



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Annual Performance Report 2020

Executive Board Informal Consultation

12 May 2021

Overview of this presentation

- Key features and changes in APR structure and content
- Brief overview of APR structure by component parts
- Q&A session to follow presentation on Introduction and Part II: Programme Performance
- Presentation of Parts III / IV / V
 - Part III: Management Performance
 - Part IV: Financial Resources & Funding
 - Part V: Looking forward
- Final Q&A session



World Food
Programme

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Key features

Structure of the report

01



Introduction

- ▶ Global context
- ▶ WFP's response to COVID-19
- ▶ United Nations development system reform
- ▶ Humanitarian-development-peace nexus

02



Programme Performance

- ▶ WFP reach
- ▶ Progress against Strategic Plan
- ▶ L3/L2 responses
- ▶ Cross-cutting results
- ▶ Performance by strategic objective and programme area

03



Management Performance

- ▶ KPIs: performance management
- ▶ Performance by pillar
- ▶ Senior management priorities, 2020-2021
- ▶ Critical corporate initiatives
- ▶ Efficiency gains
- ▶ Cost per beneficiary

04



Financial resources and funding

- ▶ Overview of financial position
- ▶ Impact of COVID-19 on financial needs
- ▶ Expenditures in 2020 and growth since the Strategic Plan

05



Looking Forward

- ▶ Operational impacts of COVID-19
- ▶ Strategic planning in the context of United Nations reform
- ▶ Corporate priorities in 2021

Annexes



Annex I | Key Figures

- ▶ 2020 Key Figures



Annex II | Programme performance

- ▶ A: Results against output targets and KPIs
- ▶ B-D: Methodology, Programme performance by Strategic Objective and Cross-cutting results
- ▶ E: *(new)* Performance by programme area



Annex III | Management performance

- ▶ A: KPIs, Performance by pillar, Cost per beneficiary
- ▶ B: *(new)* Detailed reporting on CCIs
- ▶ C: *(new)* Top ten efficiency gains
- ▶ D: *(new)* Comprehensive Action Plan



Annex IV | Financial resources and funding

- ▶ A: Confirmed contributions
- ▶ B: Funding by donor
- ▶ C-D: Direct expenditures by country, region and focus area, Direct expenditures by special status category



Annex V-X | Supplemental reporting

- ▶ V: WFP employees as of 31.12.2020
- ▶ VI: Gender and Age Marker
- ▶ VII: WFP food procurement in 2020
- ▶ VIII: Lessons learned from evaluations in 2020
- ▶ IX: Collaboration with NGOs and IFRC
- ▶ X: UN SWAP 2020

Key APR changes since 2019

- 1 APR leads with **programme performance**
- 2 Increased focus on presenting data on beneficiaries disaggregated by **sex and age**
- 3 **Lessons learned from evaluations** embedded throughout APR
- 4 New stand alone section on **efficiency gains and critical corporate initiatives** in **management performance**
- 5 More **concise** accounting of results (25-30 percent page reduction) - includes hyperlinks to annexes
- 6 Publication coincides with planned release of a **new communications-based Annual Report** under development



Nobel Peace Prize Laureate 2020

WFP was awarded the Nobel Peace Prize in 2020 *“for its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict.”*

The award gives due recognition to the inexorable **link between peace and food security** and recognizes WFP’s contribution to improving the prospects for peace around the world.

This recognition enabled WFP to **raise awareness** of the role of food security in achieving peace and sustaining peace. It further highlighted the importance of understanding and setting the parameters for WFP’s role and contribution to the peace pillar in the HDP nexus.



Humanitarian-Development- Peace Nexus

WFP **adhered to the Recommendation on the Humanitarian-Development-Peace Nexus** adopted by the Development Assistance Committee (DAC) of the OECD

The first in a series of case studies on the nexus highlighted **WFP's role in contributing to the conditions for development and peacebuilding** through its humanitarian and resilience work, the importance of joint inter-agency assessments, analysis and coordination across the nexus and the challenges of siloed humanitarian and development funding

WFP increased support to country offices in advancing **conflict sensitivity and peace programming**



Global context defined by COVID-19, conflict and climate change

In 2020

124M

estimated number of people living in extreme poverty

270M

people acutely food insecure in 79 countries (82% more than in 2019)

80M

people forcibly displaced by war, conflict or persecution

23M

people displaced annually due to climate-related disasters

In 2021

34M people in 41 countries at the risk of famine



WFP's response to COVID-19

Sustained ongoing operations

- ▶ by **deploying 500 staff** to **71 countries** to fill critical gaps in the field,
- ▶ by prepositioning food stocks and **16 percent** increase in local purchases from smallholders

Scaled up assistance

to reach new beneficiaries on the brink of acute food insecurity and expanding direct assistance into urban areas for a record total of **115.5M beneficiaries**

Supported national systems

- ▶ over **100 CSP activities** across countries reported progress towards **long-term institutional capacity outcomes**
- ▶ supporting governments' **social protection schemes** in **65 countries**
- ▶ new **COVID-19 South-South fund** established to implement activities with governments to respond to COVID-19

Global common services and bilateral service provision

27,000



Health and humanitarian personnel transported to **68 countries**

415



Organizations supported through WFP Common Services

69



Medevacs completed by WFP

1,510

Passenger flights

8



Humanitarian Response Hubs established for cargo movement during the pandemic

135,000



m3 of critical health and humanitarian cargo dispatched

171



Countries reached via free-to-user cargo services under the Global Humanitarian Response Plan

Underpinned by new tools and investment in ICT infrastructure



Emergency Service Marketplace
118,800 m3 booked cargo by 48 organizations



Humanitarian Booking Hub
Digital transformation of Global Passenger Air Service + new services



