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Annual performance report for 2021

Draft decision*

The Board approves the annual performance report for 2021 (WFP/EB.A/2022/4-A/Rev.1), 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 2021 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 2021.

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

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Foreword by the Executive Director

In 2021, the threat of a global hunger pandemic intensified as the economic ripple effects of the coronavirus disease 2019 pandemic caused many of the world's poorest people to lose their jobs, incomes and livelihoods, and food and fuel prices surged. At the same time, unrelenting conflict and violence – which cost global society USD 15 trillion every year – and climate-related crises wreaked havoc on communities' fragile livelihoods and fuelled record levels of displacement and migration.

Together, these conditions unleashed a “perfect storm” that left 283 million people globally facing acute hunger by the end of the year – an increase of almost 90 percent compared with pre-pandemic levels. Even worse, an unimaginable 45 million people were facing starvation in 43 countries around the world. Sadly, from the Sahel to South Sudan and Ethiopia, from Yemen to Afghanistan and onwards to Haiti and Central America, people around the world are poorer, more divided, more vulnerable to climate change and hungrier than ever. Tragically, the conflict in Ukraine has ensured that global rates of hunger and malnutrition are likely to reach new heights in 2022: the food security of millions more people is in jeopardy as food commodity supplies are cut off and prices rocket to unprecedented levels.

This annual performance report sets out how WFP responded to the deepening crisis in 2021, once again demonstrating the effectiveness of our operations, programmes and partnerships. As needs grew exponentially, WFP and its partners responded by assisting a record 128.2 million people facing dangerous levels of food deprivation. Despite the immense challenges and rapidly changing conditions brought about by the pandemic and rising global instability, WFP stayed and delivered vital assistance to save and change the lives of nearly 68 million women and girls and more than 60 million men and boys in greatest need.

Thanks to innovative fundraising efforts, continued strong support from donors and firm partnerships with international financial institutions, WFP received record contributions of USD 9.6 billion, including a surge in private sector funding. However, the growing gap between needs and funding sometimes forced the organization to make difficult decisions about which hungry children, women and men would be prioritized for assistance. This is why I have challenged the billionaires of the world to provide the funding we need to save lives now and to help identify game-changing solutions to revolutionize global food systems and ensure that they are capable of feeding everyone on the planet.

In 2021, WFP provided a lifeline to millions of people by implementing 19 Level 2 and Level 3 emergency operations, which helped to avert the risk of famine in Madagascar and stabilize conditions in many other countries. Evidence from countries such as the Syrian Arab Republic shows that it is far more cost-effective to feed hungry people at home, rather than waiting until they are forced to migrate and rely on assistance as refugees. Meanwhile, WFP worked tirelessly to improve the conditions for peace through resilience building programmes that helped lay the foundations for greater social cohesion and stability.

WFP's provision of essential common logistics services, such as air transport and the pre-positioning and rapid dispatch of supplies, underpinned the wider humanitarian response and raised our global profile as a service provider of choice for the humanitarian community. In 2021, more than 325,000 passengers were transported and more than 41,000 m³ of relief items were dispatched through the common air transport and response depots managed by WFP.

WFP worked closely with governments and communities to reverse the damage done by the pandemic to children's education worldwide. When school closures were in effect, we provided families with food or cash-based transfers as a powerful incentive to keep their children in school. During the year, we ensured that 7.6 million schoolgirls and 7.9 million schoolboys

received nourishing meals, school snacks or take-home rations. By helping to launch the Global School Meals Coalition, a ground-breaking partnership involving nearly 60 governments and other organizations, we plan to extend the vital social and economic benefits of school feeding programmes to 73 million most vulnerable schoolchildren through targeted investments and research.

Increasingly, WFP has integrated its life-saving assistance for vulnerable families and communities with development efforts that help those families and communities to avoid losing all their assets when the next food security shock occurs. Over the past three years, communities participating in the integrated resilience project in five Sahelian countries rehabilitated 109,000 hectares of land, improving the livelihoods of 2.5 million people while helping to manage the impact of climate change by removing carbon from the atmosphere. Many other examples of cost-effective investments, which ultimately save the need for future food assistance, are featured in this annual performance report.

WFP maintained its status as a leader throughout the United Nations system in embracing digitization to help beneficiaries gain access to essential financial services and ensure that assistance is targeted effectively. Over the past five years, we increased the number of people registered digitally ninefold and the amount of funds distributed by digital means threefold. These results would not have been possible without the joint efforts of our partners, including our expanded collaboration with several international financial institutions to ensure that governments' social safety net programmes reach people in greatest need.

One of my key personal priorities has been to explore every option for increasing efficiencies while streamlining costs in WFP. Every dollar and minute we save today means we can assist more people, more rapidly tomorrow while supporting local and regional economies. In 2021, WFP increased the savings achieved from the top ten initiatives that produced efficiency gains, such as its remote monitoring system and the United Nations booking hub, by 3 percent compared with 2020.

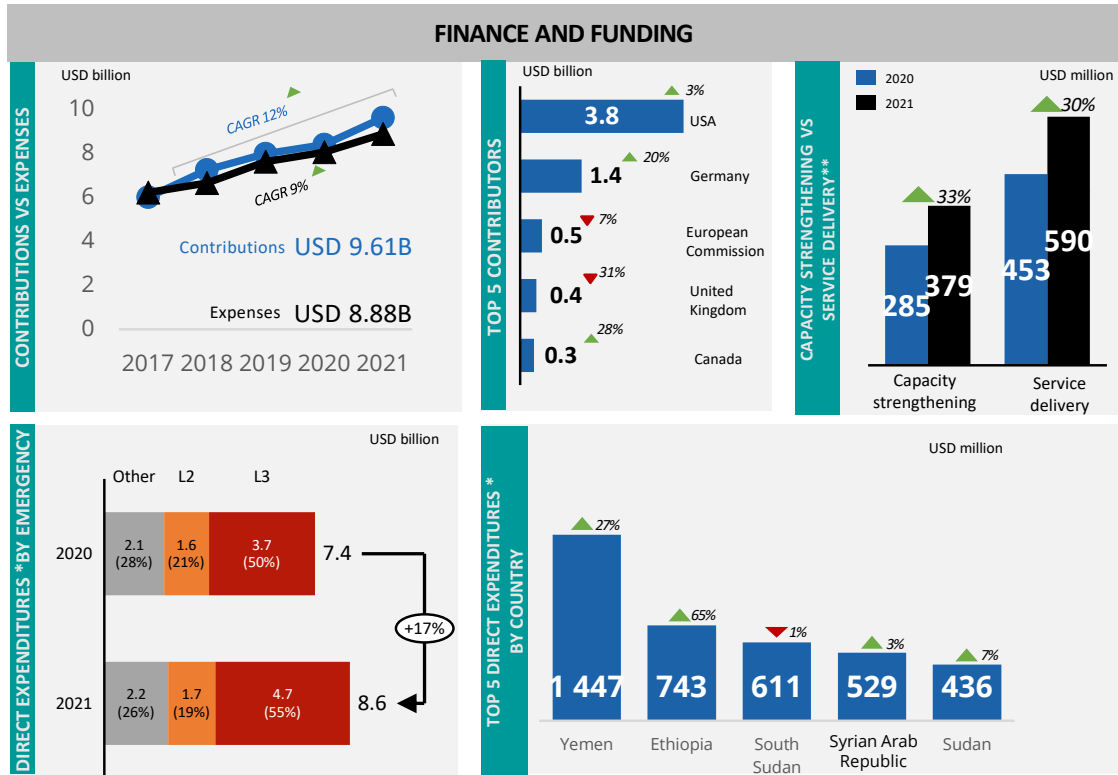
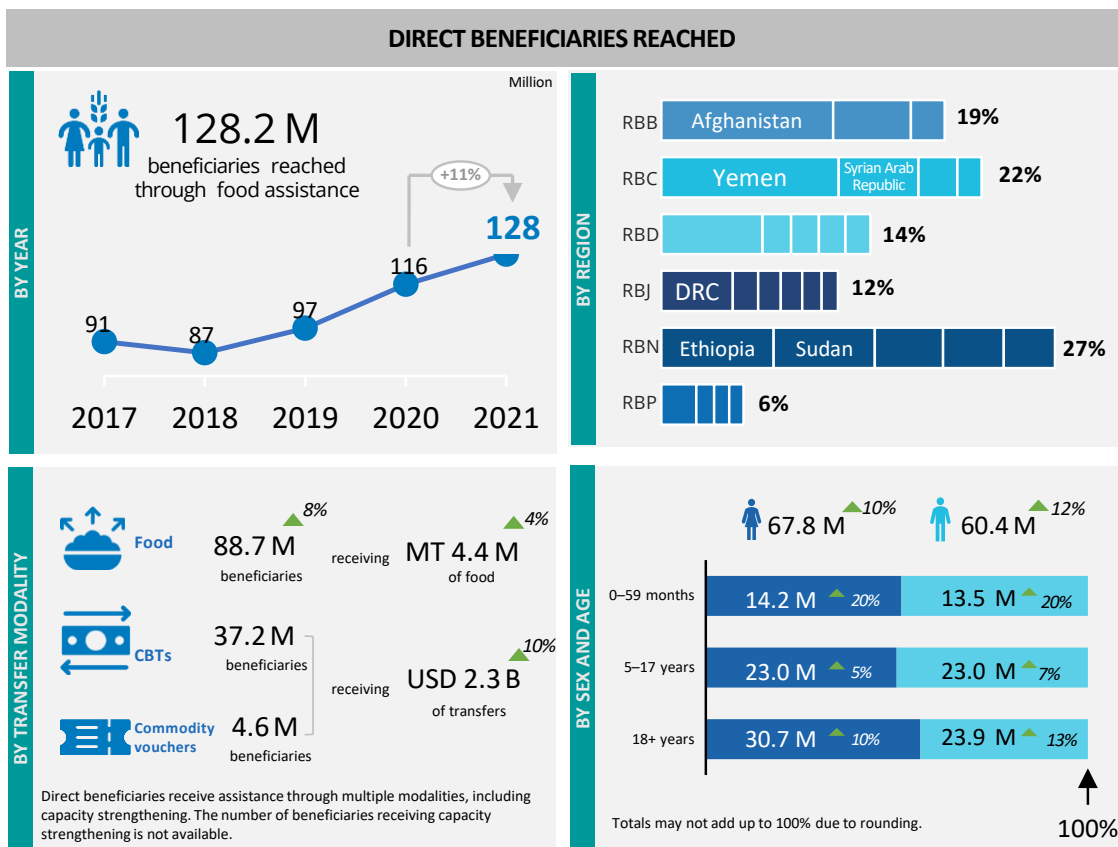
I am hugely proud of the willingness of WFP employees to serve in the most adverse situations, and unfortunately the difficulties of delivering assistance during the pandemic and of enduring multiple lockdowns took a great toll in all duty stations. In 2021, we paid tribute to four WFP employees who tragically lost their lives serving on the front lines of the struggle to end hunger. We honour our colleagues' memories by rededicating ourselves to continuing their critical work.

WFP has the expertise, innovative solutions and global reach to stave off famine, conquer malnutrition and build resilience to food insecurity. However, without significant additional resources, we risk a world where famine, mass migration and destabilization rise to levels never seen before. Our greatest challenge in 2022 is the dangerous and growing gap between needs and available resources. Despite signs of economic recovery after the pandemic, this gap is expected to reach the highest level in a decade, further fuelled most recently by the devastating global impacts of the conflict in Ukraine.

That is why we are redoubling our efforts to increase the efficiency of WFP's operations, streamline our costs and search out new funding while prioritizing assistance to the people in greatest need. The new WFP strategic plan for 2022–2025 charts how the organization will address the changing global hunger landscape through renewed partnerships, principles, innovations and targets.

Only by saving and changing the lives of the world's poorest, most vulnerable citizens can we hope to build a future free from hunger. As we face up to the immense challenges of delivering WFP's vital mission in 2022, we count on the continued strong support of our donors and partners to help us achieve our shared vision.

WFP 2021 REACH AT A GLANCE



Note: expenditures listed here differ from actual expenditures on a comparable basis as displayed in statement V of the annual audited accounts due to the exclusion of outstanding commitments. * Direct expenditures include direct support costs and exclude indirect support costs. ** The capacity strengthening and service delivery graph excludes direct and indirect support costs.

Abbreviations: CAGR = Compound Annual Growth Rate; DRC = Democratic Republic of the Congo; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Executive summary

Part I: Introduction

In 2021, the continued effects of the coronavirus disease 2019 (COVID-19), compounded by increased conflict and climate shocks and worldwide rises in the cost of living, resulted in unprecedented increases in hunger and malnutrition. Acute malnutrition in 80 countries where WFP had an operational presence almost doubled compared with pre-pandemic levels, while a record 45 million people were at grave risk of famine. Significant increases in food and fuel prices and supply chain disruptions severely affected people's access to food and pushed WFP's food procurement costs up by 36 percent over 2019.

Progress was made in implementing the United Nations development system reform aimed at enabling governments to regain momentum in their implementation of the 2030 Agenda for Sustainable Development. More than 70 percent of country offices developed business operations strategies outlining their contributions to achieving cost efficiency. Central elements of the latest quadrennial comprehensive policy review were mainstreamed into the new WFP strategic plan for 2022–2025 and the associated corporate results framework.

Part II: Programme performance

A record 128.2 million people were assisted by WFP and its partners in 2021, an increase of 11 percent compared with 2020 and slightly higher than the 9 percent average annual growth in the number of beneficiaries assisted during the five years of the WFP strategic plan for 2017–2021. Distributing 4.4 million mt of food and USD 2.3 billion in cash-based transfers, WFP reached 8 percent more beneficiaries through food assistance and 9 percent more through cash-based transfers and commodity vouchers than in 2020, with expenditures of USD 8.6 billion.

The increase in the number of beneficiaries assisted outpaced the increase in food and cash-based transfer distributions. WFP therefore had to prioritize assistance by reducing the size of rations or the duration of assistance in many operations because of resource constraints and food and fuel price inflation.

WFP surpassed the 2021 needs-based targets established in the management plan for 2021–2023 for the number of beneficiaries reached overall and the number reached through nutrition-specific interventions, but owing to COVID-19-related school closures it fell short of meeting the targets for the number of schoolchildren reached. In 2021 the resource-based targets for in-kind food distributions were exceeded, but the needs-based targets were not met; nor were either the resource- or needs-based targets for cash-based transfers met.

The following paragraphs summarize WFP's achievements in making progress towards its strategic objectives, using improved performance measurement metrics introduced in 2021. The results reflect the challenges of meeting rising needs without a matching increase in the food and cash-based transfers distributed.

Strategic Objective 1 – End hunger by protecting access to food: Most of WFP's operations – representing 78 percent of total expenditures – contributed to Strategic Objective 1, which accounted for 95 percent of the food and 93 percent of the cash-based transfers distributed. WFP implemented eight Level 3 and 11 Level 2 emergency operations in 2021, providing timely life-saving assistance, particularly in Ethiopia, Madagascar, South Sudan and Yemen, where people in some areas faced famine-like conditions. Cash-based transfers increased particularly in Bangladesh, Somalia and Yemen. Outcome level results in WFP's ability to maintain or

enhance people's access to adequate food were mixed because of funding and operational constraints.

Strategic Objective 2 – Improve nutrition: WFP's nutrition activities accounted for 5 percent of total expenditures in 2021. Programmes for the treatment of moderate acute malnutrition delivered strong results in improving the nutrition status of the people reached, in part because WFP prioritized the distribution of scarce specialized nutritious foods to the people most at risk. However, programmes fell short of their targets for the proportion of the eligible population participating.

Strategic Objective 3 – Achieve food security and Strategic Objective 4 – Support Sustainable Development Goal implementation: Results under these two objectives were mixed. Success in strengthening food systems was partially demonstrated by the high proportion of the assisted population reporting increased benefits from the livelihood assets created or rehabilitated through WFP's activities. However, a large proportion of assisted households were unable to consume a diversified daily food basket or avoid adopting negative coping strategies. As a result of WFP's capacity strengthening and South-South and triangular cooperation activities, strong performance was recorded in enhancing national nutrition and other policies and programmes and the capacity of national governments to implement the related Sustainable Development Goals. Only moderate progress was made in strengthening national partners' ownership of emergency preparedness activities.

Strategic Objective 5 – Partner for Sustainable Development Goal results: WFP was successful in supporting national governments and other partners in achieving the Sustainable Development Goals, meeting the targets for partners' satisfaction with WFP coordination and logistics support for the health and humanitarian community. A 93 percent reduction in the use of cash-based transfers compared with 2020 was due primarily to the handover of the large-scale emergency social safety net programme to local partners in Turkey.

WFP enhances the review of performance by analysing results in its main programme areas:

- **Unconditional resource transfers:** 91 million beneficiaries were reached, an increase of 10 percent compared with 2020, reflecting WFP's response to rising needs linked to conflict, COVID-19, climate change and food and fuel cost increases. The amount of food and cash-based transfers distributed in WFP's largest programme area increased slightly over their 2020 levels. Moderate progress was recorded against targets on average, in part because distributions fell short of planned values and the average daily ration was reduced by 31 percent from the planned size. Weak performance against the targets for improving people's consumption of iron, protein and vitamin A was observed in some of WFP's largest operations.
- **Nutrition:** Globally, 23.5 million people – primarily children and pregnant and lactating women and girls – benefitted from WFP programmes for the treatment or prevention of malnutrition. This is a 36 percent increase over 2020, reflecting WFP's vital role in responding to the increased global prevalence of moderate acute malnutrition in 2021. WFP expanded its efforts to provide beneficiaries with adequate levels of key micronutrients, distributing over 1.47 million mt of fortified foods – a 13 percent increase compared with 2020.
- **School-based programmes:** 15.5 million children were assisted with nutritious meals, school snacks or take-home rations, a level similar to that of 2020 but 22 percent less than the target for 2021 because of challenges related to the pandemic, security, funding and access. WFP helped to launch the Global School Meals Coalition established in connection with the 2021 United Nations food systems summit, which aims to restore access to school feeding to pre-pandemic levels by 2023 and to provide all children worldwide with healthy meals in school by 2030.

- **Smallholders, livelihoods, food systems and climate risk management:** WFP provided food assistance for 8.7 million people through asset creation and livelihood activities, 2 million people through climate insurance or anticipatory actions and more than 405,000 people through its smallholder agricultural market support programmes. These activities changed lives and strengthened resilience by helping communities to restore land, water and other productive assets, enabling targeted smallholder farmers to sell through the aggregation systems supported by WFP and providing vulnerable populations with climate services such as insurance and tailored weather forecasts.

WFP continued to make strong progress in the provision of **support for national priorities**. Through **country capacity strengthening** support in 66 countries, WFP's targets were met for the number of policies, programmes and systems enhanced by national stakeholders, and nearly USD 280 million was mobilized for national food security and nutrition systems. An evaluation highlighted that WFP's **South-South and triangular cooperation** services contributed to changes in country capacity, particularly at the policy and institutional levels and in relation to school feeding and nutrition. In 2021, WFP expanded its support for national **social protection** systems and programmes, reaching 83 countries, launched a new social protection strategy and co-led efforts to use social protection to transform food systems.

WFP's **service provision** capacity remained vital in enabling more than 1,170 government, United Nations and other partners to swiftly and effectively respond to humanitarian crises, including the pandemic. Through the WFP-managed United Nations Humanitarian Air Service and United Nations Humanitarian Response Depot, more than 325,100 humanitarian, development and diplomatic passengers were transported and 41,380 m³ of relief items were dispatched in 2021.

Part III: Management performance

Key performance indicators: **Key performance indicator 1**, which measures the implementation of country strategic plans, showed moderate performance; achievements fell short of targets with fewer than 58 percent of all outcomes and 63 percent of outputs achieved or on track. The higher values achieved for outputs in 2021 compared with 2020 were a result of beneficiary outreach and achievement against indicators related to "other outputs" such as assets created. **Key performance indicator 2**, assessing emergency preparedness and response, showed overall strong performance with targets met in 100 percent of training areas. Advance financing was provided to 97 percent of country offices in the corporate alert system, substantially exceeding the target of 90 percent. Moderate to strong progress was recorded against **key performance indicator 3**, measuring the achievement of management performance standards in ten functional areas. The strongest performance was observed in resource mobilization, security, budget and programming, and administration.

Result pillars: The contributions that services from regional bureaux and headquarters units make to the implementation of country strategic plans complement the management services provided by country offices and are broken down under five pillars. Under **pillar A** (strategy and direction), WFP's new strategic plan for 2022–2025 defines the organization's priorities and outcomes for the next four years, and senior management ensures progress in strategic workforce planning, equitable funding for country office structures and improved procedures for the immediate scale-up of operations. Results under **pillar B** (business services), include advances in digitization through the roll-out of WFP's digital beneficiary information and transfer management platform to 23.8 million beneficiaries in 55 countries and the management of cybersecurity risks. Rapid response capacity was established in the Emergency Operations Division, with more than 200 staff members deployed to 41 countries in response to rising need. Measures were adopted to improve the accessibility of WFP's premises to all people, including those with disabilities, and to protect employees and their families at all

duty stations. Real-time food security monitoring tools were implemented in 36 countries and major progress was made in the monitoring of climate hazards, market functionality and the long-term impacts of food assistance for assets projects. Under **pillar C** (policy, guidance and quality assurance), initiatives to monitor, address and manage risks, including a revised anti-fraud and anti-corruption policy approved by the Executive Board, were implemented. WFP's assurance exercise was further streamlined, resulting in 99 percent of the related surveys being completed on time. Under **pillar D** (advocacy, partnerships, fundraising and United Nations coordination), WFP contributed to system-wide initiatives and global policy dialogues on climate change, sustainable food systems, the COVID-19 response and increased coordination with international non-governmental organizations, the other Rome-based agencies and other United Nations entities. Strong progress was made in fostering global technical partnerships with, and mobilizing funding from, the private sector. Under **pillar E** (governance and independent oversight), WFP closed a record number of external oversight recommendations, achieving a closure rate of 95 percent for new reports issued by the Joint Inspection Unit of the United Nations system. Governance processes were facilitated through a record number of informal consultations. Thirteen centrally managed evaluations, including a joint evaluation of Rome-based agency collaboration and an evaluation of WFP's response to the pandemic, were completed in 2021 and presented to the Board for consideration.

Performance in respect of senior management priorities: Compared with 2020, WFP's performance against United Nations system and coordination indicators was moderate: positive user satisfaction with all cluster services was demonstrated, but no improvements were made against the indicator targets of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. Improvements were noted in all other priority areas, including the number of employees completing mandatory training on the prevention of fraud and corruption and protection from sexual exploitation and abuse, the number of country offices with functioning community feedback mechanisms and environmental management systems and the provision of digital cash-based transfers.

WFP approved USD 32.2 million for **critical corporate initiatives** for 2021 to continue the implementation of the private sector strategy and establish a termination indemnity fund to facilitate the restructuring of country offices. As recommended by an external audit of critical corporate initiatives, WFP introduced improved governance approaches, selection criteria and key performance indicators for the funding of future initiatives. WFP continued to measure **efficiency gains** along its value chain and developed new key performance indicators for use in the new corporate results framework for 2022–2025. In 2021, WFP generated an estimated USD 164 million in cost and time saving efficiencies, of which 87 percent came from the top ten efficiency initiatives, including with regard to supply chain optimization, the centralization of foreign currency conversion, digital transformation and remote monitoring. In 2021, the **cost per beneficiary** – the average cost of serving WFP's direct beneficiaries – was USD 0.38 per day and USD 53 for the year.

Part IV: Financial resources and funding

In 2021, WFP received record contributions of USD 9.6 billion – 15 percent more than in 2020. WFP's top ten donors accounted for 79 percent of contributions. Since the start of the private sector fundraising strategy in 2019, contributions from the private sector have doubled, exceeding annual income targets and demonstrating strong progress in the diversification of WFP's funding base. Other innovative financing approaches such as debt swaps, blended financing and the use of cryptocurrencies, were implemented or explored with a view to further broadening WFP's funding base, and 27 agreements to contribute to national development

objectives were signed with governments and international financial institutions. Flexible funds represented 5.9 percent of total 2021 contribution revenue, a slight increase over 2020.

Direct expenditures, excluding indirect support costs, totalled USD 8.6 billion, an increase of 17 percent from 2020. Eight of the ten countries with the highest expenditures were facing Level 3 or Level 2 emergencies, while needs in the remaining two, Somalia and the Sudan, remained high owing to protracted conflict, climate shocks and economic instability. Direct expenditures in Afghanistan increased by 126 percent over 2020, in response to the rapidly deteriorating humanitarian situation after August 2021. For the fifth consecutive year, the operation in Yemen remained WFP's largest, and direct expenditures increased by 27 percent over 2020 as the effects of protracted conflict were compounded by a deepening economic crisis.

Part V: Conclusion

In 2021, record levels of acute food insecurity were caused by conflict, climate change, COVID-19 and inflationary pressures, which also increased the complexity and costs of humanitarian operations. In 2022, the potential recovery from both the worst global health emergency and the deepest global recession in recent history has been set back even further by the conflict in Ukraine, which has triggered a massive rise in global fuel and commodity prices, increasing the cost and logistics challenges of WFP's operations and constraining its response at a time when people need it most.

1. Part I – Introduction

1.1. Global context in 2021: COVID-19, conflict, climate shocks and rising hunger

1. Since the formulation of the WFP strategic plan for 2017–2021 and its accompanying corporate results framework (CRF) in 2016, the global food security situation has deteriorated precipitously, threatening the achievement of the 2030 Agenda Sustainable Development Goal (SDG) 2 on achieving zero hunger. Reversals continued in 2021, as the compounded effects of conflict, climate change and the global economic downturn triggered by the COVID-19 pandemic led to unprecedented levels of chronic and acute hunger around the world.
2. In 2021, WFP estimates that up to 283 million people were acutely food-insecure or at high risk of food insecurity in 80 countries with WFP operational presence – almost double pre-pandemic levels.¹ This trend was corroborated by the Global Report on Food Crises, which estimated that in 53 countries or territories in 2021 acute food insecurity affected 193 million people, a six-year high and an estimated 85 million more people than in 2016.²
3. Worldwide, the number of people affected by chronic hunger³ rose slowly between 2014 and 2019, but rapidly in 2020, reaching 811 million compared with 619 million in 2019.⁴ Levels of malnutrition, which in its various forms was estimated to affect 233.5 million children under 5 years of age in 2020, were expected to rise further as a result of the pandemic.⁵
4. The projected number of people at emergency or worse levels of acute food insecurity rose precipitously to 45 million in 43 countries by the end of 2021.⁶ Of this total, 584,000 people already faced catastrophic levels of food insecurity,⁷ 401,000 of whom are in Ethiopia – the highest number since the 2011 famine in Somalia. Without urgent preventive actions to address the extreme lack of food many risked starvation, death, critical malnutrition levels and livelihood collapse.
5. Families displaced by conflict, violence and climate change were among those most vulnerable to food insecurity. As of mid-2021, the global number of forcibly displaced people was projected to exceed 84 million, surpassing previous record levels.⁸ The figure includes 48 million internally displaced persons and 26.6 million refugees who were

¹ WFP. 2021. *WFP Global Operational Response Plan 2021: Update #3*.

