country office or regional bureau (in case of a regional response or no operational presence in the country). The Concept of Operations outlines WFP's operational analysis and priorities including anticipated outcomes, outputs and activities within the country strategic plan framework, linked to the emergency response and WFP's cluster commitments. For the emergency activations in 2018 that were relevant for this indicator, the average time until submission of the concept of operations was 2 days.
9. An additional measure of performance in WFP's emergency response is the deployment of qualified staff to declared emergencies. In 2018, 24.6 percent of the staff members deployed to emergencies were identified from internal emergency rosters. The emergency rosters are designed specifically as an L3 mechanism to accommodate the initial surge prior to regular staffing mechanisms taking over. In addition to the rosters, WFP has a number of other mechanisms for supporting emergency response, including the use of standby partners, Fast Information Technology and Telecommunications Emergency Support Team (FITTEST), functional and regional rosters, and direct appointment by emergency managers.

KPI 3: Overall achievement of management performance standards

10. The third corporate KPI, the *overall achievement of management standards*, reflects how WFP offices manage their available human, physical and financial resources to implement the CSP activities. The overall analysis of this KPI is presented in part IV. The following paragraphs provide more details on the performance in each of the various components that make up the ten functional areas. The values presented in figure 1 represent the baseline for this KPI,³ which was introduced with the approval of the r-CRF in November 2018.
11. The **management** function is composed of two indicators described in table 2, which have equal weight: gender representation and the number of outstanding audit recommendations. These were selected to be representative of the cross-functional responsibilities that office managers have across WFP, as well as to reflect the high level of commitment given by WFP to accountability and risk management as well as to gender equality.

³ Some of the individual components under the different functional areas, which had been in use prior to the approval of the revised CRF, have earlier baselines. However, most of the components, as well as the aggregated view, only has a full baseline as of end of 2018.

Table 2: Overall achievement of management performance standards: management		
Component indicator	Gender representation	Number of outstanding audit recommendations
Weight in the function	50%	50%
Baseline (year)	-	42 (2017)
Target	Milestones ⁴	< 42 ⁵
Actual	37% ⁶	68
% of country offices reaching target	44%	91%
% of country offices making progress towards the target	54%	9%
% of country offices making no or low progress towards the target	2%	-

12. In terms of gender representation, only 44 percent of the country offices fully reached their annual contextualized milestone. However, of the remaining 57 percent, the majority achieved at least 75 percent of their annual milestone, demonstrating the efforts made across the organization, which is progressing to its overall goal in 2021.
13. A top priority and achievement for HRM in 2018 was the launch of the WFP Gender Parity Action Plan, in support of the United Nations system-wide strategy on gender parity. The action plan includes actions in four dimensions: talent acquisition, career and capability development, engagement and well-being and accountability. As part of the plan, gender parity targets for all country offices and functional areas were established.
14. The total number of outstanding audit recommendations as of 31 December 2018 was 196, including 68 addressed to country offices. Of the total 196 recommendations, 44 were high risk recommendations. Both increases are due to the increased number of new audits in 2018, resulting from the increase in resources available for OIGA as provided under the Management Plan (2018–2020). Despite this, 91 percent of the country offices achieved their individual target of reducing the number of recommendations addressed to them, the absolute increases being linked to the number of new audits in 2018. In comparison to country offices, headquarters units take more time to address audit recommendations, in part due to their higher complexity and in part due to the need for cross-functional coordination.
15. The **programme** function is also measured with two component indicators of equal weight: the first component considers operation design and learning, and the second covers implementation with partners, which are shown in table 3. In terms of the implementation of evaluation recommendations, most country offices meet the target, reaching a WFP overall value of 84 percent. This is an improvement from the baseline, yet below target. This gap may be explained by the fact that evaluation recommendations are typically closed during the CSP design, which does not happen on an annual basis.

⁴ Each country office has a contextualized target hence it is not possible to meaningfully aggregate this indicator to the overall WFP value.

⁵ This target has been revised compared to the target included in the WFP Management Plan (2019–2021), to reflect that only recommendations addressed to country offices are measured in this component.

⁶ Average of all country offices, not WFP overall gender representation, which stands at 36 percent.

Component indicator	Percentage of implemented evaluation recommendations	Percentage of outputs achieved within partnerships ⁷
Weight in the function	50%	50%
Baseline (year)	80% (2017)	75% (2017)
Target	100%	90%
Actual	84%	71%
% of country offices reaching target	84%	21%
% of country offices making progress towards the target	10%	46%
% of country offices making no or low progress towards the target	6%	33%

16. In terms of the indicator on output achievement, this represents a subset of the indicator examined under KPI 1, in which only activities implemented in partnerships with NGOs, national governments and other United Nations agencies are considered. The overall achievement is under the target, and slightly under the 2017 value. Only about a fifth of the 76 country offices fully reach the 90 percent achievement target, with roughly another third having achieved between 50 and 90 of the outputs in partners agreements. This under achievement is generally due to operational constraints, especially in protracted emergencies, as well as to partners' capacity.
17. **Supply chain** function is one of the core support functions in most WFP operations across the world. The function is described with two components of equal weight: one related to food losses, the other to the effectiveness of the transport arrangements in country. As seen in Table 4 the post-delivery losses, which cover all processes from the reception of the commodities to the dispatch to partners, stand at 0.77 percent in 2018, and 97 percent of the offices reach the target.

Component indicator	Percentage of post-delivery losses	Percentage of tonnage uplifted by the agreed date
Weight in the function	50%	50%
Baseline (year)	0.47% (2016)	88% (2017)
Target	< 2%	95%
Actual	0.77%	87%
% of country offices reaching target	97% ⁸	59% ⁹
% of country offices making progress towards the target	0%	33%
% of country offices making no or low progress towards the target	3%	8%

⁷ These are operational partnerships, and include NGOs, national governments (local, regional or national levels) and United Nations agencies when there are signed agreements which include CSP outputs.

⁸ Measured over 65 country offices in which operations require supply chain.

⁹ Measured over 65 country offices in which operations require supply chain.

Table 4: Overall achievement of management performance standards: supply chain		
Additional indicators in supply chain		
Indicator	% of tonnage delivered in the right quantity, right quality and on time to targeted populations¹⁰	% of CBTs delivered on time to targeted populations¹¹
Baseline (year)	79% (2017)	n/a
Target	80%	80%
Actual	80%	91%

18. The percentage of tonnage uplifted by the agreed date reflects the effectiveness and time-efficiency of transport arrangements and, ultimately, the reliability with which WFP can implement its distribution plans. The indicator reflects access constraints, transport capacity issues and, potentially, the effectiveness of WFP's transport allocation system or the relations with the transport service providers in a country. At 87 percent, the 2018 value remains similar to the 2017 baseline, and under the aspirational target of 95 percent. However, 59 percent of the offices achieved the target, including some of the largest operations, like South Sudan, and an additional 27 percent of offices achieved more than 80 percent of tonnage uplifted as per the plan.
19. Additional indicators are used to measure the efficiency of WFP's supply chain, in terms of timely delivery to targeted beneficiaries. In terms of food, the improvement in delivery reflects an increase on accurate delivery (quantity and quality) combined with a slight reduction of accuracy on time. The aim for 2019 is to continuously improve delivery timeliness and accuracy for a better operational effectiveness. A similar monitoring is applied to the cash-based transfers, for which 2018 represents the baseline.
20. The **budget and programming** functional area has been especially affected by the introduction of the Financial Framework Review,¹² which fundamentally changed many of its core processes, from the design to the daily management of the country portfolio budget. The function is described by one indicator, that reflects the new standard established for this functional area, the implementation plan, a relatively new tool for country offices.
21. The indicator compares the actual expenditures with the implementation plan. If the expenditures become too high compared to the implementation plan,¹³ the latter should be adjusted upwards, to reflect new prioritization of activities following increased forecast of contributions or a surge in activities. If the expenditures are significantly lower than the implementation, the country office might need to revise the implementation plan downwards or might be facing some operational constraints that are delaying implementation and explain the low expenditures.
22. The average value for the indicator is 76 percent, and only 29 percent of country offices were within the target range by 31 December, indicating space for improvement. It is expected that, with most country offices having already transitioned to the IRM framework since the implementation plan was introduced, its use as a management tool will continue to progressively increase as offices gain confidence and experience in its use.

¹⁰ Methodology revised from 2017.

¹¹ Methodology revised from 2017.

¹² WFP/EB.2/2016/5-B/1/Rev.1

¹³ Note that actual expenditures are bound to the needs-based plan, not to the implementation plan.

Table 5: Overall achievement of management performance standards: budget and programming	
Component indicator	Percentage of all CSP expenditure against implementation plan
Baseline	n/a
Target	90%-110% ¹⁴
Actual	76%
% of country offices reaching target	29%
% of country offices making progress towards the target	41%
% of country offices making no or low progress towards the target	29%

23. The **human resources** functional area is represented by two indicators already used in the past and given 70–30 weight. The first is linked to the corporate (individual) appraisal tool, the Performance and Competency Enhancement (PACE), which is accepted as a proxy measurement of both individual performance and good management practices. The second relates to the mandatory trainings, which reflects the organizational efforts on creating awareness on prioritized topics.
24. Both rates in 2018 are under the target of 100 percent, with a global figure of 79 percent for PACE and 49 percent in terms of mandatory training completion as of 31 December 2018; and only 31 percent of country offices, and none, of offices, respectively reaching the targets.

Table 6: Overall achievement of management performance standards: human resources		
Component indicator	Performance and competency enhancement (PACE) compliance rate	Percentage of staff who have completed all mandatory training
Weight in the function	70%	30%
Baseline	96%	n/a
Target	100%	100%
Actual	79%	49%
% of country offices reaching target	31%	0%
% of country offices making progress towards the target	46%	45%
% of country offices making no or low progress towards the target	23%	55%

25. In 2018, HRM established a talent acquisition strategy, which signalled a continued move towards a more proactive and strategic approach to talent acquisition. The strategy includes a special focus on gender/diversity sourcing, and the new approach resulted in an increase of nearly 120 percent of female applicants over the course of the year. 2018 also saw the continued roll out of the “future international talent pool” (FIT Pool), which was opened for external applications across 10 functional areas.
26. The **administration** functional area is represented by two indicators given equal weight (see table 7), one referring to the implementation of internal controls in different areas of

¹⁴ This target has been revised compared to the target included in the Management Plan (2019–2021), to include ranges of expenditures over the implementation plan which are still considered acceptable.

administration, and the second referring to asset reconciliation. As per internal controls, the average WFP value for this indicator is 67 percent – slightly lower than the 75 percent target for 2018, and only 32 percent of the offices reach the expected target, showing space for improvement in several areas of administration. In terms of assets, 82 percent of offices reached the target of full assets reconciliation, with an average of 98 percent of assets being physically verified.