Satellite connectivity
improved in 330 locations

WFP and UNITED NATIONS reform

CSPs were reviewed to align content, outcomes and cycles **with UNSDCF**

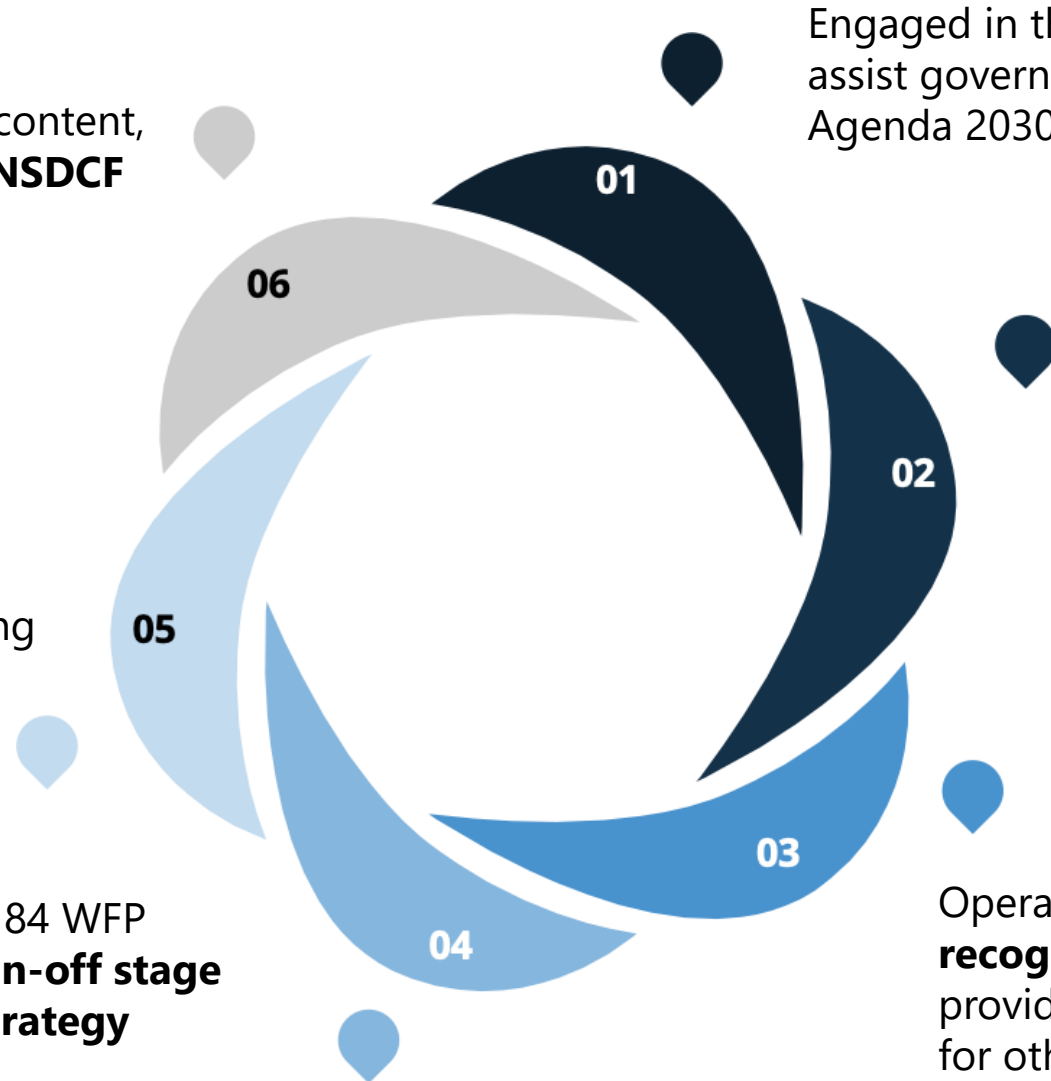
Engaged in the **reform workstreams** to assist governments in achieving the SDGs and Agenda 2030 at the country level

Advanced to **46% common premises** (207 out of 447), nearing SG's goal of 50% by end of 2021

50 country offices (out of 84 WFP operations) **completed sign-off stage of Business Operations Strategy (BOS)**

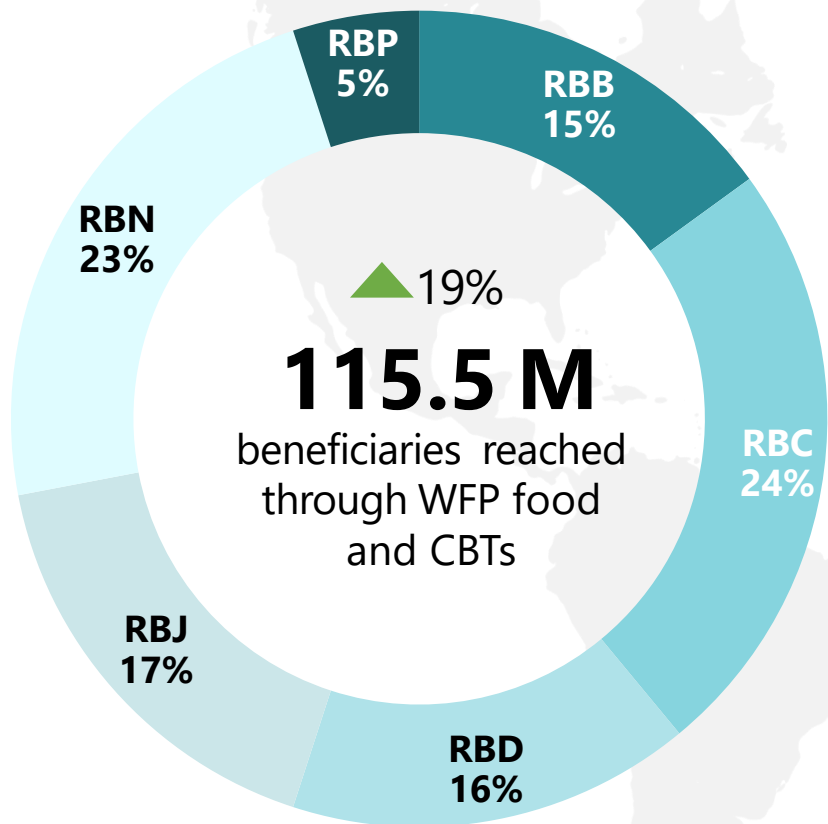
Operationalization of **mutual recognition** facilitated WFP's ability to provide services and procure supplies for other agencies

Provided **supply chain services** support as part of the system-wide pandemic response. **Expanded the humanitarian booking hub** to meet evolving needs



2. Programme performance

Number of people assisted reaches record high



▶ 0% ▲ 11%
4.2M mt to **82.1 M**
 food provided people

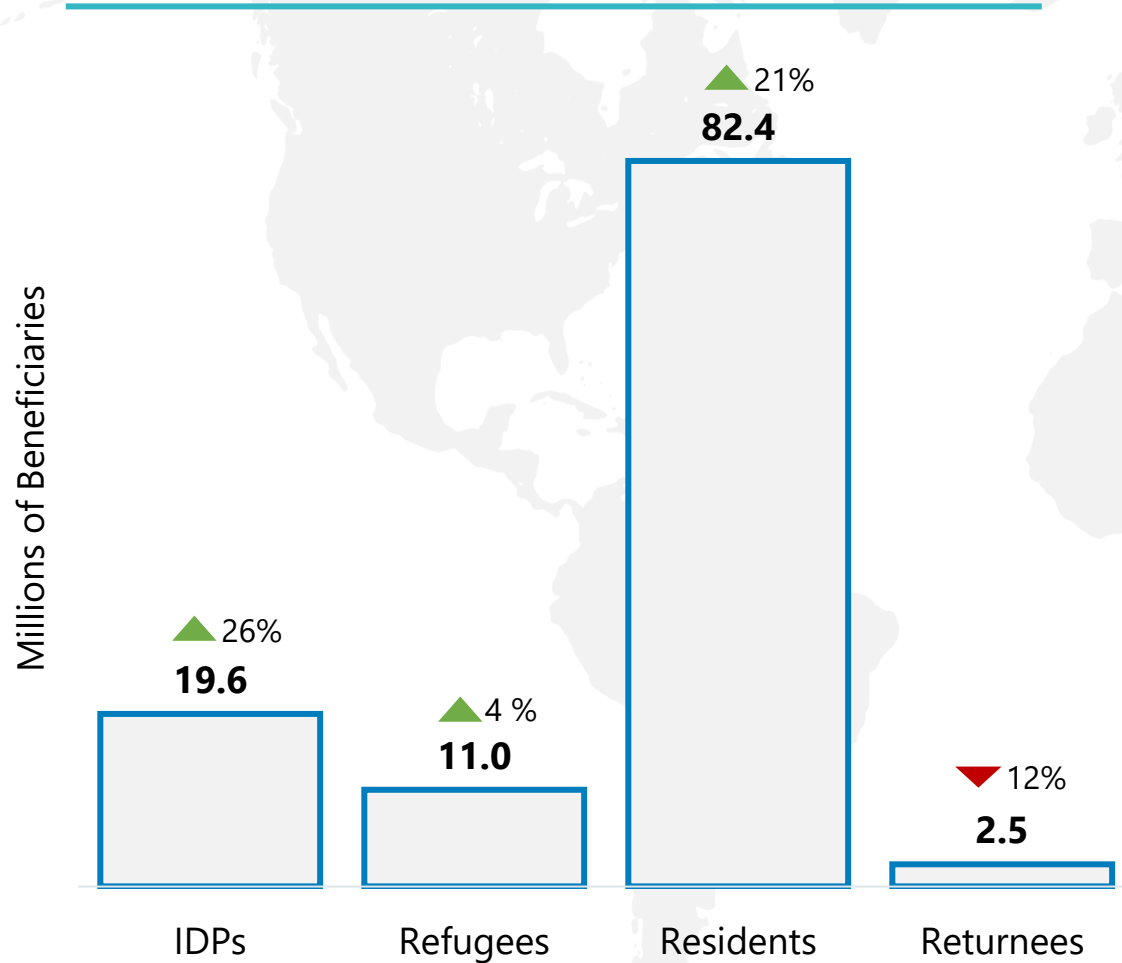
▶ 0% ▲ 37%
2.1 B to **38.4 M**
 transferred (USD) through CBT and commodity vouchers people