² Food Security Information Network and Global Network Against Food Crises. 2022. *2022 Global Report on Food Crises: Joint Analysis for Better Decisions*. Acute food insecurity is defined as phase 3 or above in the Integrated Food Security Phase Classification (IPC)/cadre harmonisé analysis or comparable sources. The estimates in this report are derived from a smaller number of countries where IPC or comparable analyses were completed than are included in WFP's internal estimates.

³ Chronic hunger is measured in terms of the prevalence of undernourishment within a population.

⁴ Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), WFP and World Health Organization. 2021. *The State of Food Security and Nutrition in the World 2021: Transforming food systems for food security, improved nutrition and affordable healthy diets for all*.

⁵ *Ibid.*

⁶ WFP. 2021. *WFP Global Operational Response Plan 2021: Update #3*.

⁷ Catastrophe/famine is defined as phase 5 of the IPC/cadre harmonisé scale.

⁸ Office of the United Nations High Commissioner for Refugees (UNHCR). 2021. *Mid-year Trends 2021*.

- hosted primarily in developing countries. More than 40 percent of the forcibly displaced people were children under 18 years of age.⁹
6. Affected by increased fuel prices and supply chain disruptions, global food prices rose to their highest level in a decade and were 23 percent higher in December 2021 than they were in December 2020.¹⁰ The food price rises severely affected people's purchasing power and their access to food, contributing to the adoption of extremely negative coping strategies by the most destitute families, including the sale of children – primarily girls – for food in Afghanistan. World Bank estimates warn that with each one percentage point increase in food prices, 10 million people are thrown into extreme poverty worldwide.¹¹ Rising commodity prices and supply chain disruptions pushed WFP's food procurement costs up by 36 percent compared with 2019.¹²
 7. The pandemic further widened gender and education inequalities and disproportionately affected women and girls, older people, persons with disabilities, people living in slums, migrants, refugees and internally displaced persons. In 2020, 10 percent more women than men were food-insecure, compared with the 6 percent gender gap found in 2019. The social and economic impacts of the pandemic also pushed an additional 47 million women and girls into extreme poverty.¹³ Gender-based violence, which grew as a result of successive lockdowns in response to COVID-19, was experienced by over 70 percent of women and girls in humanitarian settings.¹⁴
 8. By September 2021, schoolchildren around the world had lost an estimated 1.8 trillion hours of in-person learning because of the pandemic.¹⁵ Children from poor or vulnerable families had limited access to remote learning and were the least likely to resume their education when schools reopened, particularly among adolescent girls. An estimated 39 billion in-school meals were missed by children in 2020, seriously limiting access to a vital source of food and nutrition for millions of vulnerable children.¹⁶
 9. In 2021, conflict and insecurity were considered the main drivers of acute food insecurity, affecting approximately 139 million people in 24 countries, a 40 percent increase compared with 2020.¹⁷ Extreme constraints to humanitarian access arising from conflict, insecurity or violence against humanitarian workers were recorded in 26 countries with ongoing humanitarian responses.¹⁸ In Afghanistan, the sudden, dramatic rise in needs following the political changes, compounded by the worst drought in 27 years, greatly increased the complexity of the humanitarian response.
 10. The growing role of weather and climate extremes in aggravating food insecurity, conflict and migration became apparent in several countries, and disproportionately affected the most vulnerable families whose lives, livelihoods, harvests and infrastructure were damaged by cyclones, floods and droughts. In 2021, climate-related events – including

⁹ UNHCR. 2021. *2021 Year in Review: Refugee, migrant numbers rise, despite travel curbs* | UN News.

¹⁰ FAO. 2022. *FAO Food Price Index* | World Food Situation.

¹¹ *Joint Statement: The Heads of the World Bank Group, IMF, WFP and WTO Call for Urgent Coordinated Action on Food Security.*

¹² WFP 2022. *Food security implications of the Ukraine conflict.*

¹³ WFP. 2022. *Evaluation of WFP Response to the COVID-19 Pandemic, Volume II, Annex 12: Evidence Summary Briefs, 7: Cross-Cutting Issues Brief.*

¹⁴ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2021. *Global Humanitarian Overview 2021.*

¹⁵ *Ibid.*

¹⁶ UNICEF. 2021. *COVID-19: Missing More Than a Classroom. The impact of school closures on children's nutrition.*

¹⁷ Food Security Information Network and Global Network Against Food Crises. 2022. *2022 Global Report on Food Crises: Joint Analysis for Better Decisions.* Conflict was the main driver in three of the four countries affected by the most severe food insecurity (IPC phase 5).

¹⁸ OCHA. 2021. *Global Humanitarian Overview 2021.*

severe droughts in Afghanistan, parts of Central America, Madagascar and Malawi, three consecutive years of severe flooding in South Sudan and three years of extreme rainfall in Mozambique – exacerbated food and livelihood insecurity and conflict.

11. The response to the pandemic placed an immense strain on national budgets. Although the global economy grew by 5.5 percent in 2021, the growth in countries with developing economies – particularly small, fragile or conflict-afflicted ones – was moderate and many countries faced record levels of debt.¹⁹
12. WFP also had to respond to urgent and expanded demands for the provision of common services to support humanitarian operations, as measures to limit the spread of the pandemic, such as border closures, flight suspensions and lockdowns, remained largely in place during 2021.
13. In addition to the historic rise in the scale, complexity and severity of needs in 2021, WFP faced unprecedented challenges in delivering assistance owing to the effects of the pandemic and increased security incidents on its employees, donors, commodity prices, supply chains and programmes, as described in subsequent sections of this report. As noted in the final section of the report, the global context in which WFP operates deteriorated significantly in the early months of 2022, creating further challenges for the achievement of the objectives of the new WFP strategic plan.

1.2. WFP and the United Nations development system reform

14. The critical role of the United Nations development system reform in supporting countries as they regain momentum on achieving the 2030 Agenda goals was highlighted in 2021. WFP implemented the reform actions established in 2018 by General Assembly resolution 72/297, and mainstreamed central elements of the quadrennial comprehensive policy review (QCPR) resolution adopted in December 2020 into the new WFP strategic plan for 2022–2025 and the related CRF. The reform initiatives enabled United Nations entities to support sustainable, inclusive and resilient recovery from the COVID-19 pandemic at the country level, with a particular focus on protecting development gains, analysing lessons learned from response plans and enhancing preparedness for shocks.
15. As a member of the United Nations Sustainable Development Group (UNSDG), WFP contributed to a revision of the United Nations management and accountability framework. The revised framework, which defines the roles and responsibilities of United Nations entities at the country, regional and global levels, was endorsed by the United Nations principals in September 2021. In April 2021, WFP joined a dedicated UNSDG advisory group tasked with updating joint programme guidance to the implementation of the reform agenda. WFP also continued to support the reform's regional review by participating in the launch of five regional collaborative platforms in the first half of 2021, and supported the operational steering committee, a decision making body of the joint SDG fund. For example, WFP country offices participated in two joint programme proposals aimed at attracting new financing for work related to the SDGs and supporting national social protection systems in small island developing states.
16. In 2021, WFP actively engaged in the Inter-Agency Standing Committee's efforts to redefine priorities and collectively advocate action to fight famine with United Nations and non-governmental organization partners, and contributed to defining the agenda on accountability to affected populations.

¹⁹ World Bank. 2022. *Global Economic Prospects*.

17. Country offices continued to adopt the United Nations reporting system, UN INFO, in accordance with system-wide requirements for United Nations country teams. Eighty-four WFP country offices developed a business operations strategy 2.0, contributing to the goal of ensuring that all United Nations country teams develop joint business operations in order to achieve cost efficiencies by eliminating duplication, maximizing economies of scale and leveraging their common bargaining power; 57 WFP staff members were certified as business operations strategy practitioners and nominated as regional bureau focal points for system-wide reform.
18. In addition, WFP participated in consultations on revising the structure of the new Grand Bargain (2021–2023), which aims to improve the quality of humanitarian funding and support local responders and communities.

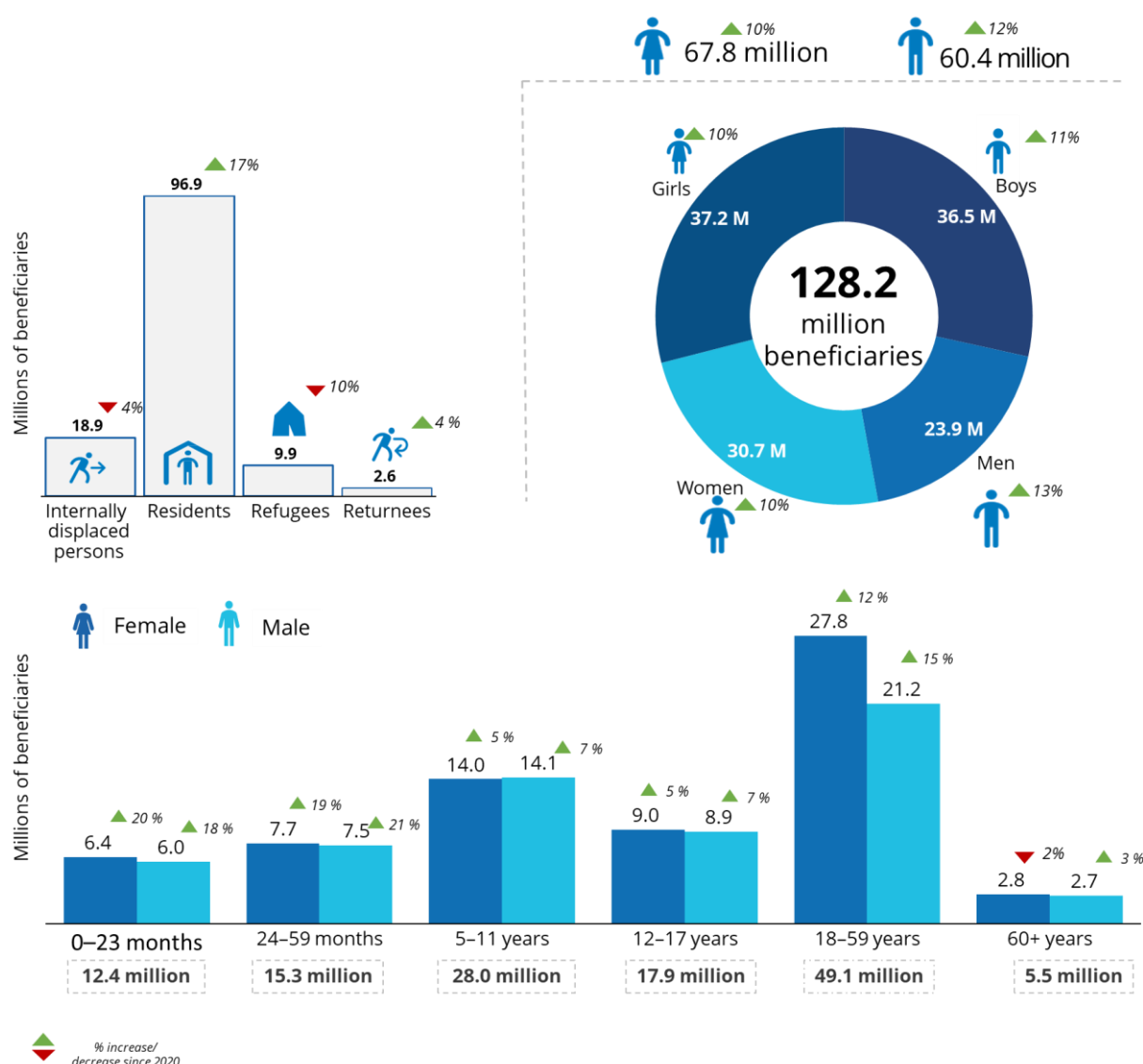
2. Part II – Programme performance

This section examines programme performance against WFP’s five strategic objectives and uses in-depth analysis of performance by programme and cross-cutting area to describe how WFP was able to assist a record number of women, girls, boys and men in 2021.

2.1. WFP’s reach: beneficiaries and transfers

19. In 2021, WFP provided direct assistance to a record 128 million beneficiaries through in-kind food delivery and cash-based transfers (CBTs), reaching 11 percent more people than in 2020.²⁰ In total, the organization and its partners helped to meet the various needs of more than 68 million women and girls and 60 million men and boys in 80 countries. Children represented 57 percent of the people reached with direct assistance. In addition, WFP provided capacity strengthening and supply chain services to governments, local partners, communities and the private sector in 117 countries.

Figure 1: People assisted through operations, by residence status, sex and age group



²⁰ Data on beneficiary numbers represent best estimates that are subject to over- and under-estimation as described in annex II-B.

20. In 2021, WFP distributed 4.4 million mt of food, including fortified food and specialized nutritious foods for 89 million beneficiaries, a 4 percent increase compared with 2020. WFP transferred USD 2.3 billion in cash and vouchers to 42 million beneficiaries in 69 countries, which represented an increase of 10 percent compared with 2020;²¹ this increase was mainly a result of WFP expanding its responses in Bangladesh, Somalia and Yemen. Of the total number of beneficiaries receiving CBTs, 51 percent were women and girls, and 17 percent were refugees. Unconditional resource transfers to help people meet their urgent essential needs accounted for 87 percent of CBTs in 2021.
21. Crisis response continued to account for the largest share of food distribution and CBTs in 2021, representing 93 percent of the total metric tonnage delivered, as in 2020, and 85 percent of cash transferred, up from 81 percent in 2020. These figures reflect the growing humanitarian needs that were met by WFP in line with its commitment to saving lives.
22. The increase in the number of beneficiaries reached outpaced the increase in the amounts of food and CBTs distributed, and WFP's increased expenditures compared with 2020 were largely absorbed by inflation linked to the global rises in the prices of food and fuel throughout 2021.²² Such conditions posed difficult choices for country offices that had to balance unprecedented needs with resource constraints.
23. To assist the record number of people, WFP had to prioritize assistance by cutting rations, adjusting the composition of the food basket and reducing the duration of assistance.²³ Compared with the planning figures, an overall reduction of 31 percent was observed in the average daily ration distributed to beneficiaries as a result of reductions in the duration of assistance and the number of rations distributed.

2.2. WFP's progress against the strategic plan

24. In 2019, WFP introduced a set of targets for specific output indicators that were used to direct, track and measure programmatic performance until the end of 2021. Table 1 summarizes the level of achievement against each of these indicators, based on the 2021 needs-based targets established in the management plan for 2021–2023 and the associated implementation plan, which reflected the expected level of resources available for programmes.²⁴
25. *Beneficiaries reached:* In 2021, WFP surpassed the needs-based targets for the number of beneficiaries reached overall and through nutrition-specific interventions. Most beneficiaries were reached through unconditional resource transfers. The number of schoolchildren reached, although higher than in 2020, fell short of the needs-based target in light of school closures due to COVID-19.
26. In 2021, updated guidance was issued on the targeting and prioritization of food assistance.²⁵ WFP uses case studies, needs assessments and household surveys of food-insecure and vulnerable groups to identify key demographic and socioeconomic characteristics, such as indicators of food and livelihood security and ability to meet essential needs, and to determine three main categories of vulnerability that can guide

²¹ In 2021, CBTs and commodity vouchers were split in two separate transfer modalities.

²² Additional details on yearly trends are included in annex III-E.

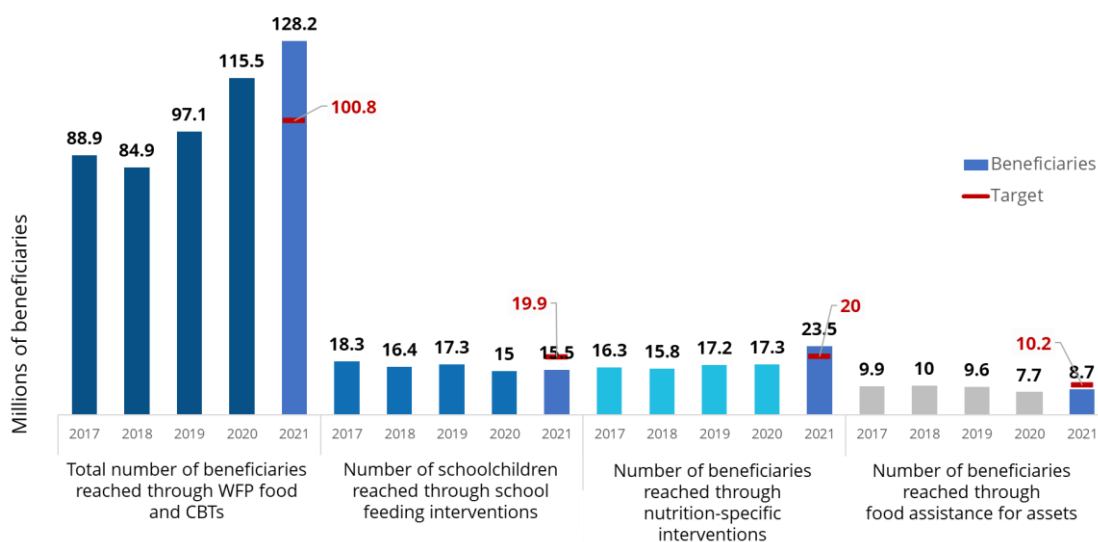
²³ Further analysis on the cost per beneficiary is included in section 3.6 of the management performance chapter and in annex III-E.

²⁴ Targets established in the management plan are referred to as "needs-based targets" in this section, while those established by the implementation plan are referred to as "resource-based targets".

²⁵ WFP 2021. *Targeting and Prioritization: Operational Guidance Note*.

the formulation of eligibility criteria. People are targeted for assistance based on those criteria and on programme objectives. When identified needs cannot be met with the available resources, WFP seeks to prioritize assistance for the most vulnerable people within the targeted population, and to adjust eligibility criteria so as to prioritize the most vulnerable individuals and households within targeted groups, using gender analysis as the primary lens through which prioritization of assistance is established.

Figure 2: Trend in beneficiaries reached from 2017 to 2021 compared with corporate needs-based targets for 2021



27. *Food distributed:* WFP exceeded its resource-based targets for in-kind food distribution but fell short of the needs-based plan targets, mainly due to funding gaps.²⁶ In 2021, WFP distributed more fortified staple food than originally envisioned in the needs-based plan. Such strong achievement against the target is partly the result of improved reporting on fortified food provision through the introduction of additional indicators in 2019, and WFP's advocacy – with partners and through its country offices – of increased use of fortified food. The impact of COVID-19 on supply chains, and the continued global production shortfall in fortified blended flour contributed to the gap in achievement of the 2021 needs-based target for the quantity of specialized nutritious foods delivered. For the distribution of scarce specialized nutritious foods WFP prioritized malnutrition programming for the people most at risk, reducing distributions in programmes such as general food assistance and increasing them in programmes that treat wasting among children under 5 years of age and acute malnutrition among pregnant and lactating women and girls.
28. *Cash-based transfers:* WFP delivered 61 percent of the needs-based target and 78 percent of the resource-based target for CBTs in 2021, falling short of both targets mainly due to a lack of local currency liquidity, high inflation, and volatile foreign exchange rates in certain operations. The slight decrease in the value transferred through commodity vouchers compared with 2020 was offset by the increase in distributions of cash and value vouchers.

²⁶ The planned value refers to the implementation plan, an annual prioritized plan of work derived from the needs-based plan prioritized and adjusted based on funding forecasts, the available resources, and potential or actual operational challenges.

Table 1: Results against programme outputs

Category A: Targets for transfer modalities						
Indicators	2021 actual	Change from 2020	2021 needs-based plan (NBP)	% achieved against NBP	2021 original implementation plan (OIP)	% achieved against the OIP
Total quantity of food provided to targeted beneficiaries (<i>mt</i>)	4.4 million	▲ 4%	5.8 million	75	4.1 million	105
Total value of food provided (<i>USD</i>) to targeted beneficiaries	2.8 billion	▲ 16%	3.1 billion	91		
Quantity of fortified food provided (<i>mt</i>)	1.5 million	▲ 13%	0.4 million	387		
Quantity of specialized nutritious food provided (<i>mt</i>)	311 000	▲ 8%	629 000	49		
Total amount of value transferred (<i>USD</i>) through CBTs and commodity vouchers to targeted beneficiaries	2.3 billion	▲ 9%	3.8 billion	61	3.0 billion	78
Unrestricted cash (<i>USD</i>)	1.3 billion	▲ 12%	2.2 billion	59		
Vouchers (<i>USD</i>)	778 million	▲ 10%	1.3 billion	60		
Commodity vouchers (<i>USD</i>)	245 million	▼ 7%	361 million	68		
Total value of capacity-strengthening transfers (<i>USD</i>)	379 million	▲ 33%	531 million	71	500 million	76
Percentage of UNHAS passengers served against number requested	91%	▲ 3%	95%	96		
Category B: Targets for beneficiaries						
Indicators	2021 actual	Change from 2020	2021 NBP	% achieved against NBP		
Total number of beneficiaries targeted through WFP food and CBTs (<i>million</i>)	128.2	▲ 11%	100.8	127		
Number of schoolchildren targeted through school feeding interventions (<i>million</i>)	15.5	▲ 3%	19.9	78		
Number of persons targeted through nutrition-specific interventions (<i>million</i>)	23.5	▲ 36%	20	118		
Number of persons targeted through food assistance for assets (<i>million</i>)	8.7	▲ 14%	10.2	85		

Reviewing WFP's overall performance against the strategic plan for 2017–2021

The year 2021 marks the end of the strategic plan for 2017–2021 and of the targets and performance indicators established in the CRF to monitor the plan's implementation throughout that period. A few trends were identified between 2017 and 2021:

- Crisis response represented the bulk of WFP's operations, and WFP distributed more than 20 million mt of food and nearly USD 10 billion in CBTs.
- The number of beneficiaries assisted increased by an average of 9 percent per year.
- CBT assistance increased by 67 percent.
- The number of women and children assisted with specialized nutritious support increased, with an average of 18 million people assisted each year.
- An average of 16.5 million schoolchildren were assisted each year through on-site or take-home rations.
- Asset creation and livelihood activities aimed at building resilience and addressing the root causes of hunger reached an average of 9.2 million people per year and resulted in the rehabilitation of 830,000 ha of land, the repair or construction of more than 50,000 km of roads and trails and of more than 24,000 water points and other vital community infrastructure.
- Between 2019 and 2021, WFP assistance enabled targeted households to maintain or improve their access to food in 42 of the 71 countries where WFP used the food consumption score indicator.¹ However, food insecurity deteriorated in the remaining 29 operations, as indicated by an overall decline in the food consumption scores monitored.² In addition, the assisted beneficiaries in many settings continued to resort to unsustainable strategies to cope with food shortages.³

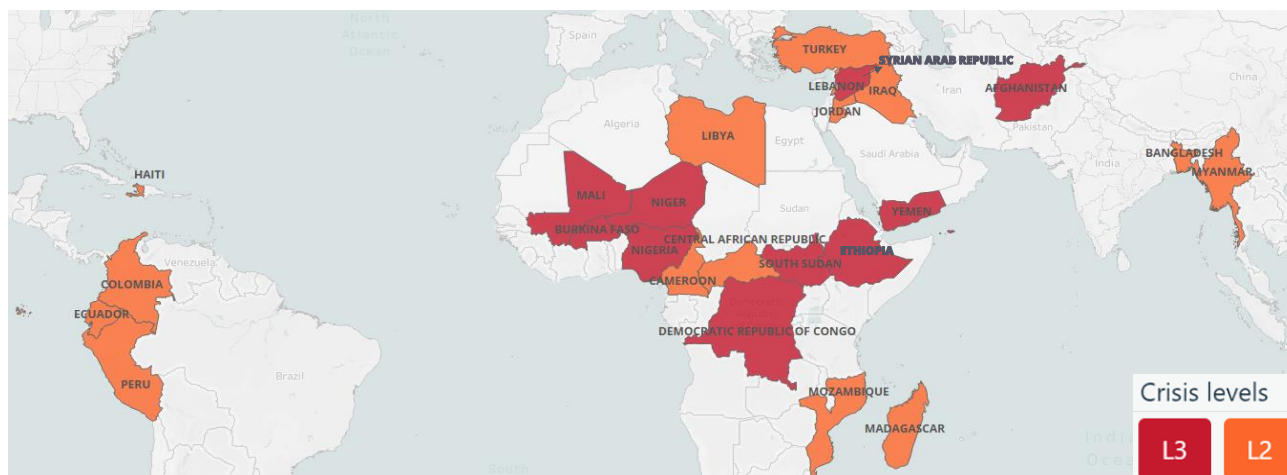
¹ The food consumption score reflects a household's calorie intake based on what household members consumed over the previous seven days.

² With the 2019 score serving as the baseline.

³ Reflected in the coping strategy index, which refers to five unsustainable strategies: relying on less preferred and less expensive food; borrowing food or relying on help from relative(s) or friend(s); limiting portion sizes at meals; restricting consumption by adults in favour of small children; and reducing the number of daily meals.

2.3. WFP's Level 3 and Level 2 emergency responses

Figure 3: WFP's Level 3 and Level 2 emergency responses, 2021



29. To address the increased hunger and malnutrition of people affected by conflict, climate change, COVID-19 and the global rise in the cost of living, WFP scaled up its response in 8 Level 3 and 11 Level 2 emergency operations in 2021. These operations ensured the timely provision of life-saving assistance, particularly in Ethiopia, Madagascar, South Sudan and Yemen where segments of the population faced famine-like conditions.
30. In Afghanistan, where 22.8 million people – more than half the population – were estimated to be acutely food-insecure or worse in January 2022, WFP worked to deliver urgent food, cash-based and nutrition assistance to 15 million people before winter snowfall cut off access. More than 13 million people, including 8 million in December 2021, were reached with unconditional resource transfers; malnutrition treatment and prevention programmes were provided to nearly 2.1 million children under 5 years of age and pregnant and lactating women and girls; and WFP commodity vouchers enabled 300,000 people in Kabul to purchase food from local markets. The voucher programme complemented WFP's existing distributions of cash and value vouchers, which promoted the functioning of local markets.²⁷
31. In the northern and Somali regions of Ethiopia, more than 6.3 million people were reached with emergency food and nutrition assistance in 2021.²⁸ In Yemen, WFP delivered more than 1.1 million mt of food and over USD 170 million in CBTs to acutely food-insecure families, reaching more than 15 million people in 2021.²⁹ In the Syrian Arab Republic, life-saving food was distributed to 5.8 million people each month,³⁰ and in South Sudan, WFP provided nearly 6 million people with food and nutrition assistance.³¹
32. WFP also scaled up resilience and livelihoods activities in 2021. In the central Sahel, more than 1.7 million people benefitted from WFP's integrated resilience activities.³² Due to ongoing COVID-19 restrictions in countries including the Niger, WFP prioritized food assistance for assets activities at the individual and household levels, scaling up

²⁷ See the overview in the WFP 2021 annual country report for [Afghanistan](#).

