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联合国粮食及农业组织 | Food and Agriculture Organization of the United Nations | Organisation des Nations Unies pour l'alimentation et l'agriculture | Продовольственная и сельскохозяйственная организация Объединенных Наций | Organización de las Naciones Unidas para la Alimentación y la Agricultura | منظمة الأغذية والزراعة للأمم المتحدة

COUNCIL

Hundred and Sixty-fifth Session

30 November-4 December 2020

2019 Annual Report of the WFP Executive Board to ECOSOC and the FAO Council

2019 Annual Report of the WFP Executive Board to ECOSOC and the FAO Council

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Decision 2020/EB.A/7 adopted by the Executive Board of the World Food Programme at its Annual Session of 2020 (29 June–3 July 2020)

Annual Performance Report for 2019

The Board approved the annual performance report for 2019 (WFP/EB.A/2020/4-A), noting that it provided 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 to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th session in 2013, the Board requested that the annual performance report for 2019 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 2019.

30 June 2020

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

Executive Board
Annual session
Rome, 29 June–3 July 2020

Distribution: General

Date: 2 June 2020

Original: English

** Reissued for technical reasons on 19 June 2020*

Agenda item 4

WFP/EB.A/2020/4-A*

Annual reports

For approval

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

Annual performance report for 2019

Draft decision*

The Board approves the annual performance report for 2019 (WFP/EB.A/2020/4-A), 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 to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2019 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 2019.

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

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Foreword by the Executive Director

As 2019 drew to a close, WFP raised the alarm with world leaders that 2020 would be the worst year for humanitarian crises since the Second World War. We were deeply concerned by the unending wars in the Syrian Arab Republic and Yemen, the deepening crises in hotspots such as South Sudan and the central Sahel region of Africa, the increasingly frequent natural disasters and changing weather patterns, and the economic crisis in Lebanon affecting millions of Syrian refugees. The world was already facing a "perfect storm".

Today, the COVID-19 pandemic, potentially the worst health and socioeconomic disaster in more than a century, threatens to overwhelm the global humanitarian system. This invisible menace has swept through the developed world and now threatens a hunger pandemic in the poorest countries where the majority of WFP's beneficiaries live. The global community must unite around a coordinated plan to defeat this virus and protect the most vulnerable nations from its devastating effects. If we fail to act, the ground we gained during 2019 in our struggle to eliminate global hunger by 2030 may be lost, and we could end the year further from our destination than ever.

This year's annual performance report illustrates how WFP continues to work at the humanitarian–development–peace nexus to break the deadly cycle of hunger and poverty that traps so many people. In every respect, 2019 was a record year: WFP assisted 97 million people – the largest number since 2012 – while operating in 88 countries. We swiftly and effectively responded to Level 3 and Level 2 emergencies in 20 countries – the highest annual total ever. These ranged from long-standing operations, such as in the Democratic Republic of the Congo, to the rapid scale-up of operations when Cyclone Idai hit Mozambique.

These achievements were possible thanks to the support of donors, who stepped up to the mark and provided a record-breaking USD 8 billion in confirmed contributions. This unprecedented amount of funding was a testament to donors' confidence in WFP's ability to save lives and change lives. The funds were used to procure food valued at more than USD 2.3 billion, including USD 37 million-worth from smallholder farmers, for direct distribution. In addition, USD 2.1 billion was provided as cash-based transfers.

Roughly two-thirds of WFP's life-saving food assistance went to girls, boys, women and men facing severe food crises, overwhelmingly as a result of conflict. In South Sudan and Zimbabwe, WFP's ability to quickly ramp up humanitarian assistance helped to avoid famine. After the world's largest humanitarian crisis in Yemen deteriorated early in 2019, WFP nearly doubled its support in some areas despite huge security, access and supply constraints. In the Sudan, WFP became the first United Nations agency since 2011 to be given humanitarian access to Blue Nile State.

In the five countries of the central Sahel region, where vast humanitarian, development and peace challenges collide, WFP implemented an integrated five-year resilience programme designed to build resilience and ultimately reduce the need for emergency support. This combined effort by the Rome-based agencies, international, regional and national partners, government institutions and universities enabled 1.3 million people to receive a package of support, ranging from school meals to community asset creation, in the first year of the operation. WFP's cost-benefit analysis indicates that investing in resilience programmes in the Niger alone can generate a nearly fourfold return over a 20-year period for every dollar spent.

WFP's guiding principle is to permanently change people's lives for the better by bridging the divide between humanitarian and development activities. This approach helps break the cycle of intergenerational poverty by connecting people – particularly the schoolchildren, women and smallholder farmers who are furthest behind – to educational and economic opportunities.

In 2019, WFP invested in the future of more than 17 million girls and boys by partnering with governments to provide school meals, snacks or take-home rations. This support provides a powerful incentive for poorer families to send their sons and – especially – their daughters to school and keep them there. WFP also provided technical and capacity-building support to governments of middle-income countries to enable them to scale up their national school feeding programmes. However, we know that we need to be even more ambitious. So in 2019 we developed the WFP school feeding strategy for 2020–2030, which sets out how we will work with partners to ensure that children living in extreme poverty benefit from school meals.

Alongside conflict, the other major driver of global hunger is the impact of a changing climate on agricultural production, which requires multi-year investments in resilience building. WFP's asset creation programmes helped protect the livelihoods of vulnerable households from extreme weather shocks. In 2019, these activities paved the way for rural transformation through the rehabilitation and reforestation of an area of land roughly twice the size of Singapore, and increased access to markets and natural resources through the construction or repair of roads, bridges, wells and ponds.

These achievements were in part possible thanks to WFP's ongoing focus on efficiency, effectiveness and innovation. We have continued to explore the potential of cutting-edge technologies from blockchain and data analytics to drones and cloud computing as part of our digitization agenda. The number of digital identities of beneficiaries registered on WFP's digital beneficiary and transfer management platform SCOPE continues to grow, reaching 47 million in 61 countries by the end of the year. The new private sector partnerships and fundraising strategy approved in 2019 will also help us to harness the expertise and know-how of businesses as allies in the fight against hunger. We passed a further milestone in 2019 when the final country strategic plans were approved by the Executive Board, meaning that all WFP operations are now governed by strategies that encapsulate our role in supporting national priorities for achieving zero hunger.

WFP recognizes that its people are its greatest asset and that they are critical to the organization's long-term success. An independent survey, the external review of workplace culture and ethical climate, commissioned by the joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination, identified the areas on which we need to focus to ensure that WFP is truly the best workplace for everyone. We have devoted significant time and resources to reinforcing the workplace culture we all want to see – strengthening reporting mechanisms, launching major employee wellness initiatives to improve working conditions and running a global respect campaign – but we know that we still have more to do. I have appointed a senior advisor, backed by a dedicated team, to work with employees on a comprehensive action plan so that WFP leads the way in creating a respectful workplace for all.

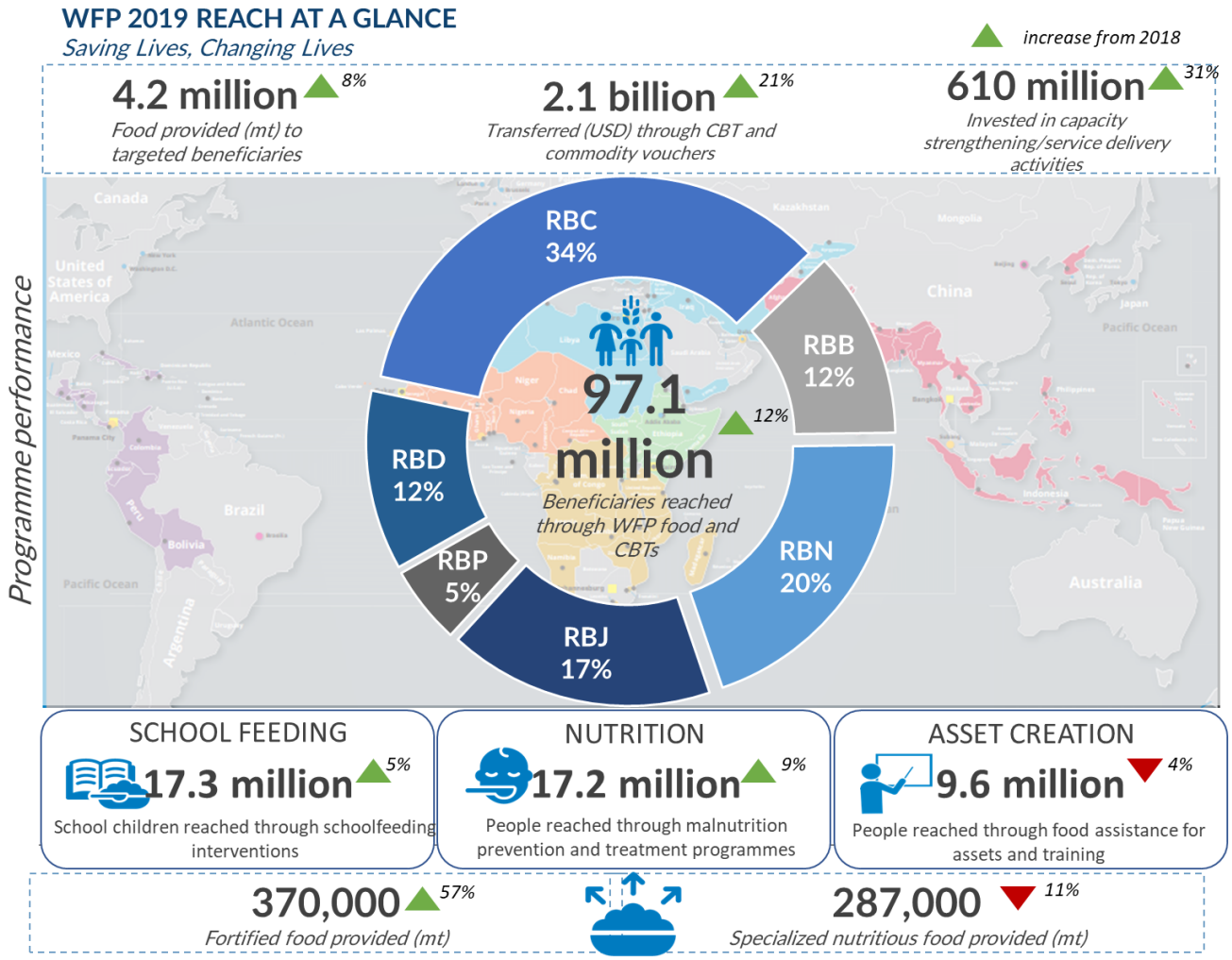
The dedication and commitment of WFP's employees is beyond doubt, and sometimes our people are called upon to make the greatest sacrifice of all. In March, eight members of the WFP family tragically lost their lives on board Ethiopian Airlines flight 302: Ekta Adhikari, Maria Pilar Buzzetti, Virginia Chimenti, Harina Hafitz, Zhen-Zhen Huang, Micheál Ryan, Djordje Vdovic and Victor Tsang. As shock turned to pain and sorrow we came together to grieve and comfort one another, and in the weeks and months since we have shown the spirit and the heart that make me so proud to be a member of this extraordinary family. To honour the memories of our friends and colleagues and to celebrate their lives, WFP has resolved to redouble its efforts to end hunger on behalf of the people we serve.

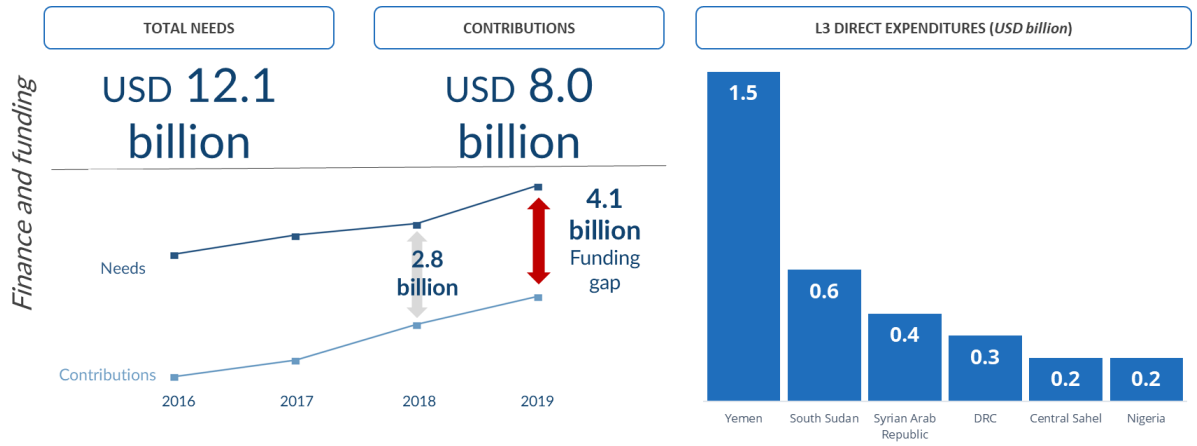
While we have achieved a lot in 2019, WFP's battle plan for moving forward in 2020 and beyond calls for even greater efforts and smarter ways of working. Effective partnerships and collaboration will be critical, so WFP will refine its programme design even further to better align its interventions with the priorities of donors. I want WFP to be positioned as the development partner of choice for donor governments, with programmes that deliver cost savings and positive returns on investments. The work

we are doing on school feeding, climate resilience, community sustainability and peace building are just exciting glimpses of the future – there is a whole lot more to come.

In the decade that remains for WFP and its partners to achieve zero hunger and the other Sustainable Development Goals, we need to step up the pace and scale of action if we are going to reach our destination. Today, more than ever, the future of hungry people depends on WFP, its donors and partners standing firm in their resolve to achieve zero hunger. The people we serve are counting on us to save lives and change lives in order to achieve a future with hope and opportunity. I know you will not let them down.

1





[1] WFP operates six regional bureaux (RBB: Asia and the Pacific; RBC: Middle East, North Africa, Eastern Europe and Central Asia; RBD: West Africa; RBJ: Southern Africa; RBN: East Africa; RBP: Latin America and the Caribbean).

Executive summary

***Hunger facts**: World hunger increased for the third consecutive year, leaving nearly 822 million people undernourished primarily as a result of continued conflicts, climate-related crises and economic shocks. Acute food insecurity affected 135 million people in 55 countries in 2019; this number is predicted to double in 2020 as the 2019 coronavirus disease (COVID-19) becomes a new driver of food insecurity.*

***Resourcing facts**: WFP's revenue increased by 10 percent to a record USD 8 billion in 2019. The top five donors contributed 76 percent of funding, with 36 percent designated for large-scale operations in South Sudan, the Syrian Arab Republic and Yemen. The generous contributions were insufficient to cover identified needs of food-insecure populations, with a funding gap of USD 4.1 billion.*

***Reach facts:** WFP responded to an unprecedented number of Level 3 and Level 2 emergencies in 20 countries. Across 88 countries, assistance was provided to 68.1 million local residents – 27 percent more than in 2018 – and 15.5 million internally displaced persons, 18 percent more than in 2018.*

***Performance facts:** School meals were provided to 17.3 million schoolchildren, while nutrition programmes reached 17.2 million beneficiaries – 10.8 million children and 6.4 million women and girls. Through food assistance for assets programmes, nearly 134,000 ha of land and forest was rehabilitated or replanted and more than 50,000 community assets such as community infrastructure, roads and water points were built or rehabilitated. A record USD 2.1 billion in cash-based transfers was distributed in 2019. As in 2018, WFP's overall performance in functional areas was rated "medium" to "high", with work in 90 percent of these areas rated as meeting or on track to meet its targets. The year 2019 was the first for which performance reporting is in full alignment with the aims of country strategic plans (CSPs).*

Part I: Introduction

WFP's performance in 2019 continued the trends observed in 2017 and 2018. Despite facing an increasing number of humanitarian crises, record funding levels enabled WFP to effectively reach the highest number of beneficiaries since 2011. This annual performance report analyses the trends and challenges affecting WFP's response, and its achievements in 2019.

Complexity of response efforts. WFP responded effectively to the challenging rise in the number, duration and complexity of crises in 2019. These crises were driven primarily by violent conflicts, which affected more people than in any of the previous 20 years, protracted conflicts in countries including Afghanistan, the Democratic Republic of the Congo, Somalia, the Syrian Arab Republic and Yemen, and the adverse impacts of climate change on agricultural production and food security. Environmental risks such as extreme weather events were among the top five global hazards identified in 2019. Although outbreaks of infectious diseases have become more frequent, many countries were unprepared to respond to a pandemic. Driven by these risks and economic and political fragility, the number of hungry people in the world remained high, at nearly 822 million, and an estimated 135 million people in 55 countries experienced acute food insecurity in 2019.[2]

Funding and WFP response. Donors generously provided a record-breaking USD 8 billion to WFP in 2019. This funding enabled WFP and partners to reach 97.1 million beneficiaries – including 26 million internally displaced persons and refugees – with 4.2 million mt of food and USD 2.1 billion of cash and vouchers. Continued high levels of earmarking, primarily to a small number of high-profile operations, meant that many "forgotten crises" experienced resource shortfalls ranging from 30 to 100 percent.

United Nations development system reform. WFP's work in 2019 was governed by the 2030 Agenda for Sustainable Development. It was an important year for repositioning of the United Nations

[2] Global Network Against Food Crises and Food Security Information Network. 2020. *2020 Global Report on Food Crises*. Rome. [Cited 28 April 2020] https://www.fsinplatform.org/global-report-food-crises-2020.

development system. WFP was closely engaged in designing key elements of the reform, in particular the management and accountability framework and the United Nations sustainable development cooperation framework, and co-chaired the Business Innovations Strategic Results Group in the development of system-wide guidance and tools for improving business operations.

Corporate emergency responses. In 2019, WFP responded to the highest number of severe emergencies ever: seven Level 3 and 11 Level 2 emergencies in 20 countries. WFP activated Level 3 emergency responses in the central Sahel and Mozambique and continued supporting existing Level 3 responses in the Democratic Republic of the Congo, Nigeria, South Sudan, the Syrian Arab Republic and Yemen. The Global Surge Unit established early in the year to ensure that experienced staff are available for immediate deployment during emergencies enabled staff deployment within the first hours following a crisis in countries that included Burkina Faso, Cameroon and Mozambique.

Rome-based agencies. The Rome-based agencies – the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and WFP – strengthened their collaboration in 2019, particularly at the field level, through the adoption of a two-year action plan and the implementation of several pilots on joint strategic planning and programming and on South–South exchanges. These built on the successful results of the third year of the Rome-based agencies/Canada resilience initiative aimed at improving the nutrition, food security and resilience of crisis-affected people in three countries.

Part II: Financial resources and funding

WFP's 2019 contribution revenue reached USD 8 billion in 2019, 10 percent higher than in 2018 and 15 percent higher than 2017. Despite this historic level, the funding gap of USD 4.1 billion was USD 1.3 billion higher than the gap in 2018 as rising food insecurity outstripped contributions. While responses to Level 3 emergencies were generally well funded, operations in small and medium-sized countries suffered from lack of resources. Ten countries accounted for 65 percent of WFP's total direct expenditure in 2019, and 78 countries for the remaining 35 percent. The under-resourcing of many country operations led to reductions in numbers of people assisted and the sizes and duration of rations provided, helping to perpetuate inequalities and food insecurity.

Donors continued to express strong preferences regarding the utilization of their funds, particularly for work towards Strategic Result 1, which accounted for 78 percent of 2019 earmarked funds. Only 5 percent of WFP's total contribution revenue was fully flexible in 2019, a lower percentage than in the previous three years. In 2019, the top ten donors accounted for 87 percent of total contributions, a 2 percent increase compared with 2018, with the five top donors alone accounting for 76 percent. Government donors provided 86 percent of 2019 funding, while the remainder came primarily from various United Nations funds. To diversify its funding base and foster new partnerships, WFP adopted a five-year private sector partnership and fundraising strategy in 2019. The strategy covers the period from 2020 to 2025 and establishes ambitious targets for increasing contributions from individuals and businesses in the three pillars of the strategy: impact, income and innovation.

Budget planning for crisis response operations, such as those that followed the cyclones in Mozambique, remained a challenge. WFP employed diverse financial mechanisms including the internal project lending facility, which grew to USD 4 billion in 2019, up 29 percent from 2018, and an enhanced corporate alert system, which identified 25 countries of high operational concern where it triggered 72 preparedness actions. The system was also used to identify 18 of the 21 countries that received funding for preparedness activities.

Part III: Programme and operation performance

Part III describes the performance of WFP programmes in terms of funding received and the results for which WFP is accountable in its main programme areas and against its results chains.

Overview of key programmes

In 2019 WFP assisted a total of 97.1 million direct beneficiaries through the distribution of 4.2 million mt of food. It continued to increase its use of cash-based transfers, distributing a record USD 2.1 billion in 2019, and invested USD 610 million in capacity strengthening and service delivery activities. More than 60 million people received unconditional food assistance, while 17.3 million schoolchildren received school meals, 17.2 million nutritionally vulnerable individuals benefited from special nutrition support, and nearly 9.6 million people participated in food assistance for assets and training programmes in 2019:

- **Level 3 and Level 2 emergency responses** received two-thirds of WFP's 2019 funding, with 36 percent of contributions going to Level 3 operations in South Sudan, the Syrian Arab Republic and Yemen. In *Yemen,* WFP's largest operation, a 41 percent increase in directed contributions was registered compared with 2018. The operation assisted 14.1 million people by mobilizing and delivering 1.4 million mt of food and USD 268 million in cash and vouchers, helping to avert a looming famine. Nearly 2 million nutritionally vulnerable people received assistance for malnutrition prevention, while malnutrition treatment programmes reached 1.2 million vulnerable children under 5 and women and girls. Despite complex security, access and supply constraints, food consumption levels improved and recovery rates among children suffering acute malnutrition improved.

  In the *Syrian Arab Republic,* despite security challenges, consistent donor support enabled WFP to assist 6.3 million people, an increase of 40 percent compared with 2018. As 96 percent of beneficiaries targeted for general food distributions were assisted each month and nutrition programmes achieved high coverage, food security and nutrition improved. However, plans for piloting the use of cash-based transfers were delayed and funding for operations in countries supporting Syrian refugees saw a significant decrease.

  With nearly 13 million people in *South Sudan* forced to rely on humanitarian assistance, WFP reached 4.8 million people or 82 percent of its planned beneficiaries, despite a 33 percent funding gap. This achievement reflected cost-efficiency gains of nearly USD 79 million due to the pre-positioning of nearly two thirds of the food commodities needed via surface transport prior to the rainy season. This was made possible as a result of effective supply chain activities, timely use of WFP's advance financing tools and generous donor support.

  Overlapping security and public health problems in 2019 caused food insecurity to rise by 20 percent compared with 2018 levels in *the Democratic Republic of the Congo*. In 2019, 6.9 million beneficiaries were assisted, including nearly 1 million people who were directly or indirectly affected by a renewed outbreak of Ebola. Beneficiaries of nutrition activities increased by 68 percent compared with 2018, while USD 55 million in cash-based transfers was distributed to almost 2 million people. However, food distributions were reduced or interrupted because of funding gaps and outbreaks of violence. While the food consumption of internally displaced persons, refugees and returnees improved overall, the situation remained critical in several areas in the east of the country.

- **School feeding.** WFP reached 17.3 million schoolchildren in 59 countries through its school feeding programmes in both emergency and stable settings in 2019. During the year, WFP provided more than 183,000 mt of food and nearly USD 32 million in cash-based transfers through these programmes, including in 40 countries implementing a home-grown school feeding model in which nutritious foods are sourced from local smallholder farmers. Overall, WFP-supported school feeding activities helped to increase student attendance and new enrolments by roughly 5 percent, reduced the average drop-out rate and increased literacy in two of the three countries that reported on this new indicator. In 2019 WFP started a comprehensive overhaul of its school feeding interventions through consultations with partners with a view to reaching an estimated 73 million children currently not covered by school feeding programmes. WFP also provided national governments with technical assistance for school feeding, thus contributing to sustainable national programmes.

- **Nutrition.** WFP implemented a variety of nutrition programmes in 74 countries in 2019. Nutrition-specific programmes for preventing and treating acute malnutrition, preventing stunting and micronutrient deficiencies and treating malnourished clients of HIV and tuberculosis treatment reached 10.8 million children and 6.4 million women and girls. WFP worked with governments to develop nutrition policies and programmes for the provision of nutritious school meals and for food fortification. In 2019, more than 287,000 mt of specialized nutritious foods were distributed in 50 countries to complement WFP's general food and cash-based assistance. Social and behaviour change communication activities in 44 countries fostered improved attitudes and behaviour regarding health, nutrition and child feeding practices among vulnerable people.

- **Asset creation and resilience building activities.** Nearly 9.6 million people in 50 countries benefited directly from food assistance for assets, training and other livelihood support programmes. WFP's three-pronged approach for the design of resilience programmes was implemented with national governments and partners in 35 countries. The long-term effects of resilience projects were demonstrated in El Salvador, Guatemala and Honduras, where assets created between 2016 and 2018 under a previous European Union-funded project helped smallholder farmers to mitigate the impact of the 2019 drought and concentrate on agricultural commercialization.

Programme results

In May 2019, WFP committed to ambitious yearly targets for **key programmatic outputs**, such as the tonnage of food and specialized nutritious foods delivered or the value of cash and vouchers provided. In 2019 achievements against annual targets for ten transfer modalities were above 75 percent in all but four cases. In addition, at least 76 percent of the targets for beneficiaries reached through different programmes were achieved. These results varied according to WFP's performance and operating environment in the country concerned and to its funding gap against identified needs, which averaged 34 percent.

Progress towards **programmatic outcomes** was measured against the yearly targets established for WFP's five strategic objectives and eight related strategic results. WFP recorded strong overall progress towards four of its strategic objectives.

WFP achieved strong performance under **Strategic Objective 1,** end hunger by protecting access to food, which consists of WFP's first strategic result, on ensuring everyone has access to food. Activities for achieving Strategic Result 1 accounted for 68 percent of WFP's total direct expenditures in 2019 in 86 operations. WFP distributed 4 million mt of in-kind food and USD 1.5 billion in cash-based transfers under this strategic result. Overall, 53 out of 69 countries with operations under Strategic Result 1 met their outcome targets. Unconditional food assistance enabled more than 80 percent of beneficiaries in nine countries to reach acceptable food consumption levels. However, many households in countries facing highly volatile situations and insufficient funding or access had poor food consumption patterns, leaving them exposed to critical health and nutrition challenges.

Performance under **Strategic Objective 2,** improve nutrition, strengthened over 2018, driven largely by a combination of better performance and new reporting against Strategic Result 2, no one suffers from malnutrition. To combat high malnutrition rates, WFP and its partners implemented nutrition-specific treatment and prevention activities in 49 countries; in 2019, 47 percent of the 17.2 million beneficiaries of WFP nutrition activities were in countries experiencing Level 3 or Level 2 emergencies. Programmes for the treatment of moderate acute malnutrition achieved strong recovery rates of 90 percent among enrolled children during the year, while mortality rates were well below globally accepted levels. Overall, treatment programmes reached 60 percent of eligible children, women and girls. WFP also worked with governments to develop nutrition policies and programmes that, for example, provide nutritious school meals or food fortification. The scale-up of food fortification activities brought major successes in the Dominican Republic, Panama and Peru, where 41 new commercial brands of fortified rice were launched on national markets.

WFP partially achieved its targets under **Strategic Objective 3,** Achieve food security, recording moderate progress under Strategic Result 3, smallholders have improved food security and nutrition, and satisfactory performance under Strategic Result 4, food systems are sustainable. Activities under these strategic results were carried out in 53 countries and were aimed at improving the productivity, sales and incomes of vulnerable people and smallholder farmers and addressing systemic problems in food systems. Under Strategic Result 3, although targets were met for smallholder sales made through WFP-supported aggregation systems, results against two other indicators related to food expenditures and the production of more nutritious crops deteriorated compared with 2018. Under Strategic Result 4, a strong rating was achieved in 2019, with strong progress against targets on dietary diversity and smallholder sales and post-harvest losses, and moderate progress on food consumption improvements. WFP's resilience work in 2019 included the Sahel integrated resilience programme (2019–2023), which assisted 1.3 million people in more than 1,400 villages through a package of activities including food assistance for assets, school feeding, malnutrition treatment and prevention and support for smallholder farmers.

Under **Strategic Objective 4**, on supporting Sustainable Development Goal (SDG) implementation, WFP performed well in 2019 as measured in terms of achievements against targets for Strategic Result 5, developing countries have strengthened capacities to implement the SDGs, and Strategic Result 6, policies to support sustainable development are coherent. Available resources for Strategic Objective 4 amounted to USD 143 million. Compared with 2018, there were substantial improvements in reporting. Of the ten indicators used to track performance under Strategic Result 5, the targets for seven were either achieved or on track to being achieved in 2019. Through country capacity strengthening activities in 44 countries, WFP enhanced food security and nutrition policies, programmes and systems while reaching or surpassing more than 75 percent of the targets for this area of work. In India, WFP supported the Government's Targeted Public Distribution System, the largest food safety net in the world, reaching 800 million vulnerable people each month. WFP also facilitated South–South and triangular cooperation through its centres of excellence in Brazil, China and Côte d'Ivoire. The centres of excellence helped countries to design and implement 15 national anti-hunger policy documents and mobilized USD 2.3 million for field-based projects.

Results under Strategic Result 6, which focuses on developing institutional reform and coherent policies to improve food security and nutrition, were positive in 2019. However, only four country offices included relevant indicators for this strategic result in their logical frameworks, limiting WFP's ability to provide an overall performance assessment. New capacity strengthening indicators were included in the revised corporate results framework to help resolve this issue in 2020.

WFP performed well under **Strategic Objective 5,** partner for SDG results, with nearly 100 percent of the 30 reporting countries meeting or exceeding 80 percent of their targets. In 2019, USD 1.3 billion was available for work under this strategic objective. The good result demonstrates improvements made during the year to enhance the assessment of WFP performance by, for example, reporting results irrespective of the number of countries measuring the relevant indicator and introducing a new method for measuring outcome indicators. This strategic objective consists of Strategic Result 7, on ensuring developing countries have access to diverse resourcing, and Strategic Result 8, on enhancing global partnerships.

Cross-cutting commitments. In 2019, WFP launched a new protection strategy and a new guide on complaint and feedback mechanisms and developed a two-year disability inclusion road map with actions to be taken throughout the organization, including ensuring that the needs of persons with disabilities are taken into account during programme design. Progress was also made in enhancing accountability and transparency to beneficiaries and in managing and screening environmental risks related to WFP operations. WFP commissioned Gallup World Poll to administer a food-security-related gender equality measure in ten countries in order to demonstrate the role of gender equality in ending hunger. Several activities for increasing the inclusion of women in decision making processes and bodies and raising awareness of gender equality and gender-based violence were pursued at the community level.

The humanitarian–development–peace triple nexus. An estimated 80 percent of global humanitarian needs are in areas facing violent conflict. WFP support is committed to implementing the DAC Recommendation on the Humanitarian–Development–Peace Nexus[3] adopted by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), which provides a framework for guiding Member States and United Nations entities in enhancing effective collaboration across humanitarian, development and peace strategies in relevant settings.

Part IV: Management performance

Part IV of the report presents an assessment of WFP's management services based on achievements measured against performance indicators and targets in the revised corporate results framework for 2017–2021. This indicates how well country offices directly enabled the implementation of country strategic plans through work in ten functional areas and how well regional bureaux and headquarters indirectly supported implementation of the plans through work in five pillars of performance.

Section I reports on overall progress in country strategic plan implementation. In 2019, WFP country offices performed well in terms of the average number of output and outcome indicators for which there was implementation and the average number in which performance was good. Overall, however, only 52 percent of output indicators were achieved or on track to being achieved, reflecting prioritization and operational constraints.

Section II presents an assessment of management performance by functional area, which accounts for the majority of the work performed within WFP. The ten functional areas are management, programmes, supply chain, security, finance, administration, information technology, human resources, budget and programming, and resource mobilization, communications and reporting.

Based on an aggregation of all inputs from country offices, in 2019 WFP achieved or was on track to achieve targets in nine of the ten functional areas; only human resources required improvement. Performance in none of the areas failed to meet standards or posed potential risks to WFP. Significant improvements in performance in supply chain, and resource mobilization, communications and reporting were observed.

Section III reviews how well services at the regional bureau and headquarters levels were performed in relation to five pillars. WFP performance under pillar A, strategy and direction, could not be determined, as only one of the three indicators – progress in implementing Executive Board-approved policies – changed in 2019. Of the 11 policies considered for this indicator, the average level of implementation in 2019 was just above the 63 percent target. Some policies, including those dealing with enterprise risk management, the environment and emergency preparedness and response, were implemented at a high level.

In 2019, mixed results were achieved under pillar B, business services to operations, which accounts for the bulk of regional bureaux and headquarters expenditures. While performance in providing timely direct cash-based transfers was well above the 80 percent target, WFP fell short of the target for food delivered on time. WFP performed well under pillar C, policy, guidance and quality assurance, with 89 percent of submitted CSPs meeting quality standards on first submission and 95 percent of country offices using the emergency preparedness and response package.

WFP performed well under pillar D, advocacy, partnerships, fundraising and United Nations coordination. All three WFP-led or co-led clusters met their client satisfaction and partnership targets, and media coverage increased compared with 2018, although the percentage of favourable media coverage was slightly lower than the 2019 target. Very good performance was achieved under pillar E, governance and independent oversight. WFP was ranked first among more than 1,000 organizations on the Aid Transparency Index and implemented 87 percent of actions requested during Executive Board

[3] Available at: https://legalinstruments.oecd.org/public/doc/643/643.en.pdf.

sessions by the agreed deadlines, despite a 50 percent increase in the number of requested actions compared with 2018.

Section IV summarizes results in six priority areas identified by senior management for 2018–2019. Compared with 2018, substantial progress was made in the percentage of WFP cash-based transfer beneficiaries being supported digitally and in the percentage of employees completing mandatory training in the harassment, sexual harassment and abuse of power. The percentage of WFP country offices with a functioning complaint and feedback mechanism and the user satisfaction rate of cluster clients remained stable. The substantial reduction in achievement of United Nations reform commitments from 77 percent in 2018 to 20 percent in 2019 reflects the fact that many instruments introduced in 2019 are still being rolled out in this early phase of the reform process.

Section V highlights the 2019 redesign of the Executive Director's assurance exercise, which helps offices assess their control systems. This tool will be used to deliver comprehensive assurance from management at the Executive Board's annual session in June 2020.

Section VI contains a summary of evidence from six centrally managed evaluations that were presented to the Executive Board for consideration in 2019, including evaluations of the update of WFP's safety nets policy and the people strategy, a strategic evaluation of WFP's capacity to respond to emergencies and a synthesis of evidence from eight country portfolio evaluations in Africa.