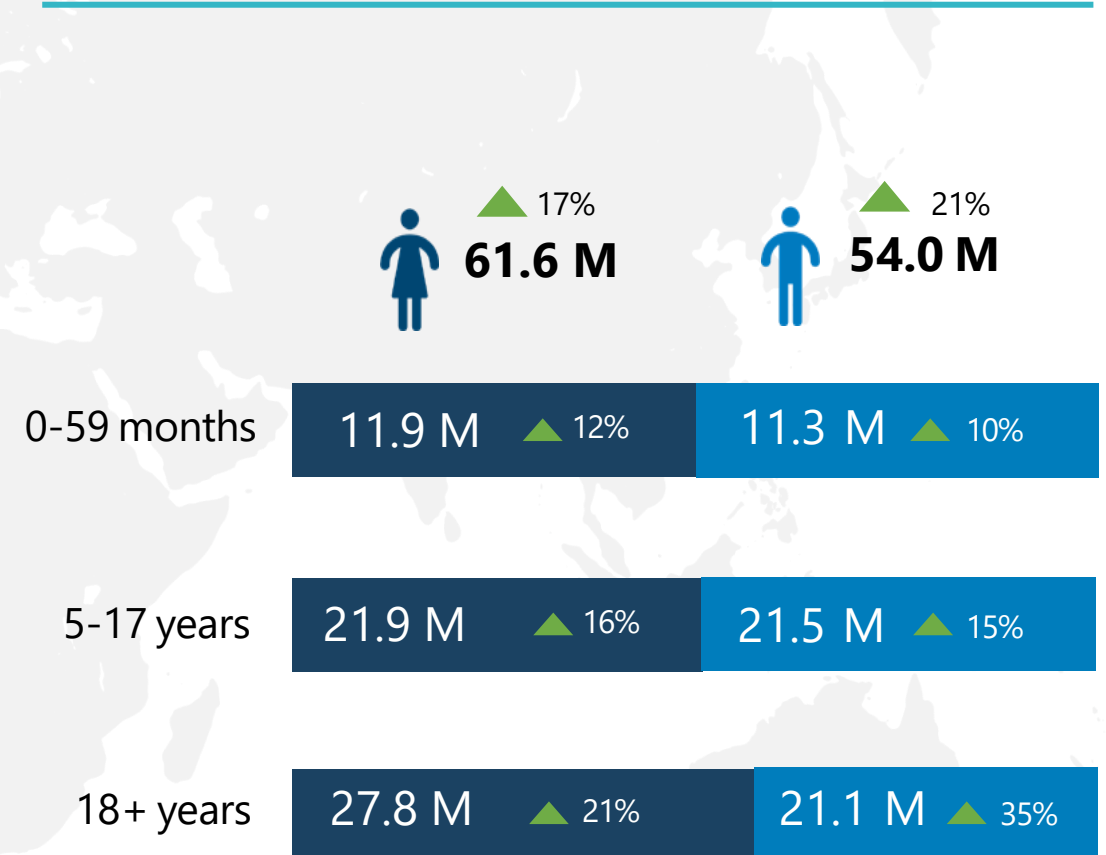
- Beneficiaries assisted by food and CBT transfer modalities will not add to 115.5 million reached in total due to some beneficiaries receiving a combination of transfers in 2020
- WFP delivered 4.4M mt to Cooperating Partners (including Lebanon millers, ETCO and Zimbabwe service delivery) with 4.2M mt distributed to tier 1 beneficiaries in 2020

Beneficiary breakdown

By residence status








By sex and age



Achievements against corporate output targets

Needs-based targets presented Nov 2019 in MP (2020-2022)

	2019 Actual	2020 Target	2020 Actual	% Achieved
 <p>TOTAL NUMBER OF BENEFICIARIES TARGETED THROUGH WFP FOOD AND CBTs</p>	97.1M	87.8M	115.5M	132%
 <p>TOTAL QUANTITY OF FOOD PROVIDED (MT) TO TARGETED BENEFICIARIES</p>	4.2M	4.6M	4.2M	91%
 <p>TOTAL AMOUNT OF VALUE TRANSFERRED (USD) THROUGH CBTs AND COMMODITY VOUCHERS</p>	2.1B	3.8B	2.1B	56%
 <p>TOTAL VALUE OF CAPACITY STRENGTHENING TRANSFERS (USD)</p>	262M	562M	285M	51%
 <p>PERCENTAGE OF UNHAS PASSENGERS SERVED AGAINST NUMBER REQUESTED</p>	92%	95%	89%	93%

Protection and accountability to affected populations

41 out of 64 countries met their annual targets in terms of informing assisted people about WFP operations

90 percent of WFP's operations documented, analyzed and integrated beneficiary feedback into programme improvements

WFP Afghanistan, Colombia, Mozambique, Nigeria and Sudan appointed inter-agency PSEA coordinators, plus additional PSEA designated coordinators at country offices and field offices

Good practice from WFP Tanzania trained 350 employees and cooperating partners on PSEA between Sep and Oct 2020



Gender

2G CSPs in Ethiopia, DR Congo, Guatemala, Indonesia and Togo systematically integrated gender, as evidenced by the high scores of the Gender and Age Marker (GaM) applied

473 CSP activities across **83** operational CSPs were assessed against the GaM with mixed results

Country offices in Bolivia, Cameroon, Jordan, Libya, Tunisia and Yemen have graduated from the WFP gender transformative programme bringing the total to **15 countries**

Key lessons learned from the **evaluation of the WFP Gender Policy (2015-2020)**



Programme performance by Strategic Objective

STRATEGIC OBJECTIVE		PERFORMANCE RATING		OUTCOME INDICATORS			
		2019	2020	Total indicators	Strong progress	Moderate progress	Weak progress
1	END HUNGER BY PROTECTING ACCESS TO FOOD	●	●	39	33	4	2
2	IMPROVE NUTRITION	●	●	33	30	2	1
3	ACHIEVE FOOD SECURITY	●	●	22	15	3	4
4	SUPPORT SDG IMPLEMENTATION	●	●	10	7	2	1
5	PARTNER FOR SDG RESULTS	●	●	6	5	1	0

Most-commonly applied indicators reveal important challenges

- Food Consumption Score
- Consumption-based Coping Strategy Index
- Food Consumption Score- Nutrition (Iron)
- Food Consumption Score – Nutrition (Vitamin A)

Two of the three food consumption score-nutrition indicators had weak performance in terms of diet quality.