²⁸ See the overview in the WFP 2021 annual country report for [Ethiopia](#).

²⁹ See the overview in the WFP 2021 annual country report for [Yemen](#).

³⁰ See the overview in the WFP 2021 annual country report for the [Syrian Arab Republic](#).

³¹ See the overview in the WFP 2021 annual country report for [South Sudan](#).

³² See the overview in the WFP 2021 annual country reports for [Burkina Faso](#), [Mali](#) and the [Niger](#).

interventions centred on the establishment of fruit tree plantations, seed provision, market gardening, the creation of compost pits, and the manufacture of fuel-efficient stoves and working in individuals' fields rather than on communal land. As a result, targeted households acquired access to improved agricultural practices and land and were able to produce a wider range of foods. Food assistance for assets activities in the Syrian Arab Republic helped to improve the food security and resilience of nearly 65,400 participating households by establishing kitchen gardens and providing training and inputs to support food processing.

33. Humanitarian access constraints and complex security environments continued to pose challenges to WFP operations in several countries in 2021. WFP worked with governments on establishing humanitarian access and with partners on analysing security threats and adapting operations to maintain safe passages for humanitarian assistance in hard-to-reach areas. After the August 2021 earthquake in Haiti, WFP facilitated airlifts of cargo to hard-to-reach areas, and increased the delivery of assistance by sea to bypass gang violence and road blockades. These efforts, along with the ability to quickly scale up CBT operations to twice their 2020 level – due to early CBT preparedness measures – enabled WFP to assist nearly 1 million Haitian people in 2021.³³
34. WFP helped to protect more than 12 million vulnerable people from climate shocks through climate risk solutions in 47 countries. In drought-affected southern Madagascar, where climate change contributed to famine-like conditions, 3,500 smallholder farmers received climate risk insurance pay-outs of USD 100 each. The funds provided a timely safety net for vulnerable and food-insecure farming families.³⁴

2.4. Cross-cutting results

Protection and accountability to affected populations

35. In 2021, country offices and regional bureaux launched action plans for tracking and helping to operationalize the updated WFP protection and accountability policy. In addition, a community engagement strategy was developed to complement that policy and the WFP disability inclusion road map for 2020–2021, and to strengthen the use of community engagement practices in WFP programmes.
36. In 2021, 96 percent of all country offices with direct beneficiaries reported on the functionality of community feedback mechanisms (CFMs), a substantial increase from the 2020 reporting rate of 83 percent. Of the countries reporting, 63 percent met the targets of having a functional CFM compared with 53 percent in 2020, nearly reaching the 65 percent target. For example, in Afghanistan, strengthened CFM data collection and improved classification of the issues reported led to better response rates by WFP and other United Nations agencies and more effective information exchanges with communities. However, only 54 percent of reporting countries demonstrated improvements in adequately informing beneficiaries about WFP's assistance. While beneficiaries were well informed about the selection process and their entitlements, the overall result for this indicator was influenced by the challenge of sharing up-to-date information on programme duration.

³³ See the overview in the WFP 2021 annual country report for [Haiti](#).

³⁴ See the overview in the WFP 2021 annual country report for [Madagascar](#).

37. Of the country offices reporting complete data on protection indicators, 73 percent showed improvements in safeguarding the dignity of beneficiaries, 65 percent met or showed progress towards their targets for providing beneficiaries with unhindered access to WFP programmes, and 70 percent met or showed progress towards their targets for the proportion of people receiving assistance without safety challenges. In Ethiopia, new partnerships with community health workers, and the inclusion of offline tools such as checklists increased the ability of communities to participate in the selection of distribution sites and the identification of protection risks.
38. Together with the International Federation of Red Cross and Red Crescent Societies, WFP co-led the Inter-Agency Standing Committee's task force on data collection for CFMs, which in 2021 reviewed and strengthened the system-wide standards for the collection, analysis and use of CFM data. The standards will be rolled out to country offices in 2022 and will help reinforce the implementation of WFP and interagency CFMs at the country level, including in major emergencies.

Gender

39. In 2021, WFP expanded collaboration with relevant national government partners and women's civil society organizations and communities to address the root causes of gender inequality in crisis response. That work informed the formulation of the updated gender policy of 2022 and will continue to be a key workstream in 2022.
40. Gender equality measures based on gender with age marker ratings were integrated into the first seven second-generation country strategic plans (CSPs). A total of 414 of the CSP activities implemented – excluding those related to logistics and emergency telecommunications and preparedness – were scored against the marker with more than 85 percent of activities in the following categories scoring 3 or 4 (meaning that they systematically integrated gender or gender and age considerations): malnutrition prevention, unconditional resource transfers to support access to food, asset creation and livelihood support, and school-based programmes. More needs to be done to integrate gender into activities related to institutional capacity strengthening. Compared with results for 2020, the activity categories with the most significant increases in gender mainstreaming (of more than 50 percent) were smallholder agricultural market support, unconditional resource transfers to support access to food, and institutional capacity strengthening.
41. Four country offices – Iraq, Mauritania, the State of Palestine and Tajikistan – completed the WFP gender transformation programme³⁵ in 2021, leaving them better equipped to mainstream gender throughout their programme cycles, operations, workplaces, human resources, communications and partnership activities.
42. Through the United Nations Joint Programme on Girls Education, the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and WFP reached over 220,000 girls in Malawi with integrated multi-sectoral school feeding services; the programme improved access to quality, inclusive education for girls by addressing key threats such as poor nutrition, inadequate access to information and services in support of sexual and reproductive health and rights, protection against sexual and physical violence, and harmful social practices.

³⁵ The gender transformation programme enables country offices to deliver gender equality outcomes in food security and nutrition. Under the programme, WFP country offices progress from a baseline assessment, through the development and implementation of an improvement plan, to a final assessment in which their achievement of the programme's 39 benchmarks is validated.

43. WFP targeted and reached more than 4 million women through livelihood and resilience building activities in 2021. In Rwanda, WFP set up free mobile day-care centres at asset creation project sites, enabling parents, particularly mothers with young children, to participate in work by providing adequate care and nutrition for their children. The first phase of the joint programme on rural women's economic empowerment, implemented in seven countries by the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Entity for Gender Equality and the Empowerment of Women and WFP, was completed in 2021. Since its inception in 2014, the programme has reached nearly 80,000 beneficiaries – of whom 80 percent were women – stimulated an average increase in agricultural production of 82 percent, generated more than USD 3.6 million in individual and household sales, and mobilized USD 1.9 million through savings and loan schemes.³⁶
44. In the United Republic of Tanzania, WFP's integrated nutrition programming assisted women by combining support for village savings and loan organizations with activities aimed at enhancing knowledge and skills on food security and nutrition. In 2021, more than 280 women's groups were able to save and increase their monthly incomes from USD 95 to USD 233 on average, the aim being to improve access to nutritious food at the household level and enhance minimum dietary diversity and nutrition outcomes.
45. All second-generation CSPs approved in 2021 – Bangladesh, Colombia, Cuba, Lao People's Democratic Republic, Somalia, the Syrian Arab Republic and Tunisia – included a commitment to addressing the different needs and priorities of women and men, regardless of their ethnicity or status. Commitments include recognizing women as social, economic and political actors in their own right in both the public and private spheres; strengthening the capacity of local actors to advance gender equality; and developing intersectoral interventions aimed at dismantling the harmful behaviours and practices that perpetuate gender inequalities in food and nutrition security.

WFP's partnerships on advancing gender equality and women's empowerment with UNFPA

From 2018 to 2021, with funding from Denmark, WFP and UNFPA piloted an initiative aimed at strengthening the sexual and reproductive health, safety, dignity and rights of women and girls in eight countries. Clinics were established to offer women and girls food, nutrition information, dignity kits and menstrual hygiene products; disseminate information on sexual and reproductive health; and connect survivors of gender-based violence to available services.

Also in 2021, WFP and UNFPA jointly raised awareness about sexual and reproductive health and services among nearly 45,000 beneficiaries at food distribution sites in the Somali region of Ethiopia. As a result, the use of family planning services and the nutrition and health status of mothers and children improved substantially.

³⁶ Joint Programme on Rural Women's Economic Empowerment Factsheet 2022.

Environmental and social standards

46. In 2021, the Executive Director established a framework³⁷ for WFP's efforts to increase the environmental and social sustainability of its programme activities³⁸ and support operations and interactions with partners. The environmental and social sustainability framework outlines a minimum set of requirements and expectations that need to be respected in all operations and activities, provides tools for appraising environmental and social risks in the programme cycle, and establishes an environmental management system based on international standards to guide day-to-day decision making on environmental sustainability in support operations.
47. In 2021, 26 country offices reported screening some or all of their CSP activities for environmental and social risks before implementation, compared with 13 in 2020. WFP trained 28 country offices to use the framework and to comply with donors' safeguarding requirements, and developed thematic guidance for the mainstreaming of these issues in various programme areas.

2.5. Performance by strategic objective

48. Reflecting its mandate and the interconnections among the 17 SDGs, WFP's strategic plan and CRF prioritize SDG 2 on achieving zero hunger and SDG 17 on partnering to support achievement of the SDGs, while contributing to other SDGs in accordance with national priorities and the situation in each country. This section presents an overview of the results and performance against outcomes towards WFP's five strategic objectives in 2021.³⁹
49. WFP achieves results by implementing activities in eight programme areas: unconditional resource transfers; malnutrition treatment; malnutrition prevention interventions; school-based programmes; asset creation and livelihoods; smallholder agricultural market support; climate risk management; and emergency preparedness. Results in these programme areas often contribute to more than one strategic objective.

Linking strategic objectives to programme areas

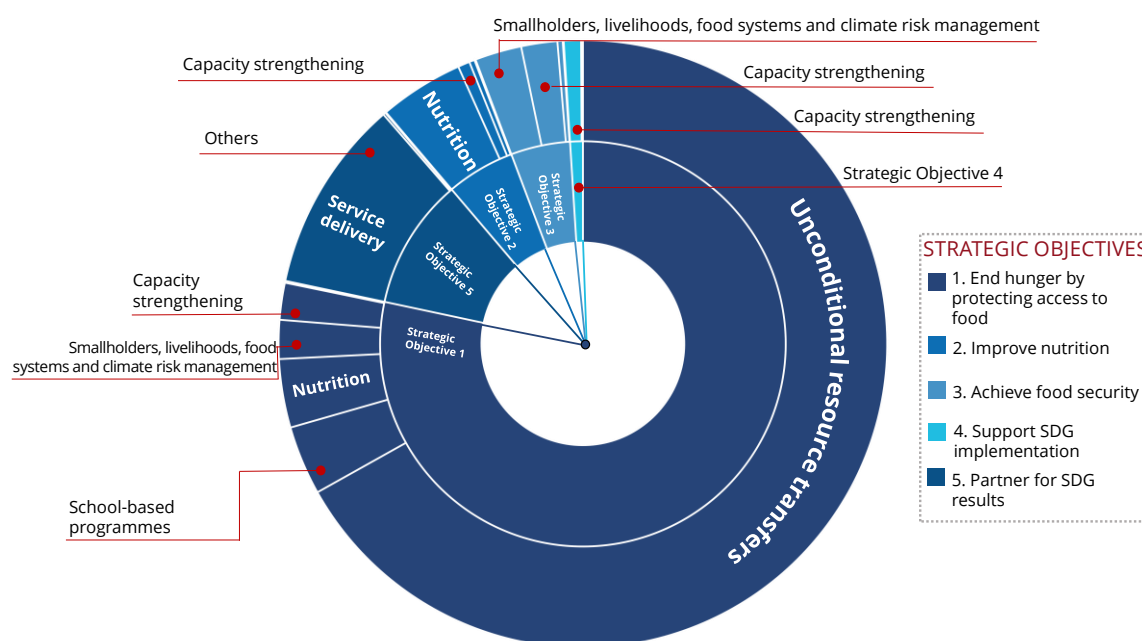
50. Analysis of results achieved by strategic objective is central to understanding WFP's contributions towards zero hunger and the importance of partnering to achieve the SDGs. It is also important in reflecting the main programme areas involved in the achievement of each strategic objective. For instance, as shown in figure 4, expenditures on nutrition programming contribute to the achievement of Strategic Objective 2 and Strategic Objective 1; and capacity strengthening activities, which are most clearly associated with Strategic Objective 4, are implemented through programmes under multiple strategic objectives.

³⁷ Executive Director's circular OED2021/018 "*Establishment of the WFP Environmental and Social Sustainability Framework*".







³⁸ CSP programme activities, including the delivery of food, goods, cash, services or capacity building to beneficiaries, partners or governments, contribute to the achievement of WFP's strategic goal(s). Support operations are all the in-house functions that support the delivery of programme activities; they include procurement, logistics, emergency preparedness, information technology, administration services, business travel and facilities management.

³⁹ In 2021, the methods for assessing outcome performance were refined to enable comparison of year-end values with annual targets and with the most recent baselines. To facilitate comparison of outcome level results between 2021 and 2020, last year's annual performance report outcome performance measurements were re-calculated using the new methodology. Some methodology limitations remain, including the lack of representation in how the data translates WFP's global performance at the outcome level. Further refinements in data gathering and reporting will continue through the new strategic plan and corporate results framework. For more details, please see annex II-C, Methodology for assessing outcome and output performance.

Figure 4: 2021 distribution of expenditures by strategic objective and programme area



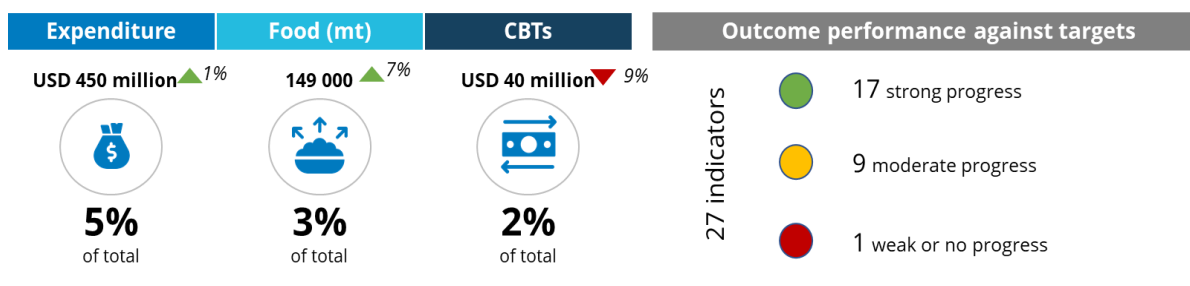
Strategic Objective 1 – End hunger by protecting access to food

Expenditure	Food (mt)	CBTs	Outcome performance against targets
USD 6.5 billion ▲ 18%  78% of total	4.1 million ▲ 4%  95% of total	USD 2.2 billion ▲ 18%  93% of total	39 indicators  12 strong progress  25 moderate progress  2 weak or no progress

51. WFP operations under Strategic Objective 1 support collective efforts to protect the access of all people, especially the most vulnerable, to the sufficient, nutritious and safe food they need to survive and to live healthy and productive lives, while strengthening national systems wherever possible. In 2021, 4.1 million mt of food and USD 2.2 billion in CBTs were distributed under this strategic objective. While food distributions increased by 4 percent compared with 2020 levels, an 18 percent increase in CBTs was largely influenced by expansions in Bangladesh, Somalia and Yemen. As in previous years, Strategic Objective 1 accounted for the majority of WFP operations, with 78 percent of total expenditures.
52. Unconditional resource transfers contributing to emergency response and safety nets accounted for most distributions. Food distributions were concentrated in the largest emergency responses; operations in Ethiopia, the Syrian Arab Republic and Yemen accounted for half of all food distributions. The largest increases in in-kind distributions took place in Afghanistan, in response to the rapidly deteriorating food security conditions in 2021; Yemen, where both in-kind and CBT operations were scaled up; and the Sudan, where the level of in-kind food assistance increased substantially by 48 percent.

53. Analysis at the outcome level demonstrated mixed results in ensuring that beneficiaries could maintain or enhance their access to adequate food and other essential needs. A total of 31 percent of relevant indicators showed strong performance against targets, while 64 percent showed moderate performance. Compared with 2020, results remained mostly unvaried with the most frequently used food security-related indicators showing moderate progress.⁴⁰ This suggests that not all targeted households were able to maintain their access to food and that many had to resort to negative strategies to cope with food shortages. Such results reflect the operational and funding constraints that led country offices to distribute reduced rations in order to maintain assistance for targeted beneficiaries.

Strategic Objective 2 – Improve nutrition



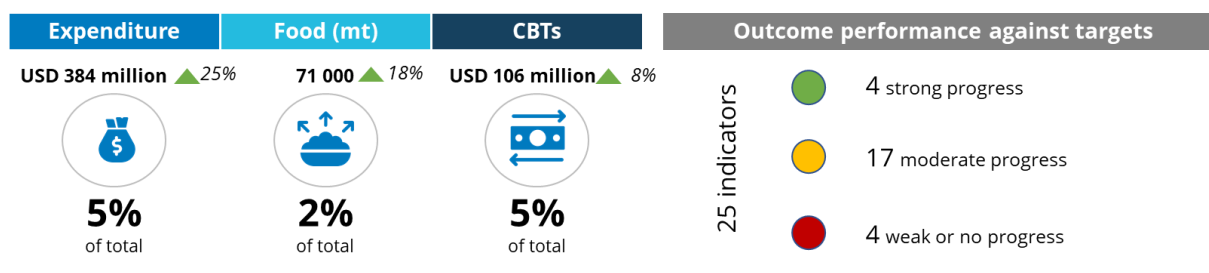
54. WFP operations under Strategic Objective 2 support efforts to end all forms of malnutrition by providing direct food assistance to beneficiaries and assisting partner governments in developing and scaling up their own nutrition programmes. In 2021, expenditures under this strategic objective accounted for 5 percent of total expenditures. Distributions amounted to 150,000 mt in food and USD 40 million in CBTs, mainly through nutrition and school-based programme interventions.
55. Analysis at the outcome level showed that the consumption of nutritious foods by targeted beneficiaries improved when they were reached by WFP programmes. However, WFP faced difficulties in reaching all the people in need in many cases, as evidenced by the moderate performance against the indicator measuring the coverage of malnutrition treatment programmes. When people were reached, treatment was often successful in achieving the intended results, as shown by a strong performance against the other four indicators used to measure moderate acute malnutrition.⁴¹ Compared with 2020, the most widely used nutrition-related indicators showed stronger progress in 2021.⁴²

⁴⁰ Using the refined methodology on reported results from 2020, 13 indicators showed strong performance, 24 showed moderate performance and 2 showed weak performance.

⁴¹ This analysis refers only to those nutrition interventions covered under Strategic Objective 2. For a full analysis of nutrition achievements, please see section 2.6 Performance by programme area.

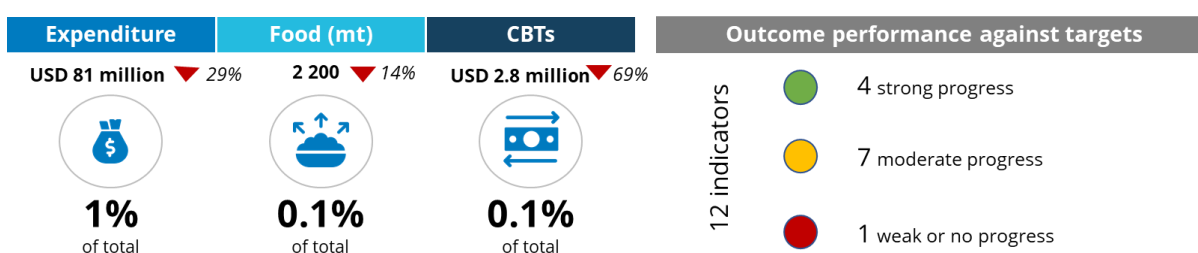
⁴² Using the refined methodology on reported results from 2020, 18 indicators showed strong performance, 10 showed moderate and 5 showed weak performance.

Strategic Objective 3 – Achieve food security



56. WFP operations under Strategic Objective 3 support smallholders by facilitating the access of women and men farmers to markets, and strengthening food systems through diverse interventions. In 2021, expenditures under this strategic objective accounted for 5 percent of WFP's total expenditures and increased by 25 percent compared with 2020. The provision of in-kind food and CBTs increased, with the latter being significantly scaled up in the Gambia, Malawi, the Niger and Zimbabwe.⁴³
57. Of the 25 relevant outcome indicators, strong progress against targets was recorded in only four while moderate progress was observed in 17. Compared with 2020, the most notable change concerned a decrease in the proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks and in the rate of smallholder post-harvest losses. However, both resulted, on average, in moderate progress towards the target.⁴⁴ Overall, a high proportion of the assisted households reported increased benefits from the livelihood assets created or rehabilitated through WFP's food assistance for assets and climate resilience activities. However, on average, a large proportion of assisted households were unable to consume a diversified daily diet and avoid adopting negative coping strategies, as inferred from the moderate progress measured for most of the food security-related indicators under this strategic objective. Additional information can be found in annex II-D: Outcome analysis against strategic objectives and cross-cutting results.

Strategic Objective 4 – Support SDG implementation



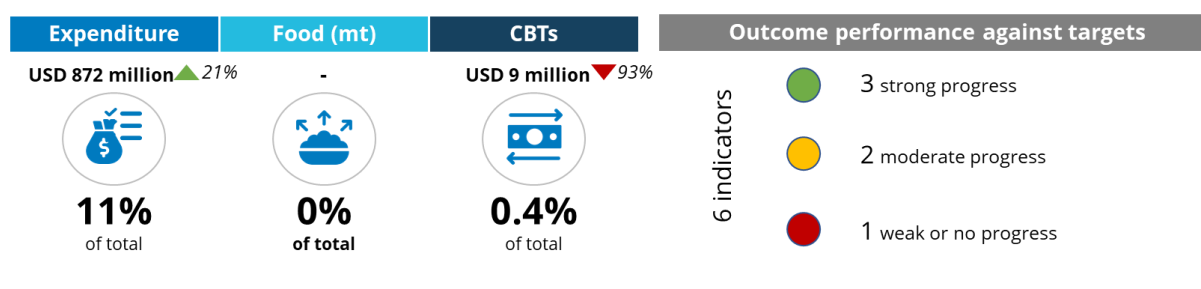
58. Through operations under Strategic Objective 4, WFP provides support to governments through capacity strengthening activities, including support for South–South and triangular cooperation for the implementation of national plans and the achievement of zero hunger. Expenditures against this strategic objective represented 1 percent of the WFP total. The majority (50 percent) of the reduction in expenditures was due to decreased expenditures in Ethiopia.

⁴³ See the overview in the WFP 2021 annual country reports for the [Gambia](#), [Malawi](#), [Niger](#) and [Zimbabwe](#).

⁴⁴ Using the refined methodology on reported results from 2020, 8 indicators showed strong performance, 11 showed moderate and 3 showed weak performance.

59. Overall, WFP observed strong progress in four and moderate progress in seven of the 12 outcome indicators used to assess performance under this strategic objective. Performance was strong against the most widely collected indicator, with 53 of 56 country offices meeting their targets: more than 608 national food security and nutrition policies, programmes and system components were enhanced. Compared with 2020, results remained unvaried overall, given that a larger proportion of CBTs were channelled through national social protection systems as a result of WFP capacity strengthening support.⁴⁵ A large proportion of resources were mobilized in Bangladesh, where WFP successfully supported the Government in developing effective guidelines and scaling up the distribution of fortified rice. In Peru, WFP's advocacy and technical assistance successfully supported the approval of a law that promotes the consumption of fortified rice. In Chad, WFP and government partners established an integrated resilience technology training centre that brings farmers, development partners and researchers together to test and disseminate context-specific agricultural technologies and practices. However, only moderate progress was made in strengthening national partners' ownership of emergency preparedness activities, such as humanitarian supply chain management, hazard analysis and early warning systems.

Strategic Objective 5 – Partner for SDG results



60. Under Strategic Objective 5, WFP supports national governments and other partners in achieving the SDGs. Strategic Objective 5 accounts for 11 percent of WFP's total 2021 expenditures, the second highest level of expenditures after Strategic Objective 1. The decrease of 93 percent in CBTs compared with 2020 is attributable to the handover of the emergency social safety net in Turkey.⁴⁶
61. WFP significantly scaled up the on-demand provision of food to the governments of Burkina Faso and Ethiopia. Under Strategic Objective 5, WFP provided humanitarian air services for partners. For example, the United Nations Humanitarian Air Service (UNHAS), operated by WFP, enabled 15,000 members of the humanitarian community to reach the most remote and challenging locations in Afghanistan, often under precarious security conditions.
62. Performance at the outcome level showed strong or moderate progress against targets in five out of six indicators. Compared with 2020, results remained unvaried, including the most widely reported indicator under this strategic objective, which measures the level of satisfaction of WFP's partners with its coordination and logistics support.⁴⁷ Based on surveys conducted in 34 countries, 85 percent of users were satisfied or very satisfied with WFP's services. Given the severe impacts of the pandemic on global supply

⁴⁵ Using the refined methodology on reported results from 2020, 3 indicators showed strong performance, 7 showed moderate performance and no indicator showed weak performance.

⁴⁶ See paragraph 95 of the [Annual performance report for 2020](#).

⁴⁷ Using the refined methodology on reported results from 2020, 3 indicators showed strong performance, 3 showed moderate performance and no indicator showed weak performance.

chains and commercial transport markets, the performance against this indicator reflects WFP’s ability to leverage its extensive supply chain capacity and logistics expertise in support of the health and humanitarian communities.