Part V: Going forward

Part V analyses the impact of the COVID-19 pandemic on WFP's operations and outlines the organization's six priorities and their contribution to saving lives and changing lives.

Recent estimates indicate that the lives and livelihoods of 265 million people in low- and middle-income countries will be under severe threat unless swift action is taken to tackle the COVID-19 pandemic. Several countries are approaching their annual lean season during which access to food is severely constrained and malnutrition rates peak. Hurricane and monsoon seasons are also imminent in many countries where conditions are fragile, further exacerbating the situation. WFP is joining the global humanitarian response to the COVID-19 pandemic and aligning its support with the priorities of governments and national stakeholders. To ensure that people continue to receive the life-saving assistance they need, WFP is adapting its planning and distributions and is operating under pandemic preparedness plans for the headquarters, regional bureau and country office levels. WFP has already put mitigation measures in place so that its implementation of its programmes does not put beneficiaries at higher risk of infection. These measures include reducing congestion at food distribution sites, reducing crowding in markets by switching from cash-based to in-kind rations, and switching to take-home rations where schools are closed. In the medium term, WFP will partner with governments to provide policy and programme advice, data and analytics and operational support for saving lives, protecting livelihoods and reinforcing government leadership and accountability.

At the inter-agency level, WFP is collaborating with the World Health Organization and other agencies to establish and implement a global strategy that ensures access to critical and life-saving supplies. The global logistics cluster led by WFP is collaborating with governments to optimize the use of repatriation flights for the transport of humanitarian cargo on behalf of partners. WFP is establishing a global "hub and spokes" system of air bridges for the dispatch of medical cargo and the provision of passenger air services and medical evacuation capacity for responders. In countries at particularly high risk, the global Food Security Cluster is monitoring the food security situation while the emergency telecommunications cluster monitors emergency operations.

Moving forward, WFP's six corporate priorities established in early 2019 will guide the organization's work in leveraging opportunities and addressing challenges so that it can perform in the most effective and efficient way possible.

Part I: Introduction

Throughout 2019, all WFP country offices operated within the framework of the Integrated Road Map (IRM) through a Board-approved country strategic plan (CSP), an interim country strategic plan (ICSP) or a transitional ICSP approved by the Executive Director. The first mid-term reviews of CSPs were conducted in 2019, providing assessments of progress and achievements to date. The year was also the first in which reporting included indicators specified in the Revised Corporate Results Framework (2017–2021) (CRF).[4] In 2020, all of WFP's country offices will have a Board-approved CSP or ICSP in place.

The 2019 annual performance report provides information on WFP's achievements against its plans as articulated in the WFP Management Plan (2019–2021),[5] which was approved by the Executive Board at its 2018 second regular session.

Global context: 2019 state of the world, climate change and analysis of food security

Global political, socioeconomic and humanitarian trends

1. According to the International Monetary Fund,[6] the world economy grew by 2.9 percent in 2019, the slowest pace since the 2008 financial crisis. Weakening trade and investment, high debt levels and trade protectionism had negative effects on the economies of most countries. As a result, many emerging markets and developing economies are expected to fall short of the per capita growth required to achieve Sustainable Development Goal (SDG) 1 (no poverty) and SDG 2 (zero hunger). The regions with the lowest growth in per capita gross domestic product were the Middle East, Latin America and the Caribbean, and Africa.

2. The Global Risks Report 2020[7] published by the World Economic Forum noted that the past five years have been the warmest on record, with temperatures on track to increase by at least 3 ^{0}C towards the end of the century. For the first time, environmental risks rank as one of the top five global hazards most likely to occur – more probable than any economic, geopolitical or technological risk. Although climate change is expected to affect every country in the world, its impact will be unequal among regions. Southern Africa and the Central American Dry Corridor are the regions most vulnerable to extreme heat and weather, which can severely compromise agricultural production and food security.

[4] WFP/EB.A/2019/5-A.

[5] WFP/EB.2/2018/6-A/1/Rev.1.

[6] International Monetary Fund. 2020. World Economic Outlook, January 2020. https://www.imf.org/en/Publications/WEO/Issues/2020/01/20/weo-update-january2020.

[7] World Economic Forum. 2019. *The Global Risks Report 2020*. https://www.weforum.org/reports/the-global-risks-report-2020.

3. In addition, the World Economic Forum report cautioned that while considerable progress was made in the fight against the Ebola epidemic in West Africa, outbreaks of infectious diseases have become more frequent while health systems in many countries remain weak. Refugees and internally displaced persons were identified as particularly vulnerable to biological threats. The conclusion was that many countries would lack sufficient capacity and resources for response to a pandemic.

4. More people are now enduring violent conflict than at any time over the last two decades:[8] 16 countries are embroiled in high- or medium-intensity conflict while another 21 states and territories are in situations of high institutional and social fragility.[9] Violence and conflict are still raging in large parts of Afghanistan, the Democratic Republic of the Congo, Somalia and the Syrian Arab Republic to name a few of the countries that WFP has been closely monitoring for at least the past decade. Yemen, currently facing the world's largest humanitarian crisis, experienced more frequent missile and air strikes throughout the country even though violence abated in Hodeidah. The crisis in Yemen was further exacerbated by the authorities' imposition of restrictions that prevented 5.1 million people in hard-to-reach districts from receiving humanitarian assistance.[10] The number of Yemenis in need of humanitarian assistance or protection rose to 24 million – 80 percent of the total population.

5. The escalation and expansion of armed violence across the Central Sahel – Burkina Faso, Mali and the Niger – led to a fivefold increase in population displacements, affecting about 20 million people. In September, as food insecurity levels soared, WFP activated a regional Level 3 emergency response to ensure effective and coordinated humanitarian action. WFP was providing assistance to more than 900,000 people by October 2019, and a total of 1.5 million people received WFP assistance during the 2019 lean season.

6. There is a distinct possibility that the global economy will contract and that violent conflict and climate change will increase, adversely affecting developing countries. As a result, the world will face an increasingly fragile outlook in the lead-up to 2030 – the last decade for achievement of the SDGs. Protracted large-scale crises and frequent natural disasters have become a new norm. In addition, while hunger has increased for three consecutive years and the world confronts the coronavirus disease 2019 (COVID-19) pandemic, it might become necessary to review the status of global commitments and programmatic, operational and policy plans.

State of food security and nutrition in the world

7. According to the 2019 State of Food Security and Nutrition in the World report,[11] world hunger increased for the third consecutive year. The estimated number of undernourished people – 821.6 million or nearly 11 percent of the world's population – was the highest since 2011. Although the number of stunted children under 5 years of age decreased by 10 percent over the past six years, this progress is insufficient to meet the 2030 target of halving the number of stunted children in the world from its 2015 level. The economic, human and social costs of various forms of malnutrition, including maternal undernutrition, low birthweight, child stunting and overweight and obesity, are unacceptably high; undernutrition alone is projected to reduce gross domestic product by up to 11 percent in Africa and Asia.

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[8] World Bank Group. 2020. *Strategy for fragility, conflict and violence 2020–2025: Concept note*. https://consultations.worldbank.org/sites/default/files/data/hub/files/consultation-template/world-bank-group-strategy-fragility-conflict-and-violence/en/materials/conceptnote_06_041519.pdf.

[9] World Bank. FY2020 List of Fragile and Conflict-affected Situations. http://pubdocs.worldbank.org/en/179011582771134576/FCS-FY20.pdf.

[10] United Nations Office for the Coordination of Humanitarian Affairs. 2019. *Global Humanitarian Overview 2020*. https://www.unocha.org/sites/unocha/files/GHO-2020_v9.1.pdf.

[11] Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2019. *The State of Food Security and Nutrition in the World 2019: Safeguarding against economic slowdowns and downturns*. http://www.fao.org/3/ca5162en/ca5162en.pdf.

8. As reported in the Global Report on Food Crises 2020, an estimated 135 million people in 55 countries experienced acute food insecurity in 2019.[12] This is defined as phase 3 or above using the Integrated Food Security Phase Classification (IPC)/*cadre harmonisé*[13] analysis. In 50 of these countries, the number of people experiencing food crisis or worse rose from 112 million in 2018 to 123 million in 2019. As in 2018, conflict was the main driver of acute food insecurity, affecting 77 million people in 2019, particularly in the Democratic Republic of the Congo and South Sudan. The other main drivers in countries such as Haiti, Pakistan and Zimbabwe were weather extremes, affecting 34 million people, and economic shocks, affecting 24 million.

Global commitments influenced WFP's work

9. The global commitments established by the 2030 Agenda for Sustainable Development and the SDGs continue to guide WFP's work. The WFP Strategic Plan (2017–2021) provides the overall framework for WFP's contribution to achieving zero hunger by prioritizing efforts to end hunger (SDG 2) and supporting partnerships for implementation of the 2030 Agenda (SDG 17). Implementation of the strategic plan will also contribute to the achievement of other SDGs, subject to countries' national priorities and situations.

10. The most relevant global commitments to WFP in 2019 include those related to the reform of the United Nations development system and adoption of the United Nations Support Plan for the Sahel, which outlines a unified approach to strengthening the region's governance, security and resilience based on the 2030 Agenda and the 2063 Agenda of the African Union.

United Nations development system reform

11. Many aspects of the reform of the United Nations development system that was launched by the Secretary-General were rolled out in 2019. The Secretary-General's report on reform[14] complements the 2016–2019 quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system, which was confirmed in resolution 72/279 of the United Nations General Assembly in 2018.[15] Aspects of the reform include an empowered resident coordinator system, a management and accountability framework (MAF), United Nations sustainable development cooperation frameworks (UNSDCFs), a business operations strategy and common information management systems such as data standards for financial reporting, the "data cube" and UNinfo. WFP was closely engaged in the design of the MAF and UNSDCF and provided its country teams with guidance on how to adapt to these new tools when they were launched in 2019.

12. Throughout 2019, the reform process moved increasingly from the design to the implementation phase, with the exception of a few elements, including seven technical guidance documents to accompany the UNSDCFs, a MAF for the regional level, a multi-country office review and a United Nations system-wide data strategy and evaluations, which are expected to be finalized in 2020.

13. At the country office level, WFP began to align its country strategic plans (CSPs) with the new UNSDCFs and participated in common country analyses. Additional support for reform provided by WFP included co-leadership of the business innovations strategic results group of the United Nations Sustainable Development Group and contributions to the development of system-wide guidance and tools in collaboration with the United Nations Development Coordination Office.

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[12] Global Network Against Food Crises and Food Security Information Network. 2020. *Global Report on Food Crises 2020*. https://www.fsinplatform.org/global-report-food-crises-2020.

[13] The IPC initiative seeks to determine and analyse the severity and magnitude of acute food insecurity, chronic food insecurity and acute malnutrition in a country. Acute food insecurity is classified according to five phases: 1 – minimal/none; 2 – stressed; 3 – crisis; 4 – emergency; and 5 – catastrophe/famine. The *cadre harmonisé* is a comprehensive analytical framework used to estimate number of vulnerable people according to various indicators of food and nutrition security outcomes and their contributing factors.

[14] *Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all. (A/72/124/E/2018/3).* https://digitallibrary.un.org/record/1298793?ln=enhttps://digitallibrary.un.org/record/1298793?ln=en.

[15] Available at https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/72/279.

14. WFP chaired the United Nations task team on common premises, which is part of the Secretary-General's vision for a more efficient United Nations system. The task team is working with the business innovations strategic results group to develop a strategy for reaching the target of 50 percent of United Nations offices being housed in common premises by 2021. In 2019, of WFP's 692 offices around the world, 33 percent of national offices and 22 percent of subnational offices were housed in common premises.

Box 1: The Rome-based agencies (RBAs)

To promote effective and efficient collaboration, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) developed an action plan for 2019–2020 that operationalizes their 2018 memorandum of understanding. Three pilot projects on joint RBA strategic planning and programming were initiated in Colombia, Indonesia and the Niger, and a plan of action for scaling up joint efforts in the Sahel region was prepared and presented at an informal meeting of the RBA governing bodies. RBA collaboration, particularly between WFP and FAO, is a central pillar of four pilot South–South and triangular cooperation (SSTC) projects in the Republic of the Congo, Ecuador, Kenya and Sri Lanka that are being rolled out, with funding from China's Ministry of Agriculture and Rural Affairs, as part of WFP's SSTC field support initiative aimed at meeting government requests related to building smallholder farmers' resilience. The initiative seeks to establish a strategic, field-oriented approach to operationalizing SSTC initiatives on the ground, based on WFP's comparative advantages and complementarities with its RBA partners.

On 13 September 2019, WFP hosted the third informal joint meeting of the FAO Council, the IFAD Executive Board and the WFP Executive Board. Member States and the principals of the three RBAs exchanged insights on ongoing United Nations reform efforts and collaboration on work to achieve the objectives of the 2030 Agenda. In October 2019, WFP collaborated with FAO and IFAD counterparts on the development of a multi-year programme of work (2020–2023) for the Committee on World Food Security (CFS).

2019 was the third year of the five-year RBA/Canada resilience initiative for improving the nutrition, food security and resilience of 27,000 households (168,000 individuals) affected by protracted and recurrent crises in the Democratic Republic of the Congo, the Niger and Somalia. Results show improvements in food security and nutrition, improved participation of women in household and community decision making, increased and diversified incomes, livelihoods and life skills (such as literacy) and improved access to and sustainable management of renewable natural resources through inclusive land tenure agreements.

Source: "Update on collaboration among the Rome-based agencies". WFP/EB.2/2019/4-E/Rev.2. https://docs.wfp.org/api/documents/WFP-0000108554/download/.

WFP response

15. WFP responded to seven Level 3 and 11 Level 2 emergencies across 20 countries in 2019. Level 3 emergencies were declared in the central Sahel and Mozambique during the year, while the other five Level 3 emergencies – in the Democratic Republic of the Congo, Nigeria, South Sudan, the Syrian Arab Republic and Yemen – were continuations of crises that began in previous years. WFP's responses to these emergencies reaffirmed its ability to sustain operations in complex and protracted crises.

16. Donors recognized and responded to the rising needs – which amounted to USD 12.1 billion by the end of the year – with record contributions of USD 8.0 billion, while WFP's total expenses grew by 15 percent from USD 6.6 billion in 2018 to USD 7.6 billion in 2019.

17. As a result of the increased number of emergencies, nearly three-fourths of WFP's 2019 direct expenditures were allocated to crisis response, accounting for USD 5.3 billion of the USD 7.2 billion total.

18. WFP and its partners assisted 97.1 million beneficiaries, including 26.1 million forcibly displaced women, men, girls and boys – of whom 15.5 million were internally displaced and 10.6 million were refugees – and an additional 2.9 million people who had returned to their home countries.

19. The types of assistance WFP provided in 2019 varied from unconditional general food distributions and cash-based transfers to targeted capacity strengthening activities in programme areas such as school feeding, nutrition and asset creation and livelihood activities. WFP and partners distributed 4.2 million mt of food and USD 2.1 billion dollars in cash-based transfers. In addition to the more than 60 million people receiving unconditional food assistance, WFP transfers provided 17.3 million schoolchildren, 10.8 million other children and 6.4 million women and girls with special nutritional support and 9.6 million people participating in food assistance for assets and training programmes and activities with food, cash or vouchers.

20. Since 2011, WFP has been committed to measuring and reporting on efficiency and effectiveness gains. A common goal of both WFP and other institutions committed to reforming the United Nations development system is to streamline operating practices. This will be achieved through consolidation of back offices and service centres, resulting in efficiency gains and higher-quality services. Efficiency is a core value and priority for WFP: every dollar saved results in WFP reaching more people with food assistance. Some internal or inter-agency efficiency and effectiveness gains made by WFP in 2019 are outlined in this report. Three main components underly such gains: cost savings, time savings and quality improvements. The reader will find efficiency and effectiveness gains featured in a series of dedicated "efficiency story boxes" throughout the report.

Part II: Financial resources and funding

As WFP grows and evolves, there is increasing need for effective and efficient management of its financial resources. This section highlights the challenges and opportunities that faced WFP during a year in which it received its highest level of contributions to date – continuing the trend in contributions coming increasingly from a small number of donors. Part II expands on WFP's financial position and on funding trends, highlighting the need for increased flexible funding as the optimal funding source for ending hunger. The section also examines cost per ration analysis.

Contribution revenue reached a record **USD 8.0 billion** in 2019

Unearmarked funding was 5 percent of total contributions, limiting programme flexibility

USD 7.6 billion of expenses in 2019 compared with USD 6.6 billion in 2018

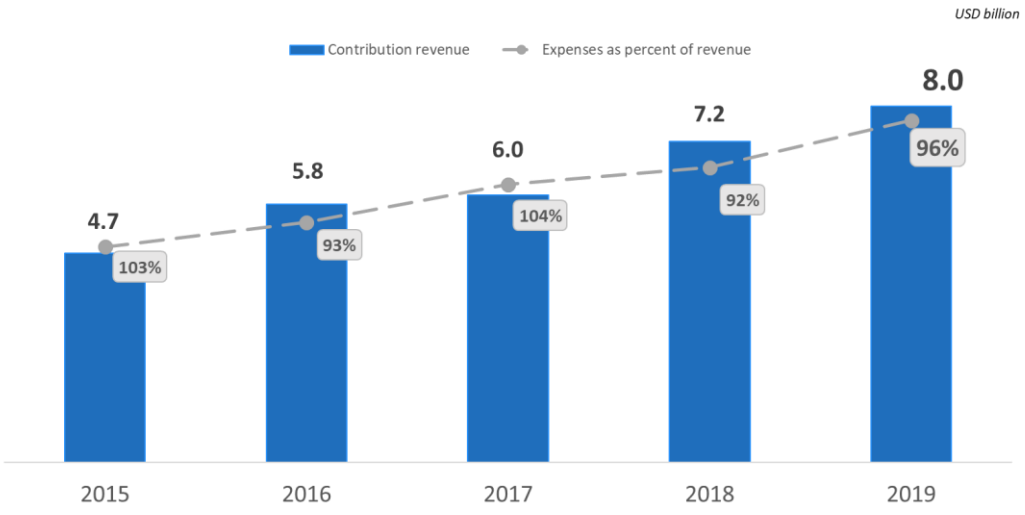
Overview of financial position

Revenue and expenses reach new highs in response to increasing needs

21. WFP's 2019 contribution revenue[16] was 10 percent higher than in 2018, increasing from USD 7.2 billion in 2018 to USD 8.0 billion in 2019. The upsurge reflected donors' acknowledgement of the increasing need for assistance.

22. Figure 1 shows the growth of contributions over the last five years and tracks expenses as a percentage[17] of total contributions. In 2019, WFP expenses represented USD 7.6 billion, which was 96 percent of its contribution revenue and 15 percent higher than in 2018. Expenses[18] ranged from 90 to 100 percent of contribution revenue.

Figure 1: Contribution revenue and expenses, 2015–2019



[16] The 2019 contribution revenue includes monetary contributions and in-kind contributions, but not other revenue.

[17] WFP's budget is prepared on a commitment basis, and its financial statements on an accrual basis. When referring to financial performance related to revenue, expenses are used, classified on the basis of the nature of the expenses, whereas when referring to programme performance, expenditures are used, classified by strategic result into WFP cost categories.

[18] Expense categories include cash and vouchers distributed, food commodities distributed, distribution and related services, staff costs, contracted and other services and other expenses.

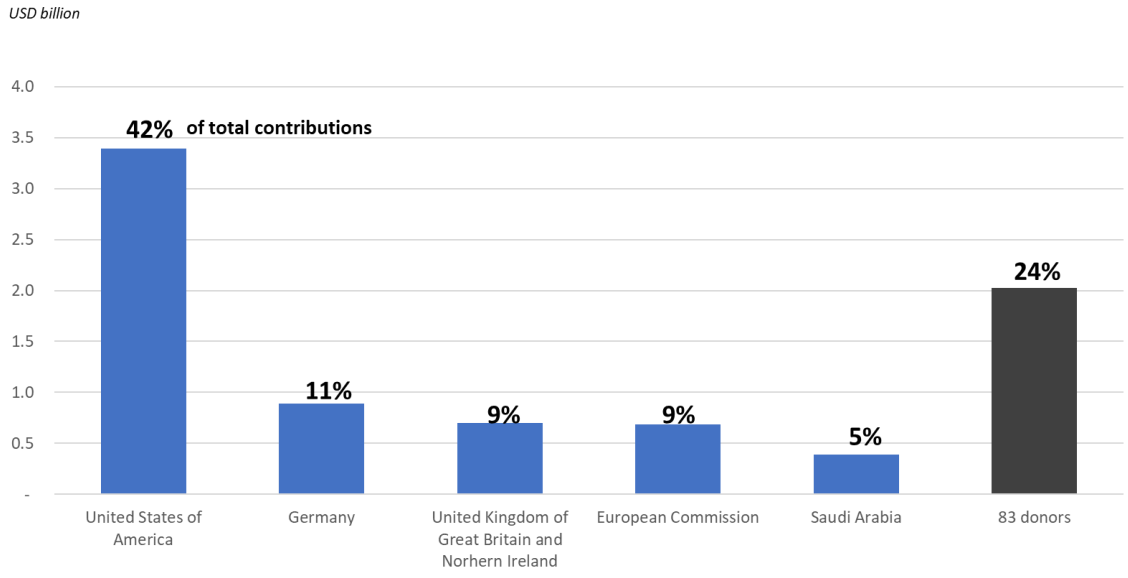
A few large donors account for an increasing share of total contributions

23. The top five donors accounted for 76 percent of total contributions and the top ten donors for 87 percent, with the United States of America being WFP's top donor. In 2019, the largest increase was from the United States of America, which contributed USD 910 million more than its 2018 contribution of USD 2.5 billion. Germany, the United Kingdom of Great Britain and Northern Ireland, the European Commission and Saudi Arabia made up the remaining top five donors. All top five donors strengthened their commitments except for the European Commission, from which overall funding decreased compared with 2018.

24. WFP also received funding from a variety of other sources in 2019, including United Nations funds, host governments, private donors and the World Bank. However, in line with previous years, the bulk of funding – 86 percent of total contributions – came from government donors. Figure 2 illustrates WFP's high reliance on a limited donor pool and shows that the USD 3.4 billion contributed by the United States of America represented 42 percent of all contributions in 2019.

25. WFP recognizes the value of having long-standing, committed donors who consistently increase support in response to rising needs. However, the current situation poses a strategic funding risk to WFP that may lead to operational constraints during times of contribution volatility. At the time of this report, WFP is aware of the global economic uncertainty driven by the unfolding coronavirus disease 2019 (COVID-19) pandemic and its potential impact on donors' official development assistance budgets.

Figure 2: Top five donors by 2019 contributions



26. To mitigate and adapt to the risk of shifts in the funding landscape, WFP is investing in several actions aimed at diversifying its funding base and increasing its engagement with donors and private sector entities. For example, it has adopted a five-year private-sector partnerships and fundraising strategy (2020–2025) that is focused on three pillars – impact, income and innovation – for fostering new partnerships while strengthening current relationships. By 2025, the strategy aims to increase WFP's annual income from individual supporters to USD 170 million, from businesses to USD 50 million and from foundations to USD 25 million. However, WFP will need to examine carefully the extraordinary economic impact of the COVID-19 pandemic in order to evaluate its effect on implementation of the strategy.

27. The additional flexibility from the strategy, among other targeted initiatives, will allow WFP to fill critical funding gaps, support forgotten crises, save lives in times of emergency and improve its ability to reach the right people with the right assistance at the right time. If successful, these efforts will help to reduce the current risks of funding volatility, placing WFP in a better position to achieve its core objectives.

Large-scale emergencies are prioritized for funding

28. In a year with an unprecedented number of Level 2 and Level 3 emergencies, funding remained concentrated on a small number of operations, with more than 35 percent of contribution revenue earmarked to Level 3 operations in South Sudan, the Syrian Arab Republic and Yemen. Yemen remained the largest operation, registering a 41 percent increase in directed contributions over 2018 and accounting for 20 percent of WFP's global portfolio.

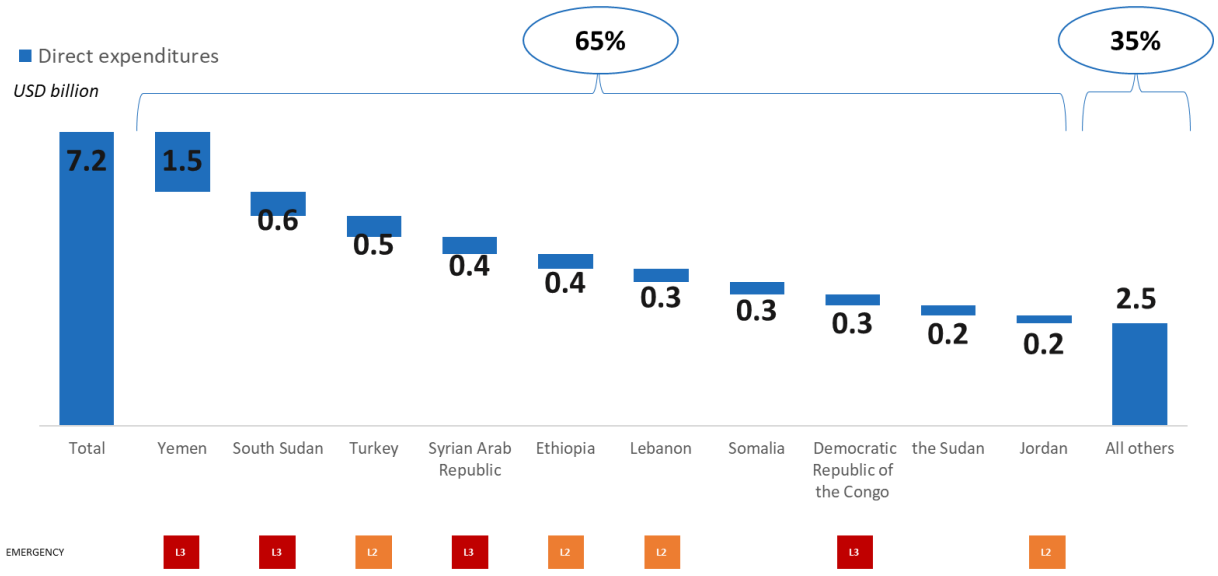
29. Overall, Level 3 emergency responses were adequately funded, with the majority receiving more than 90 percent of requirements from available contributions during the year. However, funding for countries supporting refugees from the Syrian crisis[19] saw a significant decrease in overall contributions, notably for WFP operations in Turkey, but also in Jordan. In Turkey, while the level of contributions fell by nearly 50 percent, from USD 792 million in 2018 to USD 405 million in 2019, two main factors prevented a shortfall against planned requirements: beneficiary numbers decreased significantly owing to the closure of camps, and devaluation of the Turkish lira continued.

30. In the Syrian Arab Republic, thanks to strong support from donors and access to increased geographical areas, WFP expanded the scale and reach of its programmes despite the recurring challenges of insecurity and access constraints. WFP reached 6.7 million girls and boys, women and men through its activities in 2019, an increase of 40 percent over 2018 and by far the highest number of people ever reached by WFP in the Syrian Arab Republic in a single year. Internally displaced persons were the largest beneficiary group and, overall, women and girls represented 52 percent of WFP's beneficiaries.

31. Figure 3 shows the ten recipient countries that accounted for 65 percent of WFP's total direct expenditures in 2019. The remaining 78 countries with active operations accounted for the outstanding 35 percent. All countries in the top ten received more in expenditures than in 2018, with the largest increases noted in Yemen (USD 652 million), the Syrian Arab Republic (USD 80 million) and Ethiopia (USD 71 million). Expenditures increased in Mozambique by USD 100 million in response to the devastation caused by Cyclone Idai, and in Zimbabwe by USD 74 million as worsening drought increased needs.

[19] L3 Syria+5 deactivated in March 2019 and L2 Syria+3 activated.

Figure 3: Top ten recipient countries by direct expenditures



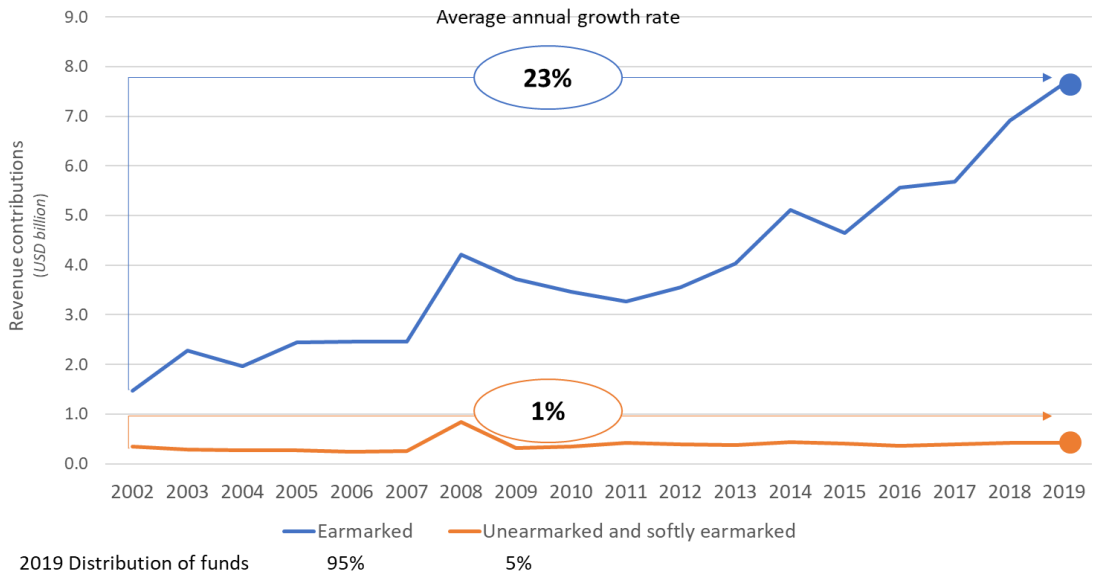
32. Aggregated expenditures of the regional bureaux show a similar trend as in previous years, with the Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia accounting for 47 percent of total expenditures and the Regional Bureau for East Africa for 23 percent. These two regions contain nine of the ten countries with the greatest expenditure, illustrating the extent to which WFP's efforts are concentrated in a small number of countries. The remaining regional bureaux received 11 percent for West Africa, 10 percent for Southern Africa, 7 percent for Asia and the Pacific and 3 percent for Latin America and the Caribbean.

Flexible funding trends and opportunities

Flexible funding offers opportunities for realizing SDG targets

33. Over the last two decades, accelerated growth in earmarked funds reflects strong donor preference for tighter control over funding. Figure 4 illustrates the historical trend in earmarked funding compared with unearmarked or softly earmarked – flexible – funding.

Figure 4: Growth in earmarked and flexible funds, 2002–2019



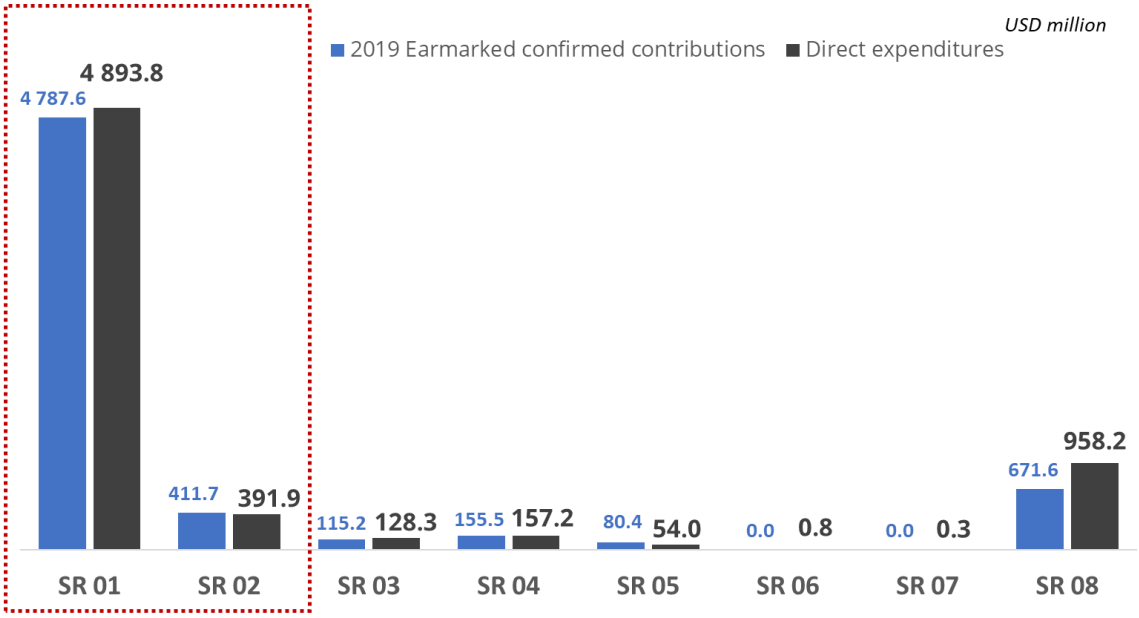
34. On average, earmarked funds have increased by 23 times as much as flexible funds, which have remained relatively stable over the last two decades. The divergence has led to an imbalance in resources, affecting WFP's performance. In 2019, only 5 percent of WFP's total contribution revenue – USD 409 million – was fully flexible, a slightly lower proportion than the 6 percent share observed over the previous three years. Meanwhile, between 2018 and 2019 earmarked funding grew by 11 percent, from USD 6.9 billion to USD 7.6 billion.

35. Some progress was made at the activity level, however, where the percentage of earmarked funds decreased from 80 percent in 2018 to 70 percent in 2019. The decrease was mainly due to the increased flexibility of several of the top ten donors, with Canada, Germany, Japan and Saudi Arabia electing to allocate funds to less restrictive levels of the "line of sight" from resources to results, such as strategic outcomes, strategic results and country strategic plans (CSPs).

36. Resource utilization during a year is sometimes constrained by the amount, timing and predictability of contributions as well as inherent operational challenges. For example, following a mid-year spike in Ebola cases in the eastern region of the Democratic Republic of the Congo, funding increased significantly. However, as 56 percent of all new contributions in 2019 were confirmed between July and December, they arrived too late for effective programming and immediate implementation. This meant that most food commodities had to be carried over into 2020. By adopting a more agile funding strategy based on advance financing and flexible, multi-year contributions, WFP will be better positioned to utilize resources when and where the need is greatest.

37. Figure 5 shows the distribution of earmarked confirmed contributions in 2019. These contributions can be classified by strategic result and compared with expenditures. The distribution by strategic result shows a donor preference for directing funds to Strategic Result 1 – everyone has access to food – which accounted for 78 percent of 2019 earmarked funds. In contrast, Strategic Result 2 – no one suffers from malnutrition – received only 6 percent of earmarked funds. WFP also had minimal activity in Strategic Results 6 (policies to support sustainable development are coherent) and 7 (developing countries have access to a range of financial resources for development investment).