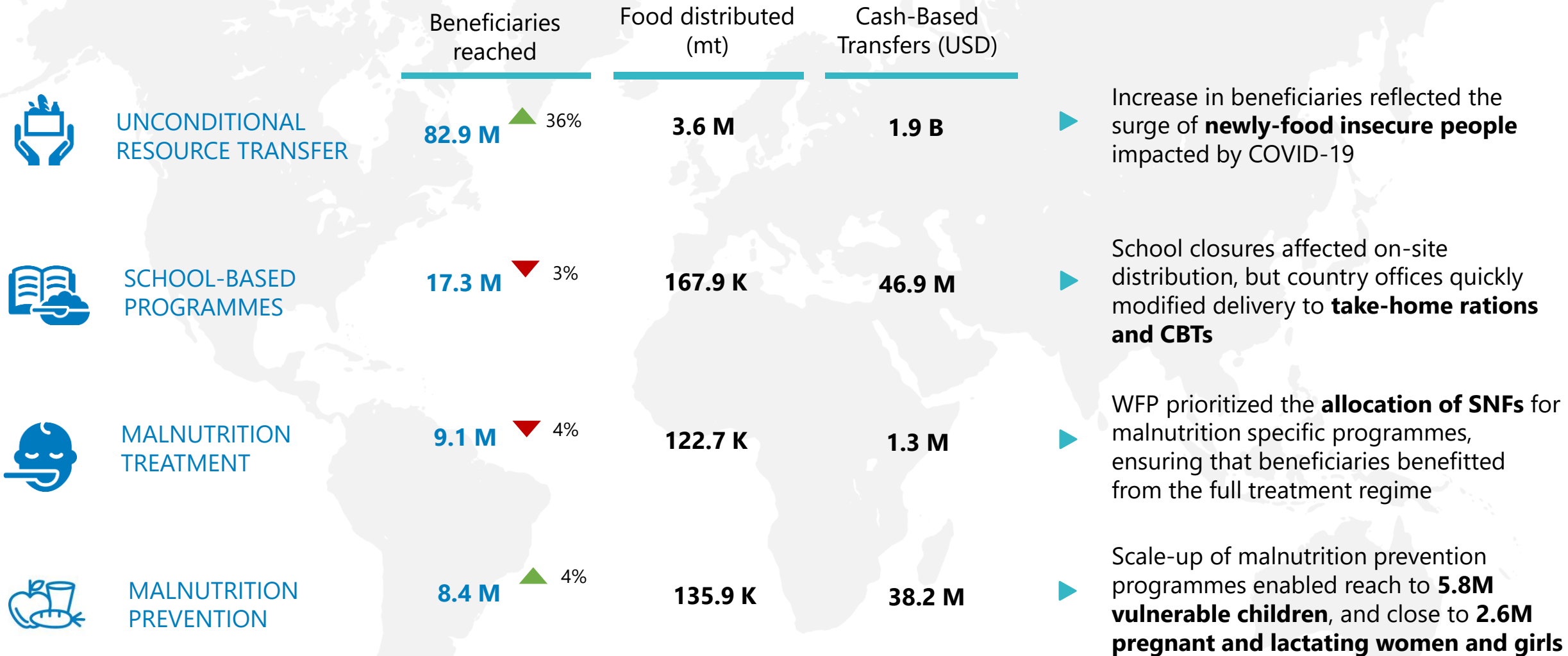
Out of 26 countries that used these indicators, the targets for improving iron and vitamin A intake were not met in eight and nine countries, respectively.

Thus, 80% target was not achieved.

CURRENT LIMITATIONS

Indicator weighting / Data availability (country offices reporting) / Target setting

Key results by programme area



Key results by programme area



ASSET CREATION
AND LIVELIHOOD

7.7 M

Beneficiaries reached
through food or CBT



SMALLHOLDER
AGRICULTURAL
MARKET SUPPORT

48,000



CLIMATE RISK
MANAGEMENT

2.5 M



EMERGENCY
PREPAREDNESS

1.1 M



159K ha
of land were
rehabilitated

1.8K ha
of forest were
planted

11K km
of roads and
trails were
repaired or built

321K assets
were built or
repaired



3,260 smallholder farmers
aggregation systems, such as farmers organizations,
supported by WFP and partners



6M people
benefitted from climate risk management solutions including
climate risk insurance, early warning and risk information and
sustainable energy services



4,800 government national partner staff
trained on emergency preparedness and response capacities

Q&A

3. Management performance

Category I KPIs

KPI 1: CSP Implementation

Measures the proportion of outcome and output indicators for which activities have been implemented (if there are expenditures) vs achieved (if annual targets are achieved or on track)

96%
Outputs
Under Implementation

96%
Outcomes
Under Implementation

60%
Outputs
Achieved / On-Track

66%
Outcomes
Achieved / On-Track

KPI 2: Emergency Preparedness and Response

Assesses using three standards of qualitative emergency response and preparedness measurements

88%
Corporate Alert System
countries benefitted from
advance financing

100%
Training areas met target
number of trainings in
emergency response

93%
Learning objectives were met
across emergency response
trainings

KPI 3: Management Performance Standards

Indicates performance across all functional areas to reflect how well WFP offices manage their available resources to facilitate implementation of CSP activities. KPI 3 is a collection of 20 key performance indicators that assess performance in WFP's 10 functional areas:

The following functional areas met 2020 targets

- Management
- Supply chain
- Budget and programming
- Finance
- Administration
- Human resources
- Security
- Information technology
- Donor relations, communications and reporting

Category 1 KPIs: KPI 3

Functional Area	Corp. Rating ¹	KPI 3 Component Indicators	Ind. Rating ²	2020 Target	2020 Value
Management	Green	Number of outstanding audit recommendations**	Green	< 79	71
		Percentage of overdue audit recommendations	Yellow	< 10%	12%
		Gender representation***	Milestone Specific		43%
Programme	Dark Blue	Percentage of implemented evaluation recommendations*	Yellow	100%	56%
		Percentage of achievement of outputs within partnerships*	Dark Blue	TBD	45%
Supply Chain	Green	Percentage of post-delivery losses	Green	< 2%	0.33%
		Percentage of tonnage uplifted as per agreed date	Yellow	95%	82.84%
		Percentage of not reconciled tonnage	Green	5%	5%
Budget & Programming	Green	Percentage of CSP expenditures versus implementation plan	Green	80%	80%
Human Resources	Green	PACE compliance rate	Yellow	100%	88%
		Mandatory trainings compliance rate**	Yellow	95%	81%
Administration	Green	Percentage of WFP fixed assets physically counted and verified	Yellow	100%	98%
		Percentage of internal control that are in place and implemented in Administration**	Yellow	75%	73%
Finance	Green	Percentage of enhanced risk items in the financial dashboard	Green	< 7%	6.10%
Information Technology	Green	Percentage of compliance with IT security standards	Yellow	100%	88.77%
Security	Green	Percentage of compliance with the WFP Security Management Policy and Framework of Accountability	Green	90%	94%
Resource Mobilization, Communications and Reporting	Green	Percentage of needs-based plan funded at country operations	Green	80%	91%
		Monthly target media penetration*	Yellow	32%	30%
		Story exploration (page views per visit)*	Green	2.40	2.40
		Social engagement score*	Yellow	3.8%	3.4%

¹ Corporate ratings reflect whether each functional area's component indicators are collectively achieved or on-track (Green, over 80%), in progress (Yellow, between 50% and 80%) or failing (Red, less than 50%).