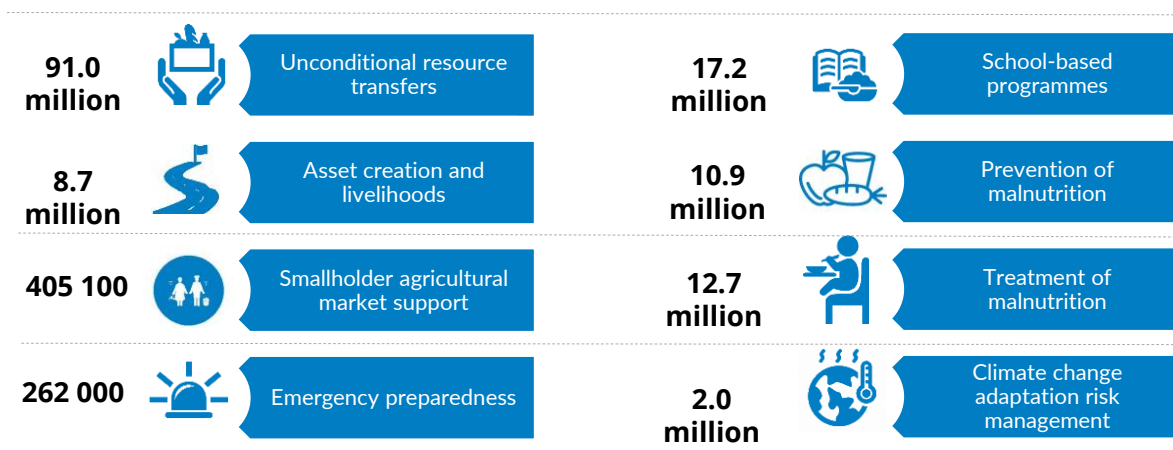
Contribution to other SDGs

- 63. In 2021, WFP enhanced its work on adaptive social protection as an important tool for reducing poverty (SDG 1) by responding to certain shocks and promoting education (SDG 4). WFP also supported the achievement of SDG 3 on improving health through its implementation of a broad package of health and nutrition services and its provision of operational support to the COVID-19 health response. Gender equality (SDG 5) was promoted when combined with measures to keep girls in school, discourage early marriage and support women’s empowerment. WFP’s smallholders, livelihoods, food systems and climate risk interventions contributed to the achievement of the 2030 Agenda goals related to environment and ecology (SDGs 13, 14 and 15) and peace and inclusion (SDG 16).
- 64. In 2019, the revised CRF introduced new SDG-related indicators that aggregate information at the country level and provide visibility on the full range of WFP’s intended contributions to national priorities and the 2030 Agenda. In 2021, only a few country offices reported against these indicators, limiting the ability to report adequately on results against other SDGs. WFP’s new CRF for 2022–2025 calls for greater use of SDG targets, of common and complementary indicators and of the alignment of result chains. These activities aim to enhance the organization’s planning, monitoring and reporting on collective outcomes and improve joint accountability.

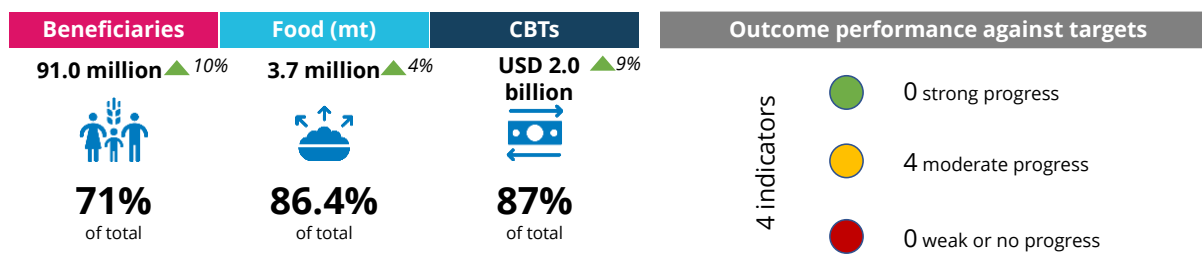
2.6. Performance by programme area

- 65. This section provides an overall analysis of results by programme area and an assessment of achievements at the outcome level.

Figure 5: Beneficiaries by programme areas



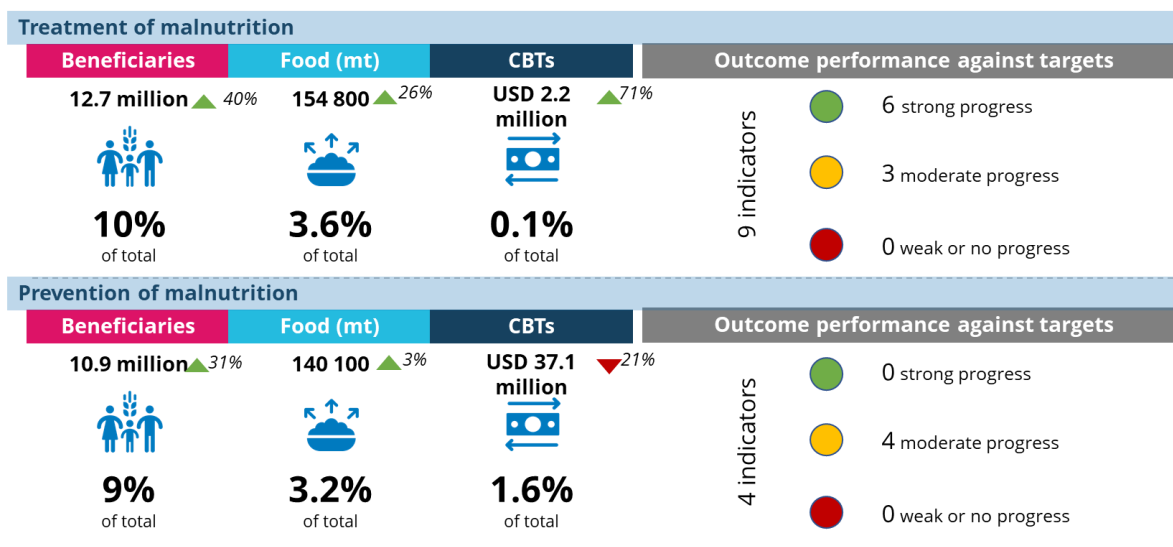
Unconditional resource transfers



66. WFP provides unconditional assistance (also referred to as “general distribution”) to people affected by shocks, including conflict, extreme climate events, economic shocks and protracted crises. As in previous years, unconditional in-kind food and CBT distributions represented WFP’s largest programme area in 2021, accounting for 67 percent of expenditure on the provision of vital assistance in 75 countries.
67. In response to growing levels of food insecurity, WFP increased the number of general distribution beneficiaries reached in 2021 to 91 million people, of whom more than 46 million were women and girls and over 44 million were men and boys. The total represents a 10 percent increase in beneficiaries compared with 2020, exceeding the increases of 4 percent in food and 9 percent in CBTs in that year.
68. Given the rising needs, country offices set conservative planning targets at the beginning of 2021, but distributions fell short of planned values. Overall, this resulted in a halving of the duration of assistance, an average reduction in the ration size of 24 percent compared with 2020 and, in some country offices, reductions in the caloric value of the food basket. These effects were due to the increased costs of food and fuel, which are reflected in the increased average cost per beneficiary from USD 0.35 in 2020 to USD 0.38 in 2021, combined with persistent funding gaps.
69. Nearly 9.5 million refugees in 40 countries, including 4.9 million girls and women, were assisted with unconditional resource transfers. Despite WFP’s scale-up of food and CBT assistance, evidence from outcome data suggests that such efforts were not sufficient to prevent further deterioration of food security and access to food in 45 percent of the refugee-related operations monitored, particularly under WFP’s Regional Bureau for the Middle East, Northern Africa and Eastern Europe.
70. On average, moderate outcome performance against targets was observed in the unconditional resource transfer programme area in 2021, with targets reached against all relevant indicators in 20 of the 65 country offices reporting. Significant levels of food insecurity persisted in 15 operations where households were not able to meet their daily consumption of staples and vegetables, as suggested by low results against the food consumption score. These outcomes may be attributed to the large increases in food prices that occurred throughout 2021 and may indicate that surveyed households had less access to supplementary food from other sources. The deterioration in food consumption status was notably more pronounced among CBT beneficiaries, possibly as a result of the rapid currency fluctuations seen in 2021.
71. Analysis of the indicators relating to the food consumption score – nutrition, which measure diet quality in terms of the regular intake of protein and vital micronutrients, showed mixed performance in the unconditional resource transfer programme area. Although strong performance was reported in 37 percent of the 27 operations that monitored this indicator, weak performance was observed in some of WFP’s largest operations, where the targets for diet quality were not met and the situation deteriorated compared with 2020: beneficiaries in the Central African Republic, Madagascar and

Yemen were unable to consume proteins and suffered from iron and vitamin A deficiencies.⁴⁸

Malnutrition treatment and prevention



72. To date, progress towards achievement of the SDG targets on ensuring people's access to safe, nutritious and sufficient food and on eradicating all forms of malnutrition has not been adequate. At least 3 billion people throughout the world still cannot afford healthy diets. Research published by WFP and the International Food Policy Research Institute in 2021 demonstrated how income losses due to the pandemic substantially increased the numbers of people who are unable to afford 25, 50 or 75 percent of the cost of a healthy diet and outlined the major consequences of this affordability gap on people's health and development prospects.⁴⁹
73. In 2021, WFP continued to adapt its delivery mechanisms with a view to ensuring that nutrition assistance reached the people most in need by improving the organization's ability to predict demand, anticipate pipeline shortfalls, re-route pipelines and optimize the lead times for deliveries of specialized nutritious foods. Globally, WFP was able to reach more than 23.5 million beneficiaries with programmes for the treatment or prevention of malnutrition, delivering nearly 300,000 mt of food and more than USD 39 million in CBTs.
74. In response to the increased global prevalence of moderate acute malnutrition in 2021, the number of people receiving treatment through WFP's programmes increased by 40 percent compared with 2020. Analysis at the outcome level showed that the treatment was effective for the people participating in the programmes, as evidenced by the strong performance against the four moderate acute malnutrition indicators that measure the adequacy of treatment. However, only moderate performance was recorded against the coverage indicator,⁵⁰ suggesting that the increase in WFP's reach was not sufficient to

⁴⁸ See the overview in the WFP 2021 annual country reports for [Central African Republic](#), [Madagascar](#) and [Yemen](#).

⁴⁹ See [COVID-19 pandemic leads to greater depth of unaffordability of healthy and nutrient-adequate diets in low- and middle-income countries](#).

⁵⁰ The programme coverage indicator reflects the percentage of children affected by moderate acute malnutrition in the eligible group who are covered by the programme. As the prevalence of moderate acute malnutrition rises, the target for coverage increases.

ensure that all the eligible population participated in moderate acute malnutrition treatment programmes.

75. In 2021, together with other United Nations agencies, WFP supported 23 countries in finalizing their operational road maps for implementation of the Global Action Plan on Child Wasting⁵¹ adopted in March 2020. The road maps identify priority actions to be taken in the areas of health, food, social protection and water and sanitation systems to combat the increased risks of child wasting posed by COVID-19.⁵²
76. In 2021, nearly 6 million children under 5 years of age were reached with wasting prevention and treatment services in six countries in the Sahel and the Horn of Africa⁵³ through the renewed UNICEF-WFP partnership on ending child wasting. The partnership aims to improve the efficiency and coverage of joint interventions to address the high rates of child moderate acute malnutrition in those countries.⁵⁴
77. In collaboration with the governments of nine countries, WFP completed Fill the Nutrient Gap analyses in 2021 aimed at identifying cost-effective interventions for improving nutrition in national food, health, social protection and education systems. WFP used the results of the analyses to design CBT and social and behaviour change activities for vulnerable adolescent girls and to advocate with donors and governments on increasing beneficiaries' access to nutritious foods.

Nutrition-sensitive programming

78. In 2021, WFP continued to integrate nutrition objectives into corporate resilience initiatives and programmes by producing briefs and guidance, disseminating good practices and advocating multisectoral interventions to enhance people's ability to maintain adequate nutrition status and healthy diets in the event of a shock. Country offices used this guidance to develop their respective CSPs or to design integrated, nutrition-sensitive programmes, including for Mozambique, Nigeria and the Sahel. For example, WFP guidance on actions to improve diets that can be taken in the food supply chain, the food environment and consumer behaviour was used to support the formulation of several second-generation CSPs and to inform strategic discussions on WFP's future role in nutrition.
79. During 2021, despite recurrent shocks, four countries in the Sahel recorded good performance against indicators related to household and individual diets in areas benefitting from WFP's integrated resilience initiative. For example, in the Niger, the proportion of women achieving minimum dietary diversity increased from 28 percent in 2020 to 38 percent in 2021.⁵⁵
80. WFP continued to prioritize food fortification as a way of ensuring that the food distributed to beneficiaries contains adequate levels of key micronutrients, and as a cost-effective measure for strengthening the nutrition component of existing distribution channels and programmes, such as school feeding and social safety nets. In 2021,

⁵¹ Available at: <https://www.unicef.org/media/96991/file/Global-Action-Plan-on-Child-Wasting.pdf>.

⁵² See *Estimating the burden of wasting during COVID-19 based on empirical experiences in the Sahel* for information on the impact of COVID-19 on wasting. The document explains a model calculation for wasting prevalence in the Sahel considering the impact of COVID-19. Estimations for 2020 found a burden of 5.35 million wasted children, higher than the 4.54 million originally projected.

⁵³ Chad, Ethiopia, Mali, the Niger, Somalia and South Sudan.

⁵⁴ In these countries, rates of global acute malnutrition are between 10 percent and 15 percent.

⁵⁵ See the overview in the WFP 2021 annual country report for the [Niger](#).

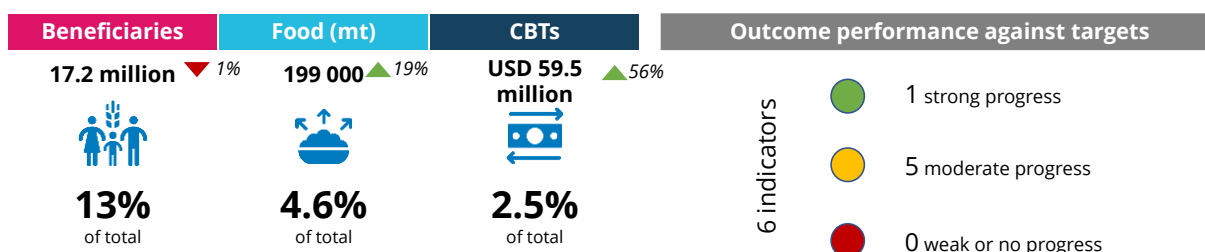
WFP significantly scaled up its fortification efforts, distributing more than 1.47 million mt of fortified foods, a 13 percent increase compared with 2020.

81. WFP led fortification initiatives in several countries. In Bangladesh, WFP provided technical support to the Government and local private sector partners resulting in the establishment of 100 producers of fortified rice and seven fortified kernel factories and the provision of fortified rice to more than 7 million consumers in 2021. In Peru, the Government incorporated fortified rice into social protection programmes, such as the school feeding programme, which was reaching 2.5 million schoolchildren each year by 2021 and passed the rice fortification law with support from WFP.⁵⁶

HIV and tuberculosis programming

82. In 2021, WFP strengthened its efforts to build in-country capacity for HIV-sensitive social protection programming. Three WFP regional bureaux, together with a broad range of United Nations agencies, civil society entities, academic institutions and other stakeholders, conducted workshops on the design and implementation of social protection programmes that meet the needs of people living with, affected by or at high risk of HIV and tuberculosis. Following regional workshops on advancing the HIV-sensitive social protection agenda, WFP included people living with HIV, and their families in the safety nets programme of eight countries in east and southern Africa.⁵⁷ In Ghana, WFP helped the Ghana AIDS Commission to assess whether national social protection schemes and health services adequately addressed the unique vulnerabilities and needs of HIV-affected households, and to identify proposed actions to address gaps.

School-based programmes



83. In 2021, WFP reached 15.5 million children, of whom 49 percent were girls, in 57 countries with nutritious meals, school snacks or take-home rations in the form of food or CBTs, a 3 percent increase compared with 2020, but 22 percent less than the annual target of 19.9 million schoolchildren. The shortfall arose because of pandemic-related challenges, school closures, funding restrictions, and security and access issues. For example, in countries such as Egypt, Ethiopia and Honduras, funding shortfalls prevented WFP from reaching more than 2 million children, and in Malawi, school closures deprived more than 500,000 schoolchildren of access to WFP support.
84. In 2021, WFP scaled up school feeding operations in humanitarian or fragile settings in 16 countries, including Afghanistan, and began such operations in the Bolivarian Republic of Venezuela. In more stable settings, WFP continued to work with governments to support national programmes, and the transition to national ownership advanced in 14 countries.⁵⁸ In Lao People's Democratic Republic, for example, WFP handed over to the

⁵⁶ See the overview in the WFP 2021 annual country report for [Peru](#).

⁵⁷ Central African Republic, Côte d'Ivoire, Djibouti, Guinea, the Niger, Senegal, Sierra Leone and Togo.

⁵⁸ Armenia, Bangladesh, Cambodia, Côte d'Ivoire, Ethiopia, the Gambia, Iraq, Lao People's Democratic Republic, Liberia, Malawi, Nepal, Rwanda, Senegal and Uganda.

Government the school feeding programme in an additional 915 schools. In 39 countries, WFP supported the establishment or strengthening of home-grown school feeding programmes with the objectives of promoting dietary diversity, introducing fresh, local food into school meals, and linking national programmes to local smallholder production.

85. In 2021, a shift in global awareness and the priority given to school health and nutrition was due largely to the leadership and advocacy of WFP and partners and to the launch of WFP's report on the state of school feeding worldwide.⁵⁹ That shift and the impact of school closures during the pandemic have led to wide recognition of the importance of school feeding as a safety net that sustains children's food security during crises and helps to strengthen education, social protection and food systems. The objective of the 66 governments and 65 partner organizations that joined the school meals coalition since its launch at the United Nations food systems summit in September 2021 is to massively scale up integrated school feeding programmes as cross-sectoral transformative platforms that serve children, families and communities. School health and nutrition was a priority thematic area at the Global Education Forum in 2021 and was included as a priority by ministers of education during the global education meetings led by the United Nations Educational, Scientific and Cultural Organization.
86. However, school closures during the pandemic ended the decade of growth for school feeding, identified in the state of school feeding worldwide report. At the peak of the pandemic, 370 million children had lost access to school meals, and by March 2021, 252 million schoolchildren were still missing out on food provided in schools. This has had detrimental impacts on children's nutrition and on food security. WFP, governments and partners mobilized to continue assisting affected children and to ensure a safe return to school. In 2021, WFP reached 4 million children in 21 countries with alternative take-home rations that protected their access to food and prevented them from dropping out of school.

⁵⁹ WFP. 2020. *State of School Feeding Worldwide 2020*. The report identified substantial progress in school feeding in the decade before the pandemic, due in part to WFP's technical and policy assistance for governments. For further details, see paragraph 134 of the [Annual performance report for 2020](#).

A chance for every schoolchild: the school meals coalition

In 2021, a group of countries, mobilized and supported by WFP and led by Finland and France, established the global school meals coalition aimed at ensuring that every child has the opportunity to receive a healthy, nutritious daily meal in school by 2030. The founding charter of the coalition contains three specific goals:

Restore what we had: Support all countries in re-establishing effective school meals programmes and repair what was lost during the pandemic.

Reach those we missed: Reach the estimated 73 million most vulnerable schoolchildren in low- and lower-middle-income countries who were not being reached before the pandemic.

Improve our approach: Improve the quality and efficiency of existing school meals programmes in all countries. Ensure that nutrition-sensitive approaches are linked to nutrition education and other health interventions.

How governments will achieve these goals will vary from country to country, as illustrated by the examples of three African countries (Benin, Rwanda and Senegal), whose governments have noted their intention of scaling up school feeding programmes.

As the coalition's secretariat, WFP will support partners in addressing some of the main bottlenecks to scaling up and improving the quality of school meals programmes. WFP has developed several initiatives to support country actions within the coalition. These include the Research Consortium for School Health and Nutrition, based at the London School of Hygiene and Tropical Medicine, which provides government decision-makers with the best available evidence on cost-effective programme design; the sustainable financing initiative, led by the global Education Commission, which helps to identify novel approaches to the financing of national programmes; and the data and monitoring initiative established to track and evaluate the success of pandemic recovery efforts.

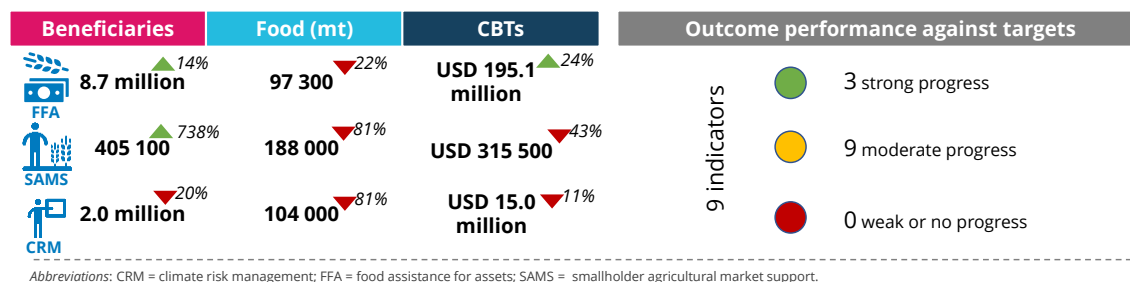
87. In line with its school feeding strategy, WFP continued to partner with key implementing agencies to provide a comprehensive package of support for schoolchildren. In 2021, more than 127,000 beneficiaries in Chad and the Niger, predominantly schoolchildren and adolescent girls, were supported through the Government of Canada-funded Breaking Barriers to Girls' Education project with a joint UNICEF, UNFPA and WFP package aimed at increasing girls' access to education. The integrated package includes school feeding and complementary health and nutrition services, such as grants and scholarships for adolescent girls, sanitation services, menstrual hygiene management activities, prevention of gender-based violence, and government capacity strengthening.
88. By the end of 2021, more than 1 million children received optimized meals designed using the school menu planner PLUS⁶⁰ in Bhutan, the Dominican Republic and Mozambique, and 15 countries were in the process of adopting the PLUS tool. Use of the School Connect mobile application was scaled up to all 535 WFP-supported schools in Burundi and piloted in the Niger and South Sudan.
89. Despite the impact of school closures, analysis at the outcome level demonstrates that WFP's interventions led to measurable and significant improvements in children's access to education. Globally, 55 percent of countries reporting retention rates, a core education indicator, showed strong progress against targets in 2021. Encouraging results were

⁶⁰ WFP. 2020. *SMP Plus*.

reported in Yemen, where retention rates increased to 99.5 percent from 97.3 percent in 2020, with high rates of attendance (82 percent) and graduation (79 percent) in WFP-supported schools.

90. *Evidence from evaluations:* The 2021 strategic evaluation⁶¹ found that the WFP 2013 school feeding policy remains relevant and has been reinforced by the strategy for engaging in integrated school-based health and nutrition programmes. It also revealed that more work needs to be done on clarifying WFP's role in supporting national programmes during and after the transition to full national ownership and on ensuring organizational readiness for WFP to play the catalytic role envisaged in the school feeding strategy.

Smallholders, livelihoods, food systems and climate risk management



Food systems and smallholders

91. In 2021 WFP and partners supported more than 947,000 smallholder farmers in 44 countries and almost 6,000 smallholder farmer aggregation systems, such as farmer organizations, cooperatives and satellite collection centres, in 32 countries. The farmers were supported with agricultural inputs and post-harvest management equipment, training sessions and the fostering of connections with input suppliers, financial service providers and buyers. More than 189,000 farmers received training in marketing skills and post-harvest handling practices in 13 countries, decreasing post-harvest losses and increasing profits to improve livelihoods.
92. Smallholder farmer aggregation systems were collectively able to sell 165,306 mt of food commodities to a variety of buyers for a total value of USD 49 million. The total quantity and USD values exceeded the annual targets set for 2021 by 134 percent and 106 percent respectively. In 18 countries reporting on participation in collective sales, an average of 44 percent of targeted smallholder farmers sold through aggregation systems supported by WFP, compared with 42 percent in 2019. The steady increase over the past three years suggests that smallholder farmers who are members of aggregation systems are changing their marketing behaviours and engaging in collective activities because they have sufficient produce to sell or perceive benefits from selling through aggregators.
93. In 2021, WFP procured 117,000 mt of food commodities valued at USD 51.9 million from smallholder farmers in 27 countries, either directly from farmer organizations or indirectly through traders. These results show WFP's continued engagement in local and regional food procurement, including from smallholder farmers, to meet its own programme requirements for food. In 2021, WFP's local and regional food procurement policy was piloted in 11 countries in Africa and Latin America with analyses of targeted value chains to identify prevailing bottlenecks, inefficiencies and imbalances that may prevent farmers and other actors from fully benefitting from WFP's local and regional

⁶¹ "Summary report on the strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals" (WFP/EB.A/2021/7-B).

procurement. For example, WFP's value chain analysis of the sorghum sector in the Sudan, where significant volumes of that commodity are purchased to cover WFP's local and regional operational needs, identified programmatic and procurement interventions that will help farmers obtain higher margins through more efficient marketing.

94. As part of the United Nations food systems summit in 2021, WFP and the United Nations Capital Development Fund co-led the establishment of the Resilient Local Food Supply Chains Alliance as a platform from which countries and interested stakeholders can consult and collaborate on building sustainable food supply chains.⁶²

Asset creation and livelihoods

95. In 2021, WFP assisted more than 8.7 million people through asset creation and livelihood activities. The activities enabled communities and households to meet their immediate food needs and resulted in the rehabilitation of nearly 190,000 ha of land, the planting of more than 3,000 ha of forest, the repair or construction of more than 3,000 km of roads and trails, the establishment of more than 3,400 ha of community gardens, and the construction or repair of more than 3,740 water points and other vital community infrastructure.
96. In the Sahel WFP, in coordination with governments and partners, provided 2.5 million people in 19,000 communities with an integrated package combining food assistance for assets, school feeding, nutrition, capacity strengthening and seasonal support activities. Communities were empowered to regenerate degraded land, strengthen their food systems, send children back to school, invest in healthy diets for mothers and children, create jobs for young people and build social cohesion.
97. WFP's analysis indicates that since 2018 households and communities participating in the project are more resilient with regard to seasonal variations in food security; exhibit stable or improved food consumption indicators between the post-harvest period and the lean season in most years and countries; demonstrate improved access to key natural resources and increased agricultural and pastoral productivity; and have decreased the use of crisis and emergency coping strategies in most countries.⁶³ Further, up to 80 percent of households reported that the assets created or rehabilitated helped protect their families, their belongings and productive assets against the impacts of floods and droughts and more than 70 percent of households perceived improvements in their natural environment because of improved soil fertility. These results indicate that the integrated resilience approach in the Sahel has strengthened the livelihoods of beneficiaries and contributed to reducing distress migration by preventing negative coping mechanisms that would otherwise lead to a depletion of essential assets.
98. Preliminary results from WFP's 2021 cost-benefit analysis of asset creation activities in Malawi, Rwanda and Zimbabwe show that up to USD 2.91 in economic benefits was achieved for every dollar invested. This demonstrates the cost efficiency and effectiveness of WFP's integrated resilience-building programmes in helping communities to respond to recurrent crises.
99. The Asset Impact Monitoring Satellite (AIMS) platform uses earth observation data to monitor food assistance for assets projects, including their sustainability in communities. In 2021, the number of country offices subscribing to the AIMS platform increased from 5 to 13, bringing the total number of WFP country offices that benefit from AIMS services to 22 worldwide, with more than 2,300 assets being monitored through the analysis of

⁶² Food Systems Summit 2021 Community. *Resilient Local Food Supply Chains Alliance*.