Table 7: Overall achievement of management performance standards: administration		
Component indicator	Percentage of internal controls in place and implemented in administration	Percentage of WFP fixed assets physically counted and verified
Weight in the function	50%	50%
Baseline	n/a	n/a
Target	75%	100%
Actual	67%	98%
% of country offices reaching target	32%	82%
% of country offices making progress towards the target	62%	7%
% of country offices making no or low progress towards the target	6%	11%

27. The **finance** functional area is represented by an indicator which measures, of the overall number of items (payments and transfers) carried out by an office during a certain period, which ones might represent a financial risk.¹⁵ The overall value achieved by all country offices at financial closure in December 2018 was 4.5 percent, and 89 percent of the offices reached the expected target. Of the 9 country offices that had more than desired enhanced risk items in the financial dashboard, two were under operational closures, in which items typically remain open until financial closure takes place.

Table 8: Overall achievement of management performance standards: finance	
Component indicator	Percentage of enhanced risk items in the financial dashboard
Baseline	n/a
Target	7%
Actual	4.5%
% of country offices reaching target	89%
% of country offices making progress towards the target	5%
% of country offices making no or low progress towards the target	6%

28. The **information technology** functional area is represented by an indicator that indirectly reflects a number of processes such as; connectivity; procurement and maintenance of IT equipment; awareness and training of the staff, as well as; protection against potential threats. The WFP average value of this indicator is 93 percent compliance with all IT security standards. Whilst only 17 percent of the country offices reached full compliance, an additional 80 percent reached almost all the standards. The major obstacles for

¹⁵ The financial risk might be created by the length of time they remain open in the system, as well as other parameters that are deemed to create inefficiencies for the country office and WFP.

compliance are connectivity in remote locations, staff awareness and difficulties in renewing the IT assets in some countries.

Table 9: Overall achievement of management performance standards: information technology

Component indicator	Percentage of compliance with information technology security standards
Baseline	n/a
Target	100%
Actual	93%
% of country offices reaching target	17%
% of country offices making progress towards the target	80%
% of country offices making no or low progress towards the target	2%

29. In the **security** functional area, the selected indicator represents the compliance of each office with a series of security compulsory requirements that cover: awareness of staff; liaison with national and United Nations security structures, and implementation of specific security measures issuing from assessment missions. The actual average value of all country offices is only slightly below the target at 96 percent and with approximately two thirds of the country offices being fully compliant with the minimum standards. In country offices where security is of special relevance, additional measures complement the basic package covered in this indicator.

Table 10: Overall achievement of management performance standards: security

Component indicator	Percentage compliance with Field Security Accountability Framework standards
Baseline	n/a
Target	100%
Actual	96%
% of country offices reaching target	62%
% of country offices making progress towards the target	12%
% of country offices making no or low progress towards the target	26%

30. The last functional area considered is **resource mobilization, communications and reporting**, which is represented by two indicators, one of the amounts of contributions allocated to country offices and a second on the favourability of stories published about WFP. The first indicator, for which overall WFP value in 2018 is less than half of the target is low in 2018 because it is only calculated for CSPs and most of the CSPs which started in 2018 counted on carry-over funds from previous projects. In terms of communications, the indicator on favourable stories measures the percentage of stories about WFP that have a positive spin. The average WFP value was 71 percent for WFP and about two thirds of the country offices reached the target.

Table 11: Overall achievement of management performance standards: Resource mobilization, communications and reporting		
Component indicator	Percentage of needs-based plan funded at country operations	Percentage of favourable stories
Baseline	n/a	n/a
Target	100%	70%
Actual	47%	71%
% of country offices reaching target	15%	67%
% of country offices making progress towards the target	27%	33%
% of country offices making no or low progress towards the target	58%	0%

Regional Bureaux and Headquarters Support: Performance by Pillars

31. The support that regional bureaux and headquarters provide to country offices is conceptualized by the pillars and detailed services and products described in figure 16 (see part IV narrative). The main description of performance under each pillar is included in part IV, while the following paragraphs contain some additional information on the indicators and activities carried out under them.
32. **Pillar A – Strategy and direction.** The three indicators that showcase for some of the work in this area are described in part IV, and some more detail is provided below. In addition, the following paragraphs describe some initiatives implemented under this pillar.
33. The first indicator intends to measure the progress in implementing the Integrated Road Map. All the planned 2018 milestones were achieved, indicating the implementation of the IRM remained a corporate priority in 2018. As of the end of 2018, 71 countries had embarked on the zero hunger strategic review process (61 completed with the related reports approved and/or launched by the national government).
34. In 2018, 59 country offices (of 82) had transitioned to the IRM framework. The Executive Board approved 19 full CSPs, 4 interim CSPs (ICSPs) and 10 short-term ICSPs. The approval process was improved by the introduction of a streamlined two-step Board consultation process (informal consultation on CSP concept notes followed by electronic comments on the full CSP draft). In addition, 37 country offices shifted to the IRM framework on 1 January 2018 under transitional ICSPs (T-ICSPs) approved by the Executive Director. By January 2019, all 82 of WFP's country offices will be operating under the IRM framework either through a Board-approved ICSP or an Executive Director approved T-ICSP. The transition is depicted in figure 2.

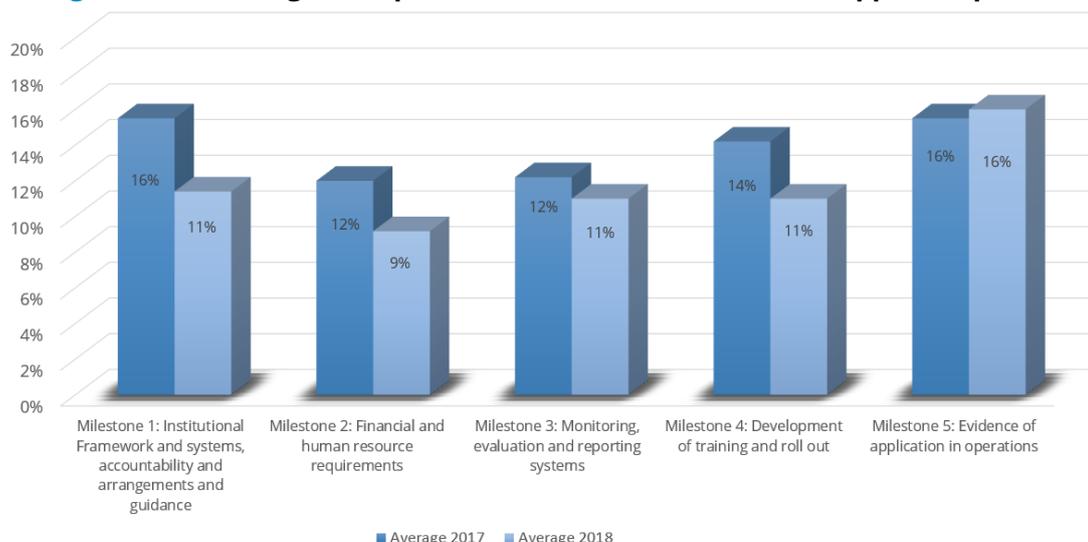
Figure 2: Transition to IRM: CSP status as of 31 December 2018

35. WFP continued to ensure a high level of engagement with Member States through 12 informal consultations and three Board sessions to discuss and approve CSPs, ICSPs, and key changes to WFP General Rules and Financial Regulations. At the 2018 second regular session, the Board approved key amendments to the WFP General Rules and Financial Regulations and changes to WFP's full cost recovery policies. The proposed amendments and full cost recovery recommendations were based on lessons learned gained from piloting the CSP framework and country portfolio budget structure in 2017 and the roll-out to most country offices in 2018.
36. The second indicator under this pillar showcases how strategic decisions are followed through with the implementation of policies approved by the Executive Board. In 2018, the average percentage of implementation¹⁶ of approved policies was 68 percent,¹⁷ achieving the annual target of 68 percent.¹⁸
37. The implementation for individual policies ranges from 34 percent to full implementation ahead of the planned milestones. However, on average, most of the identified milestones achieved less implementation than in 2017, as demonstrated in figure 3; the strongest areas are monitoring of the policy and evidence of application to operations, where allocation of financial and human resources is the weakest area.

¹⁶ Full implementation of a policy requires functioning institutional frameworks, the allocation of human and financial resources, developing or updating guidance, a foreseeable roll-out, and a mechanism in place to monitor and evaluate the impact of the policy.

¹⁷ The calculation of the indicator includes the following policies: Gender Policy (2015–2020) (WFP/EB.A/2015/5-A); Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C); South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D); Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1), Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1); 2018 Enterprise Risk Management Policy (WFP/EB.2/2018/5-C); Nutrition Policy (WFP/EB.1/2017/4-C); Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1*); Environmental Policy (WFP/EB.1/2017/4-B/Rev.1*) and Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1*).

¹⁸ The target of this indicator is given by the average of all targets for implementation of each of the policies considered. The target for each individual policy is expected to increase progressively since the approval year.

Figure 3: Percentage of implementation of Executive Board approved policies

38. The following paragraphs describe some important initiatives carried out under this pillar.
39. An important category of activities that belong to this pillar is the working of different committees and working groups that implement key initiatives for the organization. For example, in 2018 the Technology Division chaired 3 sessions of the **Data Management Committee**, during which important decisions were taken related to the lifecycle management of beneficiary data, planning for dashboards, and making a recommendation to the Management Information Systems Steering Committee (MISSC) regarding data protection and privacy governance within WFP. In November, the MISSC endorsed a "Federal Model" for the governance of Data Protection, which involves the creation of an independent Data Protection Officer reporting to the Deputy Executive Director. These decisions will enable WFP to lead the humanitarian community in data protection, most importantly keeping us accountable to our beneficiaries. This work was carried out in line with one of the Executive Director priorities, which is the digitalization of WFP.
40. Finally, another important category of activities that fall into this pillar is the preparation of **corporate documents**, internal or external, that can facilitate decision making and advocacy in topics related to WFP's mandate. Apart from the production of annual corporate products such as the Management Plan, the Annual Performance Report and other annual reports, WFP produced the World Food Assistance (WoFA) report and participated in the preparation of the State of Food Security and Nutrition in the world (SOFI). The WoFA, this year entitled Preventing Food Crises, was released in June 2018. By examining various data sources, including WFP assistance from 2009–2016, it looks at causes behind food crises and presents short- and long-term solutions. The principal causes of food crisis remain conflict and climate-change related events, however addressing these could prevent, decrease or even stop food crises globally. The SOFI 2018: Building Climate Resilience for Food Security and Nutrition is the world's leading source of numbers and analysis on hunger and malnutrition, a yardstick for measuring progress towards Sustainable Development Goal 2, Zero Hunger. It is researched and put together jointly by United Nations agencies FAO, IFAD, UNICEF and WHO – as well as WFP.
41. **Pillar B - Direct Services to operations**, includes three indicators that reflect WFP corporate support to operations. Some of the initiatives that have contributed to the achievement of targets under this pillar are described in the following paragraphs.