² Indicator ratings follow the same colour scheme as the corporate ratings, but the thresholds are compared to each target.

* Denotes a new or majorly refined indicator. As there is no baseline, targets are not available for 2020.

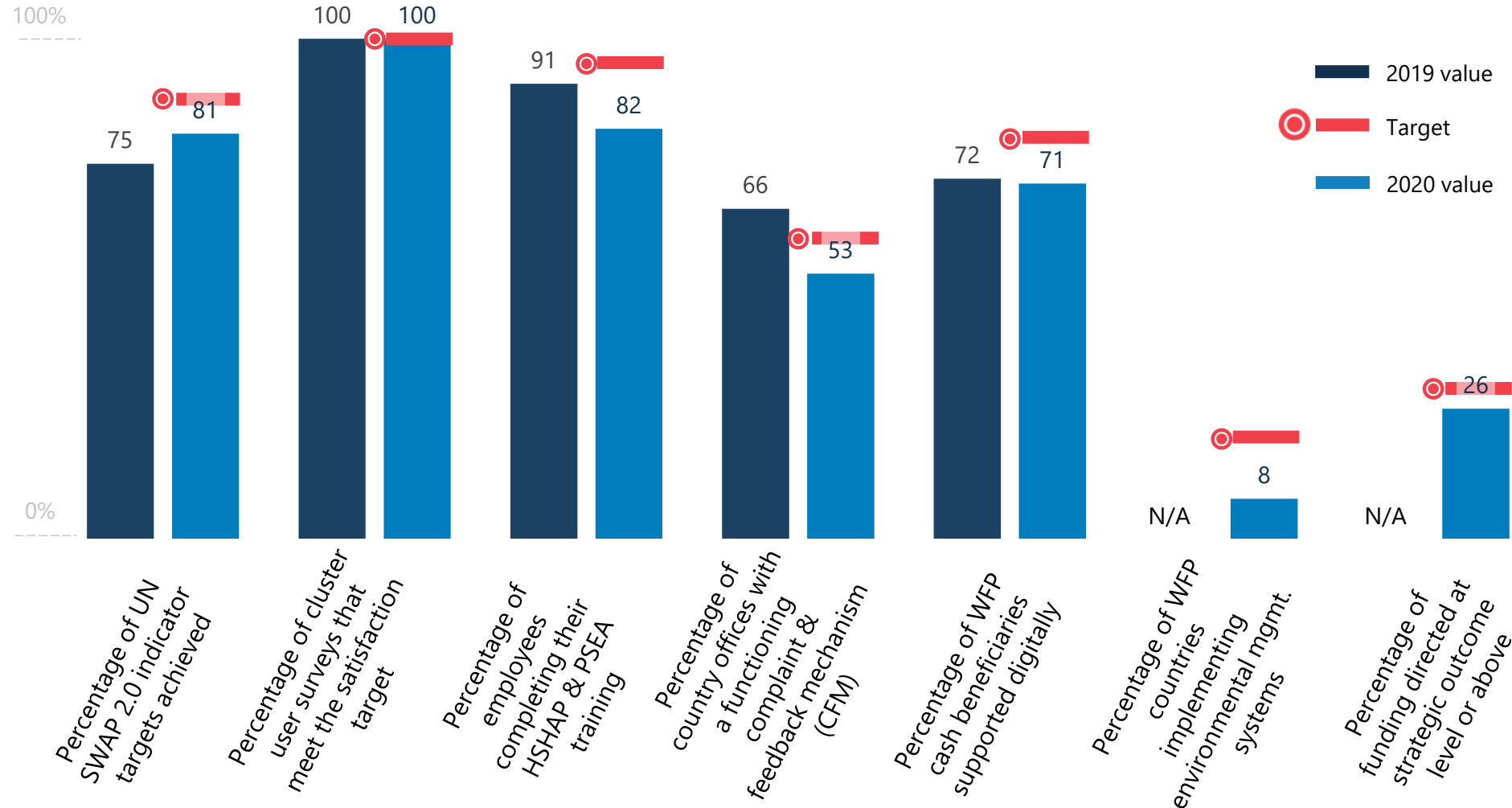
** Denotes an indicator with minimal changes from 2019, but with a revised target.

*** The Gender representation indicator enables WFP to monitor the gender balance of its workforce. Commitment to achieving gender parity is aligned with every office milestone to make progress according to their context.

Category II KPIs

United Nations system and coordination related performance indicators

Executive thematic priorities



- ▶ Reduction in percentage of employees completing for the first time or renewing PSEA training
- ▶ Reduction in COs with a functioning CFM is due to a revision of the definition of a functioning CFM
- ▶ Digitally supported CBTs consistent with 2019 due to emergency social safety net handover in Turkey USD 350 million
- ▶ Achievement against its environmental footprint impacted by COVID-19

Highlights from the management performance pillars

PILLAR A STRATEGY AND DIRECTION	PILLAR B BUSINESS SERVICES TO OPERATIONS	PILLAR C POLICY, GUIDANCE AND QUALITY ASSURANCE	PILLAR D ADVOCACY, PARTNERSHIPS, FUNDRAISING AND UN COORDINATION	PILLAR E GOVERNANCE AND INDEPENDENT OVERSIGHT
<p>COVID-19 classified as Level 3 corporate surge emergency</p> <p>Alignment of WFP divisions with People Strategy (2014-2017)</p>	<p>Rapid business continuity measures implemented e.g. global operations task force</p> <p>Two years' worth of digital transformation implemented within two months</p> <p>Development of new People Policy</p>	<p>Simplification of ED assurance exercise, time savings of 25 percent</p> <p>Developed COVID-19 risk register and controls inquiry</p>	<p>Private sector strategy exceeded all fundraising targets, raising USD 161M</p> <p>Highlighted advocacy on critical role common services play in global COVID-19 response</p>	<p>High-risk audit recommendations outstanding reduced from 79 (2019) to 71</p> <p>Recommendations outstanding reduced from 208 (2019) to 156</p> <p>Overdue actions reduced from 114 (2019) to 99</p> <p>Eight centrally managed evaluations in 2020</p>

Critical corporate initiatives

	Critical Corporate Initiative	Initial Timeframe (years)	Budget approved in Management Plan (USD millions)		Expenditures	
			2019	2020	2019	2020
√	Integrated Road Map (COMPLETE)	1	10.0	-	9.8	0.2
On-going	Workforce 2020	2	11.1	-	1.5	2.4
	WFP 2030 Fund	2	15.0	-	0.7	4.2
	Cash and Digital Platform	2	20.0	-	10.9	8.7
Renewed	Systems Integration and IT-Enabled Efficiencies	1	5.0	11.0	4.7	6.6
	United Nations reform	2	8.2	8.1	4.6	4.2
New	Programme/partnership support	2	-	2.5		0.9
	Private sector strategy	2	-	13.1		12.6
	Workplace culture/ethics	2	-	5.0		1.6
	TOTAL		69.3	39.7	38.8*	41.1

*Expenditures total also accounts for CCI extensions approved from 2017 and 2018, but not listed above ~USD 6.8 million.