Figure 5: Earmarked contributions to direct expenditures by strategic result, 2019



*Does not include project costs and excludes direct support costs

38. Earmarked funding creates challenges for planning, the pursuit of partnerships and the meeting of needs. The resulting constraints affect WFP's ability to build resilience, strengthen partnerships and address root causes of hunger. In addition, a lack of flexible funding makes it difficult for country offices to plan for multi-year, long-term engagement, which is compounded by the limited availability of core resources.

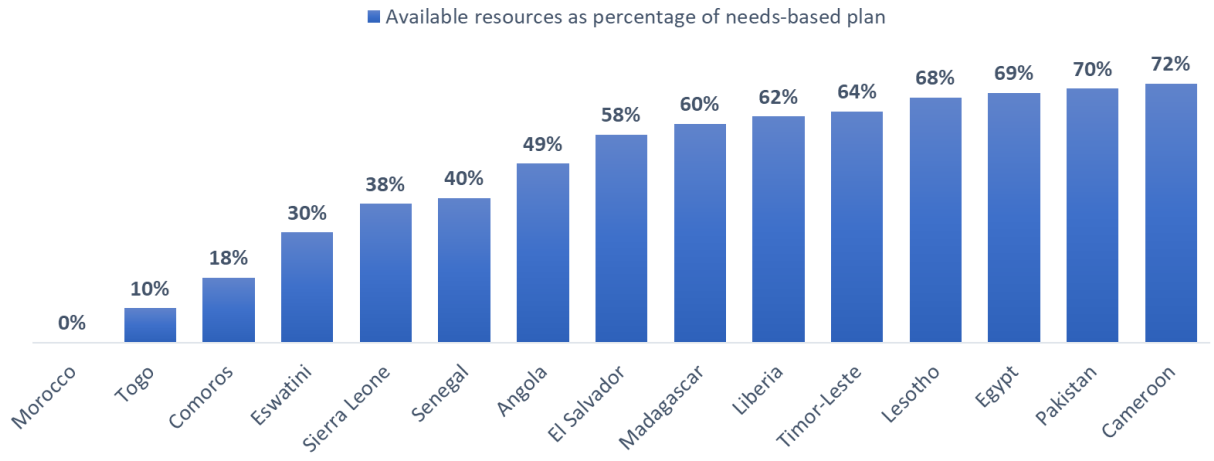
Small to medium-sized operations are the most vulnerable to funding constraints

39. The adverse effects of earmarking are felt particularly strongly by small and medium-sized operations. Figure 6 shows the 15 countries with WFP operations that have the largest resource gaps in meeting needs. As donors tend to direct funding to specific large-scale emergencies, smaller operations face the greatest gaps, often having to compete for the limited amount of fully flexible funds available.

40. Of the 15 countries with the largest resource gaps, only two have needs that exceed USD 100 million. Many smaller operations experienced resource shortfalls ranging from 30 to 100 percent. In Eswatini, a resource gap of 70 percent limited the country office's ability to respond despite evidence of a second successive poor agricultural season. To mitigate the resulting challenges, WFP provided technical assistance and capacity strengthening activities aimed at facilitating timely resource mobilization.

41. With Level 3 and Level 2 emergencies increasing and requiring a greater share of resources, it is crucial to highlight the country operations that are continuously under-resourced as a result of their seemingly small needs. Continuous under-resourcing perpetuates inequalities and increases the likelihood of a food security crisis emerging in the future.

Figure 6: Underfunded country operations, by available resources to needs-based plans



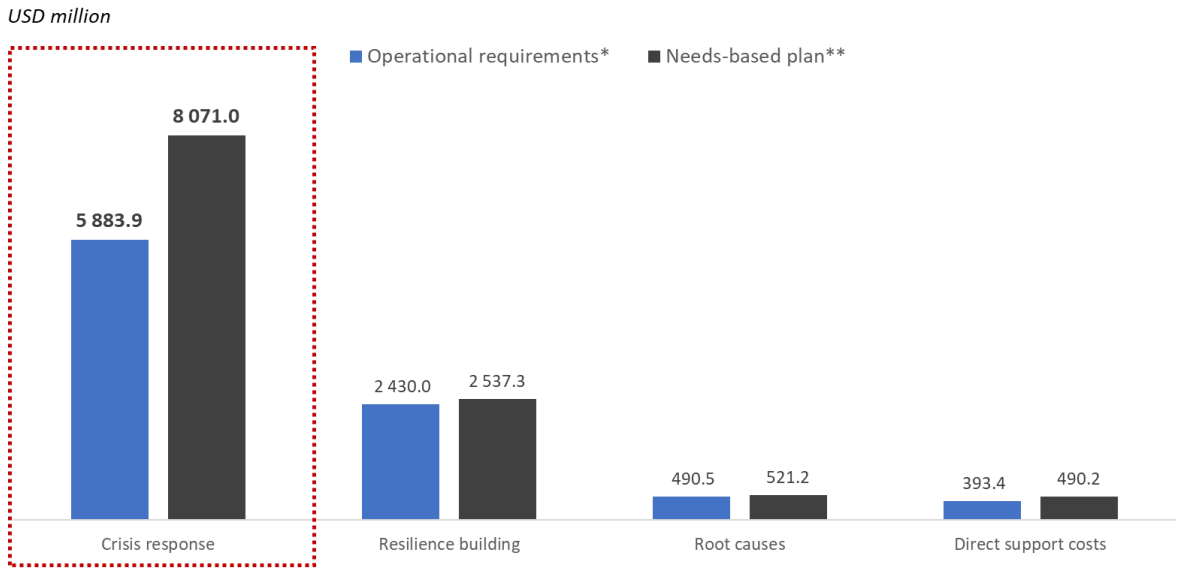
Crisis response drives uncertainty in planning due to the unpredictable nature of emergencies

42. Because WFP operates in increasingly volatile conditions, budget planning that takes into account new crisis response operations is challenged by difficulty in effectively anticipating resource needs. Figure 7 compares operational requirements[20] for 2019, set prior to the start of the year, against the needs-based plan as of 31 December 2019. The results by focus area demonstrate WFP's high ability to forecast needs in resilience building and addressing root causes, both of which recorded less than 5 percent variance between operational requirements and needs-based plans. Crisis response and related direct support costs had the largest planning variance in both absolute (USD 2.2 billion) and percentage terms (27 percent).

43. Cyclones Idai and Kenneth, which devastated Mozambique in March and April 2019, provided examples of the risks associated with unpredictable extreme weather events. The two cyclones, the worst ever recorded on the African continent, resulted in large-scale flooding that claimed at least 700 lives and displaced more than 100,000 people. With the cyclones making landfall during the harvest period, thousands of families saw their food supply washed away, prolonging an already difficult lean season. The compounding effects drove the total country office budget up from USD 197 million to USD 528 million during the year. At the corporate level, WFP is focusing on reducing planning variance by developing contingency plans and preparing anticipatory finance mechanisms.

[20] Original budget set in WFP Management Plan (2019–2021) (WFP/EB.2/2018/6-A/1/Rev.1). https://docs.wfp.org/api/documents/WFP-0000099365/download/.

Figure 7: Operational requirements compared with needs-based plans



* Original budget set in WFP Management Plan (2019–2021)
** Final budget with latest annual approved version of operational needs as of 31 December 2019

44. The Strategic Resource Allocation Committee is actively involved in addressing these budgetary challenges, playing a crucial role in reviewing funding requirements and shortfalls. With limited resources, it works to minimize the impact of funding fluctuations and earmarking, while maximizing programme outcomes.

45. In 2019, WFP country offices continued to leverage several financial tools for enhancing response when crises erupt. These tools include the internal project lending facility (IPLF), the Immediate Response Account and the corporate alert system (CAS). With an approved ceiling of USD 570 million, the internal project lending facility can provide advanced financing against collateral and be deployed to avoid pipeline breaks as well as ration cuts. In 2019, the facility increased significantly, growing by 30 percent from USD 1.25 billion in 2018 to USD 1.62 billion.

46. The CAS has been enhanced to become the main platform for linking early warning and preparedness to early action and response, and the tool for prioritizing corporate resources in emergencies. With refined indicators and recommended actions to address risks and gaps linked to actions, the CAS is now updated twice a month and is used for the planning, preparation and prioritization of capacity, funding and resources. It highlights country operations that are of high concern and that require strategic attention or close follow-up from the corporate level, and those that are of medium concern requiring close technical support.

47. A total of 25 countries where WFP operates have been flagged as being of concern since the revised CAS was introduced in the second half of 2019. These alerts have resulted in 72 specific preparedness or early actions – including release of funds, deployment of staff, enhanced advocacy efforts or support for budget revision – especially in the Central African Republic, Haiti, Libya, Zimbabwe, certain central Sahel countries (Burkina Faso, Mali and the Niger) and countries affected by the drought in Southern Africa.

48. The CAS has also served as a tool for allocating funding to support preparedness activities. Through the Immediate Response Account for Preparedness, which has the aim of filling immediate resource gaps during the preparedness phase, USD 6 million was allocated in 2019 to support regional and country offices with preparedness measures. Of the 21 funding allocations approved in 2019, 18 were for supporting preparedness for risks identified or reported

to management through the CAS. In January 2020, the Strategic Resource Allocation Committee endorsed the CAS as one of the indicators for informing the prioritization of multilateral allocations to countries with crises response.

Efficiency story box: Strategic financing

WFP is funded entirely by voluntary contributions, which are used to provide timely assistance to the people it serves. The timing of funding is critical in enabling the provision of resources for vulnerable people in need as rapidly as possible. WFP's strategic financing mechanisms allow it to respond quickly to programme needs. The main mechanisms that contributed to increased efficiency in 2019 are the Global Commodity Management Facility (GCMF) and advance financing for CSPs and corporate services.

The GCMF is a strategic financing mechanism through which WFP purchases food commodities for use in countries that share logistics corridors in advance of the confirmation of contributions with the objectives of reducing food delivery lead-times, shortening emergency response times, purchasing food when market conditions are favourable and economies of scale can be made, and supporting local and regional procurement where and when possible. Based on projections of cash-funded requirements, WFP uses a corporate envelope of USD 560 million to purchase food and deliver it to strategic locations. When a country office receives funding, it purchases food from these strategically placed corporate inventories, reducing food delivery lead-times. All WFP beneficiaries benefit from faster delivery of food while country offices benefit from reduced costs resulting from economies of scale and the availability of food purchased when prices are low. In 2019, eight of the nine country operations facing Level 3 emergencies relied on the GCMF to fulfil most of their operational requirements. The GCMF accounts for nearly 50 percent of WFP's cash-funded food procurement.

In 2019, the GCMF enabled an average reduction of 73 percent in lead times, with 1.9 million mt of food transferred to 45 country offices in an average of 32 days, compared with the 120 days needed under "conventional" procurement. The GCMF is also used to support national governments through WFP's service provision activities. For example, in 2019, the Ethiopia country office purchased 0.18 million mt of wheat from GCMF stocks, covering a portion of the reported grain deficit of 1.2 million mt in the country. The Executive Board approved an increase of USD 60 million in the GCMF envelope for use in responses to new emergencies.

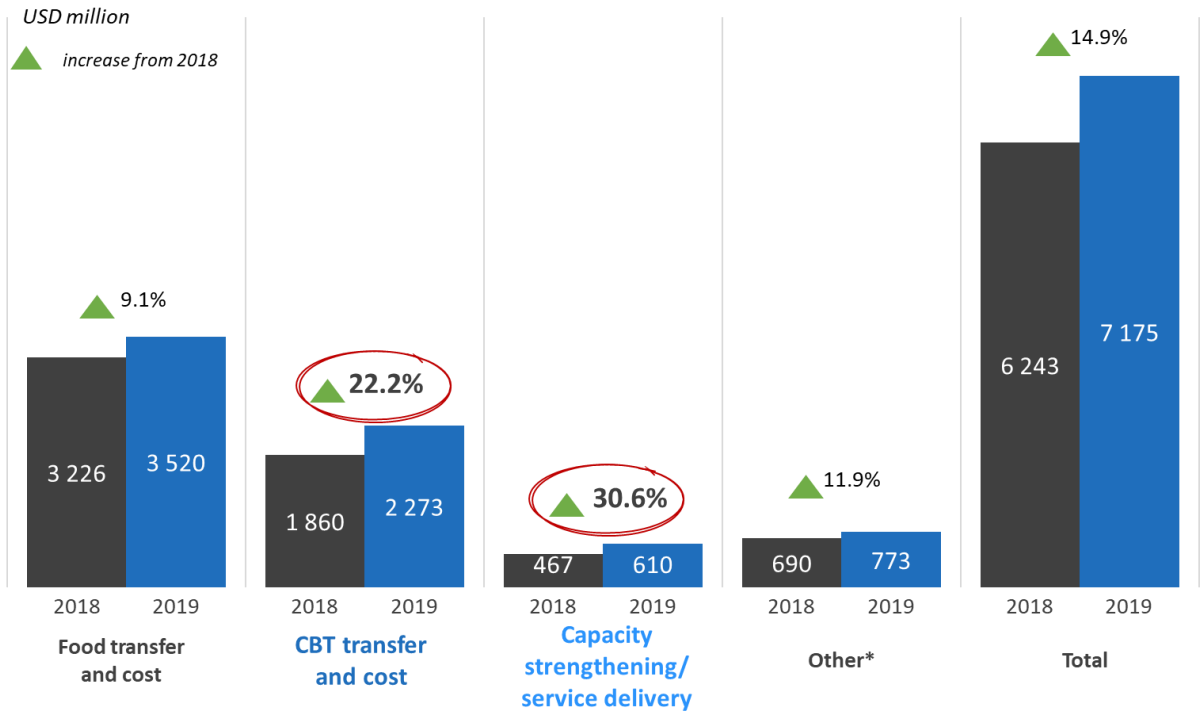
Cash-based transfers continue to account for a growing share of expenditures

49. Figure 8 illustrates growth in expenditures by modality compared with 2018. It highlights WFP's continuing shift to cash-based programming as an effective transfer modality that provides beneficiaries with choices regarding how they utilize assistance to address multiple, cross-cutting needs.

50. As figure 8 shows, food distributions remained the main response modality in 2019, increasing by 9 percent from USD 3.2 billion in 2018 to USD 3.5 billion. However, the largest growth rates were in the cash-based transfer (CBT) modality, increasing by 22 percent since 2018, and capacity strengthening and service delivery activities, increasing by 31 percent.

51. CBTs and associated costs accounted for 32 percent of total direct expenditures, compared with 30 percent in 2018, while the capacity strengthening and service delivery modality made up 9 percent of the total, compared with 7 percent in 2018. Continued investment in both areas is a central strategy for WFP in assisting beneficiaries, increasing their resilience and improving their livelihoods.

Figure 8: Growth in expenditures by transfer modality, 2018–2019



*Other includes implementation and direct support costs

52. The majority of CBT activities were in the Middle East, North Africa, Eastern Europe and Central Asia region, particularly in Yemen and for the Syrian regional refugee response. However, CBTs were used to some degree in two thirds of all country offices in the region. In 2019 in Lebanon, when civil unrest contributed to the devaluation of the currency, WFP in partnership with the Ministry of Social Affairs responded with conditional and unconditional CBTs totalling USD 285 million to support basic food needs for more than 1 million beneficiaries.

53. In order to improve risk management and assess the capacity of financial service providers, cross-functional due diligence reviews carried out by several WFP units have been initiated. The reviews, in combination with analysis of the financial strengths of financial service providers, will provide more detailed information to facilitate the implementation of contracts with the service providers. In addition, to address corporate fraud exposure risks, WFP is undertaking a series of mitigation actions aimed at refining and rolling out an enhanced assurance and control framework for CBT activities and related systems for the country level, including definitions of related indicators and thresholds.

Efficiency story box: The roll-out and scale-up of CBT activities

The use of CBTs has increased consistently over the past ten years and CBTs are now the second largest transfer modality for WFP activities. Unique programme outcomes can be achieved through cash-based interventions which, for example, provide beneficiaries with access to diversified food baskets and enable them to cover non-food needs that contribute to food security. CBT activities also serve as a starting point for fostering financial inclusion and boosting markets and local financial sectors. In 2010, a total of USD 60 million was transferred to beneficiaries in 20 countries. In 2015, a total of USD 680 million was transferred, and in 2019, a total of USD 2.1 billion was transferred to beneficiaries in 64 countries. WFP spent an average of 6.6 percent of the transfer value on transfer costs in 2019, which was less than in 2018, and yielded cost savings of USD 0.9 million.[1]

[1] The reduction in transfer costs between 2015 and 2019 represents efficiency gains of USD 38 million (based on the 2019 transfer value at 2015 transfer costs).

Financial strategy and improvements

New finance strategy for 2019–2024

54. To guide WFP's Corporate Finance Division into the future, a new five-year finance strategy for 2019–2024 was adopted in 2019. The strategy is built around five strategic themes: excellence in core enabling services, operating efficiency, reporting excellence, digital transformation for finance, and innovative financing solutions.

55. After releasing this strategy, WFP carried out several projects in enhancing the efficiency of processes and in digital transformation. For instance, WFP's digital beneficiary and transfer management platform SCOPE was fully integrated into the Western Union system and made fully compliant with Western Union's internal procedures for facilitating CBTs. A bulk SMS service available through SCOPE enabled the efficient delivery of remittance codes to beneficiaries. In the Philippines, more than USD 3 million has been distributed through Western Union to date and the Cameroon and Colombia country offices also activated this solution in 2019, with the first transfers being made in 2020.

56. Together with the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP automated the process for screening vendors against the sanction lists of the United Nations, the European Union and the United States of America to ensure that the two agencies collaborate with the safest and most secure service providers. Through these developments, and the expected outcomes of implementation of the new finance strategy, WFP is building its operational capacity to provide more complete assistance at a lower cost per beneficiary.

Efficiency story box: Quantum – driving operational efficiency

Quantum is a new interdisciplinary solution developed by WFP's information technology, finance and human resources divisions and being rolled out globally to standardize, automate and integrate the payroll process for local staff through WFP's main enterprise resource planning system, WINGS. The Quantum project was launched in 2019 with a dedicated, interdisciplinary project team that engages with all regional bureaux on the digitization, simplification and streamlining of the payroll process for locally recruited field staff.

By the end of 2019, three regional bureaux and 44 country offices had completed the roll-out of Quantum and 44 percent of all local staff in the field were being paid through the new tool. By standardizing the payroll process for local staff, Quantum enables WFP's corporate payroll standards to be compliant with International Public Sector Accounting Standards (IPSAS).

To date, through Quantum, WFP has decreased the time required for processing specific payroll activities by an average of 42 percent, introduced a standardized end-to-end payroll process and reduced the time needed for processing accurate monthly cash flow data. This generated time savings of five full-time equivalent units* in 2019. Full roll-out to 99 offices is expected to generate time savings of up to 28 full-time equivalent units a year by 2021. So far, Quantum has had positive effects for 13,600 field staff by enabling finance and human resources staff to spend more time on supporting business analytic activities** and providing strategic contributions to country office operations. Quantum also facilitates increased accuracy, transparency, accountability and analysis to support decision making.

Quantum drives effectiveness by creating a continuous payroll process with more consistent and available data for reporting, analysis and accounts reconciliation; reducing risk by requiring that staff identities remain 100 percent consistent across various systems, otherwise the payroll process is halted; making payroll accounting IPSAS-compliant; and improving the management of insurance contributions thereby providing a consistent cash flow – in the previous process, cash flow was often delayed (by at least one quarter), which made reconciliation cumbersome.

* Full-time equivalent units are based on the hours worked by one full-time employee in a year and quantify the efficiency gain in terms of personnel time freed up from an activity following changes in work practices.

** Business analytic activities focus efforts less on tactical work (e.g. data entry, reconciliation) and more on trend analysis, strategy development and data interpretation.

Cost per ration analysis

The cost per ration is an important benchmark for WFP and reflects the budgeted or spent amount in United States dollars that can be directly and indirectly attributed to a daily food basket or CBT designed to achieve programme results. It is derived from planning and actual figures, but cannot be used for planning purposes.

57. The method for calculating the cost per ration takes into consideration all costs from transfer to indirect support costs. However, the main drivers of the cost per ration are transfer costs. Transfer costs are the main operating costs that depend directly on the context of an operation and are affected by factors such as access, logistic conditions in the country concerned and the complementary items that are required to achieve the objective of the intervention.

58. The cost per ration analysis in 2019 covers 74 CSPs, interim CSPs and transitional interim CSPs for which sufficient monitoring and expenditure figures were available. In 2019, the equivalent of 23.9 billion daily rations were distributed: 5.8 billion in the form of CBTs and 18.1 billion as in-kind food. The average cost per ration for WFP was estimated at USD 0.61, an increase from

the USD 0.51 reported for CSP operations in 2018.[21] The difference is due to several factors. First, the 2019 data cover 74 CSPs and 23.9 billion rations compared with 61 CSPs and 13.1 billion rations in 2018. The 2019 data also cover several countries with large operations, such as Yemen, and therefore provide a more accurate picture of the cash per ration across WFP. In addition, the relative importance of the resilience building focus area in the CSPs examined for cost per ration calculations increased in 2019, and resilience building is usually more expensive than the other focus areas.

59. The average cost per ration for assisting beneficiaries in the resilience building focus area was USD 0.94 compared with USD 0.45 in crisis response and USD 0.22 in the root causes focus area. This follows a similar trend as in 2018 in terms of focus area and is because resilience building activities typically require longer interventions or a combination of interventions that require food transfers and additional investments to guarantee impact, increasing the cost of assistance. The cost per ration analysis by focus area is shown in table 1.

Table 1: **Cost per ration by focus area, 2019**

Focus area	Number of daily rations	Average cost per ration *(USD)*	Ration size as a percentage of average ration size
Crisis response*	18.6 billion	0.45	29
CBTs	4.3 billion	0.58	39
In-kind food	14.4 billion	0.36	22
Resilience building	3.6 billion	0.94	119
CBTs	1.4 billion	1.58	204
In-kind food	2.3 billion	0.38	44
Root causes	1.6 billion	0.22	29
CBTs	0.14 billion	0.33	33
In-kind food	1.5 billion	0.18	38

* The numbers of daily rations by modality may not equal the total by focus area because of rounding. In addition, the average cost per ration is based on raw data, not the mean data used in the calculations reported in the body of this document.

60. Table 2 shows an analysis of the 2019 cost per ration for CSPs, interim CSPs and transitional interim CSPs by activity category. The highest costs per ration were in activity categories that require additional funds for increasing local capacities, providing non-food items or complementing basic rations – as is the case for capacity strengthening, asset creation and livelihood and climate adaptation and risk management activities. Costs per ration are calculated using only the CBT and in-kind food modalities, so the cost per ration for the root causes focus area does not include activities devoted to and implemented through capacity strengthening. The cost per ration for root causes is much lower than those for other focus areas because the number of daily rations is comparatively low (at 1.6 billion) as food distribution is a small part of work in the root causes focus area and efficiencies are gained in this focus area by distributing rations through activities in other areas. The marginal cost of adding rations to existing activities such as school feeding, malnutrition prevention or nutrition treatment is much lower than the average cost of introducing a new activity (and ration), as when responding to a crisis response or building resilience. This effect is more pronounced for some activities than others; in the case of school feeding, for example, the cost per ration is below average at USD 0.18.

Table 2: **Cost per ration by activity category and modality, 2019**

[21] In 2018, the overall cost per ration calculated from both CSP operations and non-CSP projects was USD 0.46. In 2019, the cost per ration was calculated from only CSP operations, so is compared with only the CSP operation component of the 2018 value.

Activity category	Cash-based transfers		In-kind food		Total	
	Number of daily rations	Average cost per ration *(USD)*	Number of daily rations	Average cost per ration *(USD)*	Number of daily rations	Weighted average cost per ration *(USD)*
Unconditional resource transfers to support access to food	4.2 billion	0.52	12.8 billion	0.39	17 billion	0.45
Nutrition treatment activities	10.2 million	0.48	1.2 billion	0.42	1.2 billion	0.43
School meal activities	225 million	0.34	2.5 billion	0.1	2.7 billion	0.18
Asset creation and livelihood support activities	479 million	1.84	481 million	0.67	960 million	1.37
Service provision and platforms activities	620 million	1.12	2.4 thousand	-	620 million	0.84
Individual capacity strengthening activities	2.2 million	1.53	-	-	2.2 million	1.53
Institutional capacity strengthening activities	66 million	1.64	44 million	0.21	111 million	0.73
Climate adaptation and risk management activities	63 million	4.48	0.37 million	0.36	64 million	3.8
Malnutrition prevention activities	45 million	0.55	1.08 billion	0.23	1.1 billion	0.29
Smallholder agricultural market support activities	5.7 million	0.69	9.8 million	0.26	15.5 million	0.53
Weighted average	**5.8 billion**	**1.01**	**18.1 billion**	**0.32**	**23.9 billion**	**0.61**

61. The average value of a CBT ration is higher than that of an in-kind ration, explaining the higher cost per ration for CBT rations compared with in-kind rations for all activity types and focus areas. This is consistent with 2018 cost per ration analysis.

62. A main benefit of cash-based assistance is its fungibility. By design, CBTs enable beneficiaries to satisfy essential needs beyond the contents of a typical food ration. Hence direct comparisons between the cost of delivering the benefits of food rations with the cost of delivering the benefits of cash-based assistance are of limited relevance.

63. WFP tracks other measurements of costs and performance for CBTs. In 2019, of each USD 1 provided by donors and allocated to CBT activities, an average of USD 0.79 went directly to beneficiaries as transfer value, with the remaining USD 0.21 covering all other direct and indirect costs. The ratios were similar in 2018 and 2017, demonstrating WFP's ability to consistently leverage CBTs to provide direct purchasing power to beneficiaries. For the most efficient operations leveraging economies of scale, USD 0.885 in value was transferred directly to beneficiaries, USD 0.065 covered indirect support costs and all other costs accounted for only USD 0.05.

64. In 2019, WFP distributed 47 percent more CBTs in value terms than in 2017 with the same transfer costs. In 2019, the average ratio of CBT transfer costs to CBT value was 6.6 percent, similar to 2018 but 1.8 percent points lower than in 2015.

Part III: Programme and operation performance

During the year, WFP responded effectively to 18 Level 3 and Level 2 emergencies, the highest annual total ever. The emergencies ranged from long-standing operations in the war-torn Syrian Arab Republic and Yemen to the humanitarian situation in central Sahel, which reached unprecedented levels of severity in 2019. WFP performance was strong under all strategic objectives; notable progress and major challenges are discussed in this section. The section also examines strategic results and programme outputs, highlighting achievements in school feeding, asset creation, nutrition and capacity strengthening. The section closes with a review of achievements related to cross-cutting themes.

97.1 million beneficiaries reached with food and CBTs

4.2 million food (*mt*) provided to targeted beneficiaries
USD 2.1 billion transferred in CBTs and commodity vouchers

7 Level 3 and **11 Level 2** emergencies took place

WFP's reach and coverage

65. The 2020 Global Report on Food Crises[22] indicated that acute food insecurity, which is generally a short-term or transitory condition, affected 135 million people in 55 countries in 2019. Chronic food insecurity, a long-term condition, was estimated to affect nearly 822 million people globally.[23] In 2019, WFP assisted 97.1 million beneficiaries in addressing their diverse needs.

People assisted by WFP and partners through operations

66. During 2019, WFP assisted 68.1 million local residents and 15.5 million internally displaced persons, increases of 27 percent and 18 percent respectively from 2018.

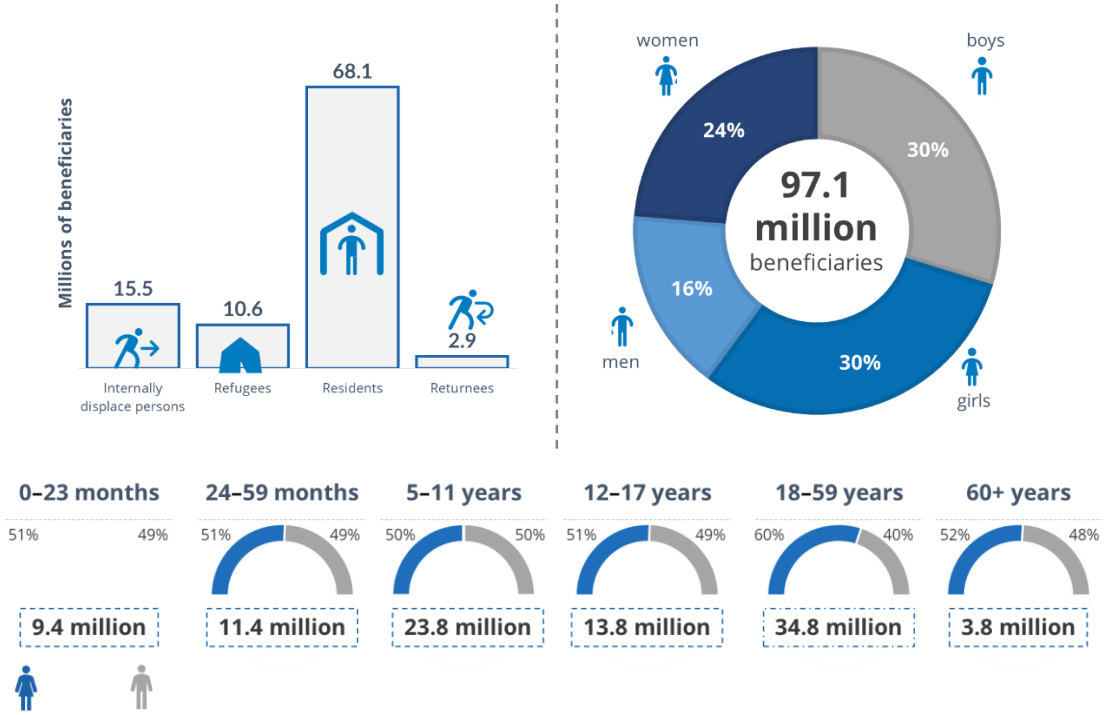
67. Children – 29.5 million girls and 28.9 million boys – were the primary recipients of WFP assistance in 2019, accounting for 60 percent of total beneficiaries. Figure 9 shows the breakdown of WFP's beneficiaries by residence status, sex and age group.[24]

[22] Global Network Against Food Crises and Food Security Information Network. 2020. *Global Report on Food Crises 2020*. https://www.fsinplatform.org/global-report-food-crises-2020

[23] FAO, IFAD, WHO, WFP and UNICEF. 2019. *The State of Food Security and Nutrition in the World 2019: Safeguarding against economic slowdowns* and downturns. http://www.fao.org/3/ca5162en/ca5162en.pdf The two phenomena are not mutually exclusive and cannot be directly compared.

[24] A further disaggregation, based on a new breakdown by gender and age, is shown in the lower section of figure 10.

Figure 9: People assisted through operations, by residence status, sex and age group

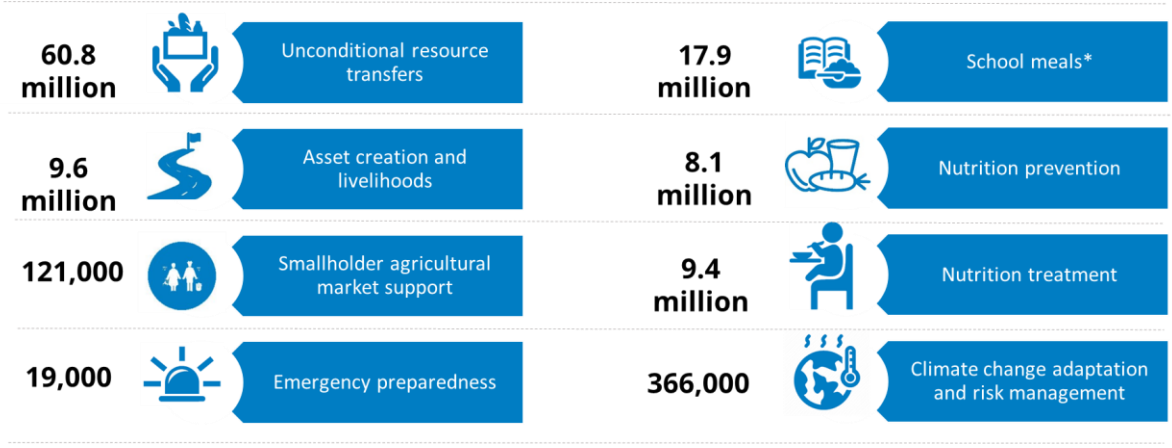


68. Figure 10 shows the number of beneficiaries reached in each of WFP's eight programme areas.[25] Following system enhancements, 2019 was the first year in which WFP was able to disaggregate beneficiary numbers at the programme area level, providing increased transparency for donors and critical data on WFP's reach to help managers make more informed programming decisions.

69. Nearly all the beneficiaries reached in 2019 were assisted through unconditional resource transfers or nutrition, school feeding and asset creation and livelihood activities. Opportunities remain for contributing to wide-reaching growth and sustainable long-term resilience through more investments in programmes that provide smallholders with agricultural market support and prepare communities to adapt to climate change. WFP will continue to support work in these areas primarily through capacity strengthening efforts aimed at preparing and empowering communities to satisfy their essential needs.

[25] As each beneficiary may be assisted by more than one programme activity, the sum of the numbers of beneficiaries reached in the eight programme areas will exceed the overall number of beneficiaries reached by WFP.

Figure 10: Beneficiaries reached, by programme area



* Schoolchildren account for 17.3 million or 97 percent of total beneficiaries targeted through school feeding interventions.

70. Additional internal guidance on estimating and counting WFP's direct beneficiaries was released during the year. It supersedes the 2002 guidance note and extends the definition of a WFP direct beneficiary to include any individual receiving assistance through in-kind, cash-based or capacity strengthening transfer modalities, providing specific steps and examples for country offices to follow when counting beneficiaries. All references in this document are to direct beneficiaries. As the updated guidance was released towards the end of 2019, direct beneficiaries of the capacity strengthening modality are not included in this year's report.

The "Migration Pulse". Monitoring hunger, displacement and migration using advanced digital technologies

For several years, the number of hungry and undernourished people has been rising, mainly owing to conflict, weather and climate extremes and economic shocks. At the same time, conflict, violence and persecution have driven more than 70.8 million people away from their homes, including 41.3 million internally displaced persons and 25.9 million refugees.[26] Evidence has shown that hunger, conflict and displacement are closely intertwined.

In 2018 and 2019, WFP's Vulnerability Analysis and Mapping Unit set up the Migration Pulse initiative to empower mobile and displaced people by giving them a voice. The initiative has the aim of addressing the challenge of collecting information from highly mobile and hard-to-reach people by using innovative digital technologies. To date, the technology has been successfully tested in more than ten countries and eight reports have been published covering Venezuelan migrants and host communities in Colombia, Ecuador and Peru, and migrants from West, East and North Africa. Other reports covered internally displaced person and host communities in Libya, with a focus on migrants from Sahelian countries and the Sudan, and a population-based survey in Nigeria assessed the roles of remittances, internal labour migration and conflict-related displacement.