42. In 2018, WFP **food procurement** had as one of its priorities to identify new suppliers for nutritious foods, pulses, and other commodities to be able to offer immediate response to the complex emergency operations worldwide. The division provided direct field support to emergency operations deploying staff to Yemen, Syrian Arab Republic, DRC and Cox's Bazar, augmenting capacity in Yemen and modifying the response modalities in the Syrian Arab Republic to adapt to an ever-changing complex operation.
43. Managed by the Emergency Preparedness and Support Division, the **Operations Centre** (OPSCEN) continued to play the key role as critical information coordination hub for the organization, ensuring decision makers had access to accurate and timely information to enable informed decision-making, while serving as an organization-wide resource for operational information for WFP's emergency response operations. WFP OPSCEN supported 38 Operational and Strategic Task Forces, as well as Strategic Coordination Calls and consistently provided timely and predictable information to decision makers through the Daily Operational Brief,¹⁹ the Weekly Emergency Overview²⁰ and 506 internal and external dashboards. Considering the growing number of WFP Emergencies, OPSCEN facilitated the implementation of emergency response activation and deactivation protocols for 13 emergency situations in 2018. The results of this work can also be appreciated in the corporate KPI 2: effective emergency preparedness and response.
44. **Administration and engineering services** directly supported 90 WFP offices on lease review, renewal and acquisition of new facilities; accommodation upgrades in 55 guesthouses and evolution of the accommodation booking site into the Humanitarian Booking Hub, now used by other agencies such as UNHCR, UNICEF, UNHAS and UNMD.
45. As an outcome of the recommendations from the 2018 internal audit on WFP Asset Management and in line with the process review carried out in 2016, a highly critical initiative is the global roll-out of the first release of the **Global Equipment Management System Mobile App** (GEMS Mobile) to support the global clean-up of assets. GEMS Mobile is a convenient, easy-to-use mobile app that allows to scan equipment labels to digitize and simplify the process of equipment recording, transfer, physical count and reconciliation. This first 2018 release already has a big impact in terms of workload reduction for the country offices as it shortens the time needed to perform asset physical counts from 2 months to 2 weeks and is partially responsible for the high performance of most country offices in the functional area administration in corporate KPI 3.
46. In 2018 the first release of the solution has been successfully rolled out in 13 country offices, the Regional Bureau for East Africa and headquarters. By 31 December 2018 approximately 44 percent of WFP assets data in terms of value have been cleaned-up through the roll-out of GEMS Mobile. So far, some 134,000 assets have been counted with a value of USD 302 million in 14 offices. More than 250 users have been trained to use the application for asset physical count and reconciliation, as well as to implement the new organizational framework around asset management decentralization in their respective offices. Roll out of this solution will be completed by end of 2019, impacting around 1,000 users, and additional functionalities will be developed. The quality of asset data in the Global Equipment Management System will significantly improve, enabling stronger oversight, increased transparency and accountability, better life-cycle management, reduced amount of obsolete assets and more informed management decisions. Ultimately this will contribute to a higher responsiveness and better stewardship, especially in case of operational changes such as emergencies where assets are massively deployed.

¹⁹ 365 produced during 2018.

²⁰ 45 produced during 2018.

47. The **Global Asset Service** (GAS) supports country offices in the disposal of obsolete and unused items, preventing their storage, which creates risk of improper use or theft and creates operational costs related to storage and staffing needs to manage stocks. The GAS team travel to country offices and help the local teams to prepare items for disposal and organize and attend public auctions, ensuring oversight and higher revenues. These public auctions are managed in close collaboration with UNHCR, not only reducing overall United Nations costs, but also having larger quantities of items to attract more buyers and generate greater competition. At the end of 2018, WFP revenues generated by auction sales managed under GAS amounted to over USD 7.7 million.
48. In 2018, the Global Vehicle Leasing Programme was transformed into the **Fleet Centre**, a new one-stop-shop for all fleet management services for light and armoured vehicles. The Fleet Centre team of experts supports country offices, from leasing to disposal, to save money, improve light vehicle fleet performance and efficiency through new digital tools such as an online leasing services platform, comprehensive fleet management support and improved customer services. The Fleet Centre counts on a team of fleet experts who provide remote and on-site support to country offices to define fleet requirements, offer advice on how to maximize vehicle utilization and keep running costs and maintenance costs to a minimum and reduce CO2 emissions. The aim is to reduce the total cost of ownership per vehicle from the current global average of USD 12,500 per annum to USD 10,400, which will result in cost savings for the country offices.
49. In 2018, WFP made significant strides in consolidating the organization's **Global Travel Programme** by including country offices in the agreement with WFP's travel management company, extending our global airline agreements and providing easy access to high level travel data to WFP country directors. WFP's travel management company, BCD, currently manages 65 percent of the total air ticket volume and is expected to increase to 75 percent in 2019. This coverage provides high visibility in WFP travel expenditures and trends, and thanks to analytics, it is possible to compare with travel industry standards, as well as monitor behaviour and compliance.
50. In collaboration with the other two Rome-based agencies, WFP has managed to increase the discounts on air tickets through global agreements with the most used airlines. These agreements have reduced the tickets costs between 9 to 23 percent compared to corporate negotiated fares and allow for other cost reductions related to free ticket changes, reimbursements or baggage allowances. Finally, travel statistics were included in an internal dashboard in 2018, allowing country office management to access simplified travel data to allow visibility of overall country office travel costs.
51. The Finance and Treasury Division centrally provided financial services to the organization to achieve efficiencies. These were, for example, the in-house management of funds, which in 2018 returned 1.84 percent as opposed to 1.67 percent external benchmark, and the continued roll-out of the Invoice Tracking System (ITS). As of 31 December 2018, the **Invoice Tracking System** (ITS) had been implemented in 65 offices (headquarters divisions, regional bureaux and country offices with 7 in progress and 12 planned for 2019). The invoices processed through ITS now represent 94 percent of WFP's invoice volumes and 96 percent of USD value.
52. 2018 marks the continued use of blockchain technology and the maturity of the **Building Blocks project** as a means of utilizing innovative technologies to enhance the impact and efficiency of WFP operations. In Azraq camp in Jordan, the project has scaled up, growing from 10,500 to 106,000 people reached, who now pay for their food through the building blocks project. The total transferred amount has increased from 2.1 million in 2017 to over 36 million in 2018.

53. The switch from the use of traditional financial service providers (FSPs) to blockchain technology has brought a multitude of benefits this year, including enhanced data security, as the sensitive information no longer needs to be shared. In addition, it contributes to the simplification of processes which further results in reduction of time of cash-based transfers implementation. More recently, WFP's Building Blocks project has prompted the effective partnership with UN Women, in the efforts to enhance harmonization between humanitarian agencies. This collaborative approach to sharing knowledge and technologies has far reaching benefits and is a core objective of WFPs investment in piloting and using this technology.
54. The **Pillar C – Policy, guidance and quality assurance** is represented by three indicators described in Part IV of the document. Some of the initiatives under this pillar that contributed to WFP's positive performance in 2018 are described in the following paragraphs.
55. Following cross-divisional collaboration, WFP has developed **strategic guidance on critical humanitarian reform and policy matters**. As the global leader on humanitarian response, WFP is committed to systematic and strategic engagement with partners on all matters related to coordination, planning, and response. In 2018, WFP finalized the Humanitarian Programme Cycle Guidance for Country Offices in support of their engagement in Humanitarian Needs Overviews (HNOs), Humanitarian Response Plans (HRPs) and Refugees Response Plans (RRPs) processes.
56. The Supply Chain Division undertook several actions under this pillar. In 2018 the Food Procurement Unit (OSCSF) issued the new **Food Procurement Manual**, which includes links to various circulars, memoranda, directives and flowcharts, developed or updated in 2018. A new food procurement training will be rolled out in 2019, to train staff on the new manual, and updated guidelines. During 2018, in consultation with the Legal Office and the Office of Inspections and Investigations, the Supply Chain Division also produced the new delegation of authority for procurement and contracting in supply chain functions and rolled out the changes to the financial support system. During the transition, the Supply Chain Division offered enhanced support to the country offices, and reached out to concerned staff profiles to ensure awareness and understanding of the roles and responsibilities in the new system. During 2018, practical guidelines on Ethical Standards for Procurement and Contracting in Supply Chain Functions were developed in consultation with field staff and relevant expert teams in WFP, including the Director of the Ethics Office.
57. The **WFP Corporate Monitoring Strategy** was issued in 2018. The strategy addresses three main priority areas of work: adequate monitoring expertise, financial commitments and functional capacity. During the year, significant progress was made towards its first priority, including the completion of a workforce analysis and the launch of the Monitoring Fit Pool. Resources were internally mobilized within WFP to support country offices with funding constraints in achieving minimum monitoring requirements and conduct mandatory mid-term reviews. The normative framework for monitoring was revised, following the approval of the r-CRF by the Executive Board in November 2018 containing strengthened outcome and output indicators and a new set of SDG related indicators to assist country offices reporting contributions to national SDG targets. The indicator compendium was revised accordingly, as well as other guidance material. Live webinars on the CRF were conducted and materials posted in the WeLearn platform. Guidance on mid-term reviews and quarterly monitoring reporting were issued. On the system side, country offices' capacity to use COMET was enhanced through the development of additional training materials, workshops and online support.