⁶³ WFP. 2022. *Evidence from WFP's Integrated Resilience Programme in the Sahel*.

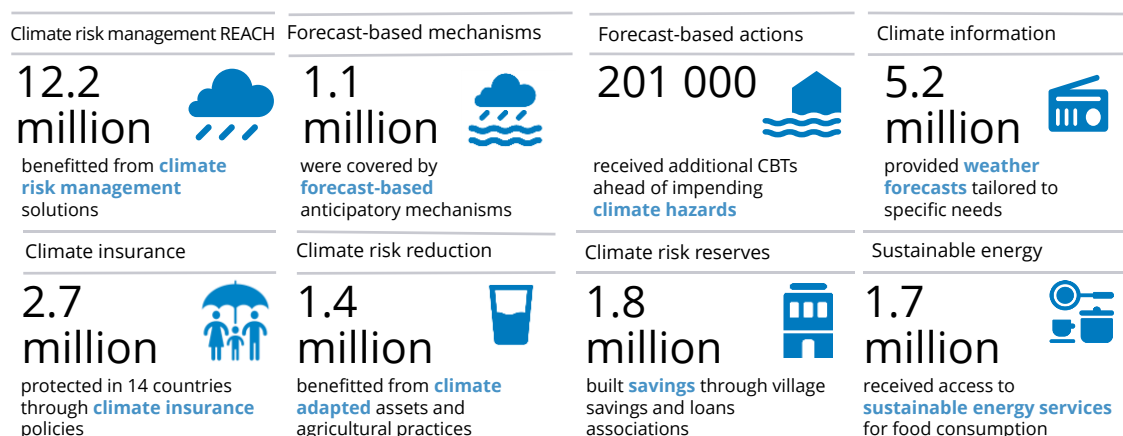
28,000 satellite images. Country offices reported that this analysis provided an evidence base that they could use to assess expected results and make programming decisions. In the Niger and the Syrian Arab Republic, for example, marked improvements in the condition of surrounding vegetation were observed in all monitored assets, of up to 100 percent over the long-term average in some cases.

100. These various findings suggest that WFP's engagement in multi-year flexible programmes that focus on protective, adaptive and preventive actions contribute to restoring fragile or dysfunctional food systems.

Climate risk management

101. By the end of 2021, more than 12.2 million people benefited from one or more climate risk management solutions implemented by 47 WFP country offices. Of that total, 2 million people received almost USD 15 million in CBTs through climate insurance or anticipatory actions.
102. More than 2.7 million people were protected in 18 countries through sovereign insurance mechanisms and micro- or meso-insurance policies, with financial coverage exceeding USD 187 million. This was a result of WFP's engagement in the design, testing and scale-up of risk transfer solutions for food-insecure households and the provision of technical assistance on risk financing for governments. Post-distribution monitoring indicates that insurance pay-outs in the event of a drought have helped prevent households from resorting to negative coping strategies, allowing them to purchase food and agricultural inputs for the following season and to cover children's school fees.

Figure 6: Climate risk management activities and reach in 2021



103. In 2021, 372,100 people, 60 percent of whom were women, established small-scale savings in village savings and loan associations promoted by WFP. Greater financial inclusion through smallholder market support facilitated women's access to credit, in turn supporting productive activities and more diversified and less risky livelihoods.

104. Nearly 1.1 million people in nine countries were covered by forecast-based mechanisms that facilitate anticipatory action against climate shocks. In 2021, these mechanisms were triggered in five countries,⁶⁴ where – to mitigate the combined effects of climate disaster and COVID-19 – about 146,000 people received more than USD 4.4 million in CBTs from WFP in anticipation of climate-related shocks. In these five countries WFP implemented integrated climate risk management activities, including forecast-based financing and climate insurance, to address the multiple dimensions of risk effectively and efficiently.

⁶⁴ Bangladesh, Burundi, Ethiopia, Nepal and Somalia.

Climate risk financing instruments can protect all vulnerable individuals, households and communities in a given geographic region from a wide range of climate-related risks and reduce expenditures on humanitarian responses to repeated climate shocks.⁶⁵

105. More than 5.2 million beneficiaries in 16 countries received tailored seasonal weather forecasts and climate information services through face-to-face and other communication channels, or services that improve their capacities to plan, invest in and adapt to the impacts of climate change.
106. In 2021, more than 1.7 million people in 14 countries were provided with access to sustainable energy services for food consumption, production and communications. People received clean and efficient household cooking appliances, access to energy products and services for agricultural production, and solar power systems and appliances.

Emergency preparedness

107. WFP provided multiple countries with technical and financial assistance for strengthening their emergency preparedness and disaster risk management capacities. In Colombia, WFP enhanced preparedness for risks including economic downturn, the Venezuelan migrant crisis and natural events such as Hurricane Iota. In Chad, WFP carried out a vulnerability assessment and biometric pre-registration of internally displaced persons in order to assess the potential risk of a disease outbreak and political and security instability.
108. The Immediate Response Account for Preparedness (IR-PREP) was used to fund emergency preparedness activities in 14 countries in 2021. To prepare for the risk of large-scale arrivals of refugees from Afghanistan, WFP conducted training to enhance the logistics capacity of cooperating partners in Pakistan and Tajikistan.⁶⁶ In Angola, IR-PREP funding was used to conduct food security and nutrition assessments in drought-affected southern provinces, in coordination with the Government.⁶⁷ An additional 17 projects were approved in late 2021 to support countries in enhancing emergency preparedness in anticipation of climate and economic shocks and the imminent deterioration of the food security situation.
109. In July 2020, WFP and partners distributed an anticipatory support triggered by the national early warning system in Bangladesh. An evaluation showed that as a result of being able to reach affected households 100 days earlier than in the 2019 flood response, 66 percent of assisted households maintained acceptable levels of food consumption, compared with 40 percent of households without anticipatory support. Surveyed households (72 percent) believed the losses would have been greater without CBTs.
110. WFP is currently adopting a more dynamic approach to emergency preparedness, which will help to identify and address critical operational risks by connecting preparedness actions to analysis and early warning mechanisms. The aim is to assist priority countries in anticipating and improving their operational readiness for shocks.

⁶⁵ For further information on potential costs savings, please refer to *Forecast-based Financing in Nepal: A Return on Investment Study*, *The Economics of Early Response and Resilience: Approach and Methodology*, and *Economics of Resilience to Drought in Ethiopia, Kenya and Somalia*.

⁶⁶ See the overview in the WFP 2021 annual country reports for [Tajikistan](#) and [Pakistan](#).

⁶⁷ See the overview in the WFP 2021 annual country report for [Angola](#).

2.7. Support for national priorities

Country capacity strengthening

111. In 2021, WFP provided country capacity strengthening (CCS) support to 66 countries. More than 80 activities in 50 countries achieved their outcome-level targets for the number of policies, programmes and system components enhanced by national stakeholders with WFP support. The support also helped to mobilize nearly USD 280 million for national food security and nutrition systems. WFP facilitated nearly 7,000 capacity strengthening initiatives involving 220,000 individuals from national stakeholder organizations, and seconded expertise to nearly 500 national institutions, such as national statistical committees, national disaster management agencies and ministries of education in, for example, Armenia, India, Kenya, Sierra Leone and Timor-Leste.⁶⁸ WFP's CCS activities encompassed various sectors relevant to the achievement of zero hunger and the SDGs.
112. WFP continued to support the strengthening of government capacities in emergency preparedness and response systems. At the regional level, WFP partnered with the Caribbean Disaster Emergency Management Agency on enhancing end-to-end emergency supply chain management. After the eruption of La Soufrière volcano in April 2021, WFP helped to roll out a new regional logistics system for managing relief items in Saint Vincent and the Grenadines, which helped to ensure that almost 18,000 evacuees received essential supplies.⁶⁹
113. In Rwanda, WFP worked with the national Government on updating the national disaster risk reduction and management policy. The revised policy is designed to further mainstream disaster risk management into key sectors such as social protection and to make the national social protection system more responsive to shocks, including pandemics.⁷⁰
114. WFP continued to strengthen the capacities of the Burundi Red Cross and Burundian communities by developing anticipatory action plans, and the capacities of technical partners in Burundi by developing triggers for early action. When the national anticipatory action system was subsequently triggered in 2021, more than 12,000 people at-risk of flooding from Lake Tanganyika received anticipatory cash, which enabled them to take preventive measures such as protecting their houses and goods or moving to safety.
115. In 2021, WFP launched a new country capacity strengthening investment facility, which provided nine pilot projects with seed funding and strategic and technical support. In Odisha State in India, WFP developed a proof of concept for the integration and optimization of supply chains for three government food-based safety nets. WFP and the State Department of Food and Public Distribution then launched an automated grain dispensing machine, providing 24-hour access to the full grain entitlement of beneficiary households with 99.99 percent accuracy. WFP introduced mobile storage units in Odisha to support the Government in reducing post-harvest losses in remote areas. Through WFP's partnership with the Indian Institutes of Technology, these units will be used to monitor warehouse conditions.⁷¹

⁶⁸ See the overview in the WFP 2021 annual country reports for [Armenia](#), [India](#), [Kenya](#), [Sierra Leone](#) and [Timor-Leste](#).

⁶⁹ See the overview in the WFP 2021 annual country report for the [Caribbean Community](#).

⁷⁰ See the overview in the WFP 2021 annual country report for [Rwanda](#).

⁷¹ See the overview in the WFP 2021 annual country report for [India](#).

116. The country capacity strengthening investment facility also supported the Regional Bureau for Asia and the Pacific in consolidating lessons on the transition of WFP school feeding programmes to national ownership, and in developing a framework and guidance to support country offices in the planning and implementation of systematic capacity strengthening to facilitate that transition. The project included case studies from Cambodia, Lao People's Democratic Republic, Nepal and Sri Lanka and the development of a theory of change for the transition of school feeding programmes, in collaboration with the International Food Policy Research Institute.
117. *Evidence from evaluations:* A 2021 synthesis of evaluations of WFP's country capacity strengthening work,⁷² covering 32 decentralized evaluations completed during the period 2016 to 2019, affirmed the relevance of CCS across programme areas and regions. The synthesis found that capacity strengthening interventions that delivered simultaneously in all three capacity levels or domains (individual, organizational and enabling environment) made the greatest contributions to long-term outcomes.
118. Elements of the evaluated interventions that contributed to success and more sustainable results included the strengthening of national ownership, the building of strong and trusted relationships and effective partnerships (through prolonged engagement) and the promotion of good coordination. To strengthen WFP's investments in CCS, the synthesis recommended that WFP further institutionalize capacity needs assessments, develop internal skills, improve monitoring of and reporting on CCS results and enhance the integration of gender, protection and accountability to affected populations. Ongoing CCS policy and strategy processes will address these recommendations.

South-South and triangular cooperation

119. Through WFP's services for South-South and triangular cooperation, 33 field pilots were implemented in 28 countries, 20 more than in 2020. In Kenya, for example, WFP channelled technical and financial support from the Ministry of Agriculture and Rural Affairs of China to strengthen the capacities of 135 local government staff and 4,264 farmers – 52 percent of whom were women – in cost-effective preservation, storage and processing technologies for fresh food and grains. Through this partnership seven farmers' service centres were set up to support vulnerable smallholders in areas with low agricultural potential in three counties, building on China's experience with agriculture services and cooperatives.
120. WFP expanded and diversified the partnership and funding base for South-South and triangular cooperation, mobilizing an additional USD 1.5 million from China to support field projects and WFP's COVID-19 South-South opportunity fund, and USD 1 million from the India-Brazil-South Africa fund for activities in the Congo and at headquarters. With these funds, Chinese experts helped the Government of Ethiopia to examine the feasibility of scaling up the local production of sorghum-wheat noodles for refugees and school-age children.
121. *Evidence from evaluations:* An evaluation⁷³ showed that WFP effectively brokered South-South and triangular cooperation, contributing to changes in country capacity at the policy, institutional and, to a lesser degree, community levels, notably in relation to school feeding and, increasingly, nutrition programming, and highlighted the need to mitigate the risk of overreliance on extrabudgetary funds. The evaluation also noted that

⁷² "Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations". (WFP/EB.A/2021/7-C).

⁷³ "Summary report on the evaluation of the WFP South-South and triangular cooperation policy". (WFP/EB.2/2021/6-A).

the process of mainstreaming South–South and triangular cooperation across thematic areas is ongoing, and that gender was not systematically considered in the policy and its application.⁷⁴

Social protection

122. In 2021, the number of social protection programmes implemented in 222 countries and territories worldwide increased by 133 percent compared with 2020, in part as a response to the pandemic.⁷⁵ The number of countries where WFP worked on enabling governments to expand or strengthen their social protection schemes also increased, from 78 in 2020 to 83 in 2021.
123. WFP expanded the scale and nature of its support for national social protection systems and programmes. For example, in Lebanon WFP helped to scale up the National Poverty Targeting Programme's provision of e-card assistance to reach 36,000 households by the end of 2021, more than double the number assisted at the beginning of the year. In Madagascar, in support of the national social protection strategy, WFP continued to provide cash-based assistance to urban households economically affected by two months of COVID-19 lockdown measures in 2021, reaching nearly 179,000 beneficiaries. In Fiji, WFP collaborated with the Department of Social Welfare and the United Nations Capital Development Fund to launch a climate risk partnership. The partnership linked social protection to emergency response by providing climate risk insurance to 325 social welfare recipients living in locations at high risk of disaster. In Uganda, WFP worked with the Government on the design and launch of a nutrition-sensitive cash-plus transfer, reaching approximately 13,500 pregnant and lactating women and girls and children 6-24 months of age in host and refugee communities.
124. WFP launched a new social protection strategy in July 2021. The strategy articulates WFP's priorities and actions for using social protection to help people to meet their food security, nutrition and other essential needs and to manage risks and shocks. During 2021, WFP also focused on strengthening its internal capacities in social protection by holding training sessions for more than 50 employees in the regional bureaux for Latin America and the Caribbean and Eastern Africa.
125. As part of the 2021 United Nations food systems summit, WFP co-led the action track on positioning social protection as an enabling factor for the transformation of food systems.⁷⁶ The summit led to the establishment of an interagency working group as part of the universal social protection initiative, USP2030. Throughout 2021, WFP contributed to international coordination initiatives on social protection financing, digitalization and interagency assessment standards.
126. In addition to supporting the processes and structures of the 2021 United Nations food systems summit, WFP engaged in 11 coalitions that were launched to mobilize further progress in school feeding, the humanitarian–development–peace nexus, local food supply chains, healthy diets and social protection work.

⁷⁴ For further details, see annex VIII.

⁷⁵ World Bank. 2021. *Social Protection and Job Responses to COVID-19: A Real-Time Review of Country Measures*. "Living paper" version 15 (14 May 2021), page 4, Figure 1.

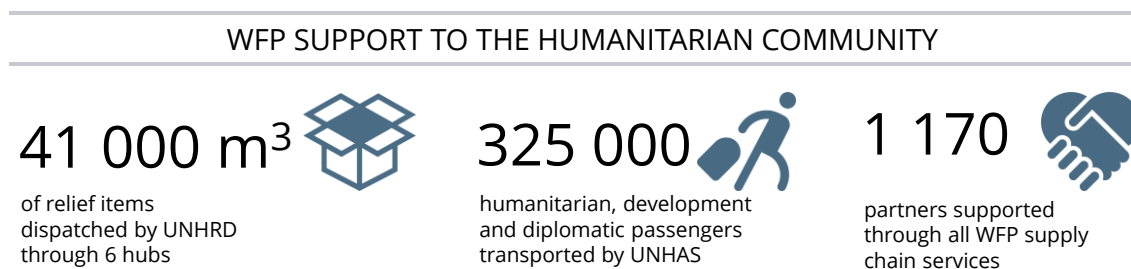
⁷⁶ Food Systems Summit 2021 *Community, Social Protection for Food Systems Transformation Consortium*.

2.8. Advances in the humanitarian–development–peace nexus approach

127. In 2021, WFP worked with government, non-governmental organizations and United Nations partners to engage in humanitarian–development–peace nexus working groups, especially in protracted crises, such as in the Democratic Republic of the Congo. WFP also engaged regularly with United Nations country teams and governments, contributing to collective outcomes while ensuring a principled approach to humanitarian assistance. WFP has expanded its efforts in conflict analysis and risk assessments to help ensure that operations are conflict-sensitive. In 2021, 19 country offices had completed or initiated 30 conflict analyses, including 13 conflict sensitivity risk assessments. WFP further strengthened the evidence base regarding its potential contributions to peace and social cohesion by, for example, participating in joint analyses with other United Nations agencies and United Nations country teams, and partnering with research institutes⁷⁷ on context analysis. For example, in 2021, research was conducted with the Stockholm International Peace Research Institute on the stabilizing effects of CBTs and the provision of timely, trustworthy information to communities.
128. WFP enhanced its engagement in joint programming with peace actors in various settings. In 2021, WFP participated in five new projects funded by the United Nations Peacebuilding Fund, making a total of 36 projects to date. Examples of joint programming carried out with peace actors in 2021 included WFP’s cross-border project in Guinea and Sierra Leone, undertaken with the International Organization for Migration, and a project in Chad on strengthening the resilience and social cohesion of communities facing farmer–herder conflicts, in partnership with FAO and the United Nations Development Programme.
129. Throughout 2021, WFP and the Government of the United States of America co-chaired the dialogue group of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) and the United Nations, which was established to support collective implementation of the OECD-DAC recommendation on the humanitarian–development–peace nexus. WFP and the International Organization for Migration co-led the “peace in the nexus” workstream of the Inter-Agency Standing Committee by mapping and assessing the country-level guidance and tools available to the humanitarian community.

2.9. Support for the wider humanitarian community

⁷⁷ Stockholm International Peace Research Institute and the International Crisis Group.

Figure 7: Support for the wider humanitarian community in 2021

130. WFP's supply chain infrastructure and expertise are key to enabling the wider humanitarian response and have contributed to raising WFP's global profile in emergencies. In 2021, WFP provided timely, efficient and flexible services through the WFP-managed UNHAS, the United Nations Humanitarian Response Depot (UNHRD) network, the logistics cluster and on-demand service provision.
131. In 2021, UNHAS transported more than 325,100 humanitarian, development and diplomatic passengers and over 5,800 mt of light cargo in 23 operations, and carried out 616 medical evacuations. To support global COVID-19 vaccination efforts, UNHAS also provided air transport for vaccines and related equipment in 14 countries at the request of national health departments and the World Health Organization. In situations where flight restrictions on commercial operators were still in place, WFP's COVID-19 global passenger air service served 12 destinations and transported 6,881 health and humanitarian workers throughout the year. In 2021, through its six humanitarian response hubs, UNHRD dispatched 41,380 m³ of relief items to 147 countries on behalf of 44 partners. In addition, UNHRD in Brindisi, Italy, hosted a Group of 20 ministerial event on the role of logistics in preparedness and response for the COVID-19 pandemic and future humanitarian and health crises, organized by the Government of Italy.
132. As in previous years, WFP experienced high demand for its supply chain services in 2021, largely driven by several high-value, project-based services focusing on food and fuel procurement. Existing and new partnerships were expanded; for example, for the World Bank, WFP provided storage and transport of personal protective equipment from China to international airports or ports in ten countries. WFP's service provision activities for the procurement of food on behalf of the governments of Ethiopia, Guatemala and the Sudan also grew, amounting to 902,250 mt in 2021, compared with 629,000 mt in 2020. In total, WFP provided on-demand supply chain services valued at USD 263 million to 103 partners in 36 countries during the year, an increase of 17 percent compared with 2020.
133. During 2021, the logistics cluster ensured continued support for 13 operations by providing its partners with essential coordination, information management and transport services, and access to common storage and information updates. The cluster facilitated access to storage and transport services for 158 humanitarian actors in ten of those operations, storing 35,992 m³ of relief items and transporting 21,818 mt of humanitarian cargo to 385 locations. International and national non-governmental organizations accounted for 84 percent of all requests received for common services. In 2021, two virtual global logistics cluster meetings were held, resulting in the approval of the logistics cluster strategy for 2022–2026.
134. As of 2021, FAO and WFP each appointed a dedicated global coordinator to co-lead the global food security cluster with a view to better combining the experience and expertise of each organization. An additional seven countries benefitted from the cluster's support missions in 2021 (Afghanistan, Chad, the Democratic Republic of the Congo, Ethiopia,

Haiti, Lebanon and Madagascar), 13 countries benefitted from human resources support (for staff identification and recruitment) and a total of 33 countries benefitted from remote support with the humanitarian programme cycle and information management. In addition, four new full-time cluster coordinator positions were established in the Central African Republic, the Democratic Republic of the Congo, Mali and Somalia to help meet the rising humanitarian challenges in these countries.

135. In 2021, the WFP-led emergency telecommunications cluster enabled the governments of five countries at high risk and the Pacific islands region to strengthen their telecommunications preparedness. The cluster provided hotline or chatbot services for operations in eight countries – three more than in 2020. The services provided affected populations with customized information on humanitarian services and COVID-19 in local languages, thereby enabling humanitarian organizations to adapt their activities to local needs and concerns.

Global common services and bilateral service provision underpinned government humanitarian response

In 2021, WFP's supply chain expertise, global common services, such as the WFP-managed UNHAS, and extensive operational footprint were instrumental in sustaining the emergency responses of national governments and enabling the wider humanitarian response. In Timor-Leste, WFP provided the Government with logistics support for the distribution of life-saving relief materials to families affected by the floods caused by cyclone Seroja. Following the eruption of La Soufrière volcano, WFP deployed pre-positioned stock and non-food items from Barbados to Saint Vincent and the Grenadines to support the emergency response. In Afghanistan, when flights resumed on 15 August 2021, more than 100 UNHAS flights were conducted. In July 2021, the number of internal UNHAS flights in Ethiopia was increased to enable 4,166 humanitarian actors to deliver urgently needed assistance to locations around the country, including the conflict-affected communities in northern Ethiopia when road access was not possible. UNHAS flights also played a key role in enabling humanitarian workers and life-saving cargo to reach areas affected by severe drought in Madagascar and by the eruption of the Nyiragongo volcano; in the Democratic Republic of the Congo, UNHAS maintained internal connections between North Kivu region and the rest of the country following the eruption and established international flights to Uganda and special flights between Bukavu and Sake to enable the delivery of assistance for displaced populations.

3. Part III – Management performance

Part III provides an analysis of overall WFP management performance, describing performance against corporate key performance indicators and assessing the performance of WFP's functional units, the services provided by regional bureaux and headquarters and performance in priority areas identified by senior management.

3.1. Key performance indicators

136. Management performance is measured by three key performance indicators (KPIs). KPI 1 measures progress in the implementation of CSPs, KPI 2 assesses emergency preparedness and response, and KPI 3 reflects overall achievement of management performance standards. Each KPI is assessed against a target that is set and included in the management plan.⁷⁸

KPI 1 – Overall progress in country strategic plan implementation

137. KPI 1 measures the achievement of the outputs and outcomes included in CSPs. Outputs are marked as achieved or on track to being achieved if, once the values of all the relevant indicators are aggregated at the strategic outcome level, the total value is at least 75 percent of the planned value; outcomes are marked as achieved or on track to being achieved if the actual value is at least 80 percent of the annual target.

138. Outcome indicators reflect the effectiveness of WFP operations at the individual and household levels. Therefore, outcome-level performance identifies changes in the food security and nutrition status of the people assisted by WFP. In 2021, 58 percent of outcome indicator targets were achieved or on track to being achieved, similar to the 2020 value.⁷⁹ This shows that, despite the increased reach and amount of WFP distributions compared with 2020, country offices were not able to achieve all outcomes, given the deteriorating conditions.⁸⁰

139. Output achievement is calculated at the strategic outcome level and measures, for each country, the number of instances in which beneficiaries were reached, food distributed, cash-based assistance transferred, and other outputs delivered, achieved or were on track to achieving the needs-based targets.⁸¹ In 2021, 63 percent of output indicators were achieved or on track to being achieved. The higher output indicator values achieved compared with 2020⁸² are due to stronger performance in terms of beneficiary outreach and to achievements against indicators of “other output”,⁸³ such as the number of assets built, restored or maintained by targeted households and communities, by type

⁷⁸ The updated targets for 2021 are reflected in the management plan for 2022–2024.

⁷⁹ The revised formula described in annex II-C, by which the indicator values collected at the end of the year are compared against the annual targets and the most recent baselines, was applied to KPI 1 in 2021 to determine the extent to which results had been achieved. The values for 2020 were recalculated to allow comparison between the two years (58 percent for outcomes).

⁸⁰ Part II sections 2.5 on performance by strategic objective and 2.6 on performance by programme area discuss outcome analysis in more detail.

⁸¹ When calculating overall output achievement under KPI 1, beneficiaries, food, CBTs and other outputs are all weighted equally and the extent of the achievement of each measurement is not taken into account.

⁸² The recalculated KPI value for 2020 showed that 56 percent of output indicators were achieved or on track to being achieved.

⁸³ For a full list of other output indicators please see annex II-F.

and unit of measure.⁸⁴ When a lower threshold of 50 percent of the planned value is applied, the percentage of output indicators achieved or on track to being achieved in 2021 was 75 percent.

140. Performance values increase if calculated against the implementation targets. In particular, the performance score for the number of beneficiaries reached increases by 15 percentage points to 75 percent, while the scores for food and CBTs transferred increase by 10 percentage points to 40 percent and 32 percent respectively. In 2021, when the soaring number of people in need led WFP to extend its assistance to reach more beneficiaries, most of its operations had to plan ration cuts in order to make that possible.