Cost per beneficiary

Total

Daily Average

USD 0.35

Average per beneficiary per year

USD 52

- ▶ WFP distributed 11.8 billion food rations and 5.4 billion equivalent in the form of CBT
- ▶ Daily average cost per beneficiary is calculated by multiplying the number of assistance days for CBT and feeding days for FOOD by the number of beneficiaries assisted as recorded in each distribution report

Cash-Based Transfers

Daily Average

USD 0.42

Average per Beneficiary per year

USD 59

Food

Daily Average

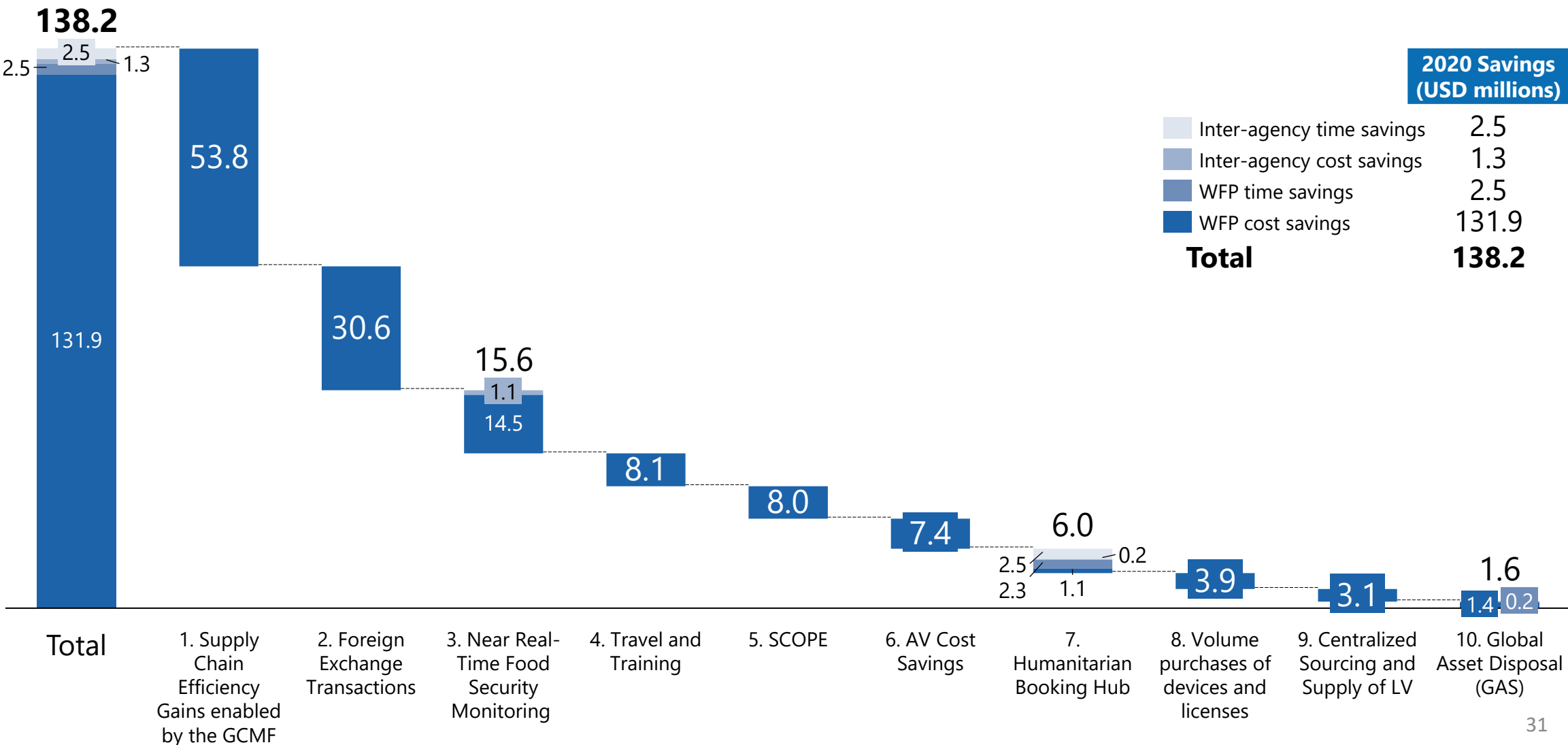
USD 0.32

Average per Beneficiary per year

USD 46

Efficiency gains

Top 10 efficiencies generated **USD 138 million** in cost and time savings