Building on the potential for mobile technology to provide a lifeline for displaced people by giving them access to information and connections to family members and friends left behind, the Migration Pulse uses frequent random and anonymous web-based surveys to produce up-to-date high-frequency, sex- and age-disaggregated data from displaced populations, migrants and affected host communities. Data are collected and analysed in near real-time on the drivers of displacement, people's intentions of staying or moving, their needs, food security status and livelihoods, and the challenges they face.

[26] UNHCR. Global Trends Forced Displacement in 2018. https://www.unhcr.org/globaltrends2018/.

The initiative has helped fill an important knowledge gap by informing the global dialogue on hunger, conflict, migration and displacement. It has also fostered partnerships at the global and country levels and guided joint actions that address the needs of the most vulnerable migrants on the ground. For example, in Libya, WFP partnered with the International Organization for Migration (IOM) to assess the needs of migrants through a mixed-method approach comprising remote web-based surveys and face-to-face interviews. In a joint report published in December 2019, WFP and IOM shared the evidence generated, which had informed the implementation of a joint pilot initiative supporting 310,000 migrants living in urban areas and helped WFP revise the targeting of livelihood projects in support of Libyan residents.

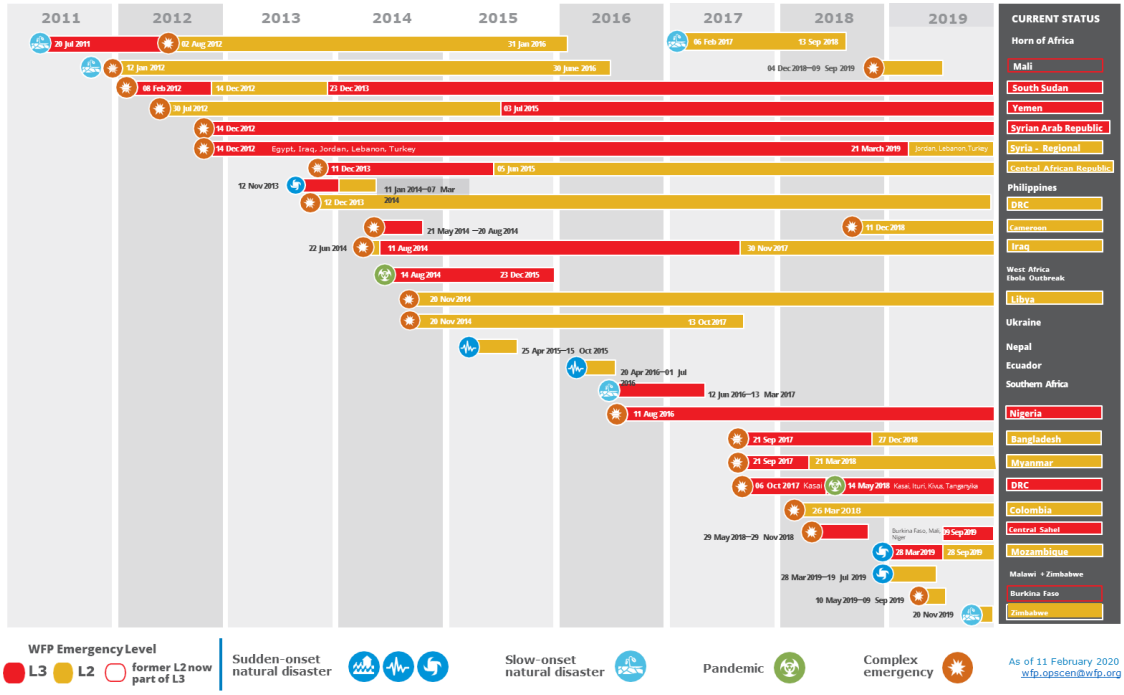
WFP's response in 2019

71. WFP's direct assistance for beneficiaries in 2019 consisted of 4.2 million mt of food and USD 2.1 billion in cash-based transfers (CBTs). This was in addition to the USD 610 million invested in capacity strengthening and service delivery activities in support of the humanitarian and development community. Most of the food and CBTs were delivered through general food distributions, followed by nutrition, school feeding and food assistance for assets activities.

Level 3 and Level 2 emergencies

72. As shown in figure 11, WFP was responding to seven Level 3 and 11 Level 2 emergencies in 20 countries at the end of 2019. This was the highest number of active Level 3 and Level 2 emergencies since 2011, as many countries remained trapped in long-standing or recurrent conflict, extreme weather events or economic downturns.

Figure 11: WFP's emergency responses, 2011–2019



73. WFP distributed 67 percent of its in-kind food, 78 percent of its cash-based assistance and 48 percent of its specialized nutritious foods (SNFs) to extremely food-insecure and malnourished people in some of the world's largest emergencies, which were in Yemen, the Democratic Republic of the Congo, the Syrian Arab Republic, South Sudan, Mozambique, three countries in central Sahel – Burkina Faso, Mali and the Niger – and Nigeria. Other large-scale

emergencies occurred in, for example, Bangladesh and Iraq, which continued to face complex conflict and climate-related shocks, and the Horn of Africa, which experienced severe droughts followed by floods.

Level 3 – Yemen

74. In **Yemen**, which already faced the world's largest humanitarian crisis in 2018, the situation deteriorated further in early 2019 leaving 80 percent of the population – 24 million people – in need of humanitarian assistance or protection. WFP launched its fastest ever scale-up of food and nutrition assistance while overcoming complex security, access and supply constraints. The scale-up involved doubling food distributions in the worst-hit areas where a combination of conflict and economic collapse had left nearly 240,000 people in near-famine conditions.

75. During the year, WFP provided 1.4 million mt of food, more than USD 268 million in CBTs and commodity vouchers and 41,000 mt of SNFs to 14.1 million food-insecure people in all areas of Yemen. General food rations had to be reduced by more than one third in July because of pipeline and supply chain challenges, which also led to the partial and temporary suspension of food assistance in Sana'a. WFP worked with its cooperating partners to rapidly roll out enhanced targeting and registration processes, including the biometric registration of about 920,000 people to allow verification of their eligibility. As a result, almost nine out of ten prioritized beneficiaries were reached each month with full rations thanks to adequate funding, effective planning and optimal use of assistance modalities. The management of alleged food diversions in the Yemen response demonstrated WFP's ability to take controlled risks and ensure the effectiveness of its assistance. The sequence of acknowledging the issue, advising authorities and donors and moving forward with an innovative solution based on improved and more secure registration of beneficiaries showed strength of purpose and operational expertise in confronting a major issue.

76. Despite the severity and scale of the crisis, the proportion of assisted households with acceptable food consumption levels in Yemen increased from 61 percent in 2018 to 66 percent in 2019, while the proportion with poor food consumption levels remained stable at well below 10 percent. Monitoring data confirmed that catastrophic levels of food insecurity had been reduced in nearly two thirds of the worst affected districts by mid-2019, averting famine.

77. WFP's nutrition support proved vital and effective in stabilizing the precarious nutrition situation, although less than half of needs-based requirements were funded. This constraint prompted WFP to focus the delivery of malnutrition prevention services on districts with the highest malnutrition burden, while life-saving malnutrition treatment services continued to be offered across the country.

78. Across Yemen, more than 1 million pregnant and lactating women and girls and about 970,000 children under 2 years of age received malnutrition prevention support, while more than 600,000 pregnant and lactating women and girls and 600,000 children under 5 benefited from malnutrition treatment. Beneficiaries showed significant improvements in their nutrition status. For instance, about 85 percent of children under 5 who received malnutrition treatment recovered from acute malnutrition, compared with 81 percent at the beginning of 2019.

79. The emergency in Yemen was a major challenge for WFP in 2019, with a logistics system that required massive scale-up, complex programming issues that required constant agility and the sensitivity of the conflict requiring smart and decisive dialogue with all parties. In 2020, the Yemen conflict enters its fifth year.

Level 3 – Democratic Republic of the Congo

80. **The Democratic Republic of the Congo,** plagued by sustained episodes of violent conflict since 1996, saw its humanitarian situation worsen during the year, leading to the second largest hunger crisis after Yemen's. As a result of overlapping security and public health challenges, the number of severely food-insecure people reached almost 16 million, a 20 percent increase

from 2018. Malnutrition levels were also alarming; the nutrition cluster classified 76 of 519 health zones as "high priority" according to the humanitarian response plan.

81. In addition to significantly expanding the existing emergency operation, WFP and partners also scaled up new interventions in some areas after violence led to mass displacements and loss of livelihoods. The forced return from Angola of nearly half a million migrants from the Democratic Republic of the Congo worsened the food security and nutrition situation.

82. In the Democratic Republic of the Congo, WFP provided 84,000 mt of emergency in-kind food for 4.9 million beneficiaries, including more than 1 million children and pregnant and lactating women and girls who received SNFs for the treatment and prevention of malnutrition – a 68 percent increase in nutrition beneficiaries since 2018. The operation also reached almost 2 million people with USD 55 million in cash, representing a large increase in beneficiary numbers since 2018. Nonetheless, WFP could provide only reduced rations for most of the year because of funding gaps and late receipt of additional contributions. In addition, conflict and violence led to regular interruptions in food distributions.

83. Despite these difficult circumstances, WFP's interventions in the country yielded positive, if mixed, results. While the assistance helped improve the food consumption levels of many groups – such as returnees from Angola and internally displaced persons and refugees in Ituri Province – the situation remained critical and even deteriorated in several areas, particularly along the eastern border. Food insecurity reached alarming levels in the wider Kivu region, with as many as nine out of ten beneficiaries having poor food consumption levels in certain locations.

84. WFP conducted two "cost of diet" studies in Tanganyika and Kasai Central provinces to better understand the availability of nutritious foods and the factors that made such foods inaccessible to many people. Major findings indicated that an estimated 39 percent of households in Tanganyika could not afford to meet their calorie needs, and 94 percent could not afford a nutritious diet. Similar results were found in Kasai Central, where diets were low in nutrient-dense and animal foods, especially in rural areas. The operation used these results to inform the programming of general food distributions and adapted its nutrition and infant and young child feeding practices to ensure that they remained optimal.

85. Instability in Kivu region started in 1994 following the tragic events in Rwanda. Twenty-five years of sustained conflict and multiple displacements have driven a large proportion of the population in the eastern part of the Democratic Republic of the Congo to the edge of survival.

WFP's response to the Ebola outbreak

Since the tenth outbreak of Ebola in the Democratic Republic of the Congo started in August 2018, it has infected more than 3,400 people and claimed more than 2,200 lives. In 2019, the outbreak was declared a public health emergency of international concern by the World Health Organization (WHO), indicating a need for greater efforts to combat the disease. WFP's food and nutrition assistance for Ebola sufferers, discharged patients, their families and people who came into direct contact with sufferers helped limit risky population movements and was fundamental to the Ebola response and containment mechanism. Since the start of this outbreak, WFP has provided food and nutrition support to nearly 1 million people.

Through its leadership of the United Nations logistics cluster, WFP provided humanitarian logistics services and operational support for medical response teams, facilitating swift assistance in remote affected areas. Flights conducted by the WFP-managed United Nations Humanitarian Air Service (UNHAS) provided vital air services, enabling critical humanitarian access and rapid response capacity in Ebola-affected areas. Since the beginning of the response, UNHAS has transported more than 37,000 people and 476 mt of light cargo, including medical equipment and vaccines.

Level 3 – Syrian Arab Republic

86. In the Syrian Arab Republic, multiple sudden-onset shocks, including extensive military operations in the country's northern governorates, spurred massive displacement and dramatically increased food insecurity in 2019. Underpinned by strong donor support, WFP scaled up the response considerably to provide emergency food assistance for 6.3 million people across all governorates, many of whom were reached for the first time as access improved. Most emergency responses in the country commenced within the first 72 hours of the emergency thanks to ongoing preparedness and pre-positioning efforts.

87. Although needs significantly increased, implementation rates of general food distributions remained consistently high, reaching an average of 96 percent of targeted beneficiaries each month. Monitoring data showed that most supported households had acceptable levels of food consumption, illustrating the stabilizing effect of WFP assistance on households' food security. Rates of acceptable food consumption increased compared with 2018, particularly for households headed by women.

88. The protracted crisis also continued to adversely affect the nutrition status of many Syrians. A high funding level for prevention of malnutrition activities allowed WFP to reach almost all planned beneficiaries, while the resources available for malnutrition treatment activities allowed a significant increase in the number of people treated compared with 2018. Monitoring findings confirmed the positive impact of nutrition interventions, with nearly 80 percent of beneficiaries of malnutrition prevention activities achieving minimum recommended dietary diversity and more people recovering after being treated for acute malnutrition than in 2018.

89. In these rapidly changing humanitarian conditions, plans for piloting the use of cash for general food distributions in 2019 were delayed, limiting the food choices available to beneficiaries and the potential for supporting the local economy. In 2020, the conflict in the Syrian Arab Republic will enter its tenth year.

Level 3 – South Sudan

90. The crisis in **South Sudan** was declared a Level 3 emergency in 2013 following increasing conflict, targeted violence against civilians and a surge in internal displacements. By the end of 2019, continued insecurity and extreme poverty had forced nearly 13 million people to rely on humanitarian assistance for survival. The situation was exacerbated by flooding that devastated large parts of the country during the second half of the year, particularly in former Jonglei and Upper Nile states. The floods affected nearly 1 million people, destroyed an estimated 73,000 mt of cereals and caused significant livestock losses.

91. Improvements in the security environment allowed road and river corridors to be opened, enabling WFP to reach new areas and reducing reliance on airdrops and airlifts. This resulted in cost-efficiency gains of nearly USD 79 million in 2019.

Efficiency story: Pre-positioning of food in South Sudan

In South Sudan, WFP has undertaken a series of measures to gain efficiencies by reducing the number of airdrops. WFP logistics teams managed to open new river corridors to locations that could previously only be served by air. In addition, WFP rehabilitated and reopened an important road corridor in collaboration with the Ministry of Roads and Bridges and other partners. The country office negotiated with the United States Agency for International Development (USAID) to ensure that it would receive USAID's donations at the right time and in the right modality to enable pre-positioning. Altogether, these efforts reduced supply chain costs by more than USD 400 per metric ton of food pre-positioned, saving USD 100 million in 2019.

92. In total, WFP supported about 4.8 million people throughout South Sudan in 2019, using 269,000 mt of food and USD 46 million in CBTs and commodity vouchers. This assistance contributed to a notable 15 percentage point reduction from 2018 in the proportion of crisis-affected local residents and internally displaced persons with poor food consumption levels.

However, the proportion of refugee households reporting poor food consumption levels across eight camps increased by 16 percentage points. This increase may have been attributable to limited livelihood options and the impact of floods, which led to interruptions in humanitarian assistance, reduced market access and resulted in higher food prices around the Maban refugee camps, where more than half the refugee population lives.

93. Facing significant resource constraints, with only 48 percent of the planned budget for nutrition programmes for local residents and internally displaced persons available, the operation implemented activities at reduced levels. WFP also faced challenges in procuring Super Cereal Plus from regional markets because of high demand and the low production capacity of suppliers. Coupled with insecurity and access constraints, these challenges resulted in the prevention programme having to be partially suspended from June to October. The programme's coverage of 61 percent was therefore below WFP's corporate target of 70 percent. The treatment programme achieved a high recovery rate, with 91 percent of participants recovering from malnutrition, surpassing the target of 75 percent, while the mortality rate remained close to zero.

94. WFP has been working in southern parts of what is now South Sudan at scale since the establishment in 1989 of Operation Lifeline Sudan with the United Nations Children's Fund (UNICEF) and 35 non-governmental organizations (NGOs). Primary forward operations were located in Lokichogio in Kenya, 30 km from the South Sudan border, until WFP could set up a permanent presence in the city of Juba in 2005. Since 1989, WFP and its partners have dealt with cycles of drought, conflict and poverty, but there are hopes of stabilization. Experience in South Sudan illustrates the importance and complexity of working at the humanitarian–development–peace nexus.

Level 3 – Mozambique

95. After two of the most powerful cyclones ever to hit **Mozambique** made landfall, WFP mounted one of the largest emergency responses ever seen in the country. WFP was among the first responders on the ground, using helicopters to provide immediate food assistance to 20,000 survivors in hard-to-reach areas. Responding with speed and at scale – thanks to generous donor contributions and internal advance funding mechanisms – the operation reached more than 1.8 million people affected by Cyclone Idai and more than 300,000 affected by Cyclone Kenneth.

96. Monitoring data showed that WFP's interventions stabilized or improved the food security and nutrition status of recipients. They also played a significant role in avoiding a deterioration of the humanitarian situation in cyclone-affected areas.

The use of drones in Mozambique

Training sessions on the use of drones in emergencies provided by WFP to staff of Mozambique's National Institute of Disaster Management (INGC) in 2017 and 2018 proved vital in the institute's response to two severe cyclones. After Cyclone Desmond battered northern Mozambique in January 2019, INGC staff were able to gather data using drones. When Cyclone Idai hit three months later, INGC expanded its drone team from two to eight staff members, most of whom had benefited from the WFP training.

In both disasters, drones enabled INGC to develop detailed maps of affected areas and to assess damage to food stocks, agriculture and critical infrastructure such as hospitals, roads and bridges. This facilitated the broader response by showing where the damage was greatest, where reconstruction efforts were most needed and where displaced people could safely be relocated. During the early recovery phase, drones were used to track overall progress and to identify agricultural areas for seed distributions and mangrove areas for replanting activities. This helped the country to prepare for the future, given the role of mangrove swamps in mitigating the effects of desertification and floods.

Level 3 – Central Sahel

97. The **central Sahel** region saw the humanitarian crisis in Burkina Faso, Mali and the Niger reach unprecedented levels in 2019. Conflict-induced displacement increased fivefold as fighting intensified and spread rapidly to new areas, doubling the number of food-insecure people across the region from 2.4 to 4.8 million. WFP activated a regional Level 3 emergency response to ensure solid coordination and global support, achieving strong results in the three countries.

98. In **Burkina Faso,** the number of internally displaced persons increased from 47,000 in late 2018 to 560,000 in late 2019, exacerbating existing vulnerabilities in host communities. After multisectoral assessments identified food security and nutrition as a priority, WFP provided emergency assistance to more than 620,000 internally displaced persons and host households. While the number of displaced people grew exponentially during the year, WFP faced critical challenges in resource mobilization. An adequate level of contributions for general food assistance was not confirmed until the last quarter of 2019, and much of this funding could not be used until 2020. WFP also faced increasing access constraints caused by insecurity which impeded its ability to reach all areas.

99. Despite these constraints, more than half of WFP's beneficiary households had acceptable food consumption levels and fewer than 10 percent showed poor consumption patterns – similar levels to those observed before the lean season.

100. Prior to the crisis, the areas prioritized for WFP's emergency response were already showing concerning levels of malnutrition, although gains had been made in the country in recent years. To avoid further deterioration, the operation coupled its general food distributions with activities for the prevention and treatment of malnutrition in its many forms. The prevention activities reached more beneficiaries than initially planned but could not reach many other people in need owing to funding and pipeline constraints, which hampered efforts to contain a worsening situation. The treatment programme achieved strong results early in the emergency response but had to be significantly reduced because of a lack of adequate funding while needs increased exponentially.

101. In central **Mali,** the number of internally displaced persons nearly doubled, from 120,000 in early 2019 to 207,000 at the end of the year. Persisting insecurity prevented people from returning to their homes, increasing the pressures on host communities and natural resources and exacerbating inter-community tensions.

102. WFP revised its traditional lean season response to include newly displaced people, ultimately reaching 573,000 vulnerable members of the host population and internally displaced persons and slightly exceeding the yearly target for beneficiary numbers. The number of people needing urgent food assistance still outstripped the available resources, occasionally forcing WFP to reduce general food rations or prioritize assistance for particularly vulnerable people. Funding constraints also affected the malnutrition prevention activities carried out in certain regions during the lean season.

103. In these conditions, the slight improvement observed in assisted areas towards the end of the year signified a major achievement, with 82 percent of households reporting acceptable or borderline food consumption levels compared with 79 percent in 2018. In addition, the percentage of women of reproductive age with at least the recommended minimum level of dietary diversity increased by 7 percent and the proportion of children aged 6–23 months receiving a minimum acceptable diet increased by 8 percent over 2018.

104. Rising regional insecurity spilled over into **the Niger**, leading to increased humanitarian needs. WFP scaled up its emergency response in Diffa, Tillaberi and Tahoua, and responded to a new crisis among Nigerian refugees in Maradi. The operation was relatively well funded at 78 percent, which allowed WFP to reach all 292,000 of the targeted internally displaced persons, refugees and local residents in accessible areas. The operation also provided complementary nutrition-specific support at all emergency food distribution sites.

105. Delays in the receipt of funding for maintaining the commodity pipeline resulted in occasional reductions in the food basket during the year. The earmarking of some contributions for certain regions also created challenges, including in areas with significant access constraints, hampering WFP's ability to implement programmes flexibly. To overcome this limitation, an internal loan from WFP's life-saving funding facility, the Immediate Response Account (IRA), was obtained to launch the Maradi operation.

106. Despite these challenges, WFP's operation in the Niger stabilized and even improved food consumption levels throughout the critical lean season among all assisted groups and in all areas.

107. Alongside its emergency response, WFP also scaled up integrated resilience interventions in these three Sahelian countries and two others – Chad and Mauritania – with the aims of reducing hunger, enhancing social cohesion and defusing conflict over scarce natural resources, as discussed further in paragraph 197.

Level 3 – Nigeria

108. In northeast **Nigeria**, an upsurge in conflict in 2019 displaced nearly 2 million people and led to almost 3 million people experiencing emergency levels of food insecurity. In response to growing needs, WFP assisted 1 million internally displaced persons in camps and host communities through in-kind emergency food and CBT distributions and malnutrition prevention and treatment activities. In-kind assistance was provided to the highly vulnerable individuals located furthest from available food sources and functioning markets. CBT beneficiaries received electronic vouchers or mobile money transfers sufficient to meet requirements for the survival minimum expenditure basket, which provides 2,100 kcal per person for an average household for 30 days.

109. Despite a deteriorating situation, this support enabled 60 percent of households to achieve acceptable food consumption levels compared with 46 percent in late 2018. The proportion of households with poor consumption levels decreased, from 23 to 13 percent. Nutrition-specific assistance improved nutrient intake, strengthened dietary diversity and helped malnourished beneficiaries to recover from acute malnutrition; the recovery rate among participants in the treatment programme was 98 percent – well above the target of 75 percent.

KPI 2: Effective emergency preparedness and response

110. The emergency preparedness and response indicator introduced in the corporate results framework (CRF) measures WFP's performance against five emergency preparedness and response standards. In 2019, only one of the five standards was achieved (see table 3). With regards to preparedness, 95 percent of country offices reported using WFP's emergency preparedness and response package (EPRP). At the end of 2019, 77 percent of minimum preparedness actions were implemented, nearly reaching the annual target of 80 percent and representing an improvement over the 63 percent reported in 2018;[27] 61 percent of country offices updated or implemented at least 80 percent of minimum preparedness actions. The target for the number of corporate training events was not achieved, with only three Functional and Support Training for Emergency Response (FASTER) sessions held in 2019.

Table 3: **Effective and efficient emergency response: country office component**

	% of MPAs updated or implemented or of country offices that updated or implemented at	Number of training events in emergency response according to FASTER standard	Average number of hours between declaration of a Level 2 or Level 3 emergency and convening of OTF	Average number of days between Level 2 or Level 3 declaration and	Average number of days between IR-PREP request and creation of budget code

[27] Additional details on reporting are available in annex IV-A.

	least 80% of MPAs			**completion of ConOps**	
Target	100	≥ 4	≤ 24	≤ 5	≤ 5
Baseline (2018)	38	6	24	2	10
Actual	61	3	360	4	13
Number of country offices exceeding the target	51	n/a	n/a	n/a	n/a

ConOps = concept of operations; IR-PREP = Immediate Response Account for Preparedness; MPA = minimum preparedness action; OTF = operational task force.

111. The response standards of this indicator consider the timeliness of convening an operational task force and preparing a concept of operations. An operational task force – the forum responsible for operational decision making and addressing emerging needs – was not convened in a timely manner for any of the six emergencies declared in 2019. Decisions were made more rapidly for large-scale Level 3 emergencies, such as in Mozambique and central Sahel. Concepts of operations, which outline the analysis and priorities on which WFP's operations are based, were developed within the first four days of the activation of emergency responses.

Highlights in key programme areas

112. This section presents WFP achievements in selected priority programme areas.

School feeding

17.3 million schoolchildren in **59 countries** provided with meals, snacks or take-home rations

4.5 million children in Level 2 and Level 3 emergencies reached through school feeding programmes

73 million children living in extreme poverty will benefit from **WFP's new school feeding strategy (2020–2030)**

113. WFP has six decades of experience in supporting school feeding and has worked in more than 100 countries on setting up sustainable national school feeding programmes in collaboration with governments, United Nations agencies and NGO partners. In 2019, WFP fed 17.3 million schoolchildren (50 percent of whom were girls) in 59 countries with nutritious meals, snacks or take-home rations, making school feeding WFP's second largest programme area in terms of beneficiary numbers. During the year, WFP distributed more than 183,000 mt of food and nearly USD 32 million in CBTs through school feeding programmes, including in 40 countries implementing a home-grown school feeding model that sources nutritious foods from local smallholder farmers.

114. WFP estimates that in low- and middle-income countries, 305 million children – about half of all those enrolled in school – are fed at school every day. Many of these children receive other elements of an integrated package of school health and nutrition activities, which often include deworming, nutrient supplementation, vaccination, eye testing, malaria control, menstrual hygiene, nutrition education, oral health, and water, sanitation and hygiene (WASH) activities.

115. However, some of the poorest children remain in need. WFP estimates that about 73 million primary schoolchildren living in extreme poverty in 60 countries do not have access to national school feeding programmes and are most likely not receiving many other essential school health interventions. In 2019, WFP embarked on a comprehensive overhaul of its school feeding activities, including extensive consultations internally and with external partners, to ensure that it is doing all it can to address the global gap in school feeding. This process resulted in WFP's first ten-year strategy for school feeding.

A chance for every schoolchild – WFP's new school feeding strategy (2020–2030)

With a new focus on school health and nutrition – reflected in its first ten-year strategy for school feeding – WFP reaffirms its commitment to supporting governments by working jointly to ensure that all primary schoolchildren have access to good-quality meals in school, complemented by an integrated package of health and nutrition services. WFP has estimated that about 73 million primary schoolchildren living in extreme poverty in 60 countries need urgent attention. WFP does not aim to meet the needs of all of these children directly or on its own: most of the children should be assisted by national governments in a sustainable way. To support government efforts, WFP will take a flexible approach and adapt its engagement to the situation in each country, working in partnership with other key players including United Nations agencies, private sector entities, international financial institutions and NGOs. In line with its school feeding policy, WFP will work towards its vision for school feeding in various ways:

- *In crisis or humanitarian settings.* WFP will scale up its coverage and implement school feeding programmes in countries that do not have the capacity to ensure that vulnerable children are covered by national programmes. Children in conflict-affected countries are more than twice as likely to be out of school than their peers in stable countries, with girls being 2.5 times more likely.
- *In countries where conditions are more stable.* WFP will help to strengthen systems and provide technical assistance in countries that have emerging capacities and that are working to enhance the scale and quality of national programmes. WFP will develop sustainable handover strategies and provide technical and capacity building support to governments in order to facilitate their gradual takeover of WFP's operations and beneficiaries.
- *In middle-income countries*. In countries where school feeding has been handed over to governments, WFP's assistance has been instrumental in supporting the reform and strengthening of national programmes. WFP will continue to work with governments to ensure that children in need are included in national programmes. It will support governments in developing and testing innovative new approaches.

WFP will work with partners, donors, regional entities and communities to build coalitions of support for children in schools, and with communities of experts to document the evidence and continue to make the case for investment in school health and nutrition interventions.

Nutrition

74 countries implemented nutrition-specific or nutrition-sensitive programmes

17.2 million beneficiaries reached with nutrition-specific interventions

80 percent of CSPs include nutrition-sensitive objectives

116. Malnutrition is a leading cause of mortality and has immense individual, social and economic costs. To reduce these losses, WFP and its partners implemented a variety of nutrition-specific and nutrition-sensitive programmes in 74 countries in 2019. WFP worked with governments to develop nutrition policies and programmes on, for example, the provision of nutritious school meals, or food fortification. WFP also worked with communities and individuals to enhance their knowledge of healthy diets and eating habits.

117. WFP provided nutrition-specific assistance in support of SDG 2 to 17.2 million people in 2019 – 9 percent more than in 2018. Nearly half of these beneficiaries were assisted in countries experiencing Level 2 or Level 3 emergencies during the year. To ensure effective programme design and delivery in these challenging circumstances, WFP deployed nutrition rapid response teams to five countries and tracked nutrition responses in all affected countries.

118. In 2019, WFP's assistance provided 10.2 million children under 5, 6.4 million women and girls and 582,000 school-age children with access to healthy diets and malnutrition treatment and prevention activities. In emergencies, women and children are at higher risk of death than men.

119. In 2019, WFP and the nutrition community began piloting an innovative approach that relies on simplified protocols for treating all types of acute malnutrition together, regardless of their severity. Pilot tests of the approach, currently under way in the Central African Republic and Pakistan, are gathering evidence on the impacts, feasibility, cost-effectiveness and implementation of the protocols.

120. Specialized nutritious foods (SNFs) play a key role in protecting the nutrition status of targeted individuals. In 2019, more than 287,000 mt of SNFs were distributed in 50 countries as a complement to WFP's general food and cash-based assistance. To address interruptions to effective programme implementation resulting from pipeline breaks or shortages of SNFs, guidance on the temporary substitution of SNFs was issued to country offices in 2019.

SNFs can reduce the cost of nutritious diets

WFP includes SNFs in its food basket and nutrition programmes to provide, in addition to calories, nutrient-dense foods that are effective when malnutrition threatens lives.
In terms of nutrient provision, SNFs are often more cost-effective than food bought on the market. Research carried out by WFP's Nutrition Division in Burundi, the Democratic Republic of the Congo, Ecuador and the Philippines found that WFP's fortified Super Cereal was up to 20 times less expensive than fresh foods bought on the local market with the equivalent nutrient content.

121. WFP provided social and behaviour change communication (SBCC) messages and activities in 44 countries to improve the knowledge, attitudes and behaviours of vulnerable population groups regarding dietary diversity, hygiene and sanitation and childcare practices. These activities reached 6.6 million people through interpersonal approaches and 8 million people using media,[28] thus helping to address the basic and underlying causes of malnutrition and contributing to the achievement of SDG 3.[29]

122. To address the underlying causes of malnutrition such as lack of access to adequate care, health, education, water and sanitation services, nutrition-sensitive objectives were incorporated into 80 percent of CSPs, for example improving diets was an objective of the Sahel integrated resilience programme. WFP also worked to improve the nutritional quality, size and timing of its general food transfers, and to ensure that nutritious products were prioritized in in-kind food baskets for beneficiaries receiving part of their assistance in the form of CBTs.

Asset creation and livelihoods

9.6 million people across 50 countries benefited from WFP's food assistance for assets and training programmes

127,000 ha of farm and non-farm land rehabilitated or improved, **7,000 ha** of forests planted and **8,700 km** of feeder roads constructed or repaired

35 countries where WFP applied the three-pronged approach to design multi-sector asset creation programmes

[28] Some beneficiaries received messaging through both interpersonal approaches and the media.

[29] https://sustainabledevelopment.un.org/sdg3.

123. During 2019, 9.6 million people in 50 countries participated in asset creation and livelihood programmes. Vulnerable households received 190,000 mt of food and more than USD 168 million in CBTs and commodity vouchers through food assistance for assets programmes, which enabled them to address their immediate food needs while improving their resilience to future shocks.

124. These activities resulted in the rehabilitation and improvement of nearly 127,000 ha of farm and non-farm land, the planting of more than 7,000 ha of forest, the repair or construction of more than 8,700 km of roads and trails and the building or repair of more than 50,000 assets such as social or community infrastructure, water points, bridges and culverts.

125. Food assistance for assets had 4 percent fewer beneficiaries in 2019 than in 2018, but the number of outputs increased. For example, the total area of land rehabilitated, improved or reforested increased from 126,500 ha in 2018 to 133,976 ha in 2019. This may reflect WFP's efforts to promote long-term resilience by assisting the same vulnerable households with a package of interventions provided over several seasons, in accordance with WFP's 2015 resilience policy.

126. In 2019, WFP applied its three-pronged approach (3PA) in more than 35 countries. The approach comprises three connected, consultative processes used to design multi-sector food assistance for assets programmes with partners: integrated context analysis, seasonal livelihood planning and community-based participatory planning. Through partnerships between WFP and universities, national 3PA capacities are being built in Uganda, the United Republic of Tanzania, Zimbabwe and five Sahelian countries.

Building resilience for food security and nutrition in the Dry Corridor of Central America

In 2019, WFP built on the success of the El Niño response in the Dry Corridor of Central America (2016–2018) funded by the European Union and continued to assist people in this area. In El Salvador, Guatemala and Honduras, food assistance for assets programmes helped mitigate the impact of drought on 34,000 people and strengthened the resistance of their households and communities. In Nicaragua, WFP supported farmer organizations and used the national school feeding programme as a shock-responsive social safety net for providing a second daily meal to 45,000 schoolchildren.

Thanks to the assets created by this project, smallholder farmers were able to concentrate on agricultural commercialization. Activities included helping households to diversify their livelihoods, improve community assets, generate income from fruit and vegetable production, beekeeping and fishponds, and create micro-irrigation schemes and water harvesting systems to ensure access to water for agriculture. As part of an integrated package of interventions, climate services were provided to targeted people and work started on the development of micro-insurance products.

The final evaluation of the project identified tangible results at the community level in terms of resilience infrastructure, productive assets and community and institutional capacities.[1] Specifically, the proportion of households with adequate levels of food consumption in the region reached nearly 90 percent, an increase of 18 percentage points from the baseline. The proportion of households using negative coping strategies decreased from 25 to 5 percent by the end of the project. Women and girl beneficiaries reported a significant increase in gender equality and women's empowerment. Use of the multisectoral, multi-level 3PA approach was deemed the project's "greatest strength" in fostering community participation and commitment.

[1] The executive summary of the final evaluation report is available at https://docs.wfp.org/api/documents/WFP-0000103600/download/

Programme results against SDGs 2 and 17

Programme outputs

127. In May 2019, WFP committed to ambitious annual targets for key programme output indicators through 2021.[30] The selected indicators show where WFP resources are directed, demonstrate the breadth of WFP's work and are relevant for both programmes and governance. Their achievement – or lack thereof – provides evidence of WFP's performance and resourcing situation.