KPI 2 – Emergency preparedness and response

141. KPI 2 assesses whether sufficient training occurred in all areas of emergency response, the degree to which training events met their learning objectives, and the degree to which countries in the corporate alert system benefited from advance financing through the Immediate Response Account (IRA), the immediate response request system and the IR-PREP. In 2021, WFP demonstrated high achievement, with 100 percent of training areas receiving the targeted number of emergency response training events and 95 percent of learning objectives being met by such events, compared with a target of 85 percent. Emergency training continued at a regular pace, primarily through online sessions because of COVID-19-related restrictions. WFP's Rapid Start emergency training received the eLearning Network's prestigious Silver Learning Technologies Award, which is granted to the most innovative and valuable online learning initiatives worldwide. The corporate alert system is WFP's principal inter-functional early warning and early action tool that supports WFP leadership in prioritizing areas of corporate strategic attention, operational support and resource mobilization for emerging risks, escalating crises and operations of highest concern. In 2021, 97 percent of corporate alert system countries received corporate funding support through internal financing mechanisms such as the immediate response requests, the IRA, the IR-PREP or the Strategic Resource Allocation Committee, exceeding the target of 90 percent.
142. The critical logistics services provided by WFP to partners continued to include air transport support in large-scale emergencies such as those in Afghanistan and Ethiopia and were facilitated by an active roster of experienced personnel from WFP and its stand-by partners. Other support was provided by six United Nations Humanitarian Response Depot hubs around the world, dispatching life-saving relief items rapidly. Well established standing agreements with vendors, as well as strong partnerships with humanitarian actors from the private sector, including industry, allowed WFP to purchase a wide range of commodities and services quickly.

⁸⁴ In 2021, the KPI 1 methodology was revised to better reflect outcome and output achievements at the country level. The 2020 values were recalculated under the new methodology to allow comparisons between the two years.

KPI 3 – Overall achievement of management performance standards, by functional area

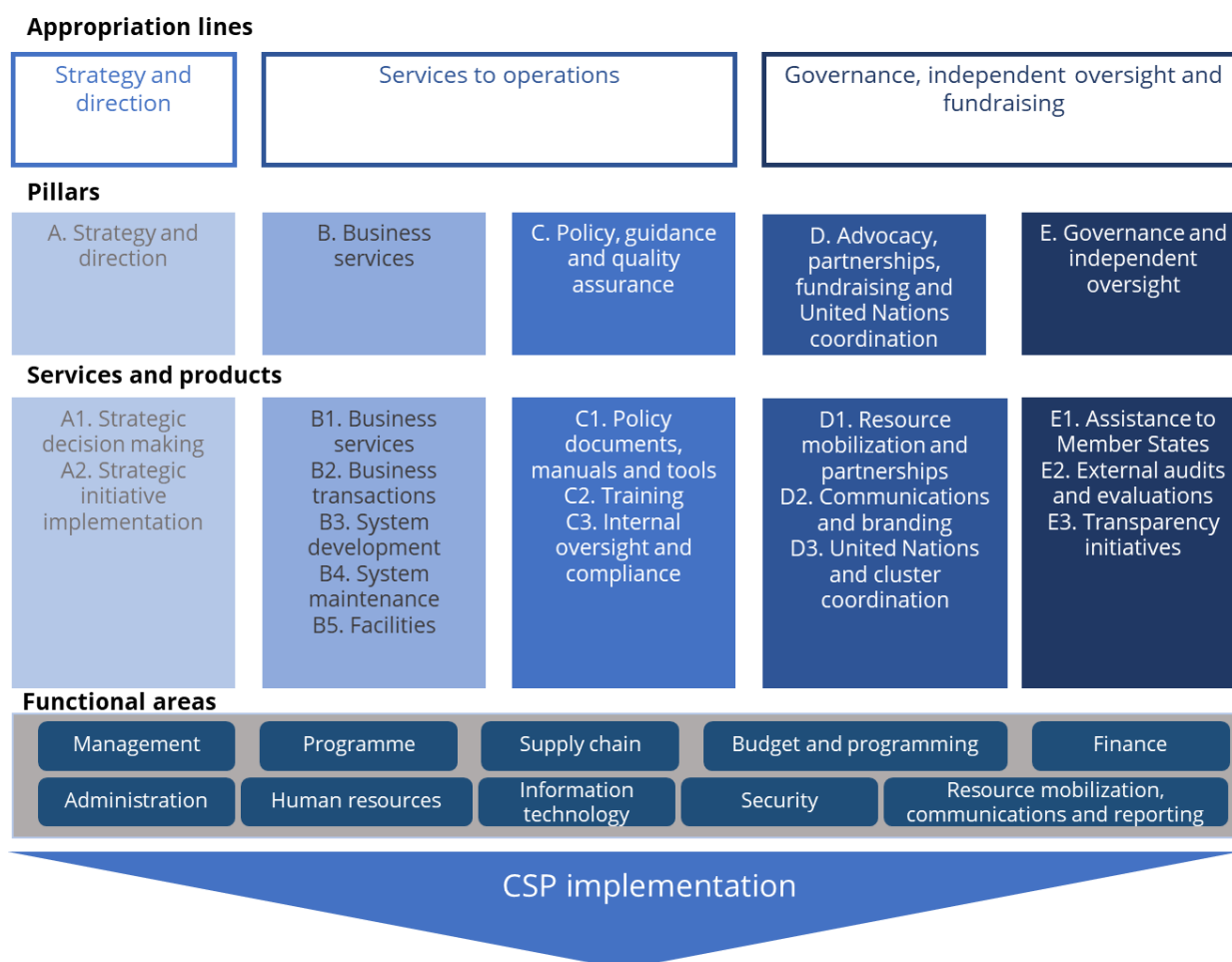
143. KPI 3 is composed of 20 indicators that assess performance in WFP's ten standard functional areas. Each functional area has an index made up of component indicators designed to reflect progress against annual targets presented in the management plan.⁸⁵
144. The component indicators are assessed as having met their targets or being on track to meeting them; their values are then aggregated to show performance by functional area. In 2021, WFP showed moderate to strong progress in all functional areas. The strongest performance against the annual targets was observed in the indicators that measure resource mobilization, security, budget and programming, and administration, which achieved or were very close to achieving their annual targets. For example, indicators in the security and budget and programming functional areas, which track the percentage of compliance with the United Nations Security Management System and WFP security policies and the percentage of CSP expenditures versus the implementation plan, met their respective targets. In resource mobilization, three indicators met their targets and one, tracking the monthly consumption of WFP articles on the web, met 79 percent of its target. In the administration functional area, the indicator measuring the percentage of internal controls implemented met its target while the second component indicator, tracking the percentage of WFP's fixed assets verified, reached 98 percent of its target.
145. The remaining functional areas showed progress. For example, the information technology indicator measuring the percentage of compliance with information technology security standards met 91 percent of its target. In human resources, the indicator on compliance with mandatory training met 94 percent of its target while the second component indicator, measuring compliance with the performance and competency enhancement compliance system, met 89 percent of its target. More details on KPI 3 and its component indicators are provided in annex III-A.

3.2. Regional bureau and headquarters services – performance by pillar

146. Figure 8 illustrates the classification of management activities and services⁸⁶ that contribute to the implementation of CSPs. This section describes the five pillars and provides examples of the work carried out under each pillar that contributes to effective and efficient implementation.

⁸⁵ "WFP management plan (2022–2024)". (WFP/EB.2/2021/5-A/1/Rev.1).

⁸⁶ The management plan for 2018–2020 introduced this classification, which has been used to assess the programme support and administrative budget by organizational unit and pillar ever since.

Figure 8: Classification of management activities and services

Results pillar A – Strategy and direction

147. This pillar relates to the decisions taken by senior management and the implementation of those decisions. The decisions have a high level of impact and significant long-term implications that chart the future of a division, a department or the organization.
148. The new [WFP strategic plan for 2022–2025](#) was approved by the Board at its second regular session in November 2021. The plan defines WFP's vision for the next four years and the priorities and outcomes that it will pursue in collaboration with other actors in helping countries to achieve zero hunger.
149. In 2021, WFP finalized and started to implement a strategic workforce planning framework aimed at developing an understanding of the skills and capacities that the organization requires in order to deliver on its mandate, and planning how to acquire those skills and capacities. Following the successful piloting of a new strategic workforce planning approach in 2020 – in which the Human Resources Division facilitated the development of an overview of the Corporate Finance Division's workforce and its evolution over the following five years – a strategic workforce plan and five functional plans were developed in 2021. Two country office pilots in Jordan and Peru were also completed, contributing to a robust foundation for subsequent strategic workforce planning exercises in other country offices.

150. The evaluation of WFP's response to the COVID-19 pandemic⁸⁷ noted that WFP revised 66 CSPs in order to respond to the new conditions imposed by the pandemic by including emergency outcomes and revising targeting, modalities and budgets. However, the budget revision process proved lengthy. In a country (or countries) with a CSP in place or where it does not have an emergency operational presence, WFP is committed to initiating a scaled response to a sudden-onset emergency within 72 hours. In 2021 this led to the formulation of a revised framework for the launch of an immediate scale-up, which identifies activities and generic caseloads for incremental levels of funding⁸⁸ and enables response within 72 hours of the onset of a corporate emergency.
151. The country office programme support and administrative (PSA) budget allocation model was revised to strengthen WFP's country office structure further; the new model allows the direct allocation of larger amounts of corporate funding, enabling more equitable distribution among country offices. It takes effect in 2022 and will enable WFP to provide greater support closer to beneficiaries and to respond to specific country situations.
152. The WFP 2030 Fund ensured the timely allocation of resources to address some of the most critical obstacles facing country offices in their efforts to transition to new ways of working, moving the focus from delivering assistance to enabling national zero hunger solutions, as described in CSPs.

Results pillar B – Business services

153. This pillar relates to the services and activities that are used by WFP offices and functional units in order to enable WFP to deliver on its mandate.
154. In 2021, WFP's digital beneficiary information and transfer management platform, SCOPE, had been rolled out to a total of 55 countries, providing USD 1.8 billion in transfers for 23.8 million beneficiaries, of whom 16.2 million were assisted digitally via CBTs, 4.4 million via commodity vouchers, and 4.8 million via in-kind food distributions. The SCOPE platform and products were continually enhanced to better cater to and meet field requirements, such as in Afghanistan, South Sudan and Yemen, and improve the experience of 1,500 active users. In addition, new features were developed to enable more efficient delivery through Western Union money transfer services; integration with corporate applications such as WINGS (the WFP Information Network and Global System), COMET (the country office tool for managing effectively) and Building Blocks (WFP's blockchain technology project); beneficiary self-registration; and a solution for emergencies. A new WFP innovative solution PlugPAY, which uses SCOPE to pay beneficiaries through a national provider, was successfully piloted in Zambia.
155. WFP has established a digital ecosystem that supports business outcomes by providing real-time access to WFP data from various sources on a single platform, facilitating effective and efficient operational decision making and implementing a common data governance and data privacy approach. In addition, WFP launched business services that enable country offices to improve assurance and quality in CBT operations through the use of data science and analytics, and support governments facing similar challenges. CBT-related services and technical and business competencies offered by WFP help assure donors, oversight bodies and external partners that adequate measures are in

⁸⁷ "Summary report on the evaluation of the WFP response to the COVID-19 pandemic" (WFP/EB.1/2022/6-B).

⁸⁸ The mix of activities, caseloads and budgetary values (which ranged from USD 5 million to a maximum of USD 50 million) have been developed based on implementation scenarios (such as the use of airdrops and airlifts), predefined values of the emergency food basket, CBT distributions, associated costs and service provision activities and estimated ration sizes.

- place for reaching targeted beneficiaries with cash-based assistance while reducing the risks of fraud or the diversion of benefits.
156. The standards and controls established for all cash operations in the new cash assurance framework launched in 2021 will accelerate advances in digitization in 2022. The framework is sufficiently flexible to adapt to the difficult conditions in which WFP operates and to help governments improve assurance in their government-to-person payments.
 157. WFP managed cybersecurity risks by establishing stronger internal controls, developing compliance, advanced encryption and web-protection technologies, and promoting standardization. In 2021, more than 500 tasks were completed in the areas of cybersecurity assessment, protection, awareness raising, policy development and standard operating procedures. More than 105,000 cyber-vulnerabilities were identified and remediated, and more than 21,240 devices were visible and active on a seven-day range. An annual campaign on cybersecurity included events at headquarters and in all regional bureaux and contributed to WFP's success in avoiding criminal or unauthorized use of its electronic data.
 158. As part of the disability inclusion road map, in 2021, WFP issued mandatory procedures and standards for improving the accessibility of its premises to all people, including those with disabilities. Accessibility components complying with the new standards were included in field office renovation projects, while access constraints at headquarters were resolved to achieve level III⁸⁹ in the accessibility standards.
 159. By rolling out a simplified self-service travel platform, WeTravel, to all regional bureaux and country offices, WFP reduced workloads and lead times for travel approvals and payments. WFP trained 92 offices on the WeTravel mobile application exclusively through virtual platforms, reducing carbon dioxide emissions by 120 mt in addition to the savings in international travel costs from reduced travel.
 160. In 2021, WFP designed and constructed critical logistical and project infrastructure in 45 countries, with a total value of more than USD 100 million. Projects included community, access and logistics infrastructure such as roads, warehouses, airstrips, school kitchens and safe and secure facilities.
 161. Despite the disruption brought by the pandemic, WFP ensured the protection of its employees and their families at duty stations by providing COVID-19 medical evacuations and vaccines for all employees and their eligible dependants. WFP increased the number of wellness staff by recruiting 62 medical staff and 5 counsellors in regional bureaux and certain Level 3 operations. It also contributed aviation assets and operational capabilities to support COVID-19 medical evacuations for employees of all contract types and their dependants throughout the United Nations system.
 162. As country offices continued scaling up their operations in response to growing needs, WFP deployed more than 200 staff members to 41 countries. Rapid response capacity was established in the Emergency Operations Division to provide a dedicated pool of emergency responders available for immediate deployment throughout the year. In addition, the young emergency talent initiative, which aims to recruit talented young people and build their emergency response and preparedness skills, was established as a launchpad for the next generation of emergency responders.

⁸⁹ Three levels of increasing accessibility were defined for existing buildings, depending on their size and occupancy. A fourth level was defined for new constructions.

163. In addition to supporting the field with early warning and mapping products, and improving existing tools – such as the automated disaster analysis and mapping tool used for flood warnings – WFP developed a new tool intended to provide country offices with an overview of humanitarian access challenges and their effects on operations, and to serve as a platform for informed advocacy.
164. WFP developed a standardized approach to civil–military engagement and expanded its humanitarian–military interaction capacity, providing dedicated personnel to nine country offices with ongoing emergency responses in 2021. These efforts facilitated WFP’s access to vulnerable people in inaccessible areas and helped to ensure that, when required, engagement with military actors was conducted in accordance with established principles.
165. Since the onset of the COVID-19 emergency, WFP has been increasingly recognized as a key provider of real-time information on food security at the global level. As of 31 December 2021, 36 countries were implementing WFP’s real-time food security monitoring tools, which collect data on corporate food security indicators, gender, nutrition and other cross-cutting issues using continuous remote surveys, with results visualized daily in WFP’s [HungerMap LIVE](#). In addition, artificial intelligence-based models that use historical food security data and near-real-time data on the drivers of food insecurity were implemented in 56 countries to predict the current food security situation in real time. WFP’s real-time food security monitoring systems supplied data and technologies to support the Integrated Food Security Phase Classification analytical processes for classifying the severity and magnitude of food insecurity in several countries with food crisis, including the Democratic Republic of the Congo, Ethiopia and Mozambique. Governments and partners also relied on the systems to inform their resource allocation and operational decision making processes in relation to national and regional emergencies and assistance.
166. In 2021, WFP launched a cloud-based system for processing satellite data on climate hazards in support of early warning and seasonal monitoring activities. The system supports analytical work at headquarters, which supplies climate hazard information to WFP operations. It also enabled technical assistance projects in the area of seasonal monitoring and drought early warning to be rolled out to governments by six country offices.
167. In 2021, 35 countries began using WFP’s market functionality index in their market analysis. Since 2020, the index has been used in 50 countries, gathering information from 40,000 traders in more than 2,000 markets. Users are able to manage, process and visualize the results within 24 hours, making relevant market information rapidly available to inform programme design. In addition, WFP’s price database of local market prices for food and other goods was implemented in 75 countries; wide adoption of the database enables countries to quickly and easily share data and carry out quality checks.
168. The Innovation Accelerator supported 51 innovation projects in 2021. The projects improved the lives of 8.6 million people in 69 countries, supported the establishment of a WFP innovation hub in Colombia, and strengthened WFP’s innovation community through the organization of 66 events on culture change and local representation of innovation, increasing WFP’s ability to identify, nurture, pilot and scale innovative ideas in the world’s most strategically relevant regions, and to identify partners and actors that can help accelerate the uptake of results locally. The H2Grow hydroponics initiative – which supports the use of low-cost, water-efficient solutions to produce food and fodder in harsh environments – launched an assets-based loans pilot in collaboration with the Kenya country office. The project aimed to equip vulnerable communities with the skills,

access to finance, materials, and linkages to the market that they need in order to increase their incomes and produce fresh and nutritious vegetables.

Results pillar C – Policy, guidance and quality assurance

169. This pillar comprises activities that are not directly attributable to a single operation and that provide the framework, guidance and policies for delivering on organizational strategies.
170. WFP's revised anti-fraud and anti-corruption policy, approved by the Board at its annual session in June 2021, will ensure that WFP can address and mitigate control risks more promptly and effectively. Initial implementation measures saw nearly 4,400 employees and 600 cooperating partner representatives participating in 64 training and awareness sessions. In 2021, six fraud risk assessments were undertaken, covering one headquarters function and five country offices.
171. The annual Executive Director's assurance exercise was completed by 130 senior managers. Based on feedback following a complete process redesign,⁹⁰ improvements introduced for the 2021 cycle included further streamlining of the questionnaire aimed at reducing duplication where possible without compromising qualitative analysis and depth. This resulted in a record level of compliance, with 99 percent of surveys completed by the deadline, compared with 87 percent in the 2020 cycle.
172. The Enterprise Risk Management Division collaborated with the Legal Office and the Public Partnerships and Resourcing Division to support country offices and headquarters divisions in conducting 29 donor reviews (ex-ante and ex-post), compared with 23 in 2020; the reviews provide donors with assurance that their funds were spent in line with objectives. Several training courses and guidelines were also developed to assist internal WFP stakeholders in carrying out donor reviews.
173. In line with the new WFP strategic plan for 2022–2025, in 2021 WFP simplified the corporate risk register, reducing the number of priority risks from 14 to 7 and thereby enhancing and facilitating the engagement of senior managers in risk monitoring and management processes.⁹¹
174. Standard operating procedures for risk monitoring were established, including a key risk indicator library, which assists WFP offices in managing risks related to the achievement of their objectives. WFP reinforced the linkages between risk management and the annual performance planning exercise, allowing managers to assess the adequacy of their control systems for identifying and mitigating risks. In addition, a digital central repository of field risk registers was incorporated into the risk and recommendation tool,⁹² and a risk register dashboard with data from the period 2019–2021 was launched to enhance the visibility of field risks across the organization.
175. As part of their crucial oversight function, the regional bureaux analysed the annual performance plans prepared by country offices; conducted remote and physical oversight missions; carried out quality checks of WFP risk registers; monitored and followed up on the implementation of internal and external audit and oversight recommendations;

⁹⁰ The annual exercise was instituted in 2011 and was completely redesigned and automated in 2019. Between 2019 and 2021, continuous improvements were introduced based on stakeholder feedback and an analysis of support requests, making the overall process more efficient and inclusive.

⁹¹ The top seven corporate risk areas are: workforce misalignment; fraud and corruption; data management and digital transformation; beneficiary protection, including protection against sexual exploitation and abuse; employee well-being; insufficient funding; and misalignment of strategic objectives and planning.

⁹² WFP corporate governance, risk and compliance system.

facilitated the roll-out of corporate tools; and reviewed country office documents. The regional bureaux also facilitated the roll-out of the revised corporate risk monitoring tools and supported country offices in preparing a fraud risk register and standard operating procedures, where necessary. To enhance the “risk awareness culture” in country offices, training was conducted on risk management and the Three Lines Model.⁹³

Results pillar D – Advocacy, partnerships, fundraising and United Nations coordination

176. This pillar refers to WFP’s engagement with external bodies for advocacy, coordination, fundraising, partnership and implementation purposes.
177. Throughout 2021, WFP continued to invest in reinforcing its relationships with partners and donors in order to direct the global spotlight to increasing hunger needs and to place corporate priorities as agenda items on global decision making platforms. These efforts helped to position WFP “as a partner of choice” and to ensure successful fundraising efforts, while contributing to global and national priorities.
178. At the global level, WFP supported Member States in the formulation of key commitments aimed at working towards zero hunger. This work included supporting the negotiations of the Group of 7 (G7) famine prevention and humanitarian crises compact through engagement with civil society and G7 working groups. WFP also participated in the discussions that led to the G20 Matera Declaration via regular consultations with the Italian Ministry of Foreign Affairs.
179. WFP worked with partner United Nations agencies, Member States and non-governmental organizations on informing global policy discussions. Examples include supporting the call for coordinated global climate action to urgently address the challenges of the climate crisis and reduce its impact on hunger, at the 26th Conference of the Parties (COP26) of the United Nations Framework Convention on Climate Change; and keeping hunger high on the agenda at meetings of the High-Level Political Forum on Sustainable Development, the United Nations General Assembly and the United Nations Commission on the Status of Women.
180. Throughout 2021, the continued effects of the pandemic required a sustained and coherent contribution to the system-wide response. WFP maintained its collaboration with the World Health Organization and other health partners – such as Gavi and the global fund for COVID-19 response and recovery – including on linking food and nutrition programmes with health systems. The organization also continued to provide support and services to multiple initiatives, including the Global Action Plan for Healthy Lives and Well-being for All, the Inter-Agency Standing Committee, the World Health Assembly and the United Nations principal-level COVID-19 crisis management team. WFP participated in the Secretary-General’s advisory committee on the COVID-19 response and recovery multi-partner trust fund throughout the year; the fund supported WFP’s COVID-19 response in 14 countries with contributions of USD 6 million for activities in social cohesion, community resilience, economic response and social protection.
181. Throughout 2021, Rome-based agency collaboration was further strengthened through joint efforts on the United Nations food systems summit and in the preparation of a common response to the evaluation of Rome-based agency collaboration. WFP’s advocacy partnership with the African Union, based on mobilizing political commitment to school-based programmes, enhanced the visibility of, and interest in supporting, such programmes.

⁹³ The [Three Lines Model](#) was issued in July 2020 as an update of the 2013 Three Lines of Defense model of the [Institute of Internal Auditors](#), which WFP and other United Nations system organizations adopted.

182. Efforts to strengthen coordination with other operational agencies continued. In 2021, WFP's technical agreement with the International Committee of the Red Cross was updated and work on a two-year action plan for strengthened crisis response and preparedness was initiated with the International Organization for Migration.
183. At the local level, WFP transferred 24 percent of resources to or through national and local partners and community-based organizations to implement WFP programmes, nearly reaching the 25 percent target.⁹⁴ In 2021, in 69 countries around the world, WFP worked with a total of 977 non-governmental organizations, of which 86 percent were local and Red Cross and Red Crescent partners and 14 percent were international non-governmental organizations.⁹⁵
184. Engagement with the private sector in support of WFP's operations continued in 2021, guided by the interrelated impact, income and innovation pillars of the private sector partnerships and fundraising strategy. Initiatives included expanding existing and creating new needs-based partnerships with the business sector, securing valuable financial contributions from corporations and foundations and developing a programme for sustainable fundraising from individuals. As of 31 December 2021, WFP held 22 global technical partnerships (against a target of 25 by 2025) with corporations such as Stop Hunger (Sodexo), Royal DSM and Mars Incorporated. In 2021, USD 91 million was raised from individuals via the headquarters-based individual giving programme, the ShareTheMeal platform and WFP Friends' organizations, making strong progress towards the overall private sector partnership strategy target of USD 170 million per year by 2025.
185. As part of growing investment in linking early warning to early action, through quarterly Hunger Hotspots analysis in partnership with FAO, WFP continued to provide stakeholders with alerts about situations where food insecurity is likely to deteriorate over the coming months. Following Madagascar's classification as a country at highest risk of catastrophic food insecurity in one Hunger Hotspots alert, timely humanitarian action succeeded in averting famine in that country.
186. WFP worked with its stand-by partners to ensure that growing operational needs were met by enhancing logistics readiness and leveraging partner resources and staff. In 2021, 40 countries received support from stand-by partners, which deployed 104 technical experts to bolster WFP's emergency responses.
187. Responding to the sustained challenges to travel during the pandemic, in December 2021, the United Nations booking hub reached the important milestone of having served 1 million humanitarians, using 1,220 operational service points in 104 countries. Throughout the year, WFP's travel team continued to provide real-time information on COVID-19 international travel restrictions and on airlines for travellers from WFP and other United Nations agencies, using an online, interactive map launched in March 2020, which had received 483,629 hits by December 2021.
188. In 2021, WFP was awarded the prestigious Franz Edelman Award, which recognizes excellence in advanced analytics, operations research and management science. The award recognized WFP's use of advanced analytics to effectively manage its complex humanitarian operations while getting the greatest possible value from every donor dollar it receives.⁹⁶

⁹⁴ Although WFP did not meet the 25 percent target in 2021, the amount of funding passed to local actors did increase to USD 2.257 billion in 2021, in absolute terms, compared to USD 2.220 billion in 2020.

⁹⁵ For more information, please see annex IX.

⁹⁶ Previous winners include IBM, Intel and UPS.

189. In 2021, funding for innovations supported by the WFP Innovation Accelerator reached just under USD 70 million, while direct support for the WFP Innovation Accelerator from key private and public sector partners reached USD 16.5 million. WFP's Innovation Accelerator ran 14 acceleration programmes, supporting 120 ventures contributing to seven of the SDGs.⁹⁷ In 2021, USD 4 million, 24 percent of the Innovation Accelerator's overall funding, came from new donors. Partnerships with donors were extended or diversified, and technical and knowledge-sharing partnerships were continued with the German and European space agencies.