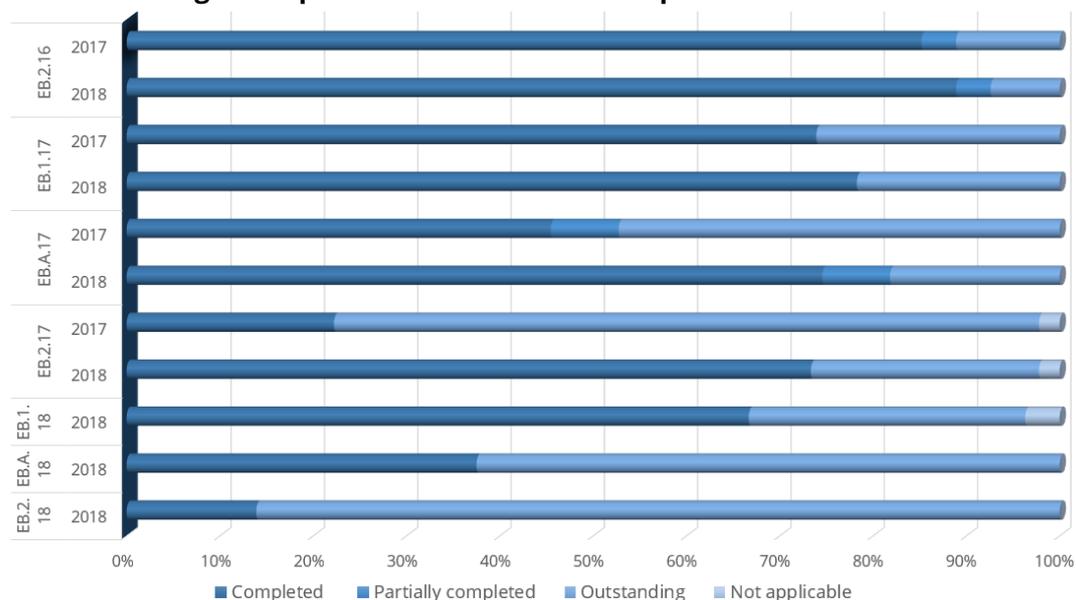
58. The **Pillar D – Advocacy, partnerships, fundraising and United Nations coordination** includes four indicators, which are described in part IV of the document. In addition, more details and some of the initiatives undertaken under this pillar can be found in the following paragraphs.
59. Under the partnership agreement with the **Global Fund (TGF)**, WFP provides logistics and supply chain services to TGF's principal recipients to fight malaria, tuberculosis and HIV in several countries. In Central African Republic, WFP works with the principal recipients of the Global Fund – the French Red Cross and World Vision – as the service provider for the 'in-country' health supply chain management. In 2018, some of the main activities were centred around supply chain planning and management, visibility and risk management. The Relief Item Tracking Application (RITA), used by WFP for tracking non-food items, was rolled out and fully implemented as the core tracking tool for medical products, from in-country reception, inventory and transport to the final delivery points.
60. In Chad, where malaria remains the leading cause of morbidity and mortality with 44 percent of the reported cases being children under five, WFP works side by side with the United Nations Development Programme (UNDP) providing logistics support and expertise for the distribution of insecticide-treated mosquito nets. Since 2017, 6.7 million mosquito nets were distributed across 13 regions in Chad.
61. In November 2017, due to the blockage at Yemen's main supply entry point, fuel prices increased by 64 and 143 percent. WFP, through **Bilateral Service Provision (BSP)**, implemented fuel provision activities to ensure uninterrupted supply of fuel to health facilities and other vital structures. Every month, BSP transports 4.5 million litres of diesel and in one year more than 27 million litres have been delivered to 24 Expanded Programme on Immunization (EPI) centres, 24 local water and sanitation facilities and 181 hospitals in all 22 Yemeni governorates. If the same amount of fuel had to be procured and delivered using the commercial sector, this would have approximately costed an additional USD 7 million. BSP uses the full cost recovery mechanism to continue purchasing fuel and replenish the stock as needed.
62. Also through BSP, WFP has provided logistics support to humanitarian partners such as IOM, delivering more than 1.2 million bed nets in three weeks, and WHO, by creating a corridor between Djibouti, Dubai, Salalah and Yemen to facilitate the transport of 23,000 m³ of medical supplies: sea operations coordinated by WFP allowed for the delivery of 228 mt/863 m³ of medical items to Salalah. From July 2018, WHO also made use of WFP airfreights which delivered 883 mt of critical medical supplies to Yemen. WFP air services also provide medical evacuation of passengers from Sana'a to Cairo. Finally, WFP is also supporting WHO with the construction of 43 therapeutic centres and 32 diarrhoea treatment centres and with the rehabilitation of 2 hospitals through specialized engineering services.
63. The **Logistics Cluster** has forged a strong partnership with four of the largest global logistics and transportation companies through the **Logistics Emergency Team (LET) initiative**, since 2005. At Davos in January 2018, the LET companies announced an expansion of the partnership content, shifting the focus from only natural disasters to also providing support in protracted and complex emergencies. The shift answers to the changing environment in which the Logistics Cluster operates and reasserts the value of private sector partnerships towards improving humanitarian response. Globally, LET partners have also committed to strategic data exchange ahead of crises.
64. WFP and its United Nations partners made significant progress in system-wide collaboration and coordination, including through follow-up to the resolution of the **QCPR** on operational activities for development of the United Nations system, and efforts towards repositioning the United Nations Department of Safety and Security (UNDSS) to deliver effectively on the

2030 Agenda, collaborating closely with United Nations partners through the United Nations Sustainable Development Group (UNSDG).

65. As part of these efforts, WFP co-leads with UNHCR, the **Strategic Results Group on Business Innovations**, which aims at greater consolidation of United Nations business operations and common premises, to improve service quality, effectiveness and efficiency. To this end, a statement of commitment to apply the principle of mutual recognition of policies and processes between agencies, has been signed by WFP alongside ten other United Nations entities, including the Secretary-General on behalf of the Secretariat. This will enable further collaboration in business operations and reduction of transaction costs between agencies.
66. WFP has also been an active part of a Design Team to develop the **new generation of the United Nations Development Assistance Framework (UNDAF)**, including having helped facilitate aspects of the drafting of new UNDAF guidance. This is expected to become the key tool for planning and implementation of United Nations development activities in support of the 2030 Agenda. WFP's view is that while the UNDAF would be the overarching vehicle for strategic direction-setting it should be in line with national development plans, programmatic details (including programme strategy, design and implementation arrangements) as defined in the country strategic plans. The redesigned UNDAF is envisaged to be strategic, outward looking, facilitate partnership, and with an accountability element. The draft guidelines of the new UNDAF are expected to be finalized by the end of March 2019.
67. In 2018, WFP also participated in an inter-agency design process on the **Management and Accountability Framework (MAF)** which will guide responsibilities and mutual accountabilities of key stakeholders at the country, regional and global levels. WFP is ahead of the curve as earlier this year it began a review of its country presence and operating models, and a regional review to ensure it is right-sized in its reach and fit for purpose. The first phase of the regional review will focus on how to optimize regional functions to improve the way the system currently works while the second phase will look at a longer-term re-profiling and restructuring of regional assets. Based on the internal review findings, WFP will revise its country presence and operating model (at country, regional and global level) from 2019 onwards.
68. In November 2018, WFP together with UNICEF and UNHCR launched the **United Nations Partner Portal** – an online platform designed to simplify and harmonize United Nations processes for working with civil society partners, including national and international NGOs, community-based organizations, and academic institutions. The portal will enable civil society organizations to create profiles and share key information about themselves with the United Nations and allow United Nations agencies to post partnership opportunities and solicit, receive, assess and select applications submitted by such organizations, as well as conduct harmonized due diligence verification.
69. **Pillar E – Governance and independent oversight** covers all the activities related to the Executive Board functioning, the independent oversight functions: evaluation and audit, as well as specific transparency initiatives. It is described by three indicators that are described in part IV.
70. The first of the indicators selected to showcase the activities carried out under this pillar is the percentage of actions requested at Executive Board sessions that are implemented by their agreed deadline. The achievement in 2018 is 98 percent, practically on target with 79 actions implemented as per their agreed deadline in 2018 and showing the responsiveness of WFP to the oversight function of its main governance body.

71. Figure 4 shows details on this indicator since 2017. In any given year, there is naturally more progress over the actions requested in the first session of the Executive Board, for which there is more time within the same year. In 2018, there has been progress in the implementation of actions requested in every session of the Board; notably the fastest relative progress has been on implementation of the actions requested in annual and second sessions of the Executive Board in 2017.

Figure 4: Percentage of implementation of actions requested at Executive Board sessions



72. In addition, other headquarters divisions carried out their activities providing services and products under this pillar. For example, as reported in the 2018 Annual Evaluation Report, the objectives set in the evaluation policy combined with the requirement for all CSPs to be evaluated imply a **substantial increase in the number of centralized and decentralized evaluations delivered**. This trend is expected to continue in coming years as part of WFP's phased approach to resourcing and implementation of the evaluation policy and has implications in terms of the overall evaluation function resourcing and management. A number of initiatives to respond to these needs were initiated in 2018:

- Firstly, the Evaluation Function Steering Group established a cross-divisional task force to develop a strategic approach to sustainable financing of the evaluation function, especially at country and regional level, and requested the Office of Evaluation to coordinate the preparation of a consolidated investment case to provide additional resources to support implementation of the regional evaluation strategies.
- Secondly, with the support of the Human Resources Division and jointly with the Performance Management and Monitoring Division, the Office of Evaluation launched a joint monitoring and evaluation workforce planning and the Monitoring and Evaluation FIT Pool to strengthen the WFP monitoring and evaluation workforce across the organization with particular emphasis on meeting needs at country office level.
- Thirdly, the Office of Evaluation launched a corporate evaluation management information system to manage key information on both centralized and decentralized evaluation and allow for corporate reporting against key performance indicators for the WFP Evaluation Function, approved in the Evaluation Policy and Strategy.

- Finally, the Office of Evaluation launched a restructuring process to ensure flexible and scalable management of evaluations and that related activities such as capacity development, quality assurance, research and analytics and communication of evaluation evidence are performed in a coherent manner. Additional fixed term posts have been approved to support a more sustainable management of the evaluation cadre. A change management process has been put in place to support this process and is expected to be completed during the first part of 2019.
73. In 2018 WFP published all **financial reports** timely. Donor financial reports were published by the corporate deadline of 31 March 2018 and Financial Statements were prepared and shared with all stakeholders timely, including presentation to the External Auditor in February 2018 followed by presentations to the Audit Committee, FAO Finance Committee and to the Executive Board at its Annual Session in June 2018.
 74. On 25 July 2018, WFP launched the beta version of the **CSP Data Portal** for Member States and donor partners. The portal includes programme, financial and performance related information on Executive Board-approved CSPs and ICSPs. The portal aims to provide greater transparency on WFP's planning and results, strengthen governance, fulfil oversight requirements and facilitate funding decisions. The portal consolidates data from numerous corporate systems and integrates WFP's annual planning process and country office management plans. Information is displayed by country, Strategic Result, strategic outcome, activity and year – which may be filtered according to users' requirements. Together with planning information, periodic updates will include information on expenditures, outputs delivered and performance indicators from the CRF, and complement annual country reports.
 75. WFP is working to improve the portal including by addressing challenges related to systems integration and expects to deliver an updated version in the first quarter of 2019. This version will include original implementation plan information for each country and the net funding requirements for the next six months' contribution information. With respect to results, baseline values as well as target values will be included.

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)¹

	Baseline	Target 2018	KPI 2018	2017
Corporate IV				
Percentage of QCPR indicators for which WFP has achieved targets	100% (2016)	100%	100%	80% ¹
QCPR: Alignment with the Sustainable Development Goals				
1. Percentage of country offices reporting that their CSP, interim CSP or country programme/project document outlines how WFP intends to reach the furthest behind first	78% (2017)	N/A	96%	78%
2. Percentage of country offices reporting that their CSP, interim CSP or country programme/project document identifies specific actions on how WFP will contribute to technical and capacity development (including policy) support as called for in the 2030 Agenda	88% (2017)	N/A	91%	88%
3. Percentage of country offices reporting that their CSP, interim CSP or country programme/project document outlines how WFP intends to address the needs of persons with disabilities	27% (2017)	N/A	54%	27%
QCPR: Alignment of Planning Processes				
4. Percentage of country offices reporting that their CSP, interim CSP or country programme/project document is aligned with the national planning and budgeting cycles, and the UNDAF cycle a) Fully aligned b) Partially aligned	a) 49% b) 33% (2017)	N/A	a) 45% b) 44%	a) 49% b) 33%
5. Percentage of country offices reporting that their planning and activities align with one or more other UNDS entities.	95% (2018)	N/A	95%	N/A
6. Percentage of country offices engaged in the UNDG Business Operations Strategy (BOS), in countries where the BOS has been adopted and WFP has physical presence	96% (2017)	N/A	97%	96%

¹ This represents a 20 percent decrease from the baseline value, collected in 2016. This can be explained by the fact that 2017 was the first year of implementation of the 2017–2020 QCPR. For continuity, a number of QCPR indicators that remain pertinent have been absorbed from the previous 2014–2017 QCPR indicators.