128. In 2019, WFP faced a funding gap of USD 4.1 billion, or 34 percent of identified needs, despite record contributions. The organization could not therefore reach the target of distributing 5.6 million mt of food, but the 4.2 million mt distributed still represents the largest amount of in-kind distributions in WFP's history and 75-percent achievement of the yearly target, as shown in table 4.

129. WFP also faced funding constraints and other challenges such as two cases of food safety and quality issues in the purchase and distribution of SNFs for nutrition-specific programmes to prevent and treat malnutrition and nutrition-sensitive activities to improve diets through general food distributions and school feeding; only 287,000 mt could be provided against a planned 747,000 mt.

130. At 370,000 mt, the quantities of fortified food distributed surpassed the targets by an average of 13 percent, an achievement driven by the large quantity of fortified rice distributed and new reporting on commodities such as fortified wheat flour and maize flour in 2019.

131. Distributions of CBTs – particularly unrestricted cash – faced funding and other constraints but still amounted to a record USD 2.1 billion, two thirds of the yearly target. In the Syrian Arab Republic, plans to roll out general distributions of CBTs had to be postponed owing to the volatile situation. Another 15 countries completed less than one third of planned cash transfers in value terms, mostly because of insecurity and other factors hampering the envisaged scale-up of cash transfers. This limited the food choices available to beneficiaries and the potential to support local economies. On the other hand, the use of commodity vouchers exceeded the target owing to modality switches, the increasing use of commodity vouchers in school feeding and, particularly, the use of commodity vouchers in large operations such as those in Yemen and Mozambique.

132. WFP invested USD 262 million in capacity strengthening transfers, representing 62 percent of the yearly target. The shortfall resulted from a combination of lack of funding and the highly collaborative nature of capacity strengthening work, in which changes in the situation (such as changes in government or turnover of counterpart staff) may require adjustments to implementation schedules.

133. At 92 percent, WFP nearly met the annual target for the proportion of UNHAS passengers served against requests. Factors such as insecurity and bad weather often led to flight cancellations, particularly in Afghanistan, Libya and Nigeria, affecting performance on this indicator.

134. As shown in the second part of table 4, WFP reached more direct beneficiaries than originally anticipated, with 97.1 million against the 78.8 million planned, reflecting the surge in the number of people needing humanitarian assistance during the year – although many households still lacked access to sufficient food and others were left without assistance – and the steady commitment of WFP donors.

135. While WFP reached almost all planned schoolchildren thanks to adequate funding for the school feeding activity, funding and access constraints in many countries meant that only 77 percent of planned nutrition-specific beneficiaries were reached. In the Sudan, for example, fewer people than planned were assisted because fuel and cash shortages hampered the transportation of nutritious products over vast areas, and insecurity prevented some beneficiaries from attending

[30] WFP. 2019. Revised Corporate Results Framework (2017–2021) – Part II: 2021 targets for the programme outputs and performance indicators. (WFP/EB.A/2019/5-A). Available at https://docs.wfp.org/api/documents/WFP-0000104635/download/

health centres. However, global nutrition-specific beneficiaries increased by 9 percent compared with 2018.

136. WFP exceeded the outputs achieved in previous years in land rehabilitation and improvement and providing water for communities, reflecting an increase in donors' investments in food assistance for assets activities compared with previous years. In 2019, however, food assistance for assets reached only 88 percent of planned beneficiaries. Reasons for this paradox include a continuing shift towards multi-year assistance programmes aimed at changing lives and building long-term resilience.

Table 4: **Results against programme outputs**

Category A: Targets for transfer modalities			
Indicator	**2019 target**	**2019 actual**	**Percentage achieved**
Total quantity of food provided to targeted beneficiaries *(mt)*	5.6 million	4.2 million	75
Total value of food provided to targeted beneficiaries *(USD)*	2.81 billion	2.3 billion	82
Quantity of fortified food provided *(mt)*	326 000	370 000	113
Quantity of specialized nutritious food provided *(mt)*	747 000	287 000	38
Total amount of value transferred through CBTs and commodity vouchers for targeted beneficiaries *(USD)*	3.3 billion	2.1 billion	65
Unrestricted cash *(USD)*	2.2 billion	1.3 billion	59
Vouchers *(USD)*	1.0 billion	640 million	77
Commodity vouchers *(USD)*	130 million	234 million	180
Total value of capacity strengthening transfers *(USD)*	425 million	262 million	62
Percentage of UNHAS passengers served against number requested	95	92	97
Category B: Targets for beneficiary numbers			
Indicator	**2019 target**	**2019 actual**	**Percentage achieved**
Total number of beneficiaries targeted for WFP food and CBTs	78.8 million	97.1 million	123
Number of schoolchildren targeted for school feeding interventions	17.7 million	17.3 million	98
Number of persons targeted for nutrition-specific interventions	22.4 million	17.2 million	77
Number of persons targeted for food assistance for assets	10.9 million	9.6 million	88

Programme outcomes

137. In 2019, all WFP operations were brought into line with the revised CRF and reported baselines, yearly targets and follow-up values on selected outcome indicators. WFP-wide results were calculated by aggregating achievements against yearly targets for each level of the corporate results chain: the nineteen strategic outcome categories, the eight strategic results and the five strategic objectives.

138. Table 5 provides an overview of WFP's performance in achieving planned outcomes in 2019. Overall, WFP made strong progress against yearly average targets under four of the five strategic objectives, illustrating a positive trend in indicator values.[31] In 2018, a strong performance rating was achieved against only Strategic Objective 1 – End hunger by protecting access to food – while performance against two strategic objectives scored a "moderate" rating and another two could not be assessed owing to insufficient data.

Table 5: **Overall performance by strategic objective**

	Performance rating	
Strategic Objective	***2018***	***2019***
1 – End hunger by protecting access to food		
2 – Improve nutrition		
3 – Achieve food security		
4 – Support SDG implementation		
5 – Partner for SDG results		

139. It is important to note that the results reported for 2018 and 2019 are not fully comparable. This is because the method for assessing programme performance was changed in 2019 to improve coherence with other corporate reporting initiatives. This realignment required setting the threshold for achievement of "strong" progress at 80 percent, compared with 90 percent in 2018. Further details are provided in annex III-B.

140. The same aggregation method was used in both years, whereby outcome indicator ratings were aggregated first at the strategic outcome category level and then at the strategic objective level.[32] For the 2019 report, an analysis of performance at the strategic result level was added to improve consistency with the revised CRF. To analyse the performance measured for each strategic result, a rating was assigned to performance against each indicator, including indicators reported on by only one or a few country offices.

141. The following section provides additional details on programme performance against each strategic objective.

[31] Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: Available data are insufficient to allow the monitoring of organization-wide progress. Please refer to annex III-B, Methodology for assessing corporate programme performance and cross-cutting results.

[32] Some indicators such as moderate acute malnutrition rates and food consumption scores are reported more than once under more than one strategic outcome. In these cases, for aggregation at the strategic result and strategic objective levels, the performance rating was weighted based on the number of reporting country offices.

Strategic Objective 1: End hunger by protecting access to food

	Performance rating 2018	2019
Strategic Objective 1: End hunger by protecting access to food	●	●

142. WFP performed well against Strategic Objective 1 – End hunger by protecting access to food – with similar strong performance as in 2018. Through work under Strategic Objective 1, WFP supports collective efforts to protect access for all people, especially the most vulnerable, to sufficient, nutritious and safe food that they need to survive and live healthy and productive lives. For performance measurement purposes, this strategic objective consists of WFP's Strategic Result 1 – Everyone has access to food – which is aligned with SDG Target 2.1.[33]

Strategic Result 1: Everyone has access to food

143. As in previous years, in 2019 the bulk of WFP's expenditures were directed towards achieving Strategic Result 1. Nearly USD 4.9 billion was spent on work under this strategic result – a record amount accounting for 68 percent of total expenditures.

144. A significant amount of work towards achieving Strategic Result 1 was carried out through emergency operations in Yemen, the Democratic Republic of the Congo, the Syrian Arab Republic, South Sudan, Mozambique, central Sahel and Nigeria.

145. Unprecedented levels of funding allowed 86 operations to distribute 4 million mt of in-kind food and USD 1.5 billion in CBTs and commodity vouchers, primarily through unconditional transfers to help meet immediate food needs. To address the underlying causes of malnutrition, 80 percent of WFP operations also incorporated nutrition-sensitive objectives into their programmes, while 34 countries integrated asset creation and livelihood activities into their emergency responses with the aim of fostering resilience to future shocks.

146. In fragile settings, 67 operations supported schoolchildren with nutritious meals, snacks or take-home rations to provide an essential safety net for the children and their families and to help restore normality, reduce vulnerability to hunger and protect livelihoods. In more stable settings, WFP provided technical and capacity building support to governments for transition to and scale up of national school feeding programmes.

	Performance rating 2018*	2019
Strategic Result 1: Everyone has access to food		●
Number of country offices that met or exceeded 2019 target: 53 out of 69		
Strategic outcome category 1.1: Maintained/enhanced individual and household access to adequate food	●	●
Strategic outcome category 1.3: Enhanced social and public sector capacity to assist populations facing acute, transitory or chronic food insecurity	●	●

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

147. In two strategic outcome categories, WFP operations reported on 34 indicators against Strategic Result 1 in 2019. For 27 of these indicators, WFP either achieved its target or was

[33] Details available at: https://indicators.report/targets/2-1/

on-track to achieve it; against six other indicators it made some but insufficient progress, most notably regarding household food consumption score;[34] and against one indicator – resources mobilized for national food security and nutrition systems as a result of WFP capacity strengthening – it performed poorly. However, this indicator was only reported on by one country, which had performed poorly.

148. There were significant changes at the indicator level between 2018 and 2019. The number of outcome indicators reported on increased significantly as a result of a change in method and a revision of the CRF. Ratings for seven of the indicators under strategic outcome category 1.1 are still comparable with those of 2018. The strong performance rating for five of these was retained in 2019, while the moderate rating for food consumption score also remained unchanged while the rating for food consumption score – nutrition declined from "strong" to "moderate". Of 26 country offices reporting on this indicator in 2019, 13 performed poorly or showed moderate progress. Further details on outcome indicators are available in annex III-C.

149. While WFP performed satisfactorily at the aggregate Strategic Objective 1/Strategic Result 1 level, these statistics can obscure the challenges and successes that the organization faced in achieving these results. In paragraphs 150 to 162, WFP's work on ending hunger by protecting access to food, and the related outcome indicators, is broken down by programme area to give a clearer picture of the accomplishments of and difficulties faced by WFP operations.

Unconditional resource transfers

150. WFP's unconditional food assistance enabled more than 80 percent of beneficiaries experiencing highly volatile situations in nine countries – Colombia, Ecuador, Egypt, the Gambia, Iraq, Jordan, Libya, Rwanda and the United Republic of Tanzania – to reach acceptable food consumption levels. This demonstrates that WFP's food assistance helped people who are unable to provide for themselves to obtain a life-saving diet.

151. However, delivering at scale in situations of restricted humanitarian access, insufficient or unconfirmed funding streams and new climate- or conflict-related shocks proved challenging in many "forgotten" emergencies or inaccessible areas. As a result, many households still lacked access to sufficient food for their families in countries that included Afghanistan, the Democratic Republic of the Congo and South Sudan. WFP monitoring data from these countries showed that one third or more of households had poor food consumption patterns, leaving them exposed to critical health and nutrition challenges.

152. Regular intake of foods containing essential macro- and micronutrients plays a crucial role in growth, health and productivity. Monitoring data from the 30 country offices reporting food consumption scores – nutrition against a nutrition-sensitive objective – showed that an estimated 10 percent of supported households never consumed protein-rich food, 41 percent never consumed food rich in haem iron, and 10 percent never consumed food rich in vitamin A. These results are worrying.

[34] The food consumption score reflects the quantity of a household's calorie intake at a given place and for a given time based on what the household consumed over the previous seven days and is prone to seasonal variations. Therefore, using the food consumption score alone does not fully capture the changes in food and nutrition security that may be attributed to WFP's performance.

153. Forty-one country offices tracked and reported on dietary outcomes at the individual level. Their reporting showed that only 13 percent of children aged 6–23 months consumed a minimum acceptable diet, and just 22 percent of girls and women of reproductive age – aged 15–49 years – reached recommended minimum dietary diversity. While important progress was made during the year, these indicative results point to WFP's food assistance alone being unable to provide vulnerable people with sufficiently nutritious and diverse diets.

Multi-purpose cash transfers in Lebanon

In Lebanon, WFP leverages its CBT programmes to provide multi-purpose cash transfers for assisting the most economically vulnerable Syrian refugee households in meeting their essential needs. WFP provides an unconditional and unrestricted transfer of USD 27 per person per month with a top-up of USD 173.50 per household to stabilize or improve access to food and basic needs over a 12-month cycle. Other vulnerable Syrian households receive USD 27 per person per month from WFP with a top-up of USD 175 per household from the Office of the United Nations High Commissioner for Refugees (UNHCR).

In 2019, an independent evaluation found that WFP's multi-purpose cash programme in Lebanon appears cost-efficient, with a cost-to-transfer ratio of 0.12. This ratio, which is the associated cost to the project as a proportion of the value of transfers received by beneficiaries, is in line with the guidelines of the Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission and with typical ratios seen in other refugee responses. The evaluation highlighted further efficiency gains: the annual cost per beneficiary is estimated to have decreased from USD 61 to USD 57 in 2019; and the delivery processes deployed for multi-purpose cash transfers were effective as beneficiaries did not incur substantial additional costs.

CBTs also generate a multitude of effectiveness gains. In 2019, another independent impact evaluation used a rigorous experimental approach to measure the short- and long-term impacts of multi-purpose cash assistance provided by WFP and UNHCR in Lebanon. The study found that the assistance has had a positive impact on multiple dimensions of well-being and access to services for its beneficiaries, such as significant improvements in food consumption and food security; significant impacts of short-term multi-purpose cash programmes on formal education, which are sustained in the long term for both boys and girls; increased ability of men in beneficiary households to opt out of hazardous, risky or irregular employment; and significant impacts of long-term multi-purpose cash programmes on access to any type of primary health care and an indication that households prioritize primary health care for their most vulnerable household members, particularly children and young people up to 19 years of age.

Asset creation and livelihoods in emergencies

154. Outcome results showed improvements in food consumption in all the countries with reporting on asset creation and livelihood activities in crisis settings. Overall, 71 percent of households had acceptable food consumption, exceeding the yearly target by 4 percent and programme baselines by 13 percentage points.

155. In these often fragile and degraded areas prone to recurrent disasters, more than two thirds of people in supported communities reported that the assets created had enhanced their food production and market access, reduced hardship or protected against natural shocks.

156. Monitoring data also confirmed that beneficiaries reduced their use of negative livelihood-based coping strategies to procure food during new emergencies or protracted crises. Overall, the proportion of households using the most severe types of negative coping strategy, such as selling productive assets, declined from the programme baseline of 17 percent to 12 percent.

School feeding in emergencies and more stable settings

157. WFP's school feeding programmes helped to keep girls and boys in school during emergencies – a critically important achievement when the evidence shows that students are at risk of dropping out of school because of opportunity costs, child labour or early marriage. The average drop-out rate in supported schools declined from the programme baseline of 7.5 percent to 4 percent in 2019.

158. School feeding programmes also had a positive impact on new enrolments in supported schools. About 5 percent more students enrolled in 2019 than in 2018. Even in conflict-affected Yemen, enrolment rates increased by 4 percent while programme coverage increased by 40 percent over 2018 – highlighting the positive "pull effect" of school meals. A report by the United Nations Educational, Scientific and Cultural Organization (UNESCO) on SDG 4.5 – Eliminate gender disparities and ensure equal access to education – reviewed 20 WFP evaluation reports and found that school feeding is one of the most effective interventions for promoting equality and inclusion in education.

159. Student attendance also increased in 2019, with an average of nine out of ten students attending on a minimum acceptable number of school days, normally set at 80 percent or more of the total. This represented a 5 percentage point increase in attendance since the programme began.

Digital innovations in school feeding – Plus School Menus, School Connect and dashboards

Leveraging the power of technology, WFP pioneered three digital initiatives for helping to make school meals more nutritious and improving the availability and timeliness of data.

Followed by successful testing in Bhutan's national school feeding and nutrition programme, in mid-2019 WFP began to roll out the Plus School Menus software – a digital solution aimed at optimizing school menus by making them more nutritious and cost-efficient while also promoting the use of locally sourced products and respecting cultural food habits. Using advanced algorithms and drawing from various types of data, such as food prices and food composition tables, Plus School Menus identifies a series of meals in a way that facilitates the work of both school feeding decision makers and school cooks.

The first ever Plus-based menu, in Bhutan's Punakha region, had the same nutrient content as the previous school menu but cost 21 percent less. It also sourced more produce locally, buying 17 percent of the food directly from nearby farmers compared with just 10 percent before the introduction of Plus. In September 2019, the Plus software received a global best practices award from the organizers of World Expo Dubai.

A second innovation developed by WFP, School Connect, is a web-based data-tracking solution that works in settings with poor telecommunications connections. Tested by the Burundi country office in 2019, School Connect can be used on all types of device and facilitates real-time tracking of important indicators such as school attendance, food utilization and school inventories.

Building on the School Connect data integration project, WFP initiated development of real-time, interactive online dashboards to equip its school feeding managers and host governments with up-to-date high-quality data. This crucial information will help WFP to become more efficient in food deliveries and in planning monitoring visits and reporting to partners and donors.

160. A major example of progress in transition planning was the Government of Bangladesh's adoption of a national school meals policy 2019 as part of its shift towards full government ownership of school feeding activities. The policy sets out the steps for reaching all primary schoolchildren with locally produced meals by 2030, gradually shifting from provision of fortified biscuits to serving of diverse hot meals, with technical support from WFP. The Government has committed to increasing its annual support to the school feeding programme, established in 2001 with WFP support, from USD 75 million to an estimated USD 910 million.

161. In 2019, the Government of Bangladesh took over the feeding of 15,000 children in pre-primary and primary schools from WFP in two districts, and the Government of Armenia incorporated a school feeding programme into the national budget and took over school feeding activities from WFP in five provinces, with the objective of achieving full takeover by 2023.

162. While several country offices implemented school feeding programmes with a literacy objective in 2019, only three – Bangladesh, Côte d'Ivoire and Nepal – reported on a new, voluntary indicator that captures the proportion of students demonstrating an ability to read and understand texts appropriate to their school grade. Literacy rates increased by about 20 percentage points from baselines in Bangladesh (from 7 to 28 percent) and Côte d'Ivoire (from 12 to 32 percent). However, in Nepal the literacy rate dropped by five percentage points from an already low 7 percent to 2 percent. The decrease was related to a new literacy test that students found more complex and that required more contextual knowledge than the test used previously.

Strategic Objective 2: Improve nutrition

	Performance rating	
	2018	***2019***
Strategic Objective 2: Improve nutrition		

163. Performance against Strategic Objective 2 – Improve nutrition – was strong in 2019.[35] This result was an improvement on the partial achievement of 2018 and was largely driven by a combination of better performance and enhanced reporting. Helping to end all forms of malnutrition, particularly in areas with a high burden or risk of malnutrition, is central to WFP's work. Malnutrition has a significant impact on human development, contributing to the persistence of poverty and inequality through intergenerational cycles of hunger. Strategic Objective 2 consists of Strategic Result 2 – No one suffers from malnutrition – which is linked to SDG Target 2.2.[36]

[35] Although several CSPs included nutrition-specific (prevention and treatment) activities under Strategic Result 1, the present report presents all implementation against Strategic Result 2 to avoid the fragmentation of activities and results.

[36] Details available at: https://indicators.report/targets/2-2/.

Strategic Result 2: No one suffers from malnutrition

164. Through 74 operations with some type of nutrition programming, WFP and its partners implemented nutrition-specific treatment and prevention activities in 49 countries with particularly high malnutrition rates. Activities included the distribution of SNFs and the provision of counselling and messaging on good nutrition and health practices and often complemented WFP's general food and cash-based assistance. In 2019, 47 percent of the direct beneficiaries of WFP's nutrition activities were in countries experiencing Level 3 or Level 2 emergencies. WFP also worked with governments on the development of nutrition policies and programmes that, for example, provide nutritious school meals or food fortification.

	Performance rating	
	2018*	***2019***
Strategic Result 2: No one suffers from malnutrition *Number of country offices that met or exceeded 2019 target: 40 out of 50*		
Strategic outcome category 2.1: Improved consumption of high-quality, nutrient-dense foods among targeted individuals		
Strategic outcome category 2.2: Improved value chains for high-quality, nutrition-dense foods		
Strategic outcome category 2.3: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

165. Comprising 21 indicators in three strategic outcome categories, overall performance against Strategic Result 2 was satisfactory. Thirteen of the 21 indicator targets were achieved or almost achieved, including the four measurements of performance in the treatment of moderate acute malnutrition, which all exceeded targets. Another six indicators – most of them reported on by only a few country offices – showed some but limited progress.[37] Two indicators – of literacy and school retention – showed no progress or regression, but literacy was reported on under this strategic result by only one country office, and retention by two. Only one country office reported against strategic outcome category 2.2 in 2019, and although progress was not made against targets, the country office started discussions with private sector actors to identify the challenges to increasing the production of nutritious foods.

166. Some indicators, for example the proportion of children aged 6–23 months who consume a minimum acceptable diet, improved in 2019 compared with 2018, when more indicators scored a moderate rating. A full year-on-year comparison is not possible because many indicators in 2019 were not reported on or rated in 2018.

167. The following sections present details by programme area, highlighting accomplishments and challenges in improving nutrition.

[37] The indicator with partial achievement most widely reported under this strategic result was the recently introduced capacity strengthening indicator number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening.

Nutrition treatment

168. WFP achieved important outcomes from treating moderate acute malnutrition in more than 5.7 million children aged 0–59 months and 3.3 million pregnant and lactating women and girls in 39 countries. The average recovery rate among children enrolled in WFP programmes was 90 percent during the year, while the mortality rate was 0.1 percent – well below the globally accepted target of no more than 3 percent. In addition, all country offices reporting default and non-response rates were well within the globally agreed Sphere standards.

169. Overall, these treatment programmes reached 60 percent of eligible children, women and girls, slightly below the average target of 65 percent in 2019.[38] Coverage declined in some places, such as in shock-affected areas of the Sudan where treatment rates declined from 99.7 percent in 2018 to 57 percent in 2019.[39] In these areas, fewer people were helped because fuel and cash shortages hampered the transportation of nutritious products across vast areas, while insecurity prevented some beneficiaries from reaching health centres.

170. In 16 countries, WFP supported about 350,000 people living with HIV, clients of tuberculosis treatment and their families through nutrition assessments, counselling and distributions of food rations when required. The 16 countries include several experiencing Level 3 and Level 2 emergencies such as Cameroon, the Central African Republic, the Democratic Republic of the Congo, Mozambique, South Sudan and Zimbabwe, and others where conditions are fragile, such as Somalia and Rwanda.

171. In Somalia, WFP worked with the Government to provide thousands of malnourished men, boys, women and girls receiving anti-retroviral therapy or tuberculosis treatment with SNFs to complement general food distributions. To optimize the nutrition status of people living with HIV during a humanitarian response, WFP assisted an additional 10,000 people with screening and counselling support at 34 health centres across Somalia.

172. Most of these beneficiaries were registered through WFP's digital beneficiary and transfer management system, SCOPE, which helped mitigate stigma and discrimination while offering people living with HIV and their families the opportunity to receive specific transfers and access to social safety nets. Monitoring data indicated that 87 percent of treated anti-retroviral and tuberculosis treatment clients in Somalia recovered from acute malnutrition during the year, and the default rate from treatment programmes was 0 percent. The positive results highlighted the effect of combining food assistance with targeted treatments for particularly vulnerable population groups.

Malnutrition prevention

173. Prevention of malnutrition is an important part of WFP's response, particularly during the critical window of opportunity during the first 1,000 days between conception and a child's second year of life. If pregnant and lactating women and girls, and children aged 0–23 months are well-nourished, they are much more likely to have healthy and productive lives.

174. WFP assisted 8.1 million people in 47 countries through blanket supplementary feeding programmes to prevent widespread malnutrition and reduce excess mortality, usually at the onset of an emergency or in a protracted crisis. These interventions aimed to support all members of vulnerable groups in areas with particularly high levels of acute malnutrition or micronutrient deficiencies.

175. Overall, WFP's prevention programmes covered 77 percent of the eligible population in 2019, well above the average programme baseline of 63 percent and surpassing the corporate target

[38] While 65 percent was the average target across all CSPs in 2019, WFP's context-specific targets for treatment of moderate acute malnutrition are based on the Sphere standards of at least 50 percent in rural areas, 70 percent in urban areas and 90 percent in camps.

[39] The coverage still met the Sphere standard of at least 50 percent in rural areas, despite the worrying decline.

of 76 percent at year end. In addition, 74 percent of enrolled children participated in an adequate number of distributions, normally defined as at least two thirds of those scheduled. This achievement also exceeded the corporate target of 72 percent programme adherence by the end of 2019.

176. Prevention interventions achieved important short-term but insufficient long-term results. Overall, monitoring data showed that only 19 percent of children aged 6–23 months consumed a minimum acceptable diet, despite WFP's food and nutrition assistance. This indicates that the programmes of many country offices will fall short of meeting WFP's ambitious target of having 41 percent of children consuming an acceptable diet by the end of the implementation period of a CSP. These suboptimal results were influenced by insufficient access to nutritious foods and inappropriate child feeding and care practices in, for example, Benin and South Sudan. However, a positive trend was observed in some countries with a strong SBCC component, such as Chad and Ethiopia.

177. More women and girls of reproductive age (aged 15–49 years) reached minimum recommended dietary diversity in 2019 according to programme baselines which call for consumption of at least five food groups, from a list of ten, in the previous 24 hours. Overall, 45 percent of beneficiary women and girls reached the threshold, making them more likely to have higher micronutrient intake than those who did not. While this represented an overachievement against targets, the proportion of girls and women who did not obtain sufficiently nutritious diets remained too high.

178. The programme in Haiti achieved remarkable results by combining cash transfers and SBCC interventions for households with young children who had been treated for and recovered from acute malnourishment. Awareness sessions focusing on the importance of a diversified diet and the benefits of breastfeeding were attended by 98.5 percent of the beneficiaries who received cash. Of these beneficiaries, 84 percent reported gaining new knowledge and 83 percent stated that they were willing to apply the knowledge. In addition, all girls and women of reproductive age reached minimum dietary diversity, compared with just 27 percent at project baseline.

179. The nutrition results indicate that WFP is contributing effectively to global efforts to treat acute malnutrition, although the coverage of eligible children and women could improve. More investments are required in prevention and nutrition-sensitive activities, including increased use of SBCC to help families and communities improve infant and young child feeding practices.

Improved nutrition, health and national capacities

180. WFP assisted schools in providing healthier meals and helped governments to adopt multi-sectoral approaches to nutrition, health, hygiene and education. During the year, WFP provided school-age children in 33 countries with nutritious snacks and meals that included multi-fortified foods and micronutrient-rich foods such as milk or fish.

181. In Nepal, WFP assisted the Government in developing its first integrated national school feeding implementation guideline, which established nutrition standards and management modalities for school feeding. In the Niger, where only one in ten girls go to secondary school, WFP supported more than 8,000 adolescent girls with an education and nutrition programme in coordination with national and international partners. The girls received a scholarship to encourage retention in school and were provided with micronutrient supplements during school holidays to prevent anaemia.

182. WFP also boosted national capacities to deliver improved mother and child health, nutrition and education services. For example, in 2019 WFP:

- organized nutrition workshops – which included the sharing of practical knowledge on menu design and food diversification – with the Institute of Food and

Nutrition Development in China for kindergarten principals, teachers, cooking staff and parents;

- assisted the Government of Indonesia in expanding the coverage of its social protection programmes and its behaviour change communication regarding the national school feeding programme in order to address the high prevalence of stunting, obesity and anaemia; and
- supported the Government of Bhutan's development of a national school feeding and nutrition strategy for 2019–2030, a national health policy, a health and nutrition curriculum for schools and food and dietary guidelines.

183. The scale-up of food fortification interventions, in partnership with governments, remained a priority in efforts to achieve nutrition objectives. Major successes were achieved in the Dominican Republic, Panama and Peru, where – following the launch of the 2018 Latin America and Caribbean rice fortification strategy – 41 new commercial brands of fortified rice were launched on the markets, reaching nearly 47 million people.

184. The governments of Bangladesh and India committed to mainstreaming the use of fortified rice into their social safety nets. In Bangladesh, from programme inception in 2013 to full implementation in 2019, the number of people with access to fortified rice grew from 30,000 to almost 3 million. After WFP promoted the inclusion of fortified rice in India's three food-based safety nets, the Government allocated USD 28 million to this purpose and established a new central sector scheme for rice fortification.

Strategic Objective 3: Achieve food security

	Performance rating	
	2018	***2019***
Strategic Objective 3: Achieve food security		

185. In 2019, WFP showed partial achievement of targets related to Strategic Objective 3, a similar performance to that in 2018. This strategic objective consists of Strategic Result 3 – Smallholders have improved food security and nutrition through improved productivity and incomes – and Strategic Result 4 – Food systems are sustainable. These strategic results are linked to SDG Targets 2.3 and 2.4, respectively.[40] There was room for improvement under Strategic Result 3 while performance against targets under Strategic Result 4 was satisfactory.

186. During the year, WFP worked directly with vulnerable people and communities, smallholder farmers and partners in 53 countries to design and implement activities that improve the productivity, sales and incomes of beneficiaries and address systemic problems in food systems.

[40] Details available at: https://indicators.report/targets/2-3/ and https://indicators.report/targets/2-4/.

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

187. WFP has two main reasons to engage under Strategic Objective 3. The first is that smallholder farmers and their households account for more than half of all food producers in much of Africa, Asia and Latin America, but many smallholders are poor and food-insecure and have lower productivity than other producers because of their reliance on degraded land and unsustainable agricultural practices and their limited access to markets and services.

	Performance rating	
	2018*	***2019***
Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes *Number of country offices that met or exceeded 2019 target: 14 out of 28*		
Strategic outcome category 3.1: Increased smallholder production and sales		
Strategic outcome category 3.2: Increased efficiencies in pro-smallholder aggregation in food value chains		
Strategic outcome category 3.3: Improved availability of key pro-smallholder public goods and services		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

188. A total of 18 indicators related to Strategic Result 3 were reported on in three strategic outcome categories. Scoring a moderate overall performance in 2019, WFP achieved or nearly achieved 8 of the 18, including those reflecting the value and volume of smallholder sales through WFP-supported aggregation systems. WFP received a moderate rating in six indicators and scored poorly in four, two of which[41] were reported on by only a few operations.

189. Performance under strategic outcome category 3.1 remained unchanged since 2018 with moderate progress continuing. Two of the seven indicators reported on in 2018 deteriorated in 2019: the food expenditure share and the proportion of farmers producing more nutritious crops. The number of county offices reporting on these two indicators also decreased, which may partially explain the lower rating. The three indicators showing insufficient progress in 2018 improved, however, indicating that many country offices were on track to meet or had already met their targets in 2019. Results in the remaining two indicators remained stable.

Strategic Result 4: Food systems are sustainable

190. Sustainable food systems and resilient agricultural practices are central to the achievement of food security and zero hunger. This, coupled with the importance of improving smallholder productivity and income, is the second reason for WFP to engage under Strategic Objective 3. To attain the SDGs, WFP promotes rural transformation, integrated climate risk management and human capital and infrastructure development activities aimed at ensuring that food systems become more inclusive of the people left "furthest behind".

[41] The two indicators were the proportion of children aged 6–23 months consuming a minimum acceptable diet; and an indicator of economic capacity to meet essential needs.

	Performance rating	
	2018*	2019
Strategic Result 4: Food systems are sustainable		
Number of country offices that met or exceeded 2019 target: 19 out of 25		
Strategic outcome category 4.1: Improved household adaptation and resilience to climate and other shocks		
Strategic outcome category 4.2: Supported inclusive commercial food system functions and services		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

191. As reported through 18 indicators in two strategic outcome categories, WFP scored a strong rating under Strategic Result 4 in 2019. Targets for 13 of the 18 indicators were achieved or nearly achieved, including those for dietary diversity and smallholder sales and post-harvest losses. In two indicators, WFP received a moderate rating, although the food consumption score came close to the threshold for strong performance. Only one country office reported on the emergency preparedness capacity index under Strategic Result 4. Scores for three indicators were poor, including the consumption-based coping strategy index, which was reported on by eight countries. The remaining two indicators were reported on by only one or two country offices.

192. The overall performance rating for strategic outcome category 4.1 improved from 2018. Although the coping strategy index deteriorated, the remaining four indicators reported on in 2018 showed strong progress in 2019. Annual targets were met for another seven indicators not reported on in 2018, including three indicators for which there were insufficient data for reporting in 2018.

193. The following sections present more details by programme area to further highlight accomplishments and challenges in achieving food security.

Asset creation and livelihoods in more stable settings

194. Thirty-two country programmes delivered integrated asset creation and livelihood interventions aimed at increasing production and households' adaptation and resilience to shocks.

195. The operation in the Niger, grounded in the Government's inter-ministerial coordination platform, began rolling out a resilience programme in 2013. Based on asset creation, livelihood and land restoration activities, the multi-year project implements integrated packages of activities for targeted communities and vulnerable households, while often also targeting students, farmers and malnourished individuals.

196. After several years of continuous implementation, positive changes were observed in assisted communities in 2019, as almost half of all participating households progressed out of poverty and no longer considered themselves to be very poor. Surveys confirmed a decreasing trend in migration: up to 60 percent of the poorest households in certain areas reported migrating less often than before, and 10 percent reported having stopped migrating entirely. Women also confirmed a reduction in their workloads, hardship and intra-household tensions as men migrated less and new livelihood opportunities emerged.

197. WFP's resilience work in the Niger provided a model that was brought to scale in 2019 in the other Sahelian countries – Burkina Faso, Chad, Mali and Mauritania. These countries have experienced persistently high levels of food and nutrition insecurity, limited and unequal access to basic services, poorly integrated markets and recurrent shocks. Between late 2018 and November 2019, WFP's Sahel integrated resilience programme (2019–2023) assisted 1.3 million people in more than 1,400 villages through a package of three to five resilience activities, including food assistance for assets, school feeding, malnutrition

treatment and prevention and nutrition messaging or counselling and support for smallholder farmers.

198. In South Sudan, which has one of WFP's largest asset creation operations supporting smallholders and other vulnerable communities, WFP interventions improved the food consumption of nearly 600,000 people, with 56 percent of households reaching acceptable consumption levels in 2019 compared with just 28 percent in 2018.

199. Outcome targets for acceptable food consumption in some provinces of the Democratic Republic of the Congo were met or exceeded thanks to unprecedented funding that enabled WFP to distribute food and CBTs for the first time through asset creation activities. This high level of resources, many of which are from multi-year contributions, enabled WFP to increase activities almost threefold over 2018. In Mali, where only half of the required resources were available, implementation of activities had to be reduced and food consumption targets were not met.