Workplace culture: six core areas of comprehensive action plan

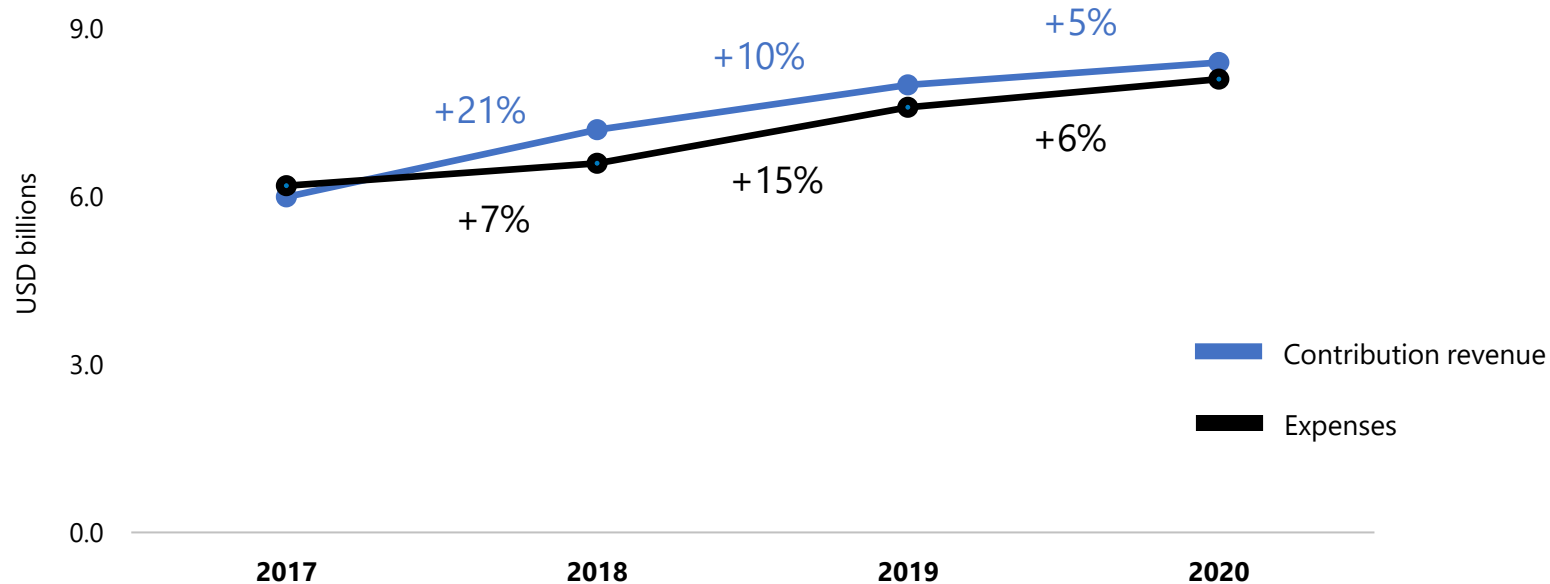


- ▶ Global Staff Survey (GSS) carried out in March 2021 reaches **highest participation rate (84%)** of a large United Nations agency
- ▶ A preliminary assessment of the available data from the GSS 2021 indicates **positive progress** across set of 16 indicators
- ▶ Final values will be reported to the Executive Board during June informal consultation

4. Financial resources and funding

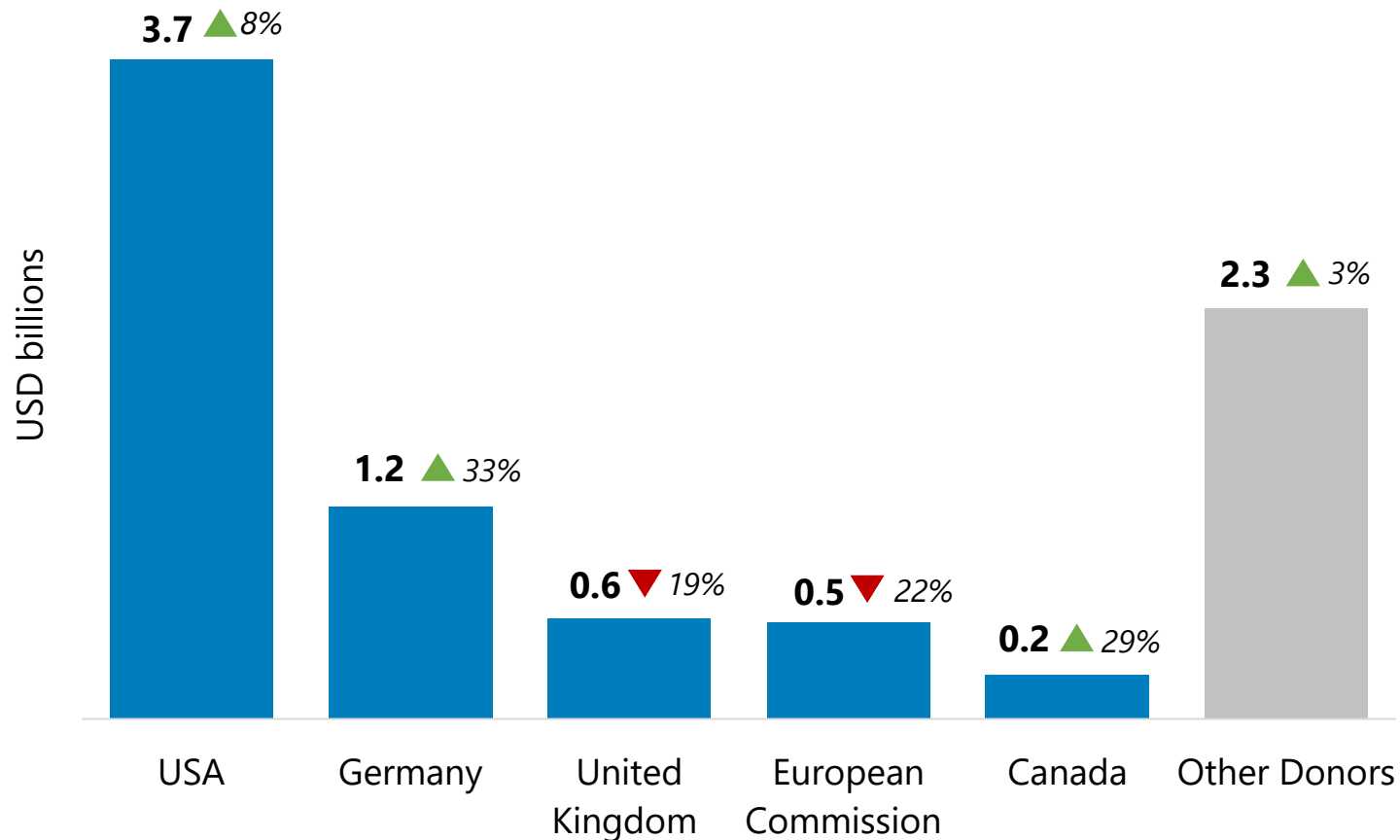
Needs, contribution revenue, expenses

TOTAL NEEDS	CONTRIBUTION REVENUE	EXPENSES
USD 13.7 billion	USD 8.4 billion	USD 8.1 billion