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)¹

	Baseline	Target 2018	KPI 2018	2017
7. Average number of BOS service lines country offices have adopted, when engaged in the BOS, out of the following five service lines; finance, human resources, information and communications technology, and procurement	3.8 (2017)	N/A	3.4	3.8
8. When engaged in the BOS, percentage of country offices adopting the respective BOS service lines:				
a) Finance	a) 78%	N/A	a) 67%	a) 78%
b) Human resources	b) 70%		b) 67%	b) 70%
c) Information and communications technology	c) 52%		c) 72%	c) 52%
d) Procurement	d) 91%		d) 81%	d) 91%
	(2017)			
QCPR: Funding				
9. Total net revenue in USD from:				
a) public sector partners;			7,363,911,092 (82%)	
b) private sector partners;				a) 6,750,073,240 (99%)
c) World Bank/other development banks;	N/A	9,000,000,000	a) 7,235,091,675 (98%) b) 83,908,865 (1.14%) c) 43,700,673 (0.59%) d) 722,344,983 (10%)	b) 85,338,073 (1.25%) c) 6,250,000 (0.09%) d) 491,446,025 (7.19%)
d) by donors other than the top 15; (as a percentage of other resources)				
10. (Percentage of) WFP resources received that are part of multi-year commitments in USD	N/A	N/A	1,020,877,764 (13.86%)	1,083,515,675 (16%)
11. (Percentage of) WFP non-core resources received from inter-agency pooled funds in USD	N/A	N/A	206,515,916 (2.80%)	179,654,148 (3%)
12. (Percentage of) total WFP funding for joint programmes in USD	N/A	N/A	32,097,347 (0.44%)	104,070,698 (2%)
QCPR: Cross-cutting dimensions				
13. Percentage of UN SWAP 2.0 performance indicators met or exceeded ²	75%	***	75%	n/a
14. Percentage of projects with gender and age marker codes 3 and 4 for Design ³ (replaces GM 2a/b, see below)	100%	100%	100%	n/a
15. Percentage of female staff among international professional staff			a) 75% b) 60%	a) 67% b) 53%
a) P1	N/A	N/A	c) 42%	c) 42%
b) P2			d) 45%	d) 44%
c) P3			e) 42%	e) 42%
d) P4				

² This QCPR indicator replaces *Percentage of UN SWAP performance indicators met or exceeded* (with a result of 87% in 2017).

³ This QCPR indicator replaces *Percentage of projects with gender marker code 2a and 2b* (with a result of 86% in 2017).

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)¹

	Baseline	Target 2018	KPI 2018	2017
<i>e) P5</i>				
National staff			f) 37%	f) 34%
f) NO-A			g) 39%	g) 37%
g) NO-B			h) 34%	h) 34%
h) NO-C			i) 50%	i) 57%
i) NO-D				
<i>High-level posts</i>				
j) D1			j) 41%	j) 37%
k) D2			k) 33%	k) 35%
l) ASG and USG			l) 20%	l) 17%
<i>General service staff</i>				
m) G1			m) 40%	m) 41%
n) G2			n) 5%	n) 4%
o) G3			o) 21%	o) 22%
p) G4			p) 40%	p) 42%
q) G5			q) 48%	q) 49%
r) G6			r) 40%	r) 38%
s) G7			s) 44%	s) 43%
16. Percentage of international professional staff from programme countries:				
a) at all levels	N/A	N/A	a) 45%	a) 45%
b) P4 to P5			b) 39%	b) 38%
c) D1 and above			c) 34%	c) 34%
QCPR: Programmatic and operational coherence and effectiveness				
17. Percentage of country offices reporting that they are applying the UNDG Standard Operating Procedures, or components of them				
	62%	N/A	68%	66%
	(2016)			
18. Percentage of countries that have engaged in South-South cooperation or triangular cooperation supported by WFP				
	61%	N/A	73%	72%
	(2016)			
19. Percentage of country offices reporting that disaster risk management/reduction activities are integrated in their country strategic plan (CSP), interim CSP (ICSP) or country programme/project document				
	79%	N/A	79%	79%
	(2017)			
20. Percentage of country offices that supported the Voluntary National Review of their host country, where applicable.				
	65%	N/A	56%	65%
	(2017)			
21. Percentage of country offices (co-)leading UNCT results groups				
	85%	N/A	92%	85%
	(2017)			
QCPR: Resident Coordinator system				
22. Percentage of requested contributions to the UNDG Resident Coordinator system cost-sharing arrangement paid by WFP				
	100%	100%	100%	100%
	(2016)			

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)¹

	Baseline	Target 2018	KPI 2018	2017
QCPR: Managing for Results				
23. Percentage of country offices using common results-based management tools and principles ⁴	TBD	100%	100%	100%
24. Percentage of country offices reporting that they have carried out a joint assessment, joint planning and/or joint monitoring and evaluation ⁵	88% (2018)	N/A	88%	N/A

⁴ This indicator was used in previous APR (common indicator). It is extracted from the CO's Annual Performance Plan by the Performance Management and Monitoring Division (RMP). RMP confirmed last year's indicator on 19 February 2018.

⁵ This information relates to a new QCPR indicator.

ANNEX IV-D: WFP MANAGEMENT PLAN (2018–2020)

Annex IV-D can be found at the following link ([WFP/EB.2/2017/5-A/1/Rev.1](#)).

ANNEX V: WFP EMPLOYEES¹ AS AT 31 DECEMBER 2018

Category	Total	No. of women	Percentage of women (%)
Higher categories (D-2 and above)	59	19	32
International professionals (P-1 to D-1)	1 440	624	43
Junior professional officers	47	33	70
Short-term intl. professionals and consultants	1 971	912	46
Interns	144	94	65
Total internationally recruited	3 661	1 682	46
National professional officers	1 184	441	37
General Service	4 009	1 383	34
Service contracts	6 083	1 708	28
Short-term general service and special service agreements	1 921	741	39
Total locally recruited	13 197	4 273	32
Total WFP employees²	16 858	5 955	35

¹ Excludes temporary contracts such as authors' contracts, fellowships, United Nations and WFP volunteers and casual labourers.

² Data extracted on 15 January 2019 from WINGS II.

ANNEX VI: WFP FOOD PROCUREMENT IN 2018

	Quantities (mt)	% of total	USD million	% of total
Developing countries				
Least developed	1 338 905	37	506 194 804	32
Other low-income¹	1 069	0	456 531	0
Lower middle-income²	947 536	26	464 879 487	29
Upper middle-income³	536 907	15	240 541 929	15
Subtotal	2 824 417	79	1 212 072 751	76
Developed countries				
Subtotal	764 094	21	387 416 475	24
Total	3 588 511	100	599 489 226	100

No.	Country	(mt)	USD
Developing countries			
1	AFGHANISTAN	68 779	24 817 401
2	ALGERIA	11 607	3 361 044
3	ARGENTINA	4 636	2 823 150
4	ARMENIA	1 507	661 470
5	BANGLADESH	63 984	32 736 561
6	BENIN	2 788	1 277 822
7	BOLIVIA (PLURINATIONAL STATE OF)	62	46 362
8	BOTSWANA	280	168 000
9	BRAZIL	3 655	1 815 505
10	BURKINA FASO	21 346	12 301 028
11	BURUNDI	3 622	2 519 549
12	CAMBODIA	16	4 240
13	CAMEROON	28 349	18 272 945
14	CENTRAL AFRICAN REPUBLIC	4 975	2 877 331
15	CHAD	17 568	8 097 979
16	CHINA	7 747	4 140 304
17	COLOMBIA	273	529 663
18	CÔTE D'IVOIRE	62	51 550
19	DEMOCRATIC REPUBLIC OF THE CONGO	49 631	34 055 486
20	EGYPT	46 035	27 036 943
21	ETHIOPIA	159 585	57 700 011

¹ LIC: Other low-income countries (per capita GNI < USD 1,045 in 2013).

² LMIC: Lower middle-income countries (per capita GNI USD 1,046 – 4,125 in 2013).

³ UMIC: Upper middle-income countries (per capita GNI USD 4,126 – 12,745 in 2013).

ANNEX VI: WFP FOOD PROCUREMENT IN 2018

No.	COUNTRY	(mt)	USD
22	GAMBIA	175	131 989
23	GUATEMALA	573	311 794
24	GUINEA	699	486 698
25	GUINEA-BISSAU	360	313 547
26	HAITI	1 343	1 010 714
27	HONDURAS	9 647	7 140 465
28	INDIA	83 719	26 091 191
29	INDONESIA	104 699	76 242 553
30	IRAN (ISLAMIC REPUBLIC OF)	3 713	1 312 577
31	IRAQ	128	143 323
32	JORDAN	33 586	20 515 474
33	KAZAKHSTAN	12 520	5 055 918
34	KENYA	10 817	11 978 503
35	KYRGYZSTAN	6 904	6 285 545
36	LEBANON	2 980	1 167 145
37	LESOTHO	2 571	900 591
38	LIBERIA	1 187	992 633
39	MADAGASCAR	6 877	5 047 529
40	MALAWI	32 519	10 502 385
41	MALAYSIA	1 084	811 146
42	MALI	9 574	4 900 621
43	MAURITANIA	5	568
44	MEXICO	169	225 239
45	MOROCCO	44 365	31 492 182
46	MOZAMBIQUE	8 626	3 398 172
47	MYANMAR	46 233	16 546 819
48	NAMIBIA	771	112 317
49	NEPAL	463	190 356
50	NICARAGUA	1 246	1 030 471
51	THE NIGER	28 361	18 043 413
52	NIGERIA	93 853	46 139 709
53	PAKISTAN	78 865	43 338 439
54	PARAGUAY	425	176 375
55	PHILIPPINES	3 318	2 554 808
56	REPUBLIC OF THE CONGO	330	490 636
57	RWANDA	47 705	37 303 993
58	SENEGAL	900	150 599