200. An overwhelming majority – 76 percent – of people in supported communities reported benefits from an enhanced livelihood asset base, including increased or diversified food production, improved access to markets and basic services, reduced hardships and greater protection from natural shocks. In some cases, these assets enabled food assistance for assets beneficiaries and their communities to move from being recipients of food assistance to gradually becoming self-reliant.

201. All seven country offices that reported on the proportion of the population in targeted communities that had experienced environmental benefits either met or exceeded their yearly targets, indicating that community assets contributed to environmental improvements. Notably, nine out of ten households in Burkina Faso cited improvements in natural resources due to reduced erosion and desertification and improved soil fertility.

202. Some progress was made in reducing the overall percentage of households relying on the most severe, negative coping strategies such as selling productive assets from an average of 15.5 percent at baseline to 13.5 percent at year end. However, a much greater reduction will be required to meet the average target of 9 percent by the end of CSP implementation for operations under Strategic Objective 3.

Smallholder agricultural market support

203. WFP helped smallholders in more than 40 countries to gain an entry point into formal markets in order to strengthen their income-generation opportunities and ultimately improve their livelihoods. Growing and predictable demand from WFP and other buyers encourages smallholders to invest in agriculture and catalyses investments and service provision by governments, private sector entities and development actors.

204. With variations from country to country, WFP stimulated pro-smallholder demand, promoted the inclusiveness and efficiency of produce aggregators working with smallholder farmers, increased farmers' capacity to produce marketable surplus and promoted an enabling environment for smallholders' engagement in market. Worldwide, smallholder farmers sold 58,500 mt of food commodities for a total USD 19.1 million through WFP-supported aggregation systems.

205. Overall, 65 percent of country offices met their targets for the proportion of targeted smallholders selling through WFP-supported aggregation systems. These data give WFP crucial information about whether smallholders can sell surplus production and the extent to which they benefit from the market opportunities offered by stronger aggregation systems. Underperformance in some countries, including the Plurinational State of Bolivia and Lesotho, was linked to late confirmation of resources and heavy rains just before harvest, which hampered implementation of activities and spoiled crops.

206. WFP used its considerable purchasing power and knowledge of markets to buy local food for its programmes. By injecting cash into local economies, local and regional food procurement can

significantly strengthen livelihoods and the sustainability of food systems, particularly when it is associated with activities that support value chain actors such as farmers and farmer organizations, processors, aggregators and traders. In 2019 WFP procured 96,600 mt from smallholder farmers for a total of USD 37.2 million, which contributed directly to the smallholders' livelihoods.

207. On the supply side, WFP helped smallholders reduce their post-harvest losses to further increase their marketable surpluses. The programme in Mozambique, with strong funding from both government and private-sector partners, held training and awareness campaigns promoting the use of hermetic storage bags to reduce losses caused by insects, rodents and mould. The programme also involved successful work with public and private sector stakeholders on the development of a market and retail network for the sale of hermetic bags. A WFP baseline survey in Mozambique indicated that the post-harvest losses of grains were at acceptable levels, in line with yearly targets. While this indicator is not yet widely used, three out of five countries reporting on it met or almost met their targets for reduced post-harvest losses.

208. In November 2019, WFP's Executive Board approved the new local and regional food procurement policy,[42] which aims to boost WFP's local, regional and pro-smallholder procurement and help deliver on WFP's "changing lives" mandate. The policy introduces additional principles and parameters, including programme objectives and analysis of local value chains, to complement the cost-efficiency considerations that guide WFP's procurement decisions.

Climate adaptation and risk management

209. Building on risk reduction achieved through food assistance for assets and other activities, WFP has continued to promote the transfer of risks by providing micro-insurance for smallholder farmers in chronically food-insecure areas that regularly experience droughts and floods. Insurance protection helps farmers manage climate risks and make better informed investments in agricultural production.

210. In 2019, WFP helped more than 93,000 farmers, 60 percent of whom were women, in seven African countries to obtain access to USD 12.2 million worth of micro-insurance coverage through the R4 Rural Resilience Initiative. More than 5,000 of these farmers subsequently used R4-related insurance products.

211. In addition, through the African Risk Capacity Replica programme, WFP supported five governments in providing drought insurance worth USD 33.5 million for 1 million people. Efforts in previous years to mainstream climate risk protection into WFP operations began to show results, with an increasing number of governments expressing interest and taking steps to introduce risk transfer instruments into country programmes.

212. In addition to protecting smallholders from climate shocks through risk transfer mechanisms, WFP also delivered tailored weather and climate information to vulnerable communities in three countries. In the largest intervention – the *Nobo Jatra* (New Beginning) programme in flood-prone southwestern Bangladesh – WFP and partners provided 87,000 people with climate risk information on when their livelihoods are likely to be affected by climate events and how to adapt.

213. Based on flood forecasts issued during the monsoon season for northern Bangladesh, WFP used mobile banking to provide cash transfers to 4,500 vulnerable households three days ahead of forecasted severe flooding events. Participants in the forecast-based financing project implemented with national partners spent the anticipatory cash transfers on priority needs such as food, materials for strengthening their homes and transport to safety.

[42] WFP/EB.2/2019/4-C. Available at: https://docs.wfp.org/api/documents/WFP-0000108552/download/.

214. At the country portfolio level, the integration of climate change adaptation and risk management measures into CSPs produced positive results. Overall, 79 percent of supported communities in six countries reported improved capacity to manage climate shocks and risks. These results suggest that similar interventions when delivered at scale could strengthen fragile food systems and decrease the risks of hunger as climate change contributes to increases in the frequency and intensity of disasters.

Strategic Objective 4: Support SDG implementation

	Performance rating 2018	2019
Strategic Objective 4: Support SDG implementation		

215. WFP focuses its efforts under Strategic Objective 4 on strengthening capacities and supporting policies that foster sustainable development, thus furthering achievement of the SDGs. WFP's performance against Strategic Objective 4 was strong in 2019, driven primarily by positive performance in the underlying indicators, but also by improvements in reporting. Strategic Objective 4 consists of Strategic Result 5, linked to SDG Target 17.9, and Strategic Result 6, linked to SDG Target 17.14.[43]

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

216. WFP recognizes the primary role that country governments play in establishing national food security and nutrition systems to support their own populations. However, in many countries assisted by WFP the skills and capacities in designing and implementing the necessary policy and institutional reforms and robust programmes are still emergent or require external technical expertise. To provide this type of support, WFP mobilized resources for resilience building activities and programmes that address the root causes of hunger, food insecurity and other challenges.

	Performance rating 2018*	2019
Strategic Result 5: Developing countries have strengthened capacities to implement the SDGs *Number of country offices that met or exceeded 2019 target: 30 out of 38*		
Strategic outcome category 5.1: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations		
Strategic outcome category 5.2: Partners' demand for quality services fulfilled		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

217. WFP utilizes ten indicators as the primary assessment tools for tracking performance in strategic outcome categories 5.1 and 5.2 (see table above). In 2019, WFP achieved or was on-track to achieve its targets for seven of these indicators. Several new indicators were reported on for the first time in 2019, two of which showed insufficient progress. These two indicators were the number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support, and the resources mobilized for national food security and nutrition systems as a result of WFP's capacity strengthening efforts. Poor performance was

[43] Details available at: https://indicators.report/targets/17-9/ and https://indicators.report/targets/17-14/.

observed in one indicator measuring the proportion of targeted communities showing improved capacity to manage climate risks.

218. No performance rating for Strategic Result 5 was reported in 2018 because of a lack of sufficient data and the low number of outcome indicators being used. This limited the ability to carry out comparative analysis between 2018 and 2019 results.

Capacity strengthening

219. Building on its core principles for country capacity strengthening[44] (CCS), WFP engages with partners and stakeholders with a view to identifying relevant existing capacities and stakeholders' needs in order to inform the design and delivery of validated and demand-driven CCS interventions.

220. WFP was able to enhance food security and nutrition policies, programmes and system components in 45 countries, reaching or surpassing more than 80 percent of its targets in CCS.

221. In Kenya, WFP strengthened government capacities in many sectors. For example, WFP built on a successful handover of school feeding interventions to the Government in 2018 and focused on improving programme design and delivery by training more than 1,400 government staff members in school feeding programme management, school menu development and nutrition and health communication. WFP supported the establishment of national and county-level coordination committees and provided assets such as kitchen and cooking equipment, fuel-efficient stoves, and monitoring equipment, worth nearly USD 500,000, for improving institutional effectiveness and accountability. WFP also helped launch a national school health policy, which articulates the Government's long-term vision for school health.

222. In India, WFP supported the Government's targeted public distribution system – the largest food safety net in the world, reaching 800 million vulnerable people each month. WFP support for data analysis and digitization enabled 17 Indian states to enhance the efficiency and effectiveness of the programme, including by improving targeting and community awareness and optimizing supply chains. A joint review of systems and their coordination enabled the Government to reduce transactional errors in bank transfers from 2 to 0.2 percent, enhancing institutional accountability. In addition, WFP linked smallholder farmers, especially women, to government services, resulting in more sustainable livelihoods.

223. To support CCS work across its global portfolio, WFP developed a standalone software solution, the database for country capacity strengthening (DACCS), to capture quantitative and qualitative data from complex CCS interventions. DACCS helps WFP country offices that are operationalizing their CSP activities in collaboration with local governments, partners and stakeholders to document and track the full CCS programme cycle. In 2019, WFP successfully piloted DACCS in Mauritania, São Tomé and Principe and Uganda in preparation for broader roll-out.

Emergency preparedness

224. Additional capacity building efforts included WFP's continued work on strengthening countries' emergency preparedness and response capacities, for which targets were met in the five countries

[44] Country capacity strengthening is defined as the process through which individuals, organizations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions. WFP's holistic CCS interventions are built around fostering food security and nutrition policies and legislation; strengthening institutional effectiveness and accountability; supporting strategic planning and financing; enhancing programme design, delivery and monitoring; and encouraging the participation of communities, civil society and the private sector.

that reported on the emergency preparedness capacity index.[45] In Mauritania, WFP developed a national response plan and intensified its support of the Government's early warning mechanism. This country was one of the first to benefit from WFP's climate risk insurance coverage. In Peru, the national emergency operations plan and the contingency plan for earthquakes and tsunamis in Lima and Callao were developed and approved. Results from a 2019 study on the emergency preparedness capacity index indicated that the Government's capacities in emergency preparedness had increased by 26 percent from 2016.

South–South cooperation

225. In 2019, WFP held a global strategic meeting at which to take stock of its experiences in facilitating South–South and triangular cooperation (SSTC) and to outline future strategic options for enhancing its engagement in SSTC to enhance national programmes. SSTC pilot projects aimed at enhancing the resilience and improving the livelihoods of smallholder farmers were launched in the Congo, Ecuador, Kenya and Sri Lanka in collaboration with FAO. The projects are being rolled out as part of WFP's global SSTC field support initiative, with funding support from the Ministry of Agriculture and Rural Affairs of China. While promoting SSTC as a way of strengthening the capacity of host governments to achieve zero hunger, these projects enabled country offices to gain expertise in supporting host governments in the implementation of SSTC projects.

226. In 2019, WFP's centres of excellence helped countries design and implement 15 national anti-hunger policies and mobilized USD 2.3 million to operationalize field-oriented SSTC projects. Through WFP's centre of excellence in Brazil, the Government of Uganda learned about Brazil's multi-sectoral sustainable funding streams, linkages to smallholder agricultural development and effective community participation. WFP's centre of excellence in China helped Ecuadorean farmers and technicians acquire knowledge on rice production and the diversification of smallholders' incomes. The regional centre of excellence against hunger and malnutrition in Côte d'Ivoire facilitated a technical exchange among Benin, the Congo and Côte d'Ivoire for the development of a cassava value chain.

227. The country offices of India and Costa Rica shared knowledge on rice fortification. Acknowledging the importance of food in addressing micronutrient deficiency disorders, senior officials from the Government of India went on a learning visit to Costa Rica where all the rice produced is fortified. The Regional Bureau for Latin America and the Caribbean also fostered country office to country office cooperation. Cuba, the Dominican Republic, Haiti and Nicaragua shared a platform for exchanging experiences and knowledge related to early warning and disaster risk reduction.

Strategic Result 6: Policies to support sustainable development are coherent

228. Strategic Result 6 aggregates performance under Strategic Objective 4. Under Strategic Result 6, WFP focuses on fostering meaningful institutional reform and applying coherent policies that improve food security and nutrition. This work demands prioritization of partnerships and engagement with stakeholders to facilitate progress in sustainable development at the local, regional and national levels.

229. In 2019, USD 840,000 was mobilized under Strategic Result 6, an increase of more than 300 percent from 2018. During the year, support was directed exclusively to capacity strengthening initiatives, including needs analysis, financial and technical assistance,

[45] The emergency preparedness capacity index assesses six elements of emergency preparedness to measure how effectively WFP is working with governments to establish and manage disaster preparedness interventions. The elements are food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications, hazard analysis and early warning in support of food security; and national preparedness and response. Rather than quality, the index is focused on ownership of these elements of preparedness, which is linked to sustainability.

and support for governments in the development and enhancement of zero hunger policies and other activities.

230. Among the main corporate risks identified by WFP is the challenge of adapting effectively to initiatives introduced by the ongoing reform of the United Nations development system, such as implementation of the new United Nations sustainable development cooperation framework (UNSDCF). To mitigate this risk, initiatives were undertaken to reinforce corporate strategy in order to focus on planning and guidance that will enable WFP units to implement the changes brought by the reform. The reinforced strategy will also enable WFP country offices to transform and lead in their engagement with other United Nations agencies and in reform initiatives at the local and regional levels.

	Performance rating	
	2018*	***2019***
Strategic Result 6: Policies to support sustainable development are coherent		
Number of country offices that met or exceeded 2019 target: 4 out of 4		
Strategic outcome category 6.1: Supported inclusive and sustained food security and nutrition policy reform processes		
Strategic outcome category 6.2: Prioritized and implemented food security and nutrition policy reforms		

* Performance ratings by strategic result were not reported in the annual performance report for 2018

231. Results under Strategic Result 6 were positive, but only four country offices included indicators related to this strategic result in their logical frameworks so WFP's ability to provide a comprehensive performance assessment was limited. New capacity strengthening indicators have been included in the revised CRF to help resolve this issue. The new indicators are reported on in detail in annex III C.

232. Overall, performance against the new outcome indicators showed positive results in 2019, with all four of the implementing countries – Afghanistan, Ghana, Mali and Nigeria – meeting or exceeding their targets.

233. In Afghanistan, support was provided to government officials for enhancing the coherence of the national zero hunger policy. The resulting success led to an expanded scope for the policy's social protection provisions and the recognition of work towards zero hunger as an opportunity for fostering development. In addition, a portion of the USD 630,000 mobilized during the year was used to pilot a social safety net project for 4,000 of the most vulnerable households affected by drought. Lessons learned from the pilot led to an approved prototype of a food security early warning system. WFP also supported the establishment of 16 provincial food security and nutrition committees, adding to the 26 already in place across the country.

Strategic Objective 5: Partner for SDG results

	Performance rating	
	2018	***2019***
Strategic Objective 5: Partner for SDG results		

234. WFP performed strongly against Strategic Objective 5 – Partner for SDG results – with nearly 100 percent of reporting countries meeting or exceeding 80 percent of their targets. This good result demonstrates improvements in the assessment of WFP's performance made during the year, such as the introduction of reporting on all results irrespective of the number of

countries measuring each result, and a new method of measuring outcome indicators that was not available in 2018. For performance reporting purposes, this strategic objective consists of Strategic Result 7 on ensuring that developing countries have access to diverse resourcing, and Strategic Result 8 on enhancing global partnerships. These strategic results are linked to SDG Targets 17.3 and 17.16, respectively.[46]

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

235. Strategic Result 7 reflects WFP's work with other stakeholders to achieve the SDGs by improving developing countries' access to financial resources for development investment. Although results were positive, only the China office has included activities under Strategic Result 7 in its logical framework, limiting WFP's ability to provide a comprehensive performance assessment. Available resources amounted to USD 426,000, covering 73 percent of the needs identified during the year, and were concentrated on addressing the root causes of hunger. Nonetheless, WFP's efforts under Strategic Result 7, led by the China office, are far-reaching and demonstrate what can be achieved when pooled resources are deployed in support of development assistance.

	Performance rating	
	2018*	***2019***
Strategic Result 7: Developing countries access a range of financial resources for development investment		
Number of country offices that met or exceeded 2019 target: 1 out of 1		
Strategic outcome category 7.1: Increased government access to financial resources (through public, private and public-private partnerships)		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

236. WFP's work on enhancing partnerships and leveraging resources for food security and nutrition progressed during 2019. Two measurements were taken at the end of the year to assess WFP's ability to develop and formalize partnerships, and its facilitation of enhanced support from the Chinese Government. In both cases, WFP achieved 100 percent of its target. Part of the improvement in performance under strategic outcome category 7.1 resulted from the 2019 decision to provide overall assessments of performance irrespective of the number of countries reporting on the indicator concerned.

Increasing access to financial resources

237. WFP was able to raise USD 22.9 million in contributions from the China International Development Cooperation Agency for food assistance in the Congo, the Dominican Republic, Lesotho, Mozambique, Namibia, Yemen and Zimbabwe. In addition, the Ministry of Agriculture and Rural Affairs of China contributed USD 7.6 million for programmes in China, the Congo, Ecuador, Kenya, Lesotho, South Sudan, Sri Lanka and Timor-Leste, as well as for the Immediate Response Account and the junior professional officer programme.

238. Work to leverage resources from the private sector also demonstrated success, with more than USD 5.2 million raised in China during 2019, including more than USD 900,000 raised from individuals through platforms that support nutrition in China and Cambodia.

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

239. WFP's long experience in developing effective partnerships with public and private actors has shown how such partnerships can multiply the achievements of humanitarian and

[46] Details available at: https://indicators.report/targets/17-3/ and https://indicators.report/targets/17-16/

development activities. Strategic Result 8 contributes to Strategic Objective 5 and the related indicators enable WFP to measure progress made through the sharing of knowledge, expertise and technology and, in turn, to strengthen global partnerships in support of country efforts to achieve the SDGs. In 2019, USD 958 million was mobilized in support of work towards two strategic outcome categories. While Strategic Result 8 accounted for the second highest level of direct expenditures, WFP expenditures still fell below the needs identified for the year by 38 percent or USD 588 million.

240. Of total resources mobilized in 2019, 87 percent was transferred through CBT and service delivery modalities. These funds enabled countries including Ethiopia, South Sudan, Turkey and Yemen to work with the humanitarian community by pooling resources to amplify results. WFP also demonstrated its commitment to engagement and partnership with stakeholders through its leadership of the logistics cluster and the emergency telecommunications cluster and its management of UNHAS. All WFP country offices exceeded their performance targets against both strategic outcome categories, helping to increase the humanitarian community's preparedness to respond where needs are greatest.

	Performance rating	
	2018*	***2019***
Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs *Number of country offices that met or exceeded 2019 target: 23 out of 24*		
Strategic outcome category 8.1: Enhanced common coordination platforms		
Strategic outcome category 8.2: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners		

* Performance ratings by strategic result were not reported in the annual performance report for 2018.

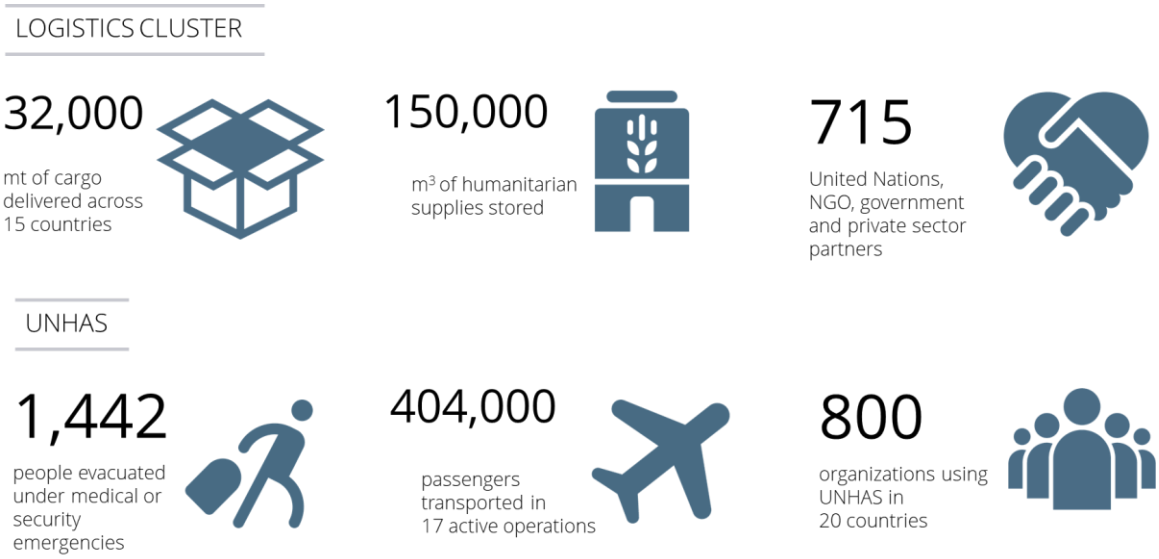
Enhanced common coordination platforms

241. WFP measured performance against strategic outcome category 8.1 by surveying its network of active partners and assessing their level of satisfaction in 22 countries. Only one country office did not achieve its target in 2019. This represents significant progress compared with 2018, when none of the 12 countries reporting on this strategic outcome category reached its target. These favourable results are indicative of the many quality services provided by WFP at a cost of USD 340 million, and of the high confidence that the humanitarian community has in WFP's leadership.

The logistics cluster

242. The services of the logistics cluster in delivering life-saving relief items on time to the right locations were rarely more essential than in this year of a record number of emergencies and humanitarian response. As illustrated in figure 12, the cluster operated in 15 countries, organized 52 inter-agency convoys by road and river, transported more than 32,000 mt of cargo and received nearly 150,000 m^3 of relief items for storage on behalf of humanitarian partners. The cluster also facilitated the transshipment of more than 8,000 trucks – almost twice as many as in 2018 – at the two border crossings between Turkey and the Syrian Arab Republic. As part of the response to cyclones Idai and Kenneth, support was provided to more than 100 humanitarian organizations including storage of more than 6,200 m^3 of relief items and transport of nearly 10,000 m^3 of humanitarian cargo via road, sea, river and air.

Figure 12: Propelling humanitarian efforts further, logistics cluster and UNHAS in 2019



243. As the global cluster lead, WFP worked with more than 700 humanitarian partners, including United Nations agencies, NGOs, national organizations, academic institutions, private sector entities and governments to coordinate the provision of air, sea and overland transport and warehousing services. Building preparedness by strengthening the resilience of national supply chains and promoting common methods for logistics preparedness was also prioritized in several high-risk countries. The global logistics cluster team oversaw cluster operations, developed training materials and methods, which were used to train 2,245 people, and spent more than 800 days on in-country deployments in 2019. Other notable achievements included the development of an inflatable mobile cold chain storage unit for storing medicines and devices in settings with no regular electricity supply, the doubling of contributions from private sector partner UPS to USD 950,000 for in-kind airlifts and the delivery of preparedness activities for 312 stakeholders.

United Nations Humanitarian Air Service

244. In 2019, UNHAS remained a key enabler of humanitarian access in sudden-onset to protracted emergencies. As the main transport service for medical personnel, aid workers and the delivery of life-saving vaccines, UNHAS enables humanitarian workers to serve populations in need with greater assurance of their own safety and security. During the year, these services proved even more valuable by transporting more passengers via a broader network of routes while serving a larger number of organizations than in 2018. In 2019, UNHAS linked 20 countries via a network of 300 locations, of which 90 percent offered insufficient value for commercial air operators. In total, UNHAS safely transported more than 400,000 passengers and provided 1,442 medical and security evacuations.

245. In South Sudan, activities in support of strategic outcome category 8.1 benefited from strong funding, with 122 percent of the planned budget received. The ongoing conflict, economic challenges and underdeveloped infrastructure severely constrained the provision of services, so the funding provided by donors proved essential in enabling UNHAS to facilitate access to key locations in support of life-saving programmes. In 2019, UNHAS saw an increase in the number of organizations served, enabling personnel from more than 300 humanitarian organizations to reach the most vulnerable people in 62 locations across the country.

Emergency telecommunications cluster

246. The emergency telecommunications cluster applied the combined expertise of 28 humanitarian, government and private sector organizations to help ensure that countries were ready to deploy effective communication services and technology solutions when disaster struck. The cluster also built national capacity in preparedness and contingency planning. Of the 56 people trained in 2019, 12 were deployed to a cluster operation, including some in leadership roles.

247. In 2019, the emergency telecommunications cluster supported more than 50 humanitarian organizations in responding to nine emergencies and helped to strengthen emergency preparedness in 12 high-risk countries. For example, following the two cyclones that devastated Mozambique, the cluster assisted the National Institute of Disaster Management in using drones to map damage and needs in 44 km^2 of Beira and several surrounding towns and villages. Worldwide, 88 percent of users were satisfied with the cluster's services during the year, exceeding the target of 80 percent.

Enhanced strategic partnerships

248. In Turkey, WFP channelled USD 490 million in CBTs to support its partnership with the Government, the Turkish Red Crescent (TRC) and other NGOs, which assisted 1.8 million Syrian refugees living in the country. More than 99.5 percent of WFP CBTs were redeemed by their recipients, demonstrating the high levels of need and the importance of these entitlements to beneficiaries.

249. An additional investment of USD 7 million in capacity strengthening activities was channeled through the WFP-TRC Joint Management Cell in Ankara. The activities facilitated management of the Emergency Social Safety Net (ESSN) and on-the-job learning.

250. After more than three years of ESSN implementation, WFP has set up a road map for handover of the programme in 2020 to the International Federation of Red Cross and Red Crescent Societies which the Directorate-General for European Civil Protection and Humanitarian Aid Operations has contracted for the next phase. WFP will continue to support camp residents while reframing its role in providing other assistance to Turkey's large population of Syrian and non-Syrian refugees and to the vulnerable host population.

251. Overall, following introduction of the ESSN, beneficiary outcomes significantly improved until record high inflation in 2018 reduced purchasing power and led to increased use of coping strategies, including reductions in food consumption. However, indicator results show that trends have stabilized and are improving, with current consumption scores higher than the pre-assistance levels of 2017.

252. The Ethiopia country office directed 18 percent of its annual country budget – USD 69 million – to building effective partnerships with the Government and with other humanitarian actors. WFP supported the Government by providing end-to-end supply chain services including procurement, ocean transport, customs clearance and 200,000 mt of wheat for relief responses in several vulnerable regions. Demonstrating WFP's partnership abilities and future opportunities, the Government's Information Network Security Agency signed a memorandum of understanding with UNHAS on the use of light drones in humanitarian settings. WFP facilitated training on the use of drones for 13 federal agencies, building awareness and preparing for the use of drones in crisis responses.

Cross-cutting results

Other SDGs

253. In 2019, WFP monitored its direct contributions to SDGs other than those covered by its strategic plan by collecting data on indicators related to these other SDGs, which were introduced in the revised CRF and formulated in an agency-neutral manner. SDG-related indicators aggregate information from CSP portfolios, mainly at the output level, and provide visibility on the full range of WFP's intended contributions to national efforts. Not all country offices reported on their contributions to other SDGs, so the picture for 2019 is incomplete. Opportunities for ensuring better reporting on the other SDGs in the 2020 annual performance report, will be explored throughout the year.

254. With regard to SDG 1, End poverty, two country offices – China and Libya – reported contributions through support for national social protection systems. However, a larger number of county offices were potentially contributing to this SDG, particularly the 48 country offices that implemented unconditional resource transfers.

255. By design, school feeding programmes can address several SDGs. While all school feeding programmes aim to improve the quality of education (SDG 4 – quality education), most of them also support health and nutrition (SDG 3 – good health and well-being) and social protection (SDG 1 – no poverty), and 39 country offices are implementing home-grown school feeding programmes, with direct and indirect effects on local agriculture and food systems. To generate additional evidence on its contributions to the other SDGs, WFP entered into a partnership with Harvard University in order to develop an economic model that estimates the impact of its school feeding programmes against the most prevalent groups of objectives, in education, health and nutrition, social protection and agriculture. According to this analysis, school feeding generates economic returns of up to USD 20 for every USD 1 dollar invested through two broad categories of results: strengthened human capital (contributing to SDGs 3 and 4) and boosted local economies (contributing to SDGs 2, 8, 10 and 12[47]).

256. WFP integrates consideration of gender issues into all its programmes and humanitarian responses, with some country offices having dedicated gender equality and women's empowerment initiatives in 2019 that contributed to SDG 5. Of these, the programmes in Ecuador, Lebanon and Sri Lanka helped promote sexual and reproductive health and rights for women and girls during and after conflict.

Protection

257. The WFP Strategic Plan (2017–2021) envisions a people-centred, needs-driven approach that is guided by a strong commitment to humanitarian principles. Such ambition has required strengthened mainstreaming of protection of and accountability to affected populations in all WFP operations.

258. The 2019–2021 strategy for protection and accountability to affected populations is aimed at ensuring that people who are in vulnerable situations owing to shocks or structural inequalities are able to meet their food needs in a safe and dignified manner that respects their integrity. Engagement with and accountability to affected people is crucial to ensuring protection outcomes.

[47] SDG 2 – zero hunger; SDG 8 – decent work and economic growth; SDG 10 – reduced inequalities; SDG 12 – responsible consumption and production.

259. Nine countries[48] selected from the priority countries of the Operations Services Department, the list of Level 3 and Level 2 emergencies and consultations with regional bureaux and country offices will be the focus for implementation of the strategy. Roll-out of the strategy in these countries will not only ensure that those operations facing the most urgent challenges in terms of protection and accountability to affected populations are supported first, but will also provide lessons that will inform the formulation of an updated protection policy. In 2019, research and consultations on the strategy were held in Bangladesh, Honduras and South Sudan.

260. In 2019, all of the 41 countries[49] reporting the proportion of people receiving assistance without safety challenges met their annual targets. These results indicate that despite the increased scale of operations globally, WFP was able to design and implement programmes without increasing the protection risks of targeted beneficiaries.

261. Thirty-seven country offices met their targets in ensuring that WFP and partners operated through behaviours and approaches that safeguarded the dignity of beneficiaries during programme design and implementation. The Burundi country office provides a good example in this regard. WFP dispatch food to health centres in advance of distribution to beneficiaries in order to minimize delays in delivery. Communities were consulted and informed prior to distributions, and feedback mechanisms were included in programme design. Distributions of food and CBTs were organized early in the day so that beneficiaries could return to their homes before nightfall.

262. Despite the worrying global situation, WFP strived to maintain and adapt protection and access measures. Thirty-one of the 33 countries reporting the proportion of targeted people with unhindered access to WFP programmes also had guaranteed access to distribution points, which included banks or agents for CBT disbursements and schools, health clinics and the sites of community or household food assistance for assets activities, training and agricultural projects (such as purchase for progress).

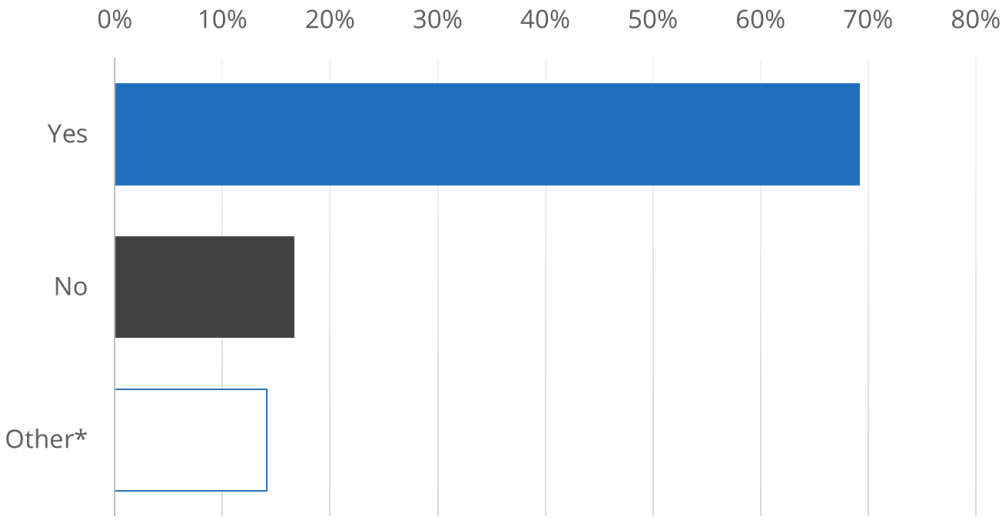
263. WFP is promoting the inclusion of persons with disabilities through its revised protection policy and the disability inclusion road map, which responds to the Secretary-General's 2019 United Nations Disability Inclusion Strategy. The revised CRF requires country offices to report the number of beneficiaries with disabilities as defined by the Washington Group Short Set of Questions on Disability. This has enabled WFP to estimate the number of persons with disabilities being supported through its interventions.

264. A survey of WFP country directors, conducted as part of the 2019 quadrennial comprehensive policy review (QCPR), found that the majority of host countries have a policy or strategy for enhancing the inclusion of persons with disabilities and improving accommodation of their specific needs, as shown in figure 13.

[48] At time of writing, the tentative list of these countries was as follows: Bangladesh, the Central African Republic, the Democratic Republic of the Congo, Mali, Myanmar, Nigeria, South Sudan, the Syrian Arab Republic and Yemen.

[49] For more details, refer to annex III-C which shows the number of country offices reporting on the indicator with complete monitoring data, and the reporting rate, which is the number of measurements based on complete monitoring data as a percentage of the total number of measurements recorded against the indicator in 2019.

Figure 13: Does the host country have a policy or strategy for improving the inclusion of persons with disabilities and accommodation of their specific needs?



*Other includes country responses that were not aware of such policies and/or strategies at the time of taking the survey

265. Of the 78 WFP operations surveyed, 54 address the needs of persons with disabilities. In Nepal, for example, members of local committees are trained to identify and engage with persons with disabilities and ensure that they are represented in executive committees and income generation groups. In other operations, efforts are being made to improve registration, including through the disaggregation of data based on age, sex and disability status. The selection process for migrant families includes consideration of the presence of persons with disabilities, who are given priority.

Accountability to affected populations

266. Accountability to affected populations is core to WFP's operations. It demonstrates WFP's commitment to engaging with affected people throughout the project management cycle to ensure that they are included in decision making and assessments of programme relevancy.

267. WFP considers attention to protection issues and accountability to affected populations to be closely interlinked and mutually supportive. In 2017, a technical guidance manual on accountability to affected populations was developed, and in 2018 a project for standardizing complaints and feedback mechanisms was piloted in four countries, including methods for raising beneficiaries' awareness of the mechanisms, raising confidence in using them and introducing standardized tools for complaints management.