Results pillar E – Governance and independent oversight

190. This pillar reflects activities related to independent and internal oversight and governance provided by external parties. It includes all the work of the Board, independent oversight functions such as evaluation and audit, and transparency initiatives.
191. During 2021, WFP closed a record number of external oversight recommendations. A closure rate of 55 percent was achieved for recommendations from external audits, exceeding the five-year average of 52 percent achieved between 2016 and 2020. For new reports issued by the Joint Inspection Unit of the United Nations system, WFP achieved a closure rate of 95 percent – the highest since 2013.⁹⁸
192. WFP launched a dashboard on WFPGo for monitoring external oversight recommendations and the status of their implementation in order to reinforce accountability and ensure transparency. WFP continued to share data with the open database of the International Aid Transparency Initiative, and in 2021, the organization again scored the highest ranking with 99 percent on the transparency index of the initiative.⁹⁹
193. The Office of the Ombudsman and Mediation Services offers informal conflict resolution services to all employees of WFP. Activities include mediation and capacity building services, which are increasingly provided to WFP employees worldwide. The capacity building training programme aims to enhance the essential conflict management and resolution skills of WFP's employees and managers, and provides practical knowledge, skills and insights that can be applied immediately in diverse and challenging work situations. By the end of 2021, 90 training events had been delivered to 2,650 employees in all WFP regions.
194. The Executive Board Secretariat ensured the continuity of governance processes and decision making throughout 2021, facilitating a record number of informal consultations and WFP's contribution to the United Nations food systems summit and associated events, and coordinating with the Board to obtain its approval of the revised terms of reference of the Audit Committee, which was renamed as the Independent Oversight Advisory Committee. The Secretariat also supported the Board in selecting and appointing two new members of the committee and in appointing a new External Auditor, Germany's Supreme Audit Institution, for a six-year period from 2022 to 2028.

⁹⁷ SDGs 3 on health and well-being, 4 on quality education, 5 on gender equality, 6 on water and sanitation, 7 on energy, 16 on peace and justice, and 17 on partnerships for achievement of the goals.

⁹⁸ "Report on the implementation of the External Auditor's recommendations" (WFP/EB.A/2021/6-H/1/Rev.1) and "Report of the Joint Inspection Unit: Multilingualism in the United Nations system" (WFP/EB.A/2021/10-C). The Board requested that the latter be presented at its 2021 annual session, leading to the early closure of all six of the report's recommendations.

⁹⁹ Available at http://publishingstats.iatistandard.org/summary_stats.html.

195. Thirteen centrally managed evaluations were completed in 2021 and presented to the Board for consideration in reports covering evaluations of the CSPs in China, El Salvador, the Gambia, Honduras, Lao People's Democratic Republic, Lebanon and Zimbabwe; strategic evaluations on the contribution of school feeding activities to the achievement of the SDGs and on WFP's use of technology in constrained environments; and evaluations of the WFP policy on South-South and triangular cooperation and WFP's response to the COVID-19 pandemic. A joint evaluation of Rome-based agency collaboration and a synthesis of evidence and lessons on country capacity strengthening gathered from decentralized evaluations were also completed in 2021. The findings from these evaluations, which are expanded on in annex VIII, provide robust evidence for WFP's decision making.

3.3. Performance against senior management priorities, category II indicators

United Nations system and coordination-related performance indicators	2020 value	2021 target*	2021 value
% of UN SWAP 2.0** indicators met or exceeded	81	88	81
% of cluster user surveys that reach their satisfaction targets	100	100	100
Executive thematic priorities			
% of employees completing mandatory training on the prevention of fraud and corruption, and protection from sexual exploitation and abuse***	82	100	89
% of country offices with a functioning community feedback mechanism	53	65	63
% of WFP cash-based transfers supported digitally	71	80	74
% of WFP countries implementing environmental management systems	8	30	14
% of funding directed at the strategic outcome level or above	26	30	29

* 2021 targets were set in the management plan.

** United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

*** The sexual harassment and abuse of power course was inactive during 2021 and has been excluded from the calculation.

196. Compared with 2020, WFP showed moderate progress under all the priorities established by WFP's executive leadership. No progress was observed against the indicator related to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP), where the value remained at 81 percent. Despite maintaining strong performance and progress in several areas, efforts to improve performance highlighted the need for longer-term investment in areas facing structural barriers, such as gender parity and financial resource allocation and tracking. Other areas for attention are those related to the mitigation of the impacts of unforeseen challenges caused by critical staff shortages, and the prioritization of key processes such as approval of the gender policy update.

197. In 2021, indicators of user satisfaction with the food security cluster, the logistics cluster and the emergency telecommunications cluster exceeded their individual targets. The percentage of employees completing mandatory training on the prevention of fraud and corruption, and protection from sexual exploitation and abuse (PSEA) showed moderate progress compared with the previous year owing to the introduction of a requirement for staff to retrain using the course. The percentage of country offices with functioning community feedback mechanisms showed an increase of 10 percentage points compared with 2020 but was still insufficient to meet the 2021 target of 65 percent.
198. The indicator of digital support for CBTs showed an increase of 3 percentage points compared with 2020. WFP made progress in implementing environmental management systems in 2021, increasing coverage from 8 to 15 countries. Significant progress towards the target for the percentage of funding directed at the strategic outcome level or above was achieved in 2021. More details on the component indicators are provided in annex III-A.

Comprehensive action plan and global staff survey results

199. The implementation of the comprehensive action plan for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (CAP) was finalized in December 2021. Compared with the baselines set from the WFP global staff survey of 2018, significant progress was made in 2021, in all six core areas of the CAP: reaffirming values, leadership role, employee engagement, policy and system revisions, disciplinary process, and communications. Progress in the six core areas was measured by analysing the results of the global staff survey in terms of 16 indicators. Those results were confirmed through the implementation of CAP initiatives and activities since approval of the CAP in June 2020.
200. The 2021 global staff survey results helped WFP to identify areas where significant improvements in the workplace culture were reported, and those where further efforts are needed to accelerate action towards the achievement of durable and sustainable improvements in workplace culture. For details on progress in each of the six core areas please see annex III-D.

Ethics and accountability

201. WFP's ethical culture affects how its employees regulate their conduct, how decisions are made and how WFP is perceived by government partners, donors, the public and the people it serves. It is therefore vital that WFP demonstrate a positive ethical culture and its commitment to fairness, accountability and transparency and that the organization hold itself and its employees to the highest standards of integrity. While each employee and stakeholder in WFP is responsible for acting with integrity, the Ethics Office continued to nurture a culture of ethics and accountability and strengthened the integration of values, ethics and standards of conduct into everyday work practices. Through the provision of confidential ethics advice and guidance for all employees, outreach initiatives and the integration of ethics into organizational policies and practices, the Ethics Office continued to educate all employees, including management and senior management, in making informed ethical decisions, both personally and professionally, and in acting ethically and in the best interest of WFP, while simultaneously helping the organization to prevent wrongdoing, avoid conflicts of interest and empower employees to come forward without fear of retaliation.

202. WFP has a zero-tolerance policy against sexual exploitation and abuse: any act carried out by a WFP employee or an individual associated with WFP's work who uses that position of power to commit sexual exploitation and abuse is contrary to WFP's mission, values and standards of conduct and constitutes an act of gross misconduct. Over the years, WFP has continued to address the prevention of, and protection from, sexual exploitation and abuse holistically. The volume of work on PSEA continued to increase throughout 2021. WFP continued to respond effectively to the challenges caused by COVID-19, while also leading on PSEA matters at the United Nations and interagency levels, maintaining its focus on capacity building and equipping employees and cooperating partners with PSEA knowledge and skills through ongoing and project-based initiatives – including, for example, the “PSEA at the frontline” project, a field-focused, interactive and multilingual outreach package on PSEA for frontline workers, such as drivers and contractors (including financial service providers) and small non-governmental organization partners. In addition, as follow-up to the “Speak up” awareness-raising initiative led by the Human Resources Division, the Ethics Office and the Staff Relations Branch have been developing a “Speak up” session specifically on addressing sexual misconduct (sexual exploitation and abuse, and sexual harassment) at WFP. In addition, WFP was part of an inter-agency task force established to implement the United Nations implementing partner protocol and develop resource packages that help and guide WFP and United Nations country offices carrying out PSEA capacity assessments of United Nations implementing partners. In 2021, WFP started pilot projects in the Colombia and Democratic Republic of the Congo country offices, which will continue throughout 2022. Support and capacity building of PSEA focal points continued to be a WFP priority, with all-staff meetings and training-of-trainers sessions planned in country offices across the regions, including in the Philippines, the State of Palestine and Yemen.

People policy implementation

203. In June 2021, the Board approved the WFP people policy.¹⁰⁰ Drawing on recommendations from the evaluation of the organization's people strategy for 2014–2017 and on feedback from broad consultations with key stakeholders, the new policy sets out WFP's vision of its future workforce and the core values that shape its workplace culture.
204. The people policy recognizes that the effective implementation of measures for achieving excellence in the management of WFP's people “requires a change management process that is long-term in nature, reflecting a sustained, coordinated and incremental approach”. In the third quarter of 2021, WFP began implementing its change management process. The policy was disseminated through an Executive Director's circular¹⁰¹ in August 2021, reinforced by a series of briefings for regional leadership teams and a 12-week information campaign for all employees.
205. The first year of the multi-year critical corporate initiative (CCI) “investing in WFP people” was valued at USD 25.3 million in the bottom up strategic budgeting exercise and was approved as part of the management plan for 2022–2024 in November 2021.¹⁰² Regular reporting on progress in implementation of the WFP people policy will begin in the second quarter of 2022.

¹⁰⁰ “WFP people policy” (WFP/EB.A/2021/5-A).

¹⁰¹ Executive Director's circular OED2021/016 “WFP people policy”.

¹⁰² Annex VIII of the management plan provides additional details and analysis on the deliverables and supporting activities under the CCI “investing in WFP people”.

206. In 2021, substantial progress was made in implementing WFP's new people policy and delivering on its commitments to providing a more equitable, supportive and inclusive working environment. WFP issued a new corporate staffing framework¹⁰³ on 15 September 2021. The framework has been in effect since then and transitional measures will be in place until 31 December 2024 to facilitate its implementation. Supporting a nimble and flexible workforce, the framework sets out principles and criteria for guiding managers on which contract modalities to use in various circumstances, including modalities that help the organization to meet its short-to-medium-term needs while providing competitive and fair employment conditions for employees currently on short-term contracts. The framework is intended to help WFP attract and retain talent by providing competitive contracts and will also provide greater clarity and transparency for employees regarding the contract modality through which they are hired. WFP conducted a thorough review of its service contract holders in 2021, and more than 2,500 long-serving national employees on temporary contracts were found to be eligible for conversion to fixed-term contracts, with more than 2,100 being approved for conversion.

3.4. Critical corporate initiatives

207. WFP has used the programme support and administrative equalization account for CCIs since 2015. The initiatives aim to strengthen WFP's internal systems and workforce with a view to improving the effectiveness and efficiency of services for beneficiaries. Following the recommendations of an external audit of CCIs,¹⁰⁴ published in 2021, WFP implemented several improvements that strengthen the governance and selection criteria for funding future CCI projects submitted to the Board. New CCI funding proposals will follow a standard template specifying budget details split between staff and non-staff costs and by expected result, organizational change objective and key performance indicator.

Table 3: Critical corporate initiatives, 2019–2021*

Critical corporate initiative	Timeframe (years)	Budget approved in management plan (USD million)			Expenditures (USD million)			
		2019	2020	2021	2019	2020	2021	Total
Integrated Road Map	1	10.0	-	-	9.7	0.2	0.0	10.0
Workforce 2020	2	11.1	-	-	1.4	2.3	4.7	8.5
WFP 2030 Fund	2	15.0	-	-	0.7	3.3	6.3	10.3
Cash and digital platform	2	20.0	-	-	10.8	8.7	0.4	20.0
Systems integration and information technology-enabled efficiencies	1	5.0	11.0	-	4.6	6.6	3.3	14.5
United Nations development system reform	2	8.2	8.1	-	4.5	4.2	5.9	14.7
Programme and partnership support	2		2.6	-		0.9	0.4	1.3
Private sector strategy	3		13.1	22.2		12.4	22.8	35.2
Workplace culture and ethical climate	2		5.0	-		1.6	1.3	2.9
Termination indemnity fund	1			10.0			0.1	0.1
Total		69.3	39.7	32.2	31.8	40.3	45.3	117.4

* Expenditures reflect actuals, excluding commitments; note: for initiatives with a multi-year timeframe, the allocation of funds may not be evenly distributed.

208. Table 3 compares the CCI budgets approved in the respective management plans since 2019 with the annual actual expenditures. In the 2021 budget approved in the management plan for 2021–2023, no new CCIs were introduced, but USD 32.2 million was approved for continuing the implementation of the private sector strategy and for the

¹⁰³ Executive Director's circular OED2021/017 "WFP staffing framework".

¹⁰⁴ "Report of the External Auditor on critical corporate initiatives" (WFP/EB.A/2021/6-F/1).

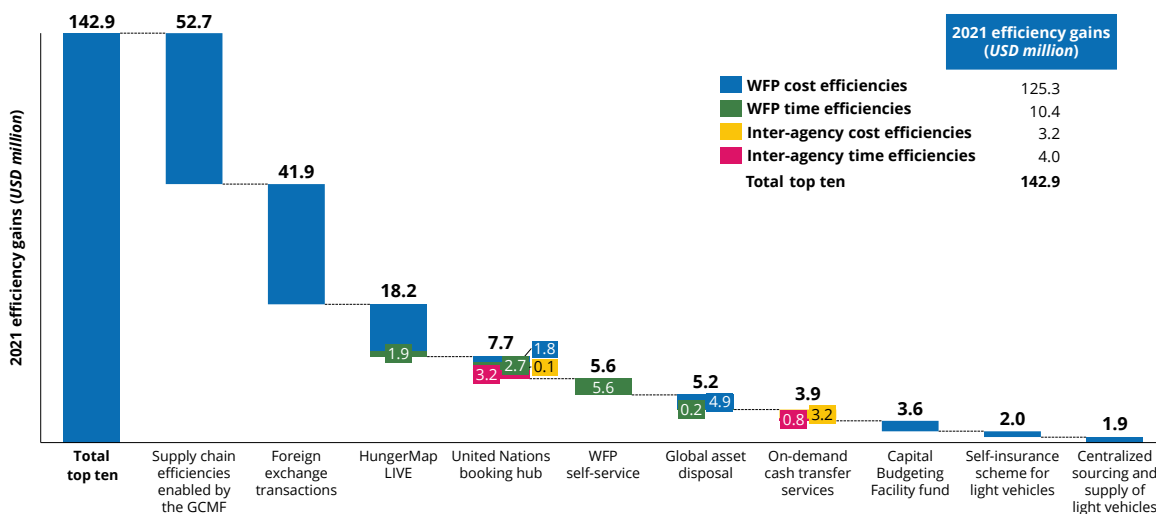
creation of a termination indemnity fund to cover the organizational realignment of country offices. The cash and digital platform CCI was completed in 2021 while several other ongoing CCIs experienced delays owing to the effects of the pandemic on implementation schedules.

- 209. Actual expenditures in 2021 totalled USD 45.3 million, the highest expenditure in the past three years. Half of this amount was linked to the scale-up of the private sector strategy CCI, which accounted for USD 22.8 million. The remaining USD 22.5 million was related to eight other CCIs. The majority of CCIs entered into the final phase of their project cycles in 2021 and any remaining funds are expected to be used to complete those CCIs in 2022. Detailed reporting on the results of each CCI can be found in annex III-B.

3.5. Efficiency gains

- 210. Efficiency is a core value for WFP and has become increasingly critical as WFP’s funding is insufficient to assist the increasing number of people facing hunger. Every dollar saved means that WFP can reach more hungry people with food assistance. WFP measures efficiency gains in cost and time efficiencies along its value chain, from emergency preparedness and programme design to programme delivery and the provision of enabling services.
- 211. WFP promotes efficiency through internal and interagency initiatives, and tracks, measures and reports on efficiency gains using robust methodologies consistent with the United Nations Development Coordination Office. In 2021, WFP contributed to the efficiency report of the UNSDG, tracking progress towards delivering on the Secretary-General’s reform targets and proposals for improving system-wide efficiency.
- 212. In 2021, WFP generated USD 164 million in estimated efficiency gains. Figure 9 shows the top ten efficiency gain initiatives, accounting for 87 percent, or USD 143 million, of total reported efficiencies and representing a 3 percent increase compared with 2020. Efficiencies in 2021 benefitted from critical PSA funding used to support supply chain efficiencies enabled by the Global Commodity Management Facility (GCMF), foreign exchange transactions, HungerMap LIVE and the United Nations booking hub, all of which produced efficiency gains. Details of the top ten initiatives are provided in annex III-C.

Figure 9: WFP’s top ten efficiency gains in 2021



Note: USD equivalency for time efficiencies based on full-time equivalent cost of USD 36,000 (locally recruited) and USD 162,480 (internationally recruited).

213. Measuring, tracking and reporting on efficiencies is an annual and continuously improving exercise. The number of validated initiatives generating efficiency gains increased from 34 in 2020 to 40 in 2021, in part due to deeper engagement and buy-in from WFP stakeholders. In 2021, WFP strengthened the coordination among its divisions by consolidating reporting timelines and processes for the APR in consistency with wider interagency reporting used in the UNSDG's efficiency report. In addition, to ensure that WFP's operations and management are enhanced through innovation, WFP developed new efficiency KPIs as part of the new corporate results framework for 2022–2025.
214. Sufficient investment is critical for tracking and reporting on WFP's existing and potential efficiencies. WFP will continue to explore and implement innovations in business models, processes and technologies aimed at enabling humanitarians to deliver their mandates more effectively while ensuring equitable benefits and impacts.

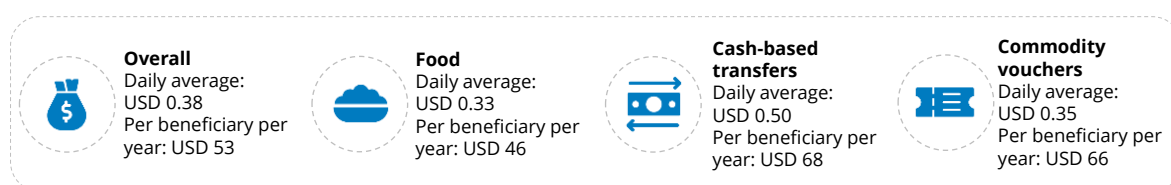
Spotlight on 2021 efficiencies

In recent years, WFP has been centralizing its field office processes for *foreign currency conversion* because the organization converts significant amounts of hard currency into local currencies to pay local vendors. In 2021, 52 country offices benefitted from centralized foreign exchange transactions, producing *USD 41.9 million* in efficiencies. The total volume of foreign currency exchanged in 2021 was USD 1.2 billion.

In 2021, the *United Nations booking hub* generated a total of *USD 7.7 million* in cost and time efficiencies, shared between the WFP and interagency levels. This achievement was a result of increased occupancy rates in WFP guesthouses and the provision of common mobility services enabling United Nations staff to book vehicles and drivers directly on the platform.

Leveraging the WFP *self-service platform*, commonly used human-resources-related forms, such as leave applications and attendance, separations and entitlements reports, were converted from a traditional paper-based format to a digital one. In 2021, more than 150,000 forms were submitted via the self-service platform, resulting in an estimate of *122 full-time equivalent units* in time efficiencies, valued at approximately *USD 5.6 million*.

3.6. Cost per beneficiary analysis



215. Analysis of the cost per beneficiary is based on total expenditures, inclusive of all the cost categories defined in the country portfolio budget for tier 1, direct beneficiaries in all programme areas. It takes into account the transfer value, transfer cost, implementation cost, direct support cost and 6.5 percent indirect support cost, reflecting the expenditure on food, cash-based and commodity voucher transfers. For food transfers, the value is based on the original purchase price of the food commodities that were distributed.
216. In 2021, WFP distributed a total of 13.7 billion daily food rations and 6.2 billion food-ration equivalents in the form of CBTs, including 5.4 billion daily cash or value voucher transfers and 865 million commodity vouchers. The average daily cost per direct beneficiary was USD 0.38 and the average annual cost was USD 53.

217. A single beneficiary may receive a combination of various forms of assistance in more than one programme area and through various modalities, such as in-kind food, CBTs or commodity vouchers. The cost per beneficiary for each programme area and each modality is calculated separately. Key drivers of the cost per beneficiary include external factors such as food and fuel prices, and internal factors such as programme design and prioritization. Ration cuts and the prioritization of assistance can be used to mitigate or compensate for the impact of inflation. It is important to analyse the cost per beneficiary together with the intensity of assistance, which comprises the duration of assistance provision to a single beneficiary, the value of daily assistance, and the number of beneficiaries covered. A longer duration of assistance may increase the annual cost per beneficiary without affecting the daily cost per beneficiary, while changes in the value of assistance, such as ration cuts, typically affect the daily cost per beneficiary. More information, including a breakdown of costs and duration of assistance by programme area, can be found in annex III-E.

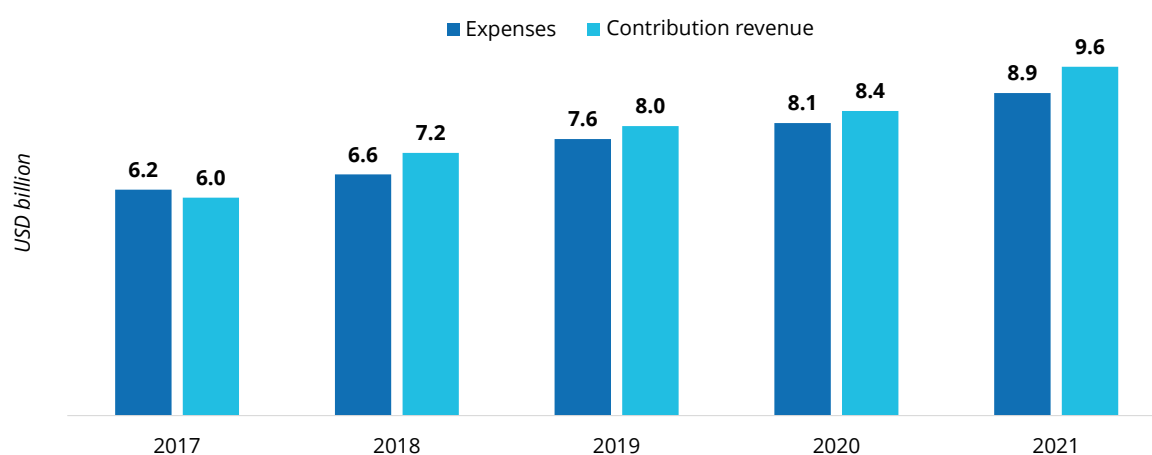
4. Part IV – Financial resources and funding

4.1. Overview of financial position

Record contributions, increased expenses and unprecedented needs

218. In 2021, WFP received record contributions of USD 9.6 billion¹⁰⁵ to meet increasing food assistance needs. Contributions were 15 percent higher than in 2020 and 30 percent higher than the 2021 funding projection in the management plan for 2021–2023¹⁰⁶ of USD 7.4 billion. In 2021, given increased demand for WFP's emergency assistance, operational requirements increased from the originally planned USD 12.3 billion¹⁰⁷ to USD 14.8 billion, or 20 percent.
219. Contributions were received from 107 funding sources, a slight increase from 2020. Governments were the principal source of funding for WFP, accounting for 84 percent of total contributions in 2021, although funding from inter-governmental institutions, such as the World Bank and the International Monetary Fund, and the private sector, which includes companies, foundations and individuals, also provided vital support for fighting hunger.
220. Figure 10 shows the growth in total contributions and expenses since 2017. Over this five-year period, WFP's contribution revenue grew by 60 percent. Expenses have increased at a slightly lower rate of 43 percent overall.

Figure 10: Contribution revenue and expenses, 2017–2021 (USD billion)



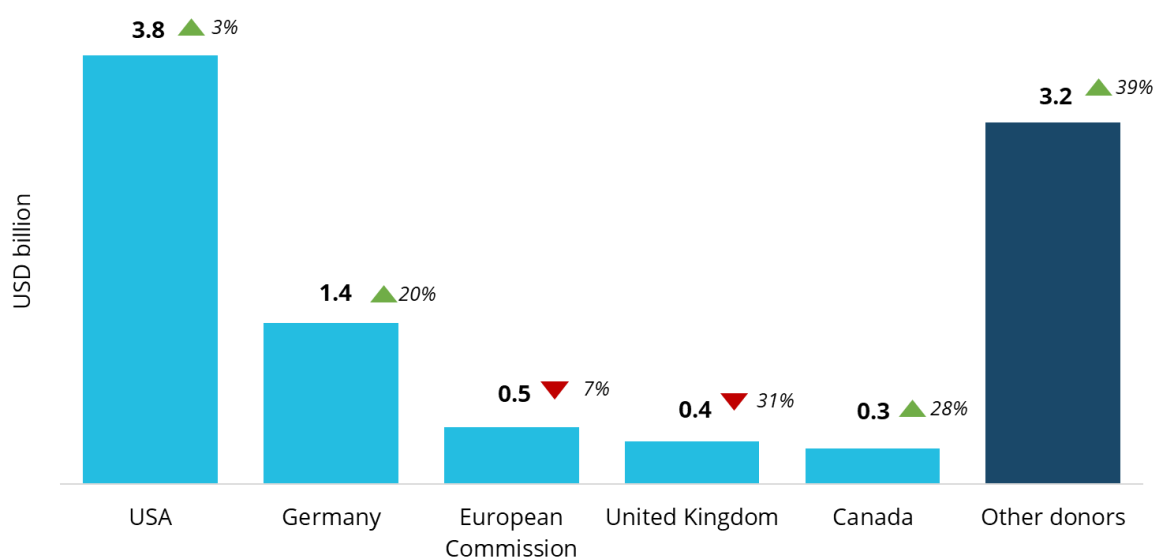
¹⁰⁵ WFP recognizes contributions revenue when the contribution is confirmed in writing and has been stipulated as being for the current financial reporting year.

¹⁰⁶ The WFP management plan for 2021–2023, approved in November 2020, projected 2021 funding of USD 7.4 billion.

¹⁰⁷ Approved in WFP management plan for 2021–2023; includes indirect support costs.

221. The ten largest donors in 2021 – the United States of America, Germany, the European Commission, the United Kingdom of Great Britain and Northern Ireland, Canada, the World Bank, Saudi Arabia, Japan, private donors and Pakistan – provided USD 7.5 billion, or 79 percent, of overall contributions.¹⁰⁸ Two thirds of the top 20 donors increased their funding in 2021.
222. Figure 11 shows the top five donors in 2021 and the changes in their contributions compared with 2020. In 2021, contributions from the group comprising all other donors increased by 39 percent and represented 33 percent of total contributions, compared with 27 percent in 2020. The significant increase in contributions from the private sector and other donors demonstrates WFP's success in diversifying its funding base.