ANNEX VI: WFP FOOD PROCUREMENT IN 2018

No.	COUNTRY	(mt)	USD
59	SIERRA LEONE	7	21 171
60	SOMALIA	6 500	2 821 855
61	SOUTH AFRICA	88 558	40 027 579
62	SOUTH SUDAN	5 440	1 544 766
63	STATE OF PALESTINE	115	31 052
64	SUDAN	167 190	48 762 913
65	SYRIAN ARAB REPUBLIC	49 221	40 603 207
66	TAJIKISTAN	145	8 980
67	TANZANIA (UNITED REPUBLIC OF)	171 529	41 754 732
68	THAILAND	19 592	9 379 906
69	TURKEY	378 768	169 292 737
70	UGANDA	197 986	54 206 657
71	UKRAINE	252 183	63 693 975
72	VIET NAM	97 936	40 861 233
73	YEMEN	195 451	75 318 940
74	ZAMBIA	14 909	5 455 735
75	ZIMBABWE	1 069	456 531
Subtotal (76% in value terms)		2 824 417	1 212 072 751
Developed countries			
1	BELGIUM	103 980	83 695 026
2	BULGARIA	37 241	8 716 055
3	CANADA	59 175	27 294 115
4	FRANCE	17 470	41 419 106
5	GERMANY	473	192 308
6	HUNGARY	3 349	3 486 221
7	ITALY	91 380	63 077 870
8	JAPAN	10 704	7 965 068
9	NETHERLANDS	2 836	959 765
10	OMAN	9 334	4 780 268
11	POLAND	2 160	799 794
12	ROMANIA	254 000	54 492 000
13	RUSSIAN FEDERATION	80 511	35 447 547
14	KOREA (REPUBLIC OF)	50 000	19 550 000
15	SPAIN	10 597	4 224 753
16	SWITZERLAND	1 866	4 732 154
17	UNITED STATES OF AMERICA	10 915	20 164 704
18	UNITED ARAB EMIRATES	18 105	6 419 721
Subtotal (24 percent in value terms)		764 094	387 416 475
TOTAL		3 588 511	1 599 489 226

ANNEX VII-A: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2015–2018

	2015		2016		2017		2018	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
GRAND TOTAL	4 633 491	100	5 082 229	100	5 895 126	100	6 447 942	100
DEVELOPMENT	300 313	6	303 009	6	301 262	5	296 371	5
RELIEF	3 690 914	80	4 173 813	82	5 072 848	86	5 668 202	88
Emergency	1 772 776		2 068 953		1 788 447		3 768 586	
PRRO	1 918 138		2 104 859		3 284 401		1 899 616	
SPECIAL OPERATIONS	400 705	9	335 635	7	275 295	5	141 660	2
BILATERALS, TRUST FUNDS AND OTHERS ²	241 559	5	269 774	5	245 721	4	341 709	5
SUB-SAHARAN AFRICA	2 500 463	100	2 673 801	100	3 136 131	100	3 211 941	100
Percentage of all regions	54		53		53		50	
DEVELOPMENT	167 159	7	158 743	6	166 532	5	138 965	4
RELIEF	1 946 924	78	2 187 223	82	2 687 071	86	2 892 990	90
Emergency	677 864		538 328		975 460		1 753 139	
PRRO	1 269 060		1 648 895		1 711 611		1 139 851	
SPECIAL OPERATIONS	327 174	13	239 375	9	218 382	7	77 987	2
BILATERALS AND TRUST FUNDS	59 207	2	88 460	3	64 145	2	101 999	3

ANNEX VII-A: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2015–2018

	2015		2016		2017		2018	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
ASIA	558 020	100	446 621	100	368 175	100	491 785	100
Percentage of all regions	12		9		6		8	
DEVELOPMENT	64,775	12	70 179	16	51 962	14	55 438	11
RELIEF	420 932	75	325 162	73	274 895	75	397 457	81
Emergency	34 113		24 702		60 528		274 232	
PRRO	386 819		300 461		214 367		123 225	
SPECIAL OPERATIONS	45 546	8	20 505	5	17 049	5	5 899	1
BILATERALS AND TRUST FUNDS	26 767	5	30 775	7	24 268	7	32 991	7
EASTERN EUROPE AND CIS	50 788	100	44 887	100	29 092	100	23 586	100
Percentage of all regions	1		1		0		0	
DEVELOPMENT	22 010	43	20 255	45	20 686	71	17 762	75
RELIEF	26 537	52	22 915	51	7 096	24	4 159	18
Emergency	25 567		22 780		629		276	
PRRO	970		136		6 467		3 883	
SPECIAL OPERATIONS	1 382	3	1 274	3	714	2	162	1
BILATERALS AND TRUST FUNDS	858	2	442	1	595	2	1 504	6

ANNEX VII-A: DIRECT EXPENDITURES¹ BY REGION AND CATEGORY, 2015–2018

	2015		2016		2017		2018	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
LATIN AMERICA AND THE CARIBBEAN	115 144	100	166 045	100	131 927	100	126 319	100
Percentage of all regions	2		3		2		2	
DEVELOPMENT	24 443	21	28 924	17	36 140	27	48 724	39
RELIEF	57 793	50	99 125	60	68 733	52	62 994	50
Emergency	1 387		29 074		16 890		37 925	
PRRO	56 407		70 050		51 843		25 069	
SPECIAL OPERATIONS	0	0	5 836	4	6 080	5	961	1
BILATERALS AND TRUST FUNDS	32 908	29	32 160	19	20 974	16	13 640	11
MIDDLE EAST AND NORTH AFRICA	1 296 865	100	1 636 293	100	2 107 111	100	2 437 012	100
Percentage of all regions	28		32		36		38	
DEVELOPMENT	21 927	2	24 906	2	25 941	1	35 482	1
RELIEF	1 238 727	96	1 539 387	94	2 035 052	97	2 310 601	95
Emergency	1 033 844		1 454 069		734 939		1 703 013	
PRRO	204 882		85 318		1 300 113		607 588	
SPECIAL OPERATIONS	26 099	2	68 432	4	33 069	2	56 652	2
BILATERALS AND TRUST FUNDS	10 112	1	3 568	0	13 048	1	34 277	1

¹ Excludes programme support and administrative costs.

² Operational expenditures includes General Fund and trust funds that cannot be apportioned by project/operation.

ANNEX VII-B: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018 (USD thousand)

	2015					2016					2017					2018				
	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total
Grand total	345 626	3 843 912	313 323	214 712	4 717 572	300 313	3 690 914	400 705	241 559	4 633 491	303 009	4 173 813	335 635	269 774	5 082 229	301 262	5 072 848	275 295	245 721	5 895 126
Sub-Saharan Africa																				
Angola	-	-	-	-	-	-	-	-	-	-	-	4 372	-	-	4 372	-	4 113	-	65	4 178
Benin	1 883	-	-	154	2 037	2 142	-	-	135	2 277	3 566	-	-	2 396	5 962	2 222	-	-	8 440	10 663
Burkina Faso	4 145	13 884	-	1 520	19 548	4 103	7 044	-	1 344	12 491	1 940	12 484	-	940	15 365	97	40 042	-	1 693	41 832
Burundi	10 400	15 693	-	820	26 913	9 647	21 812	-	518	31 977	15 885	17 285	-	669	33 839	7 173	28 872	-	2 949	38 994
Cabo Verde	143	-	-	-	143	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameroon	1 321	51 359	388	73	53 140	999	55 461	3 908	428	60 796	718	57 360	3 926	484	62 489	139	47 052	101	2 503	49 795
Central African Republic	150	51 860	12 704	-	64 714	185	54 274	15 883	18	70 361	-	51 180	14 359	668	66 208	130	84 315	240	3 692	88 377
Chad	1 850	84 875	12 334	517	99 575	929	86 082	12 407	146	99 564	1 574	87 260	11 783	414	101 031	1 805	129 149	11 372	375	142 700
Congo	2 887	4 198	-	321	7 407	1 780	3 636	-	66	5 482	2 176	6 532	-	18	8 725	6 138	6 974	-	150	13 262
Congo, Dem. Rep. of the	-	93 408	24 300	2 946	120 654	-	78 525	24 033	2 359	104 918	-	97 387	23 258	2 512	123 157	-	236 427	1 016	7 986	245 429
Côte d'Ivoire	5 437	4 618	-	46	10 101	5 801	6 365	-	-	12 165	6 714	6 037	-	151	12 902	6 726	2 165	-	565	9 455
Djibouti	1 473	6 493	-	168	8 133	783	8 845	-	149	9 777	726	7 807	-	36	8 569	106	5 500	-	426	6 032
Eswatini	2 098	-	-	145	2 243	1 275	6 035	-	116	7 425	1 938	6 408	-	1 502	9 849	307	1 457	-	968	2 732
Ethiopia	18 942	280 310	6 594	4 404	310 250	13 645	339 808	21 022	36 453	410 930	4 078	297 913	15 603	4 485	322 079	4 872	280 063	3 705	670	289 310
Gambia	1 695	1 592	-	6	3 293	1 754	33	-	-	1 787	3 472	2 542	-	-	6 014	2 394	182	-	327	2 903
Ghana	5 822	509	1 818	1 072	9 220	4 460	0	-10	984	5 434	6 880	-	-	521	7 401	4 844	-	-	1 084	5 928
Guinea	14 024	25 398	31 818	313	71 553	9 574	705	7 054	130	17 464	6 554	-	409	227	7 189	3 964	3 370	-	822	8 157
Guinea-Bissau	-	4 180	-	-	4 180	7 025	889	-	-	7 913	6 621	-	-	-	6 621	5 546	35	-	371	5 951
Kenya	14 729	144 006	-	2 077	160 812	12 736	94 063	-	1 295	108 094	20 670	137 963	-	457	159 091	14 667	129 909	-	2 299	146 876
Lesotho	5 657	-	-	5 033	10 690	3 477	5 030	-	6 215	14 722	2 351	7 958	-	6 178	16 487	3 646	1 040	-	1 416	6 103
Liberia	6 336	29 758	34 287	1 062	71 444	8 915	3 915	3 451	607	16 888	12 095	253	441	440	13 228	4 638	3 071	49	1 123	8 880
Madagascar	6 746	5 378	-	1 179	13 302	6 246	24 857	-	773	31 876	7 407	30 367	929	163	38 866	4 021	21 383	4	1 886	27 295
Malawi	12 587	53 952	2 155	3 608	72 301	19 046	172 212	419	3 098	194 775	25 392	127 749	-	3 399	156 540	16 404	46 900	-	2 897	66 201
Mali	9 316	56 323	5 935	1 026	72 601	1 399	44 777	5 286	1 209	52 672	1	51 600	6 403	2 528	60 532	370	79 488	113	4 277	84 249
Mauritania	952	19 333	2 728	1 029	24 042	400	12 505	2 480	1 169	16 555	283	16 521	2 570	1 847	21 222	34	31 030	(13)	1 737	32 789
Mozambique	7 446	5 262	1 542	5 005	19 255	5 481	15 783	-	3 342	24 606	4 276	44 482	-	7 515	56 273	5 107	23 147	-	2 422	30 675

ANNEX VII-B: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018
(USD thousand)