268. In 2019, WFP issued a guide to complaints and feedback mechanisms. The guide provides definitions and concepts, outlines the minimum requirements for operating an effective mechanism and puts forward recommendations for streamlining the management of complaints and feedback into the programme cycle. Thirty-eight countries documented and analysed beneficiary feedback and integrated it into programme improvements, meeting the annual target.

269. WFP's strategy for accountability to affected populations aims to ensure that affected people participate in and can influence decision making in matters related to WFP food assistance programmes. Forty-six out of 55 countries reported informing a high proportion of assisted people about the programme, meeting their annual targets.

270. In Libya, the WFP hotline received calls from more than 2,000 people – 50 percent men and 50 percent women – aged between 18 and 59 years on average. Callers' main requests were for

information related to registration or distribution followed by reports of inclusion or exclusion errors in WFP food assistance programmes. Following several calls from women and persons with disabilities reporting challenges to their safe access to distribution sites, some distribution points were relocated to sites that were closer to the communities they served.

Gender issues

271. WFP's ability to achieve its strategic objectives depends on its capacity to deliver food assistance that addresses the particular needs and priorities of the women, men, girls and boys it serves. A world with zero hunger can be achieved only when everyone has equal opportunities, equal access to resources and equal voice in the decisions that shape their lives, households, communities and societies. For WFP, the pursuit of gender equality and women's empowerment is central to fulfilling its mandate.

272. At its 2019 annual session, the Executive Board was updated on progress in implementing the Gender Policy (2015–2020).[50]

273. The gender transformation programme is WFP's corporate gender mainstreaming programme, anchored in the WFP Gender Policy (2015–2020) and fostering the integration of gender considerations into programming, operations and the workplace. In 2019, the programme was successfully completed by the Egypt, Kenya, Nicaragua and the Sudan country offices.

274. WFP continued to integrate gender into corporate policies and plans, including CSPs. All CSPs are required to include full integration of gender concerns in order to meet the criteria for a gender and age marker code of 3 (gender fully integrated). A few CSPs also include integration of age-related considerations.

275. In 2019, the gender equality for food security measure was applied through the Gallup World Poll in an additional ten countries, following its piloting in seven countries in 2018. The measure examines the interconnectedness of empowerment and food security. It combines data from the Food Insecurity Experience Scale and 18 items that measure empowerment as experienced by an individual. Data from the 17 countries indicates that gender equality is essential to ending hunger because empowerment reduces the probability of a person being food-insecure, the links between empowerment and food security are similar for women and men, women are less empowered than men and women are more likely than men to be food-insecure.[51]

276. In 2019, WFP continued to pursue the inclusion of women in decision-making processes and bodies. Such inclusion was strong in many community committees for asset selection where, for example, the engagement of women was facilitated by the adaptation of work norms to accommodate their unpaid care and domestic work.

277. In Somalia, women were the major decision-makers in households receiving WFP assistance, regardless of the transfer modality. WFP also encouraged men to participate actively in making decisions over the use of food, so that it is not perceived primarily as a woman's responsibility.

278. In many countries, lack of representation of and decision making by women were largely due to discriminatory structural and sociocultural norms. WFP encouraged women to register as either heads of household or alternate recipients in the SCOPE beneficiary management platform. This resulted in a significant increase in the proportion of households where decision making on the use of food or CBTs was carried out by both women and men, rather than men alone.

279. Awareness of the significance of gender equality was incorporated into SBCC in some countries. In Uganda, the mother and child health and nutrition programme integrated messages and

[50] Update on the Gender Policy (2015–2020). WFP/EB.A/2019/5-E.

[51] WFP. 2020. *The power of gender equality for food security. Closing another gender data gap with a new quantitative measure.* https://www.wfp.org/publications/power-gender-equality-food-security.

convened community dialogues on gender, gender-based violence, food security and nutrition and the importance of joint decision making in households.

280. According to a study on gender equality and CBTs,[52] depending on their design, programmes using CBTs as a means of assistance can lead to equitable and empowering impacts for women and men, girls and boys. In countries including Bangladesh, Egypt, El Salvador, Jordan, Mali and Rwanda, gender considerations were integrated into WFP assistance through the use of CBTs, which led to reported reductions in or prevention of violence, strengthened autonomy and mobility, increased skills and knowledge and reduced social exclusion for women and girls.

281. Using CBTs, WFP made transactions to each of the women in polygamous households to support their equal participation in food and nutrition decision making processes and care in meeting their children's basic needs.

282. Rural women are key agents in achieving the transformational economic, environmental and social changes required for sustainable development. Limited access to financial services, health care and education are among the many challenges they face, and these challenges have been aggravated by recent economic and food crises and climate change. The Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women is a global initiative of FAO, IFAD, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and WFP. Its overarching goal is to secure rural women's livelihoods and rights in the context of sustainable development.

283. In Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, the Niger and Rwanda, the programme has reached more than 58,000 rural women[53] and 384,000 members of their families since 2014. Overall, more than USD 2.54 million[54] has been generated from the sale of participants' produce, and 2,000 government officials at all levels have enhanced skills in gender mainstreaming, gender-responsive budgeting and women's rights. The governments of Guatemala, Ethiopia and Nepal have also supported the development and implementation of gender policies for the agriculture sector.

Environment

284. Healthy ecosystems and sustainable natural resources are critical to achieving food security. This principle is recognized in WFP's environmental policy, which outlines three tools: environmental standards, an environmental risk management approach (screening) for programme activities, and an environmental management system for support functions. These tools, augmented by social sustainability standards and screening provisions, serve as WFP's environmental and social safeguards. Full roll-out of and training on the safeguards is due to take place in 2020.

285. WFP's environmental and social standards articulate WFP's internal and international obligations and minimum requirements for environmental and social sustainability.

286. Screening for and management of environmental and social risks in programme activities is important in enabling WFP to protect beneficiaries and the environment from unwanted impacts arising from its activities, thus preserving WFP's ability to operate effectively. The WFP approach to risk screening and management is integrated into the design and implementation of programme activities so as to avoid or mitigate unwanted potential impacts.

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[52] WFP. 2020. *The potential of cash-based interventions to promote gender equality and women's empowerment. A multi-country study.* https://www1.wfp.org/publications/gender-and-cash-wfp-study.

[53] In addition to the rural women reached by the programme, rural men were also direct beneficiaries. When men are counted, the total number of direct beneficiaries since 2014 is 75,440 people.

[54] This figure takes into account the sales in only six countries in 2019. The full total has not yet been calculated.

287. In 2019, WFP launched its environmental management system[55] in Ethiopia, Ghana, Panama, Rwanda and Senegal, building on the original pilot project in Kenya. Launches in additional locations, including headquarters in Rome, are planned for 2020. The Strategy for Sustainability Management in the United Nations System 2020–2030,[56] endorsed by heads of agencies in 2019, commits all United Nations agencies to implementation of environmental management systems by 2030.

288. WFP is committed to mainstreaming environmental management into its activities. In 2019, 24 of 27 country offices fully or partially met the target for the proportion of activities for which environmental risks had been screened and, with mitigation actions identified when required.

289. In its food assistance for assets programming, WFP is fostering healthier natural environments through projects that help the environment to "breathe" better. Among achievements in 2019, WFP rehabilitated 127,000 ha of land and planted 7,000 ha of forest, which will help to absorb excess carbon dioxide, a major contributor to air pollution and global warming.

290. WFP promotes the diffusion of more efficient cooking stoves and, whenever possible, a shift to modern clean fuels such as gas and electricity. Further opportunities for supporting smallholder farmers in moving towards the use of green energy include promoting the adoption of renewable energy solutions for food production, processing and preservation.

291. In 2019, Djibouti became the first country to provide 100 percent sustainable energy in all refugee camps. The WFP country office collaborated with major humanitarian and host government partners to assess energy requirements with a view to replacing diesel generators with solar photovoltaic systems over the next three years. This transition sets an encouraging precedent and shows the expanding potential of renewable energy to reduce energy costs for humanitarian responses and lessen the related adverse environmental impacts of greenhouse gas emissions and pollution from fossil fuel combustion.

292. WFP continues to conduct annual assessments of the environmental footprint of its operations and issues reports for external stakeholders on operations' energy use, greenhouse gas emissions, waste generation and disposal, water use and sustainable procurement. WFP reduced the greenhouse gas emissions and other air pollution from its operations in the Sudan. Having been the third largest emitter of carbon dioxide among WFP operations, the Sudan country office now implements renewable energy supply systems in 17 remote locations, with expansion to additional sites planned for 2020.

293. In 2019, WFP stopped using disposable plastics at its headquarters, thereby avoiding the use of 650,000 disposable plastic items per year. The Kenya and Ethiopia country offices recycle millions of polypropylene food sacks through a company that pays WFP for sacks, generally covering transport costs, so overall disposal is at no net cost to WFP.

Environment and women's empowerment in Côte d'Ivoire

Women in Côte d'Ivoire, as in other countries, are disproportionally affected by climate change. They make up more than 70 percent of the agricultural labour force while having little or no access to resources. WFP provided women smallholder farmers, who accounted for 93 percent of the membership of targeted farmer groups, with training in climate-sensitive agricultural practices and techniques for post-harvest loss management. The integrated and gender-transformative assistance package included SBCC activities that emphasized good nutrition, hygiene and environmental protection practices. For example, women farmers were informed of the negative impacts

[55] An environmental management system is a framework that guides an organization as it assesses, prioritizes, systematically manages and transparently reports on its environmental impacts, such as those pertaining to energy and water use, waste management, greenhouse gas emissions and other air pollution, sustainable procurement and biodiversity. It seeks to embed environmental good practices throughout an organization, along with a culture of continual improvement.

[56] Available at: https://unemg.org/wp-content/uploads/2019/09/INF_3_Strategy-for-Sustainability-Management-in-the-UN-System.pdf.

of unsustainable agricultural practices such as slash-and-burn and inappropriate use of chemical fertilizers. They were also encouraged to plant more trees and use less plastic in their day-to-day activities.

The humanitarian–development–peace nexus

294. A large fraction of global humanitarian needs are triggered by conflict. WFP plays a significant role in addressing the food insecurity-related consequences of conflict while also contributing to recovery and the prospects for peace, as outlined in its 2013 policy on peacebuilding in transition settings.[57]

295. In 2016, United Nations organizations promoted a new way of working that promotes the linkages among humanitarian, development and peace actors and actions. To better understand the nature of this work and build an evidence-based system for guiding further work, WFP developed a knowledge partnership with the Stockholm International Peace Research Institute. In 2018 and 2019, the two organizations conducted studies in El Salvador, Iraq, Kyrgyzstan and Mali on how WFP's programmes contribute to prospects for peace. These initial studies provided a "first phase" of evidence in which theories of change were used to demonstrate where WFP activities could contribute to improved prospects of peace[58] by investing in livelihoods, improving linkages between states and their citizens, using community-based participatory planning and promoting natural resource management. In the second phase of the partnership the evidence base will be expanded through further country-level research and the inclusion of thematic focus areas such as climate change, cash, gender and stabilization. In 2020, work will start to focus on measuring WFP's contributions to improved prospects for peace.

296. In the Democratic Republic of the Congo, WFP and FAO are implementing a joint resilience programme at the humanitarian–development–peace nexus. In Kivu Region, the programme combines economic, social, technical and financial interventions to revitalize local economies and livelihoods. This helps to ease tensions between communities and strengthens social cohesion, thereby contributing to the prevention of new outbreaks of conflict. The programme is currently supporting 30,500 households. Major achievements include increased yields in terms of quantity and quality resulting from improved farming techniques; greater dietary diversity and reduced malnutrition; improved storage conditions and post-harvest handling; increased incomes and access to credit and diversification of resources; and increased social cohesion.

Addressing conflict through the cross-border cooperation for sustainable peace and development project

Disputes over natural resources between Kyrgyzstan and Tajikistan, particularly over irrigation canals on land claimed by both countries, have been a long-standing source of conflict. Together with FAO, the United Nations Development Programme (UNDP), UNICEF and UN-Women, WFP implemented a cross-border project in 2015 aimed at alleviating the causes of conflict, which threatened the livelihoods and food security of vulnerable people in both countries. Communities were involved in rehabilitating irrigation canals and pipelines in the disputed territories through a food assistance for assets programme. The programme documented evidence of increased access to irrigation water and reduced inter-community conflict over water, which enhanced relations between communities. A report from the Stockholm International Peace Research Institute concluded that WFP added to the

[57] WFP. 2013. WFP's Role in Peacebuilding in Transition Settings. https://www.wfp.org/publications/wfps-role-peacebuilding-transition-settings-0.

[58] WFP. 2019. *Triple nexus – WFP's contributions to peace*. Beyond the Annual Performance Report 2018 Series. https://docs.wfp.org/api/documents/WFP-0000111108/download/?_ga=2.135278260.460424905.1582456829-91557747.1561911030.

prospects for peace through its unique operational reach and field presence, use of food assistance to build trust at the community level, access to remote locations, and work at all levels of governance.

Source: Stockholm International Peace Research Institute and WFP. 2019. *The World Food Programme's contribution to improving the prospects for peace in Kyrgyzstan*. https://docs.wfp.org/api/documents/WFP-0000111019/download/.

Part IV: Management performance

Part IV provides an analysis of overall WFP management performance, 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. More detailed breakdowns of key performance indicators and performance dynamics is provided in annex IV-A. The section also reviews key findings from evaluations.

Overview: Overall achievements in management performance

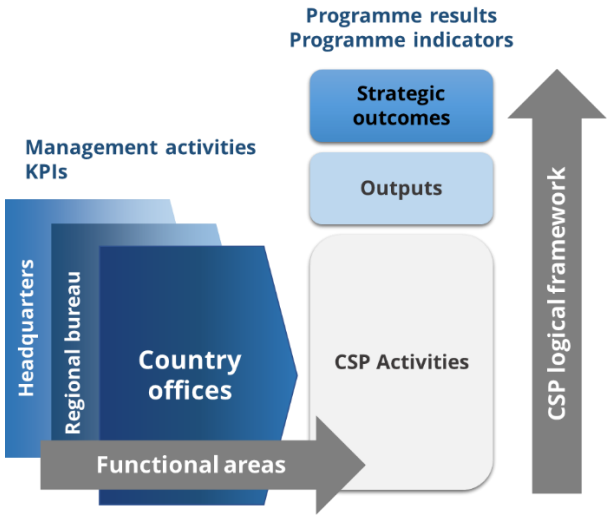
Reports on revised corporate results framework and WFP management plan

Drawing on KPIs and delving into specific priority areas to assess management performance

Medium to high achievement in most indicators

297. Part IV presents an assessment of WFP's management performance based on the revised Corporate Results Framework (2017–2021) (CRF).[59] Management performance is assessed annually by reporting achievements against targets in the revised CRF part II: 2021 targets for the programmatic outputs and performance indicators. These performance indicators and targets[60] measure management's support to the implementation of country strategic plans (CSPs). The management performance indicators measure *how* WFP achieves its programme results.[61] Figure 14 illustrates the distinction between key performance indicators (KPIs) of management activity and the activities, outputs and outcomes that occur through programme implementation. Reporting on achievement against targets assesses how well the management services provided from headquarters, regional bureaux and country offices support the effective and efficient execution of programmes.

Figure 14: CRF programme and management performance structure



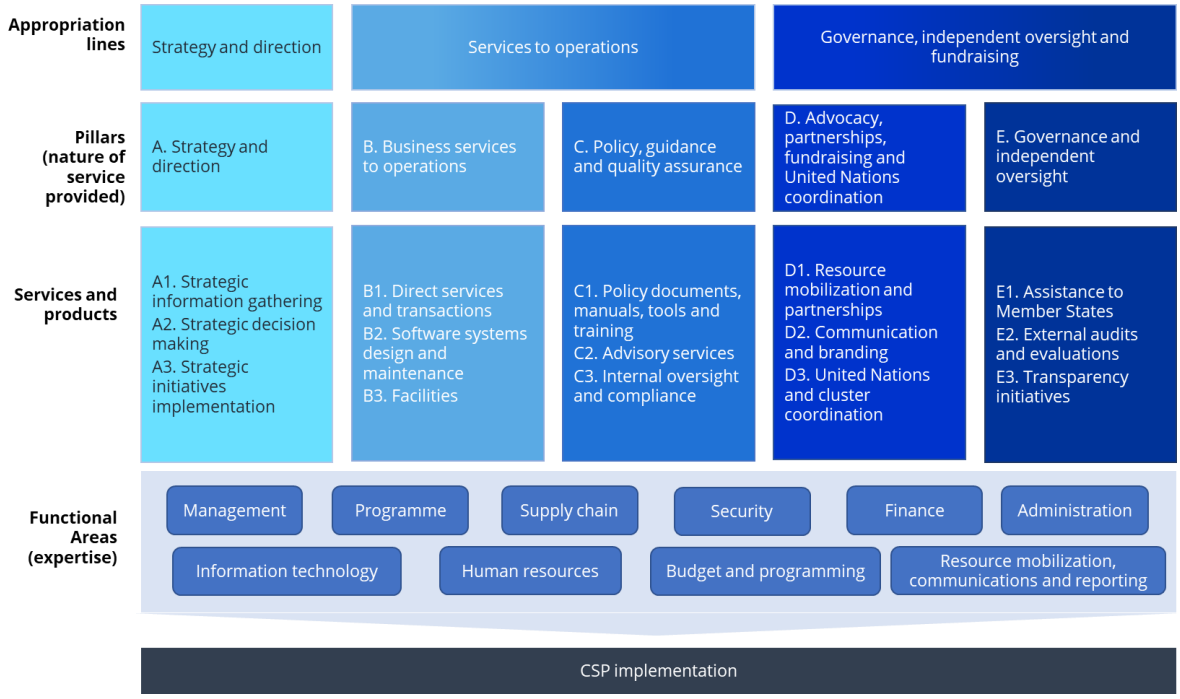
[59] WFP/EB.2/2018/5-B/Rev.1.

[60] The revised CRF includes three high-level KPIs: KPI 1, overall progress in CSP implementation; KPI 2, effective emergency preparedness and response; and KPI 3, overall achievement of management performance standards.

[61] All management activities must support programmatic results by supporting the implementation of CSPs.

298. Management services are classified into **ten functional areas** and **five pillars** in the revised CRF. In country offices, units responsible for all the functional areas directly enable CSP implementation, while units in regional bureaux and headquarters provide indirect support to CSP implementation by steering the strategic direction, guidance, oversight, etc. of functional areas across WFP. These indirect support services and products are grouped into five pillars. The management performance KPIs and metrics are thus organized by functional area and pillar. A full break-down of the five pillars and ten functional areas is shown in figure 15.

Figure 15: Classification of management activities and services



299. The 2019 APR builds on previous reporting cycles – particularly on APR 2018 in which the above concept of performance management was introduced – to demonstrate trends and analyse changes in performance where possible. Analysis of management data by functional area and pillar (including indicators and targets) allows any discussion of **management performance** to take into consideration the support provided to *all* levels of WFP to facilitate programmatic work and implementation of CSPs, and not just the support provided from headquarters. It allows discussion of the enabling role that management plays at all levels of the organization.

300. Following the changes made in the revised CRF, only the KPIs and metrics approved by the Executive Board in 2018 are reported on, and some metrics used in previous reporting cycles are no longer presented in the APR. Such changes are normal in performance assessment and provide evidence that management performance assessment is being adapted to the changing needs and priorities of WFP.

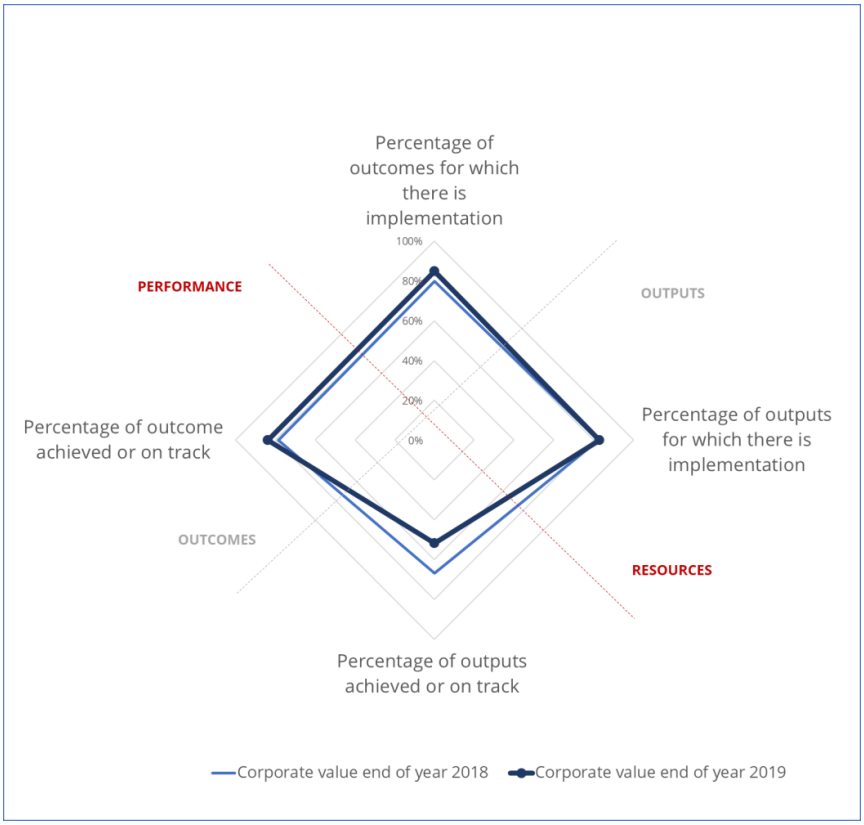
301. The management performance section of the APR is presented in five sections that provide a high-level overview of management performance at WFP. Section I shows progress in CSP implementation. Section II presents an assessment of management performance by

functional area, which accounts for the majority of the work performed within WFP.[62] Section III assesses performance in the five pillars, services and products that constitute the support provided by regional bureaux and headquarters.[63] Sections IV and V examine performance in addressing priorities identified by WFP senior management. A thorough analysis of performance against the KPIs is shown in annex IV-A.

Section I: Overall progress in country strategic plan implementation (KPI 1)

302. All support to country offices from headquarters and regional bureaux is provided in the context of countries' CSP. The degree to which CSPs are properly implemented and the ability of country offices to achieve outputs and outcomes are important reflections of management's ability to support country office operations. They are measured in terms of the proportion of outcome and output indicators for which activities have been implemented and the proportion for which targets have been achieved or are on track to achievement.[64] The first of these proportions reflects how the availability of resources, subsequent prioritization of activities and programmes and other factors affect the level of implementation of an operation.

Figure 16: KPI 1 – Overall progress in country strategic plan implementation



[62] Most of the work in functional areas is carried out by country offices and funded through country portfolio budgets, which account for 94.9 percent of WFP's budget.

[63] These services and products are funded mainly by the programme support and administrative (PSA) budget, which accounts for less than 5.1 percent of WFP's total budget.

[64] Only those output and outcome indicators for which there have been expenditures during the reporting period and for which the responsible office has planned and monitored activities are taken into account.

303. In 2019, WFP country offices performed well in terms of the average number of output and outcome indicators for which there was implementation. Country offices also had positive results in the average number of output and outcome indicators in which performance was good. The overall proportion of output indicators achieved or on track is low (52 percent) compared with the overall proportion of outcome indicators achieved or on track (83 percent) because longer-term outcomes are more likely to attain an "on track" rating during the course of a five-year CSP. There is more opportunity for variation in performance against output indicators, as these cover shorter periods and are more likely to be assessed as either achieved or not achieved.

Section II: Overall management services – performance by functional area

304. Assessment of overall achievement of management performance standards is captured in corporate KPI 3,[65] which is a collection of component indicators that measures how well WFP offices manage their available human, physical, and financial resources to facilitate implementation of CSP activities. The component indicators are core metrics for each of the ten functional areas; as programme needs evolve, so do the component indicators of KPI 3. The component indicators represent management performance standards for the year concerned (see annex IV-A), reflecting changing management priorities. It is important to consider this adaptability in yearly trend analysis and comparisons.

305. To provide a snapshot of management performance a radar chart is used to illustrate corporate values in all of the functional areas.[66] Figure 17 reflects the aggregation of all country office inputs. Annex IV-A presents more details on how the inputs were aggregated.

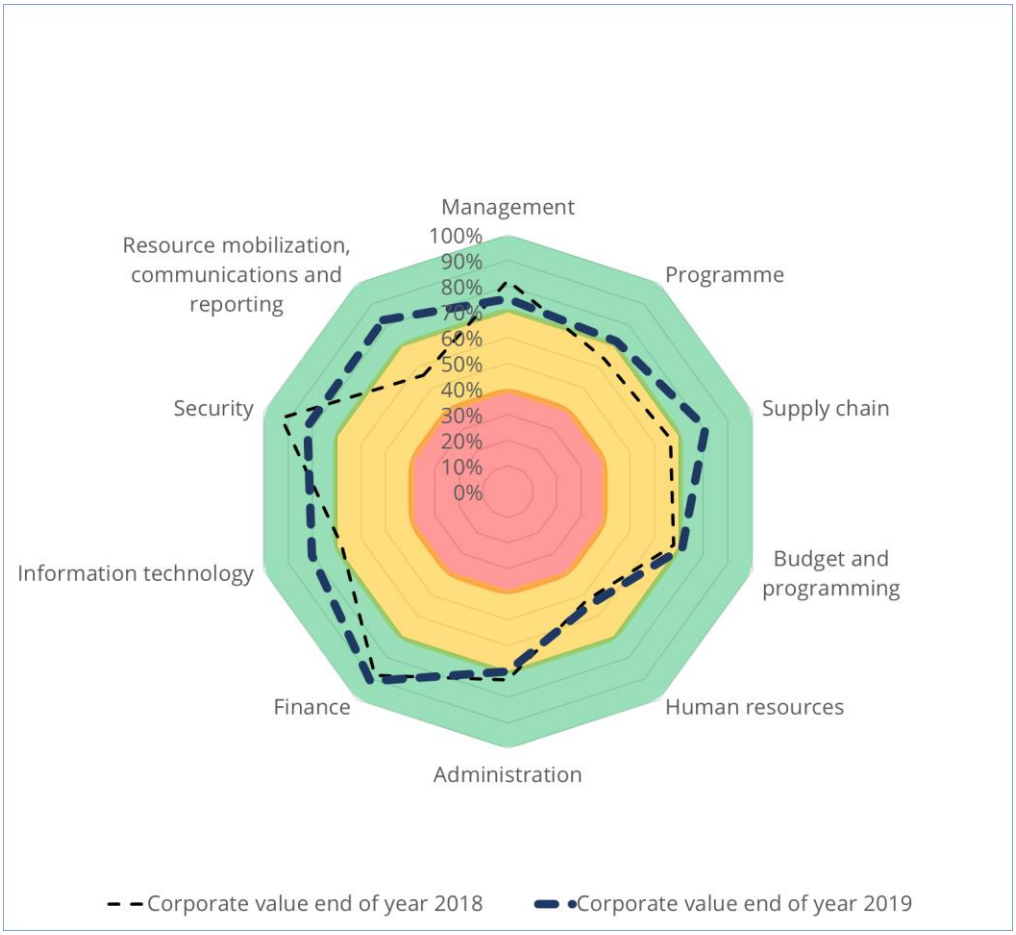
306. Any functional area indicator that falls in the green zone, such as those for finance or security, represents good performance against the target, with minimal room for improvement; indicators falling in the amber zone, such as the one for human resources, reflect room for improvement; and indicators that fall into the red zone are those that fail to meet standards and pose potential risks to WFP. In 2019, there were no indicators in the red zone.

[65] KPI 2 is discussed in part III of the APR.

[66] Each functional area and component indicator has its own targets and tolerance thresholds for the "green–amber–red assessment", which have been normalized in figure 17 to facilitate reading of the visualization. This means that performance against each of these targets and thresholds has been measured using the relevant indicator's own scale and translated into a percentage that is comparable with the percentages for other KPIs.

Green – WFP has either "achieved" its target or is "on track" to achieving the target.
Amber – WFP has made some progress, but the targets have not been met or the progress is deemed slow.
Red – WFP has made very slow or no progress or has regressed.
Grey – insufficient data are available to enable monitoring of organization-wide progress.

Figure 17: KPI 3 – Overall achievement of management performance standards



307. Figure 17 gives only a simplified overview of the WFP indicators and does not include some important details. For example, while **security** has a high aggregate score, a large number of country offices failed to achieve their annual targets for security. The figure also underreports achievements in some functional areas, such as **information technology,** which registered a corporate result of 99 percent achievement in 2019, and obscures nuance in others. For example, achievement in **human resources** appears to be at the same level as it was last year, but this value hides the fact that performance appraisal system (PACE) compliance rates went down slightly from 79 percent to 74 percent, while mandatory training rates increased significantly from 49 percent to 75 percent.[67] While both of these scores may be acceptable, they are below the targets, so when the scores are standardized across functional areas the indicator for human resources appears in the amber zone.

308. WFP showed significant progress in performance in two functional areas: **supply chain** and **resource mobilization, communications and reporting**. In 2019, the corporate KPI value for the supply chain functional area showed an improvement in procurement, warehouse, transport and inventory management processes across WFP. While only 33 percent of country offices achieved the target for tonnage uplifted, 94 percent achieved the target for post-delivery losses and 89 percent met the target for metric tons not reconciled. The resource mobilization, communications and reporting functional area appears to have registered the most

[67] The two indicators are not weighted equally, so a decrease in PACE scores had a large effect on the final value while a large increase in mandatory training had a much lower impact. For more details, please see annex IV-A.

dramatic improvement between 2018 and 2019, but that appearance was likely due to the poor availability of data in 2018, as the indicator value was calculated at the beginning of CSP implementation.

Section III: Regional bureaux and headquarters services – performance by pillar

309. While country office management services contribute to CSP implementation, services from the regional bureau and headquarters levels are broken down into five pillars according to their nature (see figure 15). The following subsections describe the five pillars and provide examples of work under each pillar that contributes to effective and efficient operations. Tables showing the raw data used for component indicators are provided in annex IV-B.

Pillar A: Strategy and direction

310. This pillar includes three types of services and products provided to country offices: strategic information gathering, preparation of corporate documents that facilitate strategic decision making, and implementation of strategic initiatives such as the Integrated Road Map (IRM). All work carried out under this pillar is reflected in three component indicators: progress in implementing the IRM, progress in implementing policies approved by the Executive Board, and employee engagement. WFP underspent the USD 58.4 million budget for this pillar by less than 1 percent.

311. As only one indicator – progress in implementing policies approved by the Executive Board – changed in 2019, WFP performance under this pillar is unclear. First, all country offices were operating under a Board-approved CSP or interim CSP (ICSP) or a transitional ICSP (T-ICSP) approved by the Executive Director in the second year of 100 percent implementation of the IRM. In fact, with the IRM now successfully implemented and mainstreamed, the indicator for progress in implementing the IRM is due to be dropped in 2020. Second, data on employee engagement are collected via a global staff survey conducted by Gallup every two years, so were not collected in 2019. In 2018, the most recent year for which data are available, WFP's employee engagement rate was 3.75 out of 5.00. The next staff survey is scheduled for 2020.

312. Implementation of policies approved by the Executive Board is assessed through the achievement of five milestones[68] that reflect progressive stages of policy implementation. When a policy is introduced, management is expected to achieve the first milestone in its implementation during the first year, the second during the second year, and so on. This is reflected in the milestone targets for individual policies, which are combined into a global milestone target. Of the 11 policies[69] considered for the 2019 indicator, the average implementation was 64 percent, just above the 63 percent target. However, a more detailed review reveals that implementation targets were achieved for only 50 percent of the policies, albeit with some policies being implemented at an impressively rapid rate, such as the **enterprise risk management policy**, the **environmental policy** and the **emergency preparedness and response policy**. At the same time, the five policies for which the target was 100 percent implementation did not achieve their targets, with only the **evaluation policy** coming close, with a 96 percent implementation score.

Pillar B: Business services to operations

[68] Full implementation requires functioning institutional frameworks, allocation of human and financial resources, development or updating of guidance, a foreseeable roll-out, and a mechanism for monitoring and evaluating the policy's impact.

[69] Calculation of the indicator takes into account the following policies: the Gender Policy (2015–2020) (WFP/EB.A/2015/5-A); the Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C); the South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D); the Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1); the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1); the 2018 Enterprise risk management policy (WFP/EB.2/2018/5-C); the Nutrition Policy (WFP/EB.1/2017/4-C); the Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1*); the Environmental Policy (WFP/EB.1/2017/4B/Rev.1*); the Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1*); and the Local and regional food procurement policy (WFP/EB.2/2019/4-C).

313. This pillar includes the services provided on behalf of country offices through delegated authority or through taking advantage of economies of scale or technical expertise. Activities under this pillar account for the bulk of expenditures of regional bureaux and headquarters, and the pillar includes most of the software development and maintenance carried out within WFP and the use of facilities. In 2019, performance in this pillar was represented by three component indicators reflecting the quantity, quality and timeliness of food delivered, the timeliness of cash-based transfers (CBTs) provided, and the use of rosters for deploying staff to emergencies. In 2019, WFP overspent the budget of USD 166.7 million for this area by 3 percent.

314. WFP had mixed results under this pillar in 2019. When measured against partnership plans, only 69 percent of food was delivered on time to targeted populations – lower than the value in 2018 (and this target for 2019) of 80 percent. Performance in directly providing CBTs was much better. With a target of 80 percent, 93 percent of CBTs were delivered on time to the targeted population. It should be noted that these measures capture delays in timely delivery, but do not reflect the quantity or quality of deliveries. It is also important to note that this measure captures only those distributions that were included in partnership plans, and not all the in-kind food distributions made in 2019. At the time of writing, updated data on the proportion of emergency staff identified through rosters were not available.

315. The direct support provided by regional bureaux and headquarters is reflected in the performance of the country offices that are served. For more details on this direct support, such as efficient food procurement processes, expanded emergency tools and responsible asset management, see section I of part IV and annex IV-B.

Pillar C: Policy, guidance and quality assurance

316. This pillar includes the development of materials that allow the implementation of policies. It includes guidance, tools and staff training; the advisory services provided by regional bureaux and headquarters divisions; and internal oversight of, and compliance with, various policies, rules and regulations. In 2019, performance in this pillar was represented by two component indicators, the first assessing the quality of CSP documents submitted to the Executive Director, and the second assessing use of the emergency preparedness and response package. WFP spent 90 percent of the USD 51.9 million budget for this area in 2019.