Figure 11: Largest confirmed contributions by WFP donors in 2021 (USD billion)



Funding diversification pursued through four key workstreams

223. WFP made substantial progress in diversifying its funding sources by focusing on four key workstreams: international financial institutions, the private sector, thematic funding, and debt swaps (see the subsection on Innovative finance starting with paragraph 234).
224. In 2021, WFP received significant contributions from more than 50 national governments to support their progress towards national development priorities. In 26 of those countries, WFP signed agreements on using funds sourced from the World Bank, the International Monetary Fund, the Asian Development Bank or the African Development Bank, for a total value of USD 528 million.
225. Private sector income from corporate and foundation partners and fundraising from individuals has more than doubled since the start of the private sector partnerships and fundraising strategy, from USD 100 million in 2019 to USD 205 million in 2021, exceeding the 2021 income target of USD 147.5 million by 39 percent. Of the USD 205 million total, USD 91 million came from individuals and USD 81.5 million from WFP's corporate and corporate foundation partners. Almost USD 40 million of funds, primarily from the three sources of individual fundraising, was received as unrestricted, flexible funds, accounting for roughly 20 percent of all private sector contributions raised.

¹⁰⁸ The management plan for 2021–2023 projected that the top ten donors would account for 82 percent of total contributions.

Emerging Donor Matching Fund

The Emerging Donor Matching Fund serves as a catalyst for enabling national government contributions by matching the associated costs of cash-based and in-kind contributions from eligible in-country donors that cannot cover such costs. The fund has facilitated the expansion of multi-year technical assistance and supported a range of national responses, including the implementation of social safety net programmes.

In 2021, 13 allocations from the Emerging Donor Matching Fund were approved, amounting to USD 7.2 million to match the associated costs of contributions from 11 national governments, valued at USD 10.6 million.

226. WFP strengthened and diversified its thematic engagement with donor government counterparts and international institutions, focusing on climate change adaptation, social protection, school health and nutrition. Contributions such as the USD 30 million secured in partnership with IFAD through the Green Climate Fund to support micro-insurance solutions in seven Sahelian countries have the potential to increase further, following WFP's high-level engagement at COP26 and the growing international attention to adaptation needs in developing countries.

Flexible funding

227. In 2021, WFP received a record USD 563 million in flexible funds from 34 government donors and the private sector, representing a 17 percent increase compared with 2020. The share of WFP's total contribution revenue represented by flexible funds was 5.9 percent, a slight increase from the previous year (figure 12). However, the share is substantially below the 30 percent target established by the Funding Compact and the Grand Bargain.

Flexible funds enabled support for crisis and resilience activities

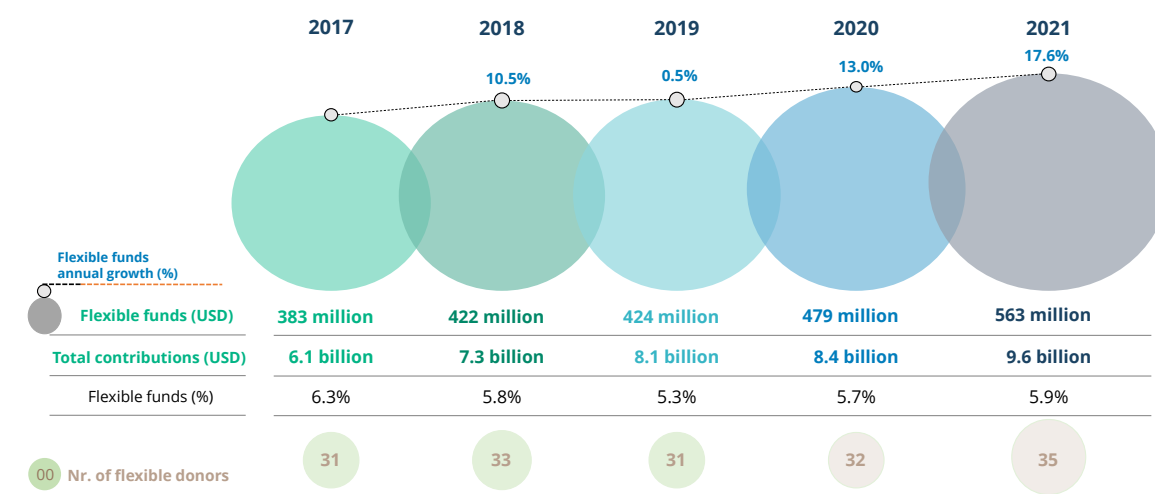
In 2021, the Strategic Resource Allocation Committee allocated USD 480 million of flexible multilateral funds to 72 operations across all regions. The five largest recipients of multilateral allocations were Afghanistan, Burkina Faso, Ethiopia, South Sudan and the Syrian Arab Republic. Together, they accounted for 29 percent of all multilateral allocations to CSPs.

In the Syrian Arab Republic, where 60 percent of the population was affected by soaring food prices, stagnant salaries and record levels of food insecurity, the injection of USD 26 million in multilateral funds was critical in enabling WFP to meet rising food assistance needs. The funds enabled WFP to increase the number of recipients of general food assistance by 1.1 million people, complemented by nutrition activities and asset creation interventions aimed at improving livelihoods and providing social safety nets for households and communities.

In Ethiopia, where funding from the international humanitarian community was understandably focused on the response to the escalating conflict in the northern part of the country, the use of USD 22.6 million of flexible, multilateral funds enabled WFP to maintain long-standing support for other operations, such as the response in the Somali region and assistance for refugees throughout the country.

228. In 2021, USD 64 million of multilateral funds was allocated to extrabudgetary investment cases. These allocations benefitted field-level activities in critical programme areas such as climate and nutrition, social protection and food systems, and the socioeconomic response to and recovery from the COVID-19 pandemic.
229. Increases in the availability of flexible resources enabled WFP to address many operational challenges and accelerate the rapid mobilization of food and cash-based assistance to address sudden crises. Flexible resources also supported operational continuity in neglected and protracted crises and were instrumental in implementing the objectives of the strategic plan in terms of meeting urgent food and food-related needs while investing in longer-term solutions that foster stability and contribute to the prevention of recurring needs.
230. The tight earmarking of funds in some of WFP's largest operations led to missed opportunities, such as the timely and optimal use of resources that reduce procurement lead times and improve the pre-positioning of food and modality preferences. Although 64 percent of all contributions to WFP were earmarked at the activity level in 2021, the increased earmarking of funds at the CSP level – from 5.8 percent in 2020 to 11.0 percent in 2021 – is a positive result. Earmarking at the strategic outcome level remained stable at 16 percent.
231. The IRA, established as a flexible resource facility, enables WFP to respond quickly to emergency needs for food and for non-food-related purchase and delivery costs. New contributions to the IRA in 2021 were USD 117.8 million, with 54 percent, or USD 64 million¹⁰⁹, derived from directed contributions, representing a 159 percent increase compared with the USD 25 million from directed contributions in 2020. The number of donors contributing directly to the IRA increased to 13 in 2021, eight more than in 2020.
232. WFP received 15 percent, or USD 1.47 billion, of its contributions as multi-year funding from 27 donors. That accounts for a 4 percent increase compared with 2020. The predictability achieved through multi-year funding facilitates effective planning and helps ensure greater stability of support. It also enables WFP to enhance the trust of its counterparts and cooperating partners, as it contributes to greater job security and tenure for staff. Ultimately, the reduced transaction costs that come with multi-year funding mean that WFP is able to use more resources to reach people in need.

¹⁰⁹ This figure excludes USD 3.1 million confirmed from private donors in 2021 that were allocated to the IRA in January 2022.

Figure 12: Global view – flexible funding to WFP in 2017–2021

233. In 2021, the United Nations Central Emergency Response Fund continued to be one of WFP's most reliable donors, helping WFP to address critical pipeline shortfalls and meet the unprecedented needs for life-saving humanitarian assistance. In 2021, WFP received USD 125 million from the fund's rapid response and underfunded emergency windows, including for anticipatory action. There is growing evidence and recognition¹¹⁰ that acting in anticipation of disaster can better protect vulnerable people, save more lives and increase the impact of available funds. However, there is a significant reduction of contributions compared with the USD 243.5 million of 2020.

Innovative finance

234. WFP continues to make progress in implementation using innovative finance in three prioritized thematic areas (debt swaps, blended finance and co-financing), along with newer resource mobilization tools.
235. In the debt swap workstream, WFP signed two agreements in 2021 for a total of USD 14 million (for Spain–Mauritania and Spain–Guinea-Bissau debt swaps). WFP updated all regional profiles and identified priority countries for potential debt swaps according to their debt levels and creditor profiles in each region. A concept note on capacity building in debt swaps and support for country offices through presentations for debtor governments has been developed. WFP is also establishing working relationships with creditors willing to commit to suitable agreements with debtor governments. Additional opportunities beyond traditional bilateral debt swaps have been considered in background papers, including on opportunities for swapping enhanced debt service charges after the termination of the World Bank-G20 Debt Service Suspension Initiative and on the involvement of WFP in debt restructuring.
236. WFP made progress in the development and implementation of blended finance, nearing the finalization of a pilot mechanism that would allow the organization to manage an investment process. WFP has successfully developed the first 1,000 days initiative and trust fund and its related fundraising instruments, grant matching scheme and optional blended finance mechanism. The Zakat for nutrition fundraising mechanism is also taking form as a long-term resource mobilization instrument under the leadership of the

¹¹⁰ OCHA. *Anticipatory Action - OCHA facilitates collective anticipatory action.*

Nutrition Division, and a second Ramadan campaign is being developed. The project partners (WFP, the Islamic Development Bank and the Power of Nutrition financing partnership) will launch the fund by the third quarter of 2022. WFP is also working on a partnership with Mastercard Foundation in Rwanda, on a pilot project to facilitate access to microloans for small and medium agricultural enterprises, and on a carbon credits pilot in Kenya, with both projects pending the confirmation of funding from internal mechanisms. In the blended finance framework, WFP continues to work on SheCan, a digital blended finance platform aimed at connecting impact-seeking investors with WFP projects. SheCan is currently working on pilot projects in Peru, Rwanda and Zambia.

237. With respect to other innovative finance workstreams, WFP has begun exploring the potential to receive, hold and disburse crypto assets. As institutional adoption increases and more donors pledge their contributions in crypto assets, WFP is exploring the potential for fundraising in cryptocurrencies, while assessing possible cases where the disbursement of crypto assets would support the digital financial inclusion of beneficiaries. The organization is working with the Boston Consulting Group on the establishment of the transformation fund, which aims to finance new and transformative SDG 2-related projects with high potential to address the root causes of food insecurity efficiently, while optimizing long-term socioeconomic resilience and building solid multisectoral partnerships in participating countries. Under the leadership of its Innovation Accelerator, WFP is also working to establish a WFP innovation impact fund, a USD 100 million venture debt fund with the ambition of revolutionizing WFP's impact on fighting hunger through the scale-up of innovations. The Regional Bureau for Eastern Africa is designing a new complementary investment fund for east African start-ups, with the purpose of strengthening local food systems and mitigating the risks of investment.

Advance financing and the Global Commodity Management Facility

238. Throughout 2021 WFP continued to use internal project lending, macro-advance financing and the IRA as three mechanisms that provide programmes with advance financing or spending authority.¹¹¹
239. Internal project lending and its subset, macro-advance financing provide spending authority to a programme before a contribution to that programme has been confirmed, with the contribution forecast or robust funding projections serving as collateral for the advance. The ceiling for the facility is USD 760 million in addition to an operational reserve in case of default on the receipt of a contribution serving as collateral. In South Sudan, where more than 60 percent of the country is inaccessible by road for nine months of the year, internal project lending and macro-advance financing allowed the strategic pre-positioning of food ahead of the rainy season to ensure the availability of food in remote locations and reduce reliance on airdrops.
240. In 2021, WFP allocated a record USD 220 million from the IRA to 49 operations, of which more than one-fifth, or USD 48.8 million, was used in Afghanistan to mitigate critical pipeline breaks during the last quarter of 2021. Additional large allocations included those for Nigeria (USD 34.3 million), Yemen (USD 28.2 million), Mozambique (USD 27.3 million) and Ethiopia (USD 22.1 million). In Mozambique, the IRA allocation enabled WFP to maintain food supplies for conflict-affected internally displaced persons whose food security would otherwise have been significantly compromised as a result of a reduction

¹¹¹ For further information on the utilization of WFP's advance financing mechanisms, see the "[Report on the utilization of WFP's advance financing mechanism during the period 1 January–31 December 2021](#)" presented to the Board at the 2022 annual session.

or suspension of life-saving food assistance. At the end of 2021, USD 70.4 million of IRA allocations were paid back to the IRA using contributions received by the participating country offices, with USD 352.8 million of outstanding allocations yet to be repaid.

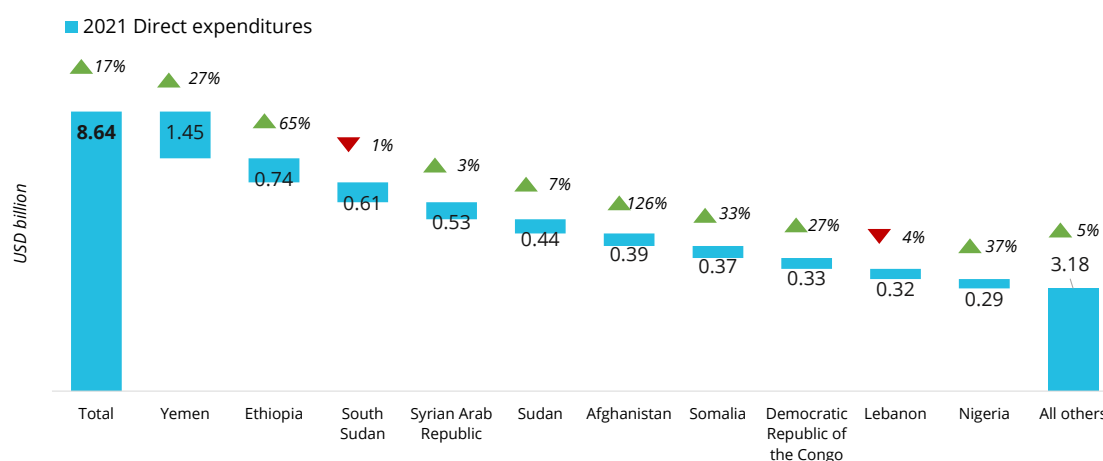
- 241. During 2021, the GCMF continued to play an essential role in enabling WFP to reach beneficiaries more effectively and efficiently, by providing a steady supply of food with shorter lead times and greater value for money. In 2021, the GCMF accounted for 58 percent of WFP's cash-funded procurement, generating an estimated USD 52.7 million of efficiency gains throughout the year as a result of GCMF purchases made when market conditions were most favourable, and the leveraging of economies of scale.
- 242. In 2021, 2.5 million mt of food (for a total food value of USD 1.5 million) was delivered to 49 countries through the GCMF, representing 46 percent of the total volume of food handled by WFP in the year.
- 243. Country offices using the GCMF to purchase food received their food in an average of 32 days, representing a 73 percent reduction from the average 120 days needed under conventional procurement processes.

4.2. WFP's direct expenditures in 2021 and growth under the strategic plan

Breakdown of 2021 direct expenditures by country, strategic result and focus area

- 244. In 2021, direct expenditures¹¹² increased by 17 percent to USD 8.6 billion compared with USD 7.4 billion in 2020. Since 2017, direct expenditures have increased by 60 percent, mainly due to the unprecedented increases in needs and rising number of concurrent Level 3 emergencies. Figure 13 shows the ten countries that accounted for 63 percent of WFP's direct expenditures in 2021.
- 245. For the fifth consecutive year, operations in Yemen accounted for the highest WFP expenditure, totalling USD 1.45 billion. In 2021, funding for the Yemen operation increased by 27 percent compared with 2020 and by 250 percent compared with the level in 2017. The protracted conflict has continued unabated for a seventh year and has triggered a severe economic crisis which deepened significantly in 2021.
- 246. As a result of the rapidly deteriorating humanitarian situation in Afghanistan, direct expenditures increased by 126 percent in 2021 compared with 2020, the greatest increase among the top ten operations. Operational expenditures in the Democratic Republic of the Congo, Ethiopia, Nigeria and Somalia also increased significantly compared with 2020; operations in Lebanon and South Sudan experienced slight reductions in expenditures despite rises in the numbers of beneficiaries assisted.

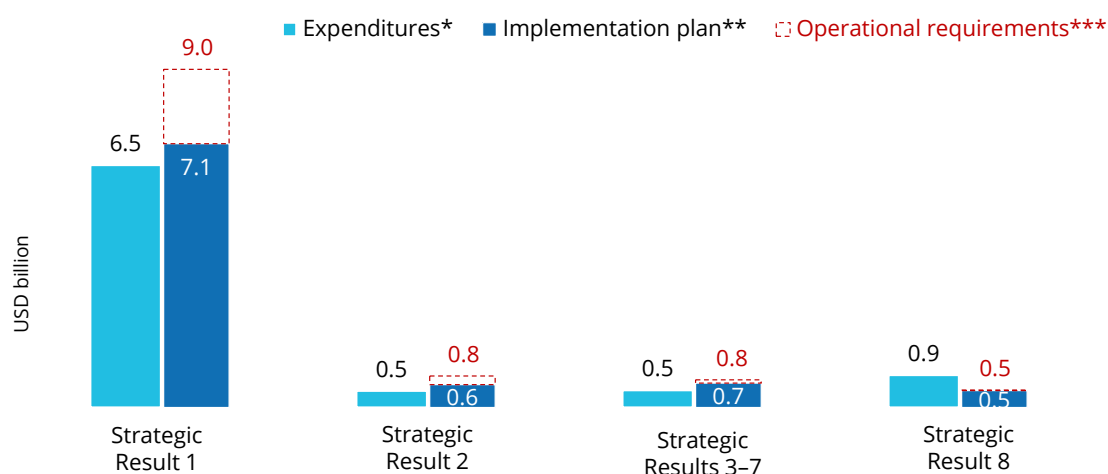
¹¹² Direct expenditures, or direct operational costs, exclude indirect support costs and may differ from the actual expenses presented in the audited annual accounts because they exclude outstanding commitments. They also exclude PSA costs.

Figure 13: Top ten countries by direct expenditures (USD billion)

* 2021 Direct expenditures exclude indirect support costs

247. Figure 14 shows expenditures by strategic result compared with the implementation plan and operational requirements approved in the management plan for 2021–2023. Because indirect support costs and direct support costs are not attributable to any one strategic result, the following analysis – and the subsequent subsection on focus areas – considers aggregated activity costs for a total of USD 8.3 billion. That amount accounted for 94 percent of the implementation plan in 2021, a notable increase compared with 86 percent in 2020.
248. In 2021, expenditures under Strategic Result 1 – everyone has access to food – reached 92 percent of the implementation plan level, demonstrating an improved funding environment and effective deployment of WFP resources to combat hunger. However, because needs exceeded resources under Strategic Result 1, WFP was forced to make difficult programming decisions from the outset, such as prioritizing the worst affected areas, targeting only the most vulnerable households and reducing the size of rations and other assistance.
249. Compared with the implementation plan, the utilization rates for Strategic Results 2 to 7 were in line with those of 2020. Expenditures incurred under Strategic Result 8 – enhanced global partnerships – exceeded levels foreseen in both the implementation plan and the projected operational requirements. Operational requirements were reduced compared with 2020 after handover of the implementation of the large-scale emergency social safety net in Turkey. The increase in expenditure in 2021 was mainly due to unforeseen service provision assistance provided by WFP for procuring 700,000 mt of wheat on behalf of the Government of Ethiopia, compared with 300,000 mt in 2020.

Figure 14: Expenditures compared with the implementation plan and operational requirements by strategic result, 2021 (excluding direct and indirect support costs)



* Expenditures differ from actuals on a comparable basis displayed in statement V of the annual audited accounts because they exclude outstanding commitments.

** The implementation plan represents operational needs prioritized according to the funding forecasts of available resources and the operational challenges as of 1 January 2021.

*** Projected operational requirements as approved in the Management Plan for 2021–2023.

250. Table 4 displays expenditures by focus area compared with the implementation plan for 2021. In line with its primary responsibility to respond to the global increase in humanitarian needs and the rising number of Level 3 emergencies, WFP is focusing more on crisis response activities than preventive activities and individual capacity strengthening, asset creation, livelihood support and the prevention of malnutrition. In 2021, crisis response expenditures accounted for 102 percent of the implementation plan, while resilience building and root cause expenditures accounted for less than 70 percent.

Table 4: Expenditures* by focus area compared with the implementation plan, 2021 (excluding direct and indirect support costs) (USD million)

Focus area	2021 (% of total)		Expenditures as % of implementation plan
	Implementation plan	Expenditures	
Crisis response	6 870 (78%)	7 034 (85%)	102
Resilience building	1 475 (17%)	984 (12%)	67
Root causes	430 (5%)	257 (3%)	60
Total	8 775 (100%)	8 276 (100%)	94

* Expenditures exclude direct and indirect support costs. Expenditures differ from the actual expenditures presented in statement V of the audited annual accounts because they exclude outstanding commitments.

251. Overall, crisis response accounted for 85 percent, or USD 7.0 billion, of expenditures compared with the 78 percent proposed in the implementation plan. Resilience building accounted for 12 percent and root causes 3 percent of expenditures in 2021; these levels represent a reduction compared with the implementation plan but remain similar to levels realized in 2020.

5. Part V – Conclusion

252. Although the compounded effects of conflict, climate change, the COVID-19 pandemic and inflationary pressures caused record acute food insecurity and increased the complexity and cost of humanitarian operations, in 2021 WFP succeeded in delivering vital food assistance to more children, women and men than ever before. WFP's approach of combining immediate life-saving food with resilience-building activities was demonstrably successful in helping to break the cycle of hunger and promote peace and stability, for example in the Niger, where communities participating in resilience programmes over the past two years have improved their food security, economic empowerment and social cohesion.
253. In many countries however, the amount or duration of assistance had to be reduced because of resource gaps and constraints that included the timing and earmarking of contributions. As needs grow exponentially, WFP aims to adapt to and mitigate these extraordinary challenges through strengthened collaboration with governments and donors, in-depth analysis aimed at maximizing impact in varying countries and situations, targeted advocacy with donors and innovative programmes.
254. The year 2021 marked the end of implementation of the strategic plan and corporate results framework for 2017–2021. However, WFP's performance measurement and monitoring systems require a transition period to absorb the changes outlined in the new CRF adopted in February 2022. The annual performance report for 2022 will therefore continue to report against the CRF for 2017–2021.
255. Since the formulation of the strategic plan and CRF for 2017–2021, particularly since the mid-point in 2019, the global context for food security and nutrition has deteriorated drastically, affecting WFP's ability to achieve its strategic objectives and outcomes in full – particularly as that achievement is partially dependent on factors outside WFP's control.
256. In 2022, the recovery from the worst global health emergency and the deepest global recession in recent history has been set back further by the conflict in Ukraine. The spiralling events unleashed by that conflict and the accompanying sanctions have included a massive rise in global fuel and commodity prices, fuel shortages, fluctuations in global exchange rates and the worst refugee crisis since the Second World War and have caused millions of people to flee their homes. These events will further limit people's access to food and have already increased the cost and logistics challenges of WFP's operations worldwide, as the organization relied heavily on Ukraine for wheat and other food commodities to meet the needs of beneficiaries vulnerable to food insecurity and malnutrition worldwide. Since the start of the conflict, WFP's food procurement costs have increased by 44 percent, constraining its assistance at a time when people need it most.¹¹³

¹¹³ WFP 2022. *Food security implications of the Ukraine conflict*.

257. In addition, the convergence of increased poverty, conflict and climate extremes has worsened the plight of poor or forcibly displaced people in other regions, including 2 million Venezuelan refugees and migrants in Colombia, Ecuador and Peru and 6.1 million people from Afghanistan who are internally displaced or registered refugees.¹¹⁴ For the third consecutive year, drought in the Horn of Africa has caused harvest failures and livestock deaths, affecting large numbers of people in south-eastern Ethiopia, Kenya and southern Somalia. In the Sahel, insufficient rainfall has compromised harvests and may signal a dry spell of a magnitude not seen since 2011. As a result of these trends, WFP and FAO have warned that 20 countries or territories faced worsening acute food insecurity between February and May 2022.¹¹⁵
258. Against this backdrop, WFP launched a new strategic plan, for 2022–2025, that outlines the many ways the organization, working with partners, plans to save and change lives over the next four years and beyond. The strategic plan renews WFP’s global commitment to the 2030 Agenda for Sustainable Development and its associated Sustainable Development Goals. The plan outlines how WFP will contribute to ensuring that people are better able to meet their urgent food and nutrition needs; that people have better nutrition, health and education outcomes; that people have improved and sustainable livelihoods; that national programmes and systems are strengthened; and that humanitarian and development actors are more efficient and effective.
259. At the time of writing, a global crisis response group on food, energy and finance has been activated by the Secretary-General to strengthen the global response to the worldwide impacts of the crisis in Ukraine, severe droughts such as in the Horn of Africa, climate emergencies and the severe economic effects of the pandemic and rising food and fuel prices. Under the leadership of a steering committee of senior officials from United Nations entities, including WFP, representatives of regional development banks and sectoral experts, the group will work to enhance and scale up coordination and operational delivery mechanisms, partnerships and data gathering and analysis and to fill identified gaps.

¹¹⁴ Office of the United Nations High Commissioner for Refugees. 2022. *Afghanistan*. (Accessed 25 April 2022).

¹¹⁵ This figure refers to the number of people in “emergency or worse” levels of food insecurity, defined as phase 4 or above using IPC/cadre harmonisé analysis. WFP and FAO. 2022. *Hunger Hotspots: FAO-WFP early warnings on acute food insecurity – February to May 2022 Outlook*.

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Acronyms

AIMS	Asset Impact Monitoring Satellite
CAP	comprehensive action plan for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination
CBT	cash-based transfer
CCI	critical corporate initiative
CCS	country capacity strengthening
CFM	community feedback mechanism
COMET	country office tool for managing effectively
COP26	26th Conference of the Parties
COVID-19	coronavirus disease 2019
CRF	corporate results framework
CSP	country strategic plan
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
IR-PREP	Immediate Response Account for Preparedness
KPI	key performance indicator
NBP	needs-based plan
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OIP	original implementation plan
PSA	programme support and administrative (budget)
PSEA	protection from sexual exploitation and abuse
QCPR	quadrennial comprehensive policy review
SCOPE	WFP's digital beneficiary information and transfer management platform
SDG	Sustainable Development Goal
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNFPA	United Nations Population Fund
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
UNSDG	United Nations Sustainable Development Group
WINGS	WFP Information Network and Global System