	2015					2016					2017					2018				
	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total
Namibia	-	-	-	520	520	-	-	-	478	478	115	22	-	134	272	317	301	-	3	620
Niger	-	94 545	5 874	2 990	103 409	-	92 844	6 787	3 193	102 824	-	100 105	7 371	960	108 435	-	104 330	8 228	146	112 704
Nigeria	-	281	1 893	370	2 544	-	50 914	9 151	105	60 169	-	253 696	24 805	124	278 625	-	208 084	25 837	475	234 397
Rwanda	2 078	20 108	-	2 318	24 504	4 778	18 669	-	2 701	26 147	9 500	21 852	-	629	31 981	11 517	19 427	-	572	31 516
Sao Tome and Principe	165	-	-	-	165	109	-	-	-	109	190	-	-	-	190	75	-	-	21	96
Senegal	1 856	8 686	1 192	1 702	13 436	2 226	5 272	74	1 765	9 337	1 047	3 351	274	550	5 222	392	9 519	310	693	10 915
Sierra Leone	4 604	27 059	34 800	583	67 045	6 688	4 877	7 297	700	19 563	-636	10 396	208	553	10 521	2 361	3 736	-	1 453	7 550
Somalia	-	133 646	28 184	48	161 878	-	122 390	20 975	119	143 484	-	309 440	24 359	199	333 998	-	270 761	24 038	198	294 996
South Sudan	-	405 077	93 522	928	499 527	-	468 137	78 143	1 050	547 331	-	524 380	71 062	386	595 828	-	599 692	2 982	6 701	609 375
Sudan	-	211 953	20 820	3 355	236 128	-	195 820	16 931	5 340	218 092	2 746	155 313	8 912	8 572	175 543	7 433	225 653	-	16 146	249 233
Tanzania (United Republic of)	5 921	19 259	-	1 233	26 413	3 996	36 502	-	1 929	42 427	4 460	39 121	-	1 728	45 309	4 730	40 402	-	2 853	47 986
Togo	163	-	-	5	168	62	-	-	-	62	4	-	-	-	4	-	-	-	-	-
Uganda	12 270	48 179	941	2 478	63 869	15 760	70 372	2 868	1 717	90 718	7 221	147 755	-	1 984	156 959	11 362	158 867	-	6 336	176 565
Zambia	4 064	-	-	1 967	6 030	3 324	16	-	2 022	5 361	5 238	320	-	2 145	7 704	3 694	3 069	-	1 310	8 073
Zimbabwe	-	22 420	-	710	23 130	-	76 284	-	1 882	78 166	1 329	46 667	-	2 729	50 725	1 734	37 550	-	3 400	42 683
Other regional expenditures	-	3 325	3 348	7 476	14 149	-	2 469	1 216	4 902	8 586	-	3 192	1 711	5 900	10 803	-	5 911	4	10 549	16 464
TOTAL REGION	167 159	1 946 924	327 174	59 207	2 500 463	158 743	2 187 223	239 375	88 460	2 673 801	166 532	2 687 071	218 382	64 145	3 136 131	138 965	2 892 990	77 987	101 999	3 211 941
Asia and the Pacific																				
Afghanistan	-	103 065	11 499	11 413	125 977	-	92 378	13 520	11 386	117 285	-	82 327	12 625	7 900	102 852	-	127 445	5 645	6 807	139 896
Bangladesh	24 315	5 563	-	2 258	32 136	28 530	4 558	-	2 610	35 698	9 575	28 381	-	2 889	40 846	8 789	158 484	-	3 246	170 519
Bhutan	1 623	-	-	-	1 623	572	-	-	-	572	1 201	-	-	3	1 204	872	-	-	44	917
Cambodia	10 784	-	-	156	10 940	10 052	-	-	204	10 256	11 824	-	-	123	11 947	9 608	1 827	-	1 576	13 012
China	-	-	-	-	-	-	-	-	-	-	894	21	-	425	1 340	1 451	50	-	283	1 784
Fiji	-	-	-	-	-	-	3 321	-	-	3 321	-	-35	-	5	-30	-	-	-	(3)	(3)
India	572	-	-	1 002	1 574	-	-	-	2 063	2 063	59	-	-	2 509	2 567	1 985	-	-	494	2 479
Indonesia	3 699	-	-	1 080	4 779	1 332	-	-	327	1 660	906	652	-	243	1 801	174	1 534	-	442	2 149

ANNEX VII-B: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018
(USD thousand)

	2015					2016					2017					2018				
	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total
Korea, DPR	-	29 906	-	-	29 906	-	23 712	-	184	23 896	-	18 942	-	-	18 942	-	7 896	-	1 606	9 503
Lao People's Dem. Rep.	11 306	-	-	1 842	13 148	10 572	-	-	411	10 983	9 962	158	-	963	11 083	10 686	870	-	1 389	12 945
Mongolia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	74	-	-	74
Myanmar	-	41 707	-	1 420	43 127	-	40 561	-	1 193	41 755	-	40 012	-	947	40 959	-	41 368	-	3 432	44 801
Nepal	9 991	30 162	28 071	2 509	70 733	12 235	10 018	4 795	2 899	29 946	9 844	10 229	4 029	1 238	25 340	11 089	9 184	205	2 189	22 668
Pakistan	-	189 810	1 291	1 683	192 784	-	130 082	542	2 158	132 782	-	80 212	-	679	80 890	9 642	32 873	-	3 541	46 056
Papua New Guinea	-	-	-	-	-	-	7 607	-	-	7 607	-	268	-	-	268	-	2 704	-	240	2 944
Philippines	-	12 511	2 889	241	15 642	-	10 428	1 647	771	12 846	-	10 027	395	1 275	11 696	204	9 198	49	1 291	10 742
Sri Lanka	-	4 160	-	675	4 836	4 265	2 316	-	1 454	8 035	5 129	3 406	-	1 543	10 077	356	3 300	-	1 652	5 309
Timor-Leste	2 485	-	-	-	2 485	2 621	166	-	23	2 810	2 568	296	-	138	3 003	581	650	-	200	1 431
Vanuatu	-	3 887	-	-	3 887	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other regional expenditures	-	160	1 796	2 488	4 443	-	15	-	5 092	5 107	-	-	-	3 389	3 389	-	-	-	4 560	4 560
TOTAL REGION	64 775	420 932	45 546	26 767	558 020	70 179	325 162	20 505	30 775	446 621	51 962	274 895	17 049	24 268	368 175	55 438	397 457	5 899	32 991	491 785
Eastern Europe and CIS																				
Albania	-	1 017	-	-	1 017	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Armenia	3 823	-	-	103	3 926	3 290	165	-	101	3 556	3 129	-	-	120	3 249	3 337	-	-	176	3 514
Greece	-	116	-	-	116	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kyrgyzstan	8 566	-	-	136	8 702	7 939	-	-	22	7 961	10 512	-	-	16	10 528	6 888	629	-	489	8 006
Tajikistan	9 621	1 207	-	618	11 447	9 026	135	-	319	9 480	7 045	2	-	427	7 474	7 536	916	-	822	9 274
Ukraine	-	24 196	1 382	-	25 579	-	22 615	1 274	-	23 889	-	7 094	714	33	7 841	-	2 614	162	16	2 792
Uzbekistan	-	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REGION	22 010	26 537	1 382	858	50 788	20 255	22 915	1 274	442	44 887	20 686	7 096	714	595	29 092	17 762	4 159	162	1 504	23 586

ANNEX VII-B: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015-2018
(USD thousand)

	2015					2016					2017					2018				
	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total
Latin America and the Caribbean																				
Barbados	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	525	-	60	585
Bolivia (Plurinational State of)	945	917	-	472	2 334	965	1 293	-	329	2 587	1 066	31	-	145	1 241	324	543	-	201	1 068
Colombia	-	8 600	-	3 995	12 595	-	11 905	-	1 613	13 518	5 753	8 664	-	1 827	16 245	7 669	24 482	-	2 838	34 990
Cuba	3 353	187	-	47	3 587	1 312	34	-	-	1 346	1 666	6 158	-	-	7 824	4 045	1 478	-	189	5 712
Dominican Republic	-	-	-	1 194	1 194	-	-	-	1 669	1 669	-	-	-	1 626	1 626	1 054	240	-	199	1 493
Ecuador	-	2 804	-	1 747	4 551	-	12 584	600	2 793	15 977	684	4 415	-	932	6 031	1 007	7 932	-	560	9 499
El Salvador	-	2 959	-	3 788	6 747	349	5 123	-	2 806	8 277	720	2 145	-	1 146	4 011	262	5 578	-	452	6 292
Guatemala	2 553	16 301	-	717	19 572	2 643	14 622	-	1 088	18 352	4 124	8 067	-	190	12 380	660	4 559	-	901	6 120
Haiti	7 047	15 770	-	678	23 495	11 215	38 251	5 236	1 414	56 115	10 909	26 555	3 304	872	41 640	11 921	8 506	2	2 617	23 045
Honduras	4 492	9 393	-	16 585	30 471	5 799	12 458	-	16 798	35 055	3 827	7 840	-	10 665	22 331	15 644	4 302	-	1 412	21 358
Nicaragua	6 022	364	-	124	6 510	6 642	553	-	124	7 318	7 393	1 607	-	39	9 039	3 858	1 536	-	1 143	6 537
Paraguay	-	44	-	152	195	-	1 205	-	324	1 529	-	-	-	308	308	-	-	-	318	318
Peru	-	11	-	1 276	1 287	-	160	-	1 898	2 058	-	-	255	2 228	2 483	2 279	304	23	925	3 531
Other regional expenditures	31	441	-	2 134	2 606	-	937	-	1 305	2 242	-	3 251	2 521	997	6 769	-	3 010	936	1 824	5 770
TOTAL REGION	24 443	57 793	-	32 908	115 144	28 924	99 125	5 836	32 160	166 045	36 140	68 733	6 080	20 974	131 927	48 724	62 994	961	13 640	126 319
Middle East and North Africa																				
Egypt	14 541	14 258	-	1 438	30 237	21 682	19 338	-	1 141	42 160	23 943	19 873	-	1 590	45 407	21 837	24 409	-	2 097	48 344
Iran (Islamic Republic of)	-	2 318	-	160	2 478	-	3 803	-	65	3 868	-	3 158	-	-	3 158	-	3 818	-	333	4 151
Iraq	-	209 575	3 560	292	213 428	-	180 376	4 529	159	185 064	-	165 113	6 693	-5 595	166 211	-	104 800	265	6 280	111 346
Jordan	6 549	137 926	-	968	145 443	2 718	181 137	-	-	183 855	1 781	175 658	-	129	177 568	-	186 173	-	2 772	188 945
Lebanon	-	186 069	-	3 387	189 456	-	237 904	-	102	238 006	-	267 280	-	112	267 392	13 099	296 106	-	4 154	313 360
Libya	-	4 880	-	-	4 880	-	10 898	-	-	10 898	-	6 252	-	-	6 252	-	7 691	1 017	-	8 709
Morocco	189	-	-	-	189	390	-	-	-	390	75	-	-	-	75	(75)	-	-	-	(75)

ANNEX VII-B: DIRECT EXPENDITURES¹ BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2015–2018
(USD thousand)

	2015					2016					2017					2018				
	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total	Development	Relief	Special operations	Bilaterals, trust funds and others ²	Total
State of Palestine	-	49 462	483	2 307	52 252	-	44 250	51	223	44 524	-	51 101	-	804	51 905	-	41 727	-	1 852	43 578
Syrian Arab Republic	-	361 716	2 863	-	364 580	-	459 416	46 368	87	505 871	-	393 610	5 513	8 566	407 689	-	337 943	1 577	9 132	348 652
Tunisia	603	-	-	-	603	116	4	-	-	120	142	-	-	-	142	621	-	-	129	750
Turkey	-	43 862	-	195	44 057	-	66 966	-	-	66 966	-	369 898	-	419	370 317	-	491 176	-	4 023	495 200
Yemen	45	212 948	19 193	-	232 186	-	317 432	17 485	314	335 231	-	564 404	20 864	6 052	591 320	-	797 586	53 792	1 058	852 436
Other regional expenditures		1		1 327	1 328	-	1 610	-	1 476	3 086	-	2 957	-	969	3 926	-	3 389	-	1 689	5 078
TOTAL REGION	21 927	1 238 727	26 099	10 112	1 296 865	24 906	1 539 387	68 432	3 568	1 636 293	25 941	2 035 052	33 069	13 048	2 107 111	35 482	2 310 601	56 652	34 277	2 437 012
OTHER	-	-	504	111 707	112 210	0	-	213	114 369	114 582	-	-	-	122 691	122 691	-	-	-	157 300	157 300

¹ Excludes programme support and administrative costs.