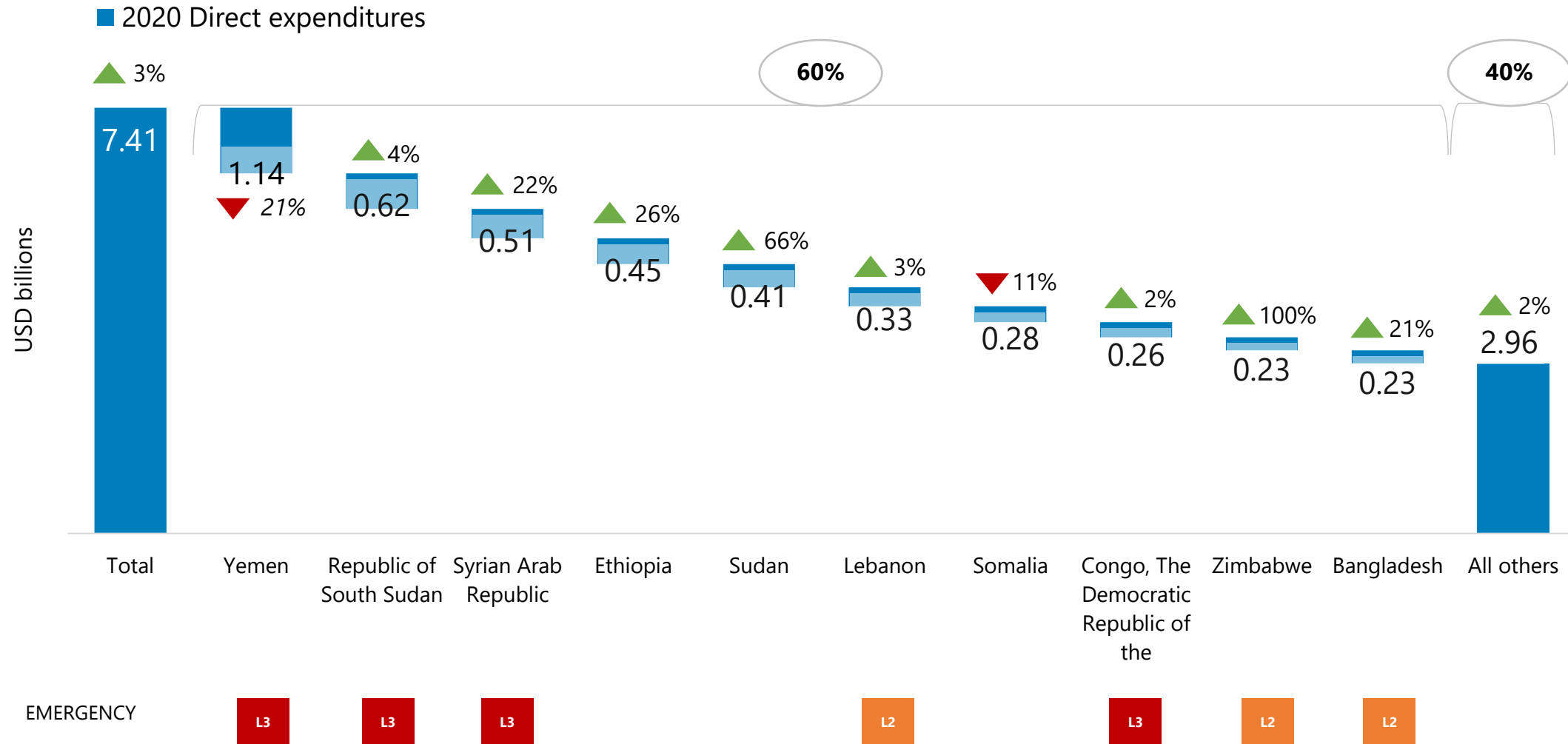
- ▶ Record level contributions of USD 8.4 billion compared to USD 8 billion in 2019
- ▶ Upsurge reflects donors' confidence in WFP to address needs in challenging conditions
- ▶ Contributions came from 104 funding sources (government donors, private sector, United Nations, IFIs etc.) compared to 90 funding sources in 2019

Top five donors by contributions



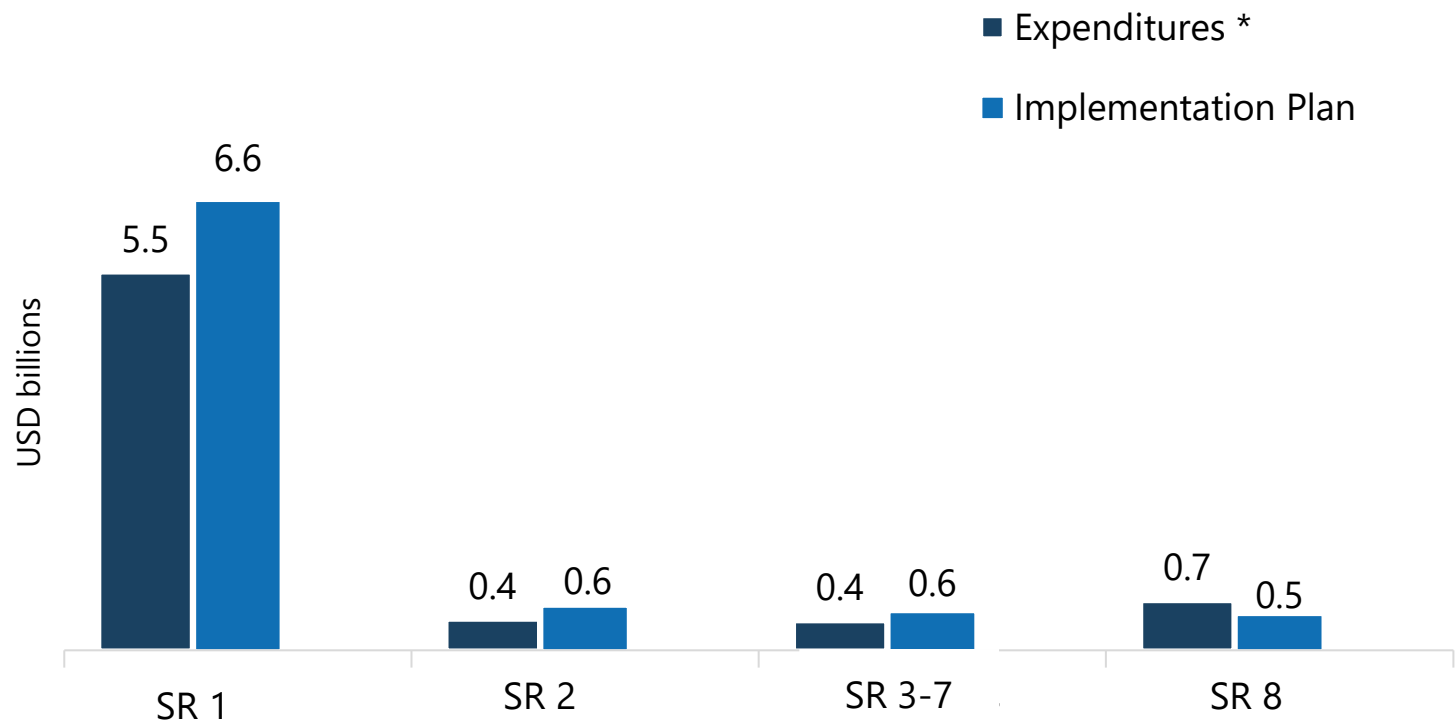
- ▶ 74% of total contributions came from the top 5 donors
- ▶ Private sector exhibited the most significant growth, increasing 60% from 2019
- ▶ Contributions from USA represented 43% of all donor contributions and an increase of 8% over 2019
- ▶ Flexible funding consistent with 2019 levels ~6% of contribution revenue

Direct expenditures by operations



* 2020 Direct Expenditures exclude Indirect Support Costs

Direct expenditures compared to implementation plan by strategic results



* 2020 Expenditures exclude Direct Support Costs and Indirect Support Costs; note: expenditures differ to actuals on a comparable basis displayed in Statement V of Annual Audited Accounts due to exclusion of outstanding commitments

- ▶ SR 1 made up the bulk of WFP's expenditures, reaching nearly 78% of total expenditures
- ▶ SR 8 incurred expenditures equal to 140% of the implementation plan
 - ▶ This is mainly due to unforeseen large-scale service provision-related activities implemented, particularly in the context of COVID-19

5. Looking forward

WFP's six corporate priorities guide the way forward

01

Leadership in emergencies

02

Partnerships and funding for zero hunger

03

Digital transformation

04

Programme excellence

05

Simplification and efficiencies

06

People management



2021 – transitional year



Looking forward

On-going impacts of COVID-19

risk prolonged increases in **food insecurity** and socio-economic declines, threatening achievement of 2030 Agenda



Funding outlook

importance of **new strategic financing partnerships** with national governments, private sector and IFI contributors, as well as maintaining focus on existing donor partners



United Nations reform and new QCPR guide development priorities

with WFP aiming to build up efforts on **joint activities and collective outcomes** laid out in the UNSDCFs and integrated in 2G CSPs



Latest WFP estimate indicates 291 million people in 34 countries do not have sufficient food consumption*

Q&A

Thank you!