² Includes all expenditures for bilaterals, trust funds, General Fund

Negative figures represent financial adjustments.

ANNEX VII-C: DIRECT EXPENDITURES¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2015–2018

	2015		2016		2017		2018	
	<i>USD thousand</i>	%						
DEVELOPMENT AND RELIEF:	3 991 227	100.0	4 476 821	100.0	5 374 110	100.0	5 964 573	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	2 331 628	58.4	2 602 851	58.1	3 103 429	57.7	3 757 148	63.0
Low-income, food-deficit countries	2 939 757	73.7	3 375 909	75.4	4 017 817	74.8	4 525 463	75.9
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 114 083	53.0	2 345 966	52.4	2 853 604	53.1	3 031 955	50.8
Asia and the Pacific	485 707	12.2	395 342	8.8	326 858	6.1	452 895	7.6
Eastern Europe and CIS	48 548	1.2	43 171	1.0	27 782	0.5	21 921	0.4
Latin America and the Caribbean	82 236	2.1	128 049	2.9	104 873	2.0	111 718	1.9
Middle East and North Africa	1 260 653	31.6	1 564 294	34.9	2 060 993	38.4	2 346 083	39.3
DEVELOPMENT:	300 313	100.0	303 009	100.0	301 262	100.0	296 371	100.0
BY SPECIAL STATUS CATEGORY²								
Least developed countries	202 316	67.4	207 490	68.5	181 874	60.4	157 641	53.2
Low-income, food-deficit countries	230 260	76.7	234 322	77.3	217 427	72.2	197 093	66.5
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	167 159	55.7	158 743	52.4	166 532	55.3	138 965	46.9
Asia and the Pacific	64 775	21.6	70 179	23.2	51 962	17.2	55 438	18.7
Eastern Europe and CIS	22 010	7.3	20 255	6.7	20 686	6.9	17 762	6.0
Latin America and the Caribbean	24 443	8.1	28 924	9.5	36 140	12.0	48 724	16.4
Middle East and North Africa	21 927	7.3	24 906	8.2	25 941	8.6	35 482	12.0

¹ Exclusive of programme support and administrative costs.

² Actual classifications for each year.

ANNEX VIII-A: 2018 COLLABORATION WITH NGOs AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Programme activities¹	Total no. partners²	International partners	National partners
Asset creation	360	63	297
Capacity development	33	13	20
General food distribution	434	84	350
Nutrition	372	96	276
School feeding	112	31	81
HIV/TB: care and treatment	85	29	56

Services³	Total no. partners	International partners	National partners
Assessments	42	14	28
Distribution	783	130	653
Evaluation	102	33	69
Monitoring	448	93	355
Project design	168	49	119
Storage	314	68	246
Transport	233	54	179

¹ Some activities within the 2018 COMET system for NGO partner collaboration have been mapped and adjusted to align with current activity categories.

² In order to portray a more complete snapshot of collaboration carried out in 2018, not only with NGOs, but also with members of the International Red Cross and Red Crescent Movement, these partnerships have been incorporated into the above indicative figures under the generic term of 'partner'.

³ Some service categories within the 2018 COMET system for NGO partner collaboration have been mapped and adjusted to align with current service categories.

Notes:

- I. In 2018, WFP worked with approximately 850 NGO and Red Cross and Red Crescent partners. The number of partners displayed in the above tables cannot be added to result in the total sum because individual partners may collaborate with WFP in a variety of programme activities/provide various services, therefore creating overlap.
- II. The number of partners reflected in any given cell is indicative only of the total count of distinct partner organizations and does not demonstrate the scope of the partners' collaboration.

ANNEX VIII-B: COLLABORATION AMONG THE UNITED NATIONS ROME-BASED AGENCIES: DELIVERING ON THE 2030 AGENDA

Annex VIII-B can be found at the following link ([WFP/EB.2/2016/4-D/Rev.1](#)).

ANNEX VIII-C: UPDATE ON COLLABORATION AMONG THE ROME-BASED AGENCIES

Annex VIII-C can be found at the following link ([WFP/EB.2/2018/5-E](#)).

ANNEX IX-A: THE GENDER MARKER

In 2018, WFP replaced the IASC Gender Marker with the organizationally-adapted Gender and Age Marker (GaM); the first IASC member to institutionally apply the GaM. The WFP GaM is a corporate tool that codes – on a 0 to 4 scale – the extent to which gender and age are integrated into the design and monitoring of a WFP programme (primarily a country strategic plan).

To support country offices in application of the GaM, an online platform was created (<https://gam.wfp.org/>), supported by a range of summary and detailed guidance materials accessible through the WFP Gender Toolkit ([Gender and Age Marker](#)).

The minimum requirement, at the design stage, is for ICSPs to fully integrate gender (GaM code 3), thereby supporting implementation of the corporate commitments articulated in the WFP Strategic Plan (2017–2021) and Gender Policy (2015–2020). Of the 24 ICSPs submitted to the Executive Board in 2018, 20 received the GaM 3 code and the other four ICSPs the GaM 4 code.

In 2018, 34 country offices were implementing ICSPs and accordingly computed their GaM M codes, which apply at the activity level and which are included in their annual country reports.¹

Cross-cutting KPI	Baseline	Target 2018	KPI 2018
Percentage of projects with gender and age marker codes 3 and 4 for Design	N/A	100%	100%

¹ Regional Bureau Bangkok (10) – Afghanistan, Bangladesh, China, Indonesia, Lao People's Democratic Republic, Myanmar, Pakistan, Philippines, Sri Lanka, Timor-Leste; Regional Bureau Cairo (6) – Egypt, Iran (Islamic Republic of), Kyrgyzstan, Lebanon, State of Palestine, Tunisia; Regional Bureau Dakar (2) – Cameroon, Central African Republic; Regional Bureau Johannesburg (5) – Democratic Republic of the Congo, Mozambique, Namibia, Zimbabwe, United Republic of Tanzania; Regional Bureau Nairobi (4) – Burundi, Kenya, South Sudan, Uganda; Regional Bureau Panama (7) – Plurinational State of Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Peru.

ANNEX IX-B: UN SWAP

In 2018, a revised UN SWAP – UN SWAP 2.0 – was introduced. Applicable to all United Nations entities, UN SWAP 2.0 comprises 17 Performance Indicators.¹ In the first year of implementation, WFP exceeded nine, met four, approached three and did not report on one (due to non-applicability) of the Performance Indicators.

WFP's 2018 performance reinforced the need to improve its results in relation to gender parity among employees and both financial resource allocation and tracking.

As for UN SWAP, WFP implements UN SWAP 2.0 through the “business owners” model, in which responsibility for determining and implementing actions for achieving the UN SWAP 2.0 Performance Indicators is shared by different headquarters entities, including the Budget, Communications, Human Resources, Finance and Performance Management Divisions, and the Offices of the Executive Director, Evaluation, and the Inspector General and Oversight.

Rating	# of Performance Indicators	Performance Indicators
Exceeds	9	<ul style="list-style-type: none"> 2 Reporting on gender-related SDG results 4 Evaluation 5 Audit 6 Policy 7 Leadership 8 Gender-responsive performance management 13 Organizational culture 14 Capacity assessment 16 Knowledge and communication
Meets	4	<ul style="list-style-type: none"> 1 Gender-related SDG results 11 Gender architecture 15 Capacity development 17 Coherence
Approaches	3	<ul style="list-style-type: none"> 9 Financial resource tracking 10 Financial resource allocation 12 Equal representation of women
Not reported ²	1	<ul style="list-style-type: none"> 3 Programmatic results on gender equality and the empowerment of women

¹ Detailed information, including on each of the Performance Indicators, is provided in the “UN SWAP 2.0 Framework and Technical Guidance” document.

² WFP does not report on Performance Indicator 3 because corporate results are reported under PI1 and PI2.

Acronyms used in the document

AAP	accountability to affected populations
ACR	annual country report
ANLAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APR	Annual Performance Report
BOS	Business Operations Strategy
BSP	Bilateral Service Provider
CAS	Corporate Alert System
CBT	cash-based transfer
CCI	critical corporate initiative
CFM	complaint and feedback mechanism
CFS	Committee on World Food Security
CODA	conditional on-demand assistance
COMET	country office tool for managing effectively
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPB	country portfolio budget
CPE	country portfolio evaluation
CRF	Corporate Results Framework
CSP	country strategic plan
CwC	communication with communities
DEV	development programme
EMOP	emergency operation
EPRP	Emergency Preparedness and Response Package
ERM	enterprise risk management
FAO	Food and Agriculture Organization of the United Nations
FASTER	functional and support training for emergency response
FFA	food assistance for assets
FFT	food assistance for training
FIT	future international talent
FSP	financial service provider
GaM	gender and age marker
GAS	Global Asset Service
GEMS	Global Equipment Management System
GTP	Gender Transformation Programme
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICSP	interim country strategic plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IIC	Iraq Information Centre
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
IRM	Integrated Road Map
IR-PREP	Immediate Response Account for Preparedness
ISC	indirect support costs
ITS	Invoice Tracking System
KPI	key performance indicator
LET	Logistics Emergency Team
MAM	moderate acute malnutrition
MOPAN	Multilateral Organisation Performance Assessment Network

NGO	non-governmental organization
OPSCEN	Operations Centre
OTF	operational task force
PACE	Performance and Competency Enhancement
PRRO	protracted relief and recovery operation
PSEA	protection from sexual exploitation and abuse
PSHA	protection against sexual harassment and abuse
QCPR	Quadrennial Comprehensive Policy Review
R4	Rural Resilience Initiative
RBA	Rome-based agency
SBCC	social and behaviour change communication
SCOPE	WFP's corporate digital beneficiary and transfer management platform
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
SIPRI	Stockholm International Peace Research Institute
SOP	special operation
SPR	Standard Project Report
SRAC	Strategic Resource Allocation Committee
SUN	Scaling Up Nutrition (movement)
T-ICSP	transitional ICSP
UN CERF	United Nations Central Emergency Response
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
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
UNMD	United Nations Medical Director
UN SWAP 2.0	United Nations System-wide Action Plan for gender equality and women's empowerment
VAM	vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP Information Network and Global System