317. WFP performed well under this pillar. While short of the 100 percent target, 89 percent of CSPs, ICSPs and interim multi-country strategic plans (IMCSPs) met quality standards on first submission. The vast majority of submissions did not require significant changes to the line of sight, the country portfolio budget or the logical framework, nor were they substantially revised prior to endorsement by the Executive Director. The same is true of the proportion of country offices employing the emergency preparedness and response package. While short of the 100 percent target, 95 percent of country offices employed the package, which was an improvement on the 2018 value of 89 percent. More details about the types of service and product provided under this pillar can be found in annex IV-B.

Pillar D: Advocacy, partnerships, fundraising and United Nations coordination

318. This pillar includes WFP's work in resource mobilization and partnerships, communication and branding, and coordination with other United Nations agencies and within clusters. In 2019, performance in this pillar was represented by four component indicators capturing end-user satisfaction, outputs achieved with partners, funding needs and favourable media coverage. In 2019, WFP overspent the USD 77.6 million budget for work in this area at all levels of the organization by 2 percent.

319. WFP performed well under this pillar. Surveys of the logistics, emergency telecommunications and food security clusters, found that all three met their satisfaction targets, and 93 percent of planned outputs in partnerships were achieved. Although the 66 percent favourable media coverage was slightly lower than the 2019 target, the amount of coverage overall increased by nearly 20 percent, so variation in performance is to be expected. WFP did not achieve its

funding needs, meeting only 64.3 percent of gross funding needs in 2019, down from 73 percent in 2018. It should be noted that the indicators for partnership outputs and favourable media coverage are also captured in KPI 3. For more in-depth information on specific initiatives and the activities directly related to these indicators, see annex IV-B.

The humanitarian booking hub – United Nations reform in action

Created in 2015 to manage accommodation for WFP personnel worldwide, the humanitarian booking hub was expanded in 2019 and now provides booking and global back-office management services for more than 240 guesthouses, 100 hotels listed by the United Nations Department of Safety and Security (UNDSS), 285 United Nations Humanitarian Air Service (UNHAS) flight routes, 45 United Nations clinics and 30 counsellor services in more than 50 countries.

- Seven United Nations agencies – UNHCR, the United Nations Children's Fund (UNICEF), the International Organization for Migration (IOM), the United Nations Population Fund (UNFPA), United Nations Medical Directors (UNMD), UNHAS and UNDSS – contribute to the hub, 320 humanitarian entities use it, and it handles more than 100,000 bookings per year.

- Booking and back-office services for United Nations drivers were launched in mid-July 2019 and rolled out to 80 locations in 35 countries involving 700 drivers and 860 vehicles for 33,800 passengers on 19,800 trips, of which 8.7 percent were carpooling.

- Free trials of a driver booking service are currently being conducted for travel to nine UNICEF offices and a few other locations managed by UNDP, IOM and UNFPA.

All service processes are completely digitalized for paperless management of booking, cargo delivery, invoicing and reporting, resulting in massive savings in administration time and strengthened accountability for services globally and within the agencies engaged. The platform provides reporting on specific KPIs for all the services provided in order to facilitate informed management decisions aimed at increasing efficiency gains.

The use of a shared management platform fosters inter-agency collaboration by facilitating the establishment of comparable service KPIs, registers of unused assets such as guesthouses and vehicles and a ready-to-use system for operationalizing fleet sharing and optimizing accommodation occupancy rates.

Pillar E: Governance and independent oversight

320. This pillar includes all activities related to the work of the Executive Board, independent oversight functions such as evaluation and audit, and individual transparency initiatives. In 2019, the pillar was represented by three component indicators, reflecting adherence to Executive Board requests, the number of outstanding high-risk audit recommendations, and WFP's ranking in external transparency indices. In 2019, WFP spent 93 percent of the USD 30.4 million budget for this area.

321. WFP performed very well in governance and independent oversight functions. The organization was ranked first of more than 1,000 organizations in the Aid Transparency Index,[70] scoring 99 percent. It reduced the number of outstanding high-risk audit recommendations from 68 to 62 and carried out 87 percent of actions requested at Executive Board sessions by the agreed deadlines. This was slightly below the target of 95 percent because of the record number of documents submitted to the Board – the highest in WFP's history – which increased the total number of requested actions by nearly 50 percent.

322. In 2019, WFP received 85 new high-risk internal audit recommendations, nearly triple the number received in 2018 (see table 6) In light of the substantial increase, the Executive Director became

[70] International Aid Transparency Initiative. Summary Statistics. Source: http://publishingstats.iatistandard.org/summary_stats.html.

involved in reinforcing the message that audit issues must be addressed expeditiously. At the Board's annual session in 2019, the Executive Director noted that maintaining the status quo is not an option when it comes to transparency and accountability. Between July and November 2019, the Executive Director urged WFP managers to prioritize the actions required to strengthen internal controls in their areas of responsibility and implement them expeditiously. During the same period, WFP closed more than 100 recommendations. As noted in the Executive Director's response to the 2018 annual report of the Inspector General, the continued trend in increasing findings from assurance reports and reviews presents opportunities for management to address the issues identified and potential challenges to management's capacity to absorb lessons and address recommendations in a timely and coordinated manner. As of 31 December 2019, there were 208 outstanding internal audit recommendations, of which 53 percent were overdue. This included 85 high-risk recommendations, of which 45 percent were overdue.

323. New high-risk issues identified in 2019 related to high risks posed by activities in areas such as the development and delivery of the country office tool for managing effectively, COMET, governance in information technology (IT) projects, food procurement, food safety and quality, management of information and communications technology in country offices, management of the Djibouti–Ethiopia corridor, mobile-based transfers, performance appraisal and management of IT vulnerability, in addition to country-level issues for WFP country offices in the Central African Republic, Chad, Honduras, Lesotho, Liberia, Libya, the Niger, Pakistan, Peru, the Sudan, the Syrian Arab Republic and Tunisia.

Table 6: **Status of implementation of internal audit agreed actions, 2018 and 2019***

	2018	2019	2018	2019	2018	2019
	High-risk	**High-risk**	**Medium-risk**	**Medium-risk**	**Total**	**Total**
Open at beginning of year	34	44	168	134	**202**	**178**
Issued in the period January to December	32	85	115	118	**147**	**203**
Total	**66**	**129**	**283**	**252**	**349**	**381**
Closed in the period January to December**	22	50	149	123	**171**	**173**
Outstanding at year end	44	79	134	129	**178**	**208**
Overdue (beyond agreed implementation date)	16	38	64	73	**80**	**111**

* Excluding assurance advisories, proactive integrity reviews and inspection recommendations.

** Adjustments were made in January 2020 to reflect actions marked as implemented by 31 December 2019 that the Office of Internal Audit confirmed as closed in January. As a result, the figures include all the efforts to close actions that were made in 2018 and 2019.

Source: 2019 Annual report of the Inspector General.

324. Examples of actions taken to address high-risk issues included the launch of a complaint and feedback mechanism in the Uganda country office, the addition of an annex on beneficiary personal data protection to the standard field-level agreement used to engage WFP cooperating partners, establishment of a specific governance mechanism for COMET, formulation of an internal capability development strategy for capacity-strengthening activities in country offices, issuance of guidance on beneficiary information management, and development of new standard operating procedures for CBT payment instruments in the Nigeria country office.

325. In mid-May 2020, several ageing high-risk issues remained open, including those identified in a 2016 report on country capacity-strengthening (one recommendation), a 2017 report on beneficiary management (one recommendation) and a 2017 report on performance indicators and supporting information systems (one recommendation). Progress in addressing these ageing issues will continue to be reported to the Executive Management Group and the Audit Committee during regular updates on accountability matters.

Section IV: Senior management priorities for 2018–2019 – performance against category II indicators

326. In addition to measuring performance by functional area and pillar, senior management identifies specific priority areas where WFP needs to make progress. These priority areas are established annually, and as the related indicators are subject to more change and adjustment than the other KPIs, they are treated as a separate category. The following category II indicators were endorsed by WFP senior management in the last quarter of 2018 and included in the management plan for 2019–2021.

Table 7: **WFP senior management priorities, 2019**

United Nations system and coordination-related performance indicators	**2018 value**	**Target**	**2019 value**
Percentage of achievement of QCPR commitments	77	100	20
Percentage of UN SWAP 2.0 indicator targets achieved	81	100	75
Percentage of cluster user surveys that reach their satisfaction targets	100	100	100
Executive thematic priorities	**2018 Value**	**Target**	**2019 Value**
Percentage of employees completing HSHAP mandatory training	79	100	91
Percentage of country offices with functioning complaint and feedback mechanism	69	95	66
Percentage of WFP cash beneficiaries supported digitally	37	80	71

HSHAP = harassment, sexual harassment and abuse of power; QCPR = quadrennial comprehensive policy review; UN SWAP = United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

327. In 2019, WFP senior management continued to play a strong supporting role in improving the collective effectiveness and efficiency of the United Nations development system. In this area, adoption of United Nations General Assembly resolution 72/279 "Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system" confirmed an ambitious change agenda for the United Nations system. Significant United Nations system-wide change initiatives were begun over the course of 2019 under the guidance of the newly created United Nations Development Coordination Office. WFP has made important contributions to these inter-agency efforts as a member of various United Nations country teams and at the global level as co-chair with UNHCR of the Business Innovations Strategic Results Group, leader of the common premises effort and a member of working groups on introducing the new United Nations sustainable development cooperation framework (UNSDCF), the management and accountability framework, UNInfo for planning, monitoring and reporting the Future Data Cube for financial reporting, a United Nations data strategy and the Business Operations Strategy for inter-agency efficiency initiatives on common services.

328. The reduction in achievement of commitments arising from the QCPR, from 77 percent in 2018 to 20 percent in 2019, reflects changes being made in the instruments that support implementation of the QCPR. Many instruments introduced in 2019 are still being rolled out, such as the UNSDCF, or have yet to be rolled out, such as the management and accountability framework for United Nations regional teams. The achievement of QCPR commitments in 2019 reflects the early phase of the United Nations repositioning. With the launch of the QCPR for 2020–2023, probably in the fourth quarter of 2020, the United Nations Development Coordination Office will issue a new set of QCPR component indicators and WFP will update

the components it uses to measure compliance. For more information on current QCPR commitments (from 2016–2019), see annex IV-D.

329. The significance of some changes to the United Nations system require the updating of fundamental tools that define collective accountability, such as theories of change and results based management. It is expected that investment in a reinvigorated resident coordinator system and the recruitment of staff for resident coordinator offices accelerated in the fourth quarter of 2019 will significantly advance the roll-out of QCPR instruments in 2020, but continued support, coordination and communication will be required to realize the full ambition of the United Nations repositioning in implementing the 2030 Agenda. WFP is dedicating significant efforts to the development and roll-out of instruments for making the United Nations system more effective and efficient. The approval of the QCPR for 2020–2023 by the United Nations General Assembly is expected to take place in the fourth quarter of 2020.

330. WFP performed well in implementing executive priorities. Satisfaction reported via cluster surveys was high in all clusters in 2019 (see annex IV-B for more details), and WFP reached 75 percent of UN SWAP indicator targets. While falling slightly short of the 80 percent target, WFP supported 71 percent of WFP cash beneficiaries digitally, nearly doubling the percentage in 2018. Unfortunately, the percentage of country offices with functioning complaint and feedback mechanisms dropped to 66 percent, well below the 95 percent target. This decline from 2018 was partly due to the greater number of country offices participating in the survey in 2019 and partly to the change in indicator definition, such as the presence of a complaint and feedback mechanism. The target for 2020 has been reduced to 85 percent to take this change in definition into account. In 2019, the new definition was used, but the target remained the same as in 2018. Direct comparisons between the 2019 value and values from previous years are therefore not possible.

331. WFP continued to address holistically protection from and prevention of sexual exploitation and abuse (PSEA), increasing its role in and, as appropriate, leadership of work with other organizations, engaging at the United Nations and inter-agency levels and focusing on making an impact at the field level for the people and communities it serves. In 2019, 91 percent of WFP employees had completed the PSEA training module in WFP's online training course "Prevention of fraud, corruption and sexual exploitation and abuse at WFP" – approaching the 100 percent target. To enhance effectiveness and impact, it is essential that PSEA efforts be mainstreamed with relevant stakeholders and so working collaboratively underpins WFP's work on PSEA.

332. While collaboration with internal stakeholders[71] is critical to enabling more effective and efficient actions regarding PSEA, external stakeholders have also sought assurance that WFP remained committed to PSEA. In 2019, consultations with donors and Executive Board members[72] on the importance of PSEA reflected the recognition that WFP has a moral imperative to do all it can to ensure that beneficiaries and community members are safe from sexual exploitation and abuse.

333. Knowledge and skills in PSEA at the field level were developed through several projects in 2019. For example, WFP partnered with other organizations to adapt existing PSEA training materials into an Inter-Agency Standing Committee (IASC) learning package that leverages the fact that United Nations entities often work with the same partners. WFP worked with other organizations on the development of a harmonized screening tool to strengthen the accountability and capacity

[71] Including the Ethics Office, the NGO Partnerships Unit, the Staff Wellness Division and protection units and the Security Division.

[72] Primarily through the sub-working group on safeguarding against sexual harassment and sexual exploitation and abuse – part of the joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination (JWG).

of cooperating and implementing partners. The tool will be integrated into existing partner assessment mechanisms to avoid the duplication of screening processes.

334. WFP was one of the first United Nations agencies to commit to designating employees for newly created positions for resident coordinators of PSEA work, and installed coordinators in Afghanistan, Colombia, Mozambique, Nigeria and the Sudan. WFP participated in collaboration on and coordination of actions for PSEA, including improving existing structures such as country-level, inter-agency PSEA networks. In one country office, WFP was actively engaged in a PSEA network that developed standard in-country protocols for responses to complaints of sexual exploitation and abuse implemented by United Nations agencies in the country. In another country, WFP is an active member of a United Nations and NGO inter-agency PSEA task team, which has established inter-agency community-based complaint mechanisms for facilitating PSEA in all field locations where the United Nations operates in the country.

335. Building on a network of approximately 300 PSEA focal points located in every country office and regional bureau, the WFP Ethics Office launched an online training course for PSEA focal points. Many focal points have requested the training, which is the first of its kind and is available in English, French and Spanish. It provides tools and other materials that are easy to download and adapt for use in country offices or regional bureaux. To further strengthen knowledge and skills, the Ethics Office coordinated a pilot regional workshop for PSEA focal points, which was held with another organization. The regional directors of both organizations established the "tone at the top", and leaders from the United Nations Secretariat participated. Further details can be found in the annual report of the Ethics Office for 2019.[73]

336. The work and lessons learned throughout 2019 will be used to inform the formulation of an organization-wide PSEA strategy and implementation plan to be presented to the Executive Management Group in 2020. The PSEA strategy is being developed in consultation with stakeholders and will be focused on a victim-centred approach as promoted by the United Nations and endorsed by the Executive Director.

Section V: Management review of significant risk and control issues

337. In 2019, WFP conducted a major redesign of the Executive Director's assurance exercise (previously known as the "assurance statement"), a tool that guides offices through an assessment of their systems of control while gathering insights for the Executive Director's statement on internal control**.**

338. The control assessment tool for the Executive Director's assurance exercise serves as a resource for senior managers by providing an example of a healthy system of internal control with criteria for specific actions and links to normative guidance. The new approach has generated new insights from senior management that can be used to assess WFP's system of internal control and identify challenges and opportunities for improvement for WFP overall and for its various offices and functions. The richer feedback will be instrumental in delivering a higher quality statement on internal control to the Executive Board in June 2020.

339. Key features of the redesigned exercise and related control assessments include the following:

- The process is structured as a guided question-and-answer exercise with criteria to guide management through an assessment of the systems of internal control in their offices. The exercise assists management in identifying actions for strengthening internal control that should be considered during planning, prioritization and risk review processes.
- It includes a section on management perspectives that asks open-ended questions about the situation in each office and invites global management to share insights on specific

[73] WFP/EB.A/2020/4-B

challenges and how they are managing these challenges, and suggestions for systematic improvement.

- All the questions have been revised based on available guidance and consultations with business experts to define criteria for specific actions for consideration in each of the areas within the scope of the exercise.
- The exercise is tailored to the control responsibilities of five types of participants – country offices, regional bureaux, headquarters units, senior management, and advisory, assurance or other. Specific guides have been prepared for each.
- The survey has been automated with workflows that generate approvals based on management reporting lines.

340. The Executive Director's statement on internal control is included in WFP's financial statements. In addition, for the first time, the Secretariat is presenting management review of significant risk and control issues, which provides descriptions and analysis of eight significant risk and control matters that arose in 2019 and have been prioritized for attention in 2020. The analysis draws on a review of feedback provided by global management in the 2019 Executive Director assurance exercise and makes reference to evidence from internal oversight bodies. In addition, the review provides a summary of the actions that WFP management has taken and will continue to take to mitigate these risks, which are included in the corporate risk register, and ensure the most efficient and effective use of WFP's resources and the safeguarding of its assets.

Critical corporate initiatives

In 2015, the Executive Board endorsed use of the programme support and administrative (PSA) equalization account for critical corporate initiatives. Since then, WFP has used critical corporate initiatives to strengthen its systems and workforce and improve the delivery of services to food-insecure people. In 2019, USD 69.3 million was invested in the six critical corporate initiatives described in the following.

The **Integrated Road Map** initiative (USD 10 million apportioned over one year with 90 percent utilized) supported the successful transition of the remaining 11 country offices to the IRM framework in early 2019. During the year, work continued on overall coordination, simplification and enhancement of the IRM framework and on finalization of permanent delegations of authority, which were presented for approval at the Board's first regular session in 2020. All substantive responsibilities under the IRM framework were mainstreamed into the relevant units.

Workforce 2020 (USD 11.1 million apportioned over two years) is aimed at ensuring that WFP's workforce is appropriately managed and has the capabilities for leading and delivering on its corporate and country strategic plans. The initiative will help WFP to anticipate future workforce needs for each function, build functional capabilities and support the development of cross-cutting skills, and upgrade its technology infrastructure in order to deliver a holistic human capital management platform for workforce planning and development and related decision making. These coordinated activities will lay the foundation for strategic workforce planning and continuous learning and development enabled by digital technologies.

The **WFP 2030 Fund** (USD 15 million apportioned over two years) financed actions that enable WFP to deliver transformative CSPs that address the findings of countries' comprehensive zero hunger strategic reviews. WFP's funding proposals included activities for repositioning country offices to support national capacity building, operationalize ways of working at the humanitarian–development–peace nexus, and undertake a strategic shift from the role of implementor to the role of enabler at the country level, through activities in areas such as climate resilience. Resources from the WFP 2030 Fund were allocated to 31 country offices in 2019 and ten additional projects were supported in early 2020.

The **cash and digital platform** initiative (USD 20 million apportioned over two years) leveraged data and technology to improve the delivery of assistance to people in need. Actions included the

design and testing of a digital platform that enables more efficient, secure CBTs. Other achievements in 2019 included improved or streamlined assessments of household needs, guidance and tools to inform modality selection and mechanisms, processes and due diligence for the selection of financial service providers, professionalization of skills in areas of growing demand, such as digital payments, and analysis of market and retail functions.

The **United Nations Reform** initiative (USD 8.2 million apportioned over two years) reinforced WFP's capacity to prepare for and support the Secretary-General's reform of the United Nations development system. In 2019, the investment was directed to building WFP's capacity to respond to the requirements of the reform, supporting WFP's role as co-leader of the Business Innovations Strategic Results Group in developing common enabling services and common premises, and helping to develop processes, tools and platforms for enabling the United Nations development system to gather and report on system-wide collective results.

The **systems integration and IT-enabled efficiencies** initiative (USD 5 million apportioned over one year) introduced a new data platform, DOTS, into WFP in 2019. DOTS integrates data from across WFP to enable staff to make informed decisions in all functional units of the organization, anticipate problems, save costs and deliver tailored assistance to people in need more effectively. It also provides end-to-end visibility on all operational activities, helping WFP to become more transparent and accountable.

In addition, the streamlining and automation of human resources processes continued in 2019, and self-services for human resources were expanded to all local field employees, contributing to an overall reduction in transactions processing time of 60 percent.

Section VI: Evidence from evaluations

341. Six centrally managed evaluations were presented to the Executive Board for consideration in 2019 – two policy evaluations (Update of WFP's Safety Nets Policy and the People Strategy), a strategic evaluation of WFP's capacity to respond to emergencies, an evaluation of an inter-agency humanitarian response to the drought in Ethiopia, an evaluation of WFP's emergency response in northern Nigeria and a synthesis of evidence from eight country portfolio evaluations in Africa. Together, these form a rich evidence base from which the agency can draw lessons.

342. There was a strong focus on assessing WFP's capacity for emergency response in 2019. The strategic evaluation of WFP's capacity to respond to emergencies found that the investment and developments made to WFP's preparedness for response, including WFP's early warning systems, improved the efficiency of responses in terms of time and cost. This was contrasted with evidence from the inter-agency response to the drought in Ethiopia, which noted that early warning systems were sufficient in predicting the severity of the different droughts, but reports issued were not suitable to warn people who would be affected or to catalyse quick reaction from humanitarian or donor organizations. Despite this, WFP's role in the humanitarian response to the drought in Ethiopia helped prevent widespread catastrophe in 2015/16. Similarly, WFP's food assistance in Somalia and South Sudan was credited with helping prevent famine on several occasions between 2014 and 2017.

343. WFP has invested in its results frameworks, notably by introducing indicators that facilitate a greater focus on performance of emergency responses. While this has led to a focus on the efficiency of emergency responses, it has also constrained an assessment of the effectiveness, relevance and impact of them. An analysis of the cost efficiency of WFP's operations in northern Nigeria was also constrained by the fact that budget and expenditure data were only available for high-level cost categories. The synthesis of country portfolio evaluations in eight countries in Africa noted that a strong analytical base supported the strategic relevance of programming in many countries facing acute emergency conditions. Further, WFP implemented measures responding to the acknowledged need for improved knowledge management in emergency response. While these measures have resulted in an impressive library of documented lessons in emergency response, their application has been inconsistent. The strategic evaluation recommended the tracking of emergency response performance over time and strengthening knowledge platforms to increase organization-wide access to, and use of, lessons.

344. WFP was found to have widened its range of partnerships, which has enhanced its ability to reach affected people during emergency response. The country office in Nigeria worked hard to establish partnerships with a diverse range of stakeholders and engaged with a wide range of coordination mechanisms at both federal and state government levels to enable its response to the emergency in the north. Close cooperation between international actors and the Government of Ethiopia has been widely seen as key to Ethiopia's successful drought response since 2015. WFP's capacity in common service provision – including the logistics, food security and emergency telecommunications clusters, aviation and the United Nations Humanitarian Response Depot – has made a significant contribution to the efficiency and coverage of humanitarian responses. The evolving nature of these roles in areas such as health emergencies and integrated responses to vulnerability alongside United Nations reform processes will require new guidance. The evaluation of WFP's capacity to respond to emergencies recommended that meaningful engagement with United Nations development system reform be continued in order to ensure that humanitarian space is safeguarded. It also recommended that the organization pursue more equitable approaches to partnerships to include improved and consistent risk management of partners in insecure contexts.

345. Evidence on partnerships from other evaluations also found WFP's cluster (co-) leadership to be largely effective and efficient. The synthesis of country portfolio evaluations found WFP to be a leading and influential partner to host governments, despite challenging institutional environments. Social protection initiatives at various levels were the result of strong partnerships by WFP and other actors, including work to support South–South and triangular cooperation. However, some government stakeholders expressed concern about the ability of international actors, including WFP, to collaborate on common priorities for social assistance thereby creating challenges for coordination and technical assistance.

346. The broadening range of roles that WFP is taking on and the complexity of emergencies to which it responds requires staff with a broad range of capacities. The inter-agency humanitarian evaluation (IAHE) of the drought response in Ethiopia noted that WFP's efforts to enhance access to expertise focused on surge mechanisms. While these have had some positive results, they have proven insufficient to meet all emergency response needs. The early months of the operation in northern Nigeria were mostly run by staff on mission or temporary duty arrangements. Concurrent L3 emergencies had stretched WFP's ability to field appropriately skilled staff, including international staff members who were reluctant to be based in the north due to insecurity and poor living conditions, resulting in a reliance on consultants. Needs in relation to duty of care to employees remain high despite some investment in this area. The strategic evaluation found that WFP has made significant investments in its organizational culture to reach and assist affected people, but these capacities are over-stretched. It recommended that WFP significantly increase and maintain investment in the scale and pace of long-term, sustainable

human resources systems to ensure consistent access to skills needed in emergency responses in a range of contexts.

347. The evaluation of the emergency response in northern Nigeria found the response to addressing identified protection needs to be slow. It thus recommended that the country office maintain a core strategic focus on addressing the immediate needs of affected populations in the northeast. While a strong 74 percent majority of affected people in Ethiopia felt treated with respect, formal mechanisms for creating accountability to affected people in the inter-agency response were often weak. Inter-agency processes aiming to strengthen accountability to affected people were not seen to have produced tangible outcomes. WFP was found to have developed a practical approach to accountability to affected populations, but significant delays in the development of guidance has hindered the pace of scale-up. The evidence from the evaluation of the update of the safety nets policy found little evidence that WFP's work in safety nets and social protection enhanced accountability to affected populations (AAP) in the case studies, nor was it well covered in the policy document or related guidance. The synthesis of country portfolio evaluations in Africa also noted scant attention paid to AAP and recommended measures to improve adherence to AAP commitments, including clearly defined standards that, *inter alia*, are rendered binding in field-level agreements.

348. Although the "triple nexus" concept gained currency after most of the country portfolio evaluations included in the synthesis had been completed, five of the eight – Burundi, Central African Republic, Ethiopia, Mali, South Sudan – reflected WFP's contributions to peacebuilding. The use of "crisis modifiers" in the response to the Ethiopian drought helped to link humanitarian and development interventions. Whereas some clusters also managed to attract funding from development budgets for emergency interventions, the links to development interventions were missing in many areas due, in part, to the fact that development interventions were not located in drought-affected areas. An increase in practical guidance and tools is required to maximize WFP's potential contributions to approaches connecting humanitarian, development and peace interventions, as well as increased flexibility in partner agreements and broadened donor perceptions of WFP's mandate and "core" areas of strength. Further, a strengthened financial and partnership base for the development and peacebuilding aspects of zero hunger was recommended in the synthesis evaluation.

349. The evaluation of the People Strategy noted that it had reflected many areas of good practice in human resources management but was largely gender blind and silent on issues of diversity and inclusion. The focus on gender parity in the organization over recent years has resulted in improvements overall but with significant variance by professional level, location and function. While gender analyses and gender mainstreaming efforts were conducted in many of the African country offices included in the synthesis, in seven of eight portfolios the gender analysis did not inform programme design. Increased efforts were made following the approval of the WFP Gender Policy (2015–2020) with evidence of improved girls' enrolment and school attendance, increased access to health services and female representation on food-for-assets (FFA) management committees. Across all eight portfolios, however, there were few examples of transformative results in women's leadership, decision making or control over resources. The evaluation of the update of the safety nets policy similarly found little evidence that WFP's work on safety nets and social protection contributed to gender-transformative outcomes or addressed the needs of people with disabilities. The attention paid to gender in the Nigeria response was also found to be inadequate with a failure to implement corporate guidance and standards and inclusion of gender responsibilities as an "add-on" in the country office. Despite this, positive achievements with respect to women's participation in food assistance activities and gender-balanced teams were found in the northern Nigeria response. The inter-agency response in Ethiopia gave very little consideration to questions of gender, age or disability, which had been similarly noted in four previous evaluations.

350. International humanitarian action is often criticized for creating parallel structures and undermining existing systems. The drought response in Ethiopia not only avoided this, it managed to strengthen national capacities due to the Government's clear and active leadership role. The evaluation of the inter-agency response found that government capacities in nutrition, logistics, health, water, sanitation and agriculture improved as a result of international support. Six of the portfolios evaluated in the synthesis found examples of support to, or implementation of, national safety net activities and/or social protection programmes. WFP's engagement varied depending on the maturity of national systems and ranged from support to build policy frameworks for nascent systems (Somalia) to providing technical services for more established systems in Burundi and Mali – and was judged to be effective. More broadly, WFP is viewed as a credible actor in safety nets programming. Its comparative advantages in operations and analysis coupled with its growing experience of using cash programming and technology facilitate its social protection work; however, this has been impeded somewhat by a lack of organizational prioritization of this topic and weak monitoring, reporting and knowledge management systems that underpin WFP's ability to engage in upstream policy work in support of national efforts.

351. The human resource challenges faced by a large, global, dual-mandated organization cannot be underestimated. Whereas recommendations were made in the synthesis of country portfolio evaluations in Africa to address staffing and management arrangements in fragile contexts and protracted crises, the evaluation of the update on the WFP safety nets policy found WFP's systems for and investments in human resources to be ill-suited to an increased role in social protection. The use of short-term consultants has enabled country offices to fill some critical gaps in social protection work but does not represent a sustainable method for meeting its human resources needs in this area. WFP's extensive use of short-term contracts for much of its global workforce over extended periods of time was found to be an issue that urgently requires sustained attention by the evaluation of the People Strategy. Further, there is evidence that the focus on performance with limited concern for how it is achieved is negatively impacting WFP's workplace culture, and that leaders have failed to model ethical behaviour. There is an urgent need for WFP to attract, effectively use and consistently develop the skills of the best workforce possible, and to do so in ways that reflect and model the United Nations system's commitment to human rights, gender equality, diversity and inclusion.

Part V: Going forward

The final part of the annual performance report looks ahead to WFP's priorities in 2020 and beyond. This part explores the impact of COVID-19 on WFP's operations and demonstrates how the organization is adapting its response to ensure that the people it serves continue to receive the life-saving assistance they need. Part V also outlines WFP's six priorities with their aims, outcome statements and main activities for achieving expected outcomes.

352. In 2020 the trend of previous years is expected to continue, with increases in the number and duration of crises and rising numbers of food-insecure people, mainly owing to conflicts, climate change and the COVID-19 pandemic. At the time of writing (April 2020), the 2020 funding requirement is USD 12.3 billion, of which USD 8.4 billion or 68 percent is dedicated to responding to Level 2 and Level 3 emergencies, excluding the COVID-19 Level 3 emergency. These vast needs are likely to outstrip expected contributions, which will require WFP to further improve its effectiveness, reach and targeting by, for example, strengthening its supply chain, expanding its use of digital technologies and demonstrating its relevance at the triple humanitarian–development–peace nexus.

Impacts of the COVID-19 pandemic and WFP response

353. **The COVID-19 pandemic** has emerged as one of the greatest global threats of the past century and is predicted to become one of the main drivers of food insecurity in 2020.[74] WFP estimates that the COVID-19 pandemic will leave more than a quarter of a billion people suffering from acute hunger by the end of the year. The latest estimates indicate that the lives and livelihoods of 265 million people in low- and middle-income countries will be under severe threat unless swift action is taken to tackle the pandemic, up from the current 135 million and nearly double the number reported in the *2020 Global Report on Food Crises* .[75]

354. WFP is joining the global humanitarian response to the COVID-19 pandemic and is aligning its support with the priorities of governments and national stakeholders. In doing so, it will draw from the lessons learned from the critical role it played with the World Health Organization in recent Ebola crises. To ensure that the people it serves continue to receive the assistance they need, WFP is adapting its planning and distributions while investing in sustaining its existing operations. The technical assistance and capacity building support that WFP provides to governments for strengthening national social protection policies and systems can be critical in cushioning the socioeconomic impact that COVID-19 is expected to have.

355. WFP has developed a global response plan centred on three immediate priority objectives:

- Objective 1: Sustain WFP operations.
- Objective 2: Enable the global health and humanitarian response.
- Objective 3: Track impacts and inform decision making.

[74] Global Network Against Food Crises and Food Security Information Network. 2020. *2020 Global Report on Food Crises. Joint analysis for better decisions.* https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000114546.pdf.

[75] *Ibid.*

356. Throughout its headquarters offices, regional bureaux and field operations, WFP has adapted its ways of operating. While headquarters and regional bureaux have been operating under pandemic preparedness plans, country offices have ensured uninterrupted support and life-saving assistance for the most vulnerable people, working creatively to make sure that programme implementation does not put beneficiaries at higher risk of infection. With this in mind, WFP has already put in place various mitigation measures such as reducing congestion at food distribution sites, reducing crowding in markets by switching from cash-based transfers (CBTs) to in-kind food rations, and switching to take-home rations where schools are no longer functioning.

357. WFP's first priority is to sustain its life-saving programmes under existing country strategic plans (CSPs) and humanitarian response plans. Timing is of particular concern, as a large number of countries are approaching their annual lean season during which access to food is severely constrained and malnutrition rates peak. In addition, hurricane and monsoon seasons are imminent and in several countries where socio-political stability is already fragile elections are planned, which risks destabilizing these countries further. There is also concern for people living in conflict zones and for those forced from their homes and into refugee camps, including in northeastern Nigeria, South Sudan, the Syrian Arab Republic and Yemen.

358. Several country offices are scaling up CBT operations; others have begun to double the volume of their food distributions while halving their frequency or to explore adjustments to their food baskets. While the global food supply is adequate and markets are relatively stable, some countries have established export bans and quotas on core food commodities. WFP continues to advocate for unhindered exports of food commodities to ensure uninterrupted flow of vital humanitarian food assistance.

359. WFP is ensuring that the retailers it contracts have sufficient food stocks to sustain CBTs in most at-risk operations by supporting suppliers' capacity to replenish their stocks. In-kind distributions are sustained through local procurement options and the pre-positioning of three-month stocks of food. WFP continues to closely monitor commodity prices with a view to optimizing food baskets and maintaining assistance levels.

WFP's medium-term response

360. WFP has identified four areas of intervention that are central to effective responses and in which it has demonstrated value as a partner to governments and other organizations: national social protection systems, national food systems, national health systems, and national education and school-based systems.

361. Within each area, WFP will contribute through work in three overlapping functions: data and analytics, policy and programme advice, and operational support. WFP will complement national responses for saving lives and protecting livelihoods while strengthening systems that reinforce government leadership and accountability.

A common services plan for WFP's COVID-19 response

362. With funding from donors, WFP can play a central role in supporting the safety nets deployed to mitigate the impact of COVID-19 and providing essential logistics services for global humanitarian efforts addressing COVID-19. If WFP cannot adequately roll out essential programming and logistics tools, the response to COVID-19 and the resilience of that response in the world's most fragile settings will be jeopardized. The impact of the pandemic on countries' assistance budgets in 2020 and beyond is of major concern, and will exacerbate the already extraordinarily high levels of need experienced in 2019.

Going forward: WFP priorities in action

363. During the global management meeting held in January 2019 to discuss key achievements in, challenges to and opportunities for making WFP a better organization, six priorities were identified and six working groups were established to formulate practical measures for achieving these priorities. Working groups comprised staff from country offices, regional bureaux and headquarters. For each priority, outcome statements were developed and critical actions are being implemented.

Leadership in emergencies

Outcome statement: WFP is a partner of choice, recognized internally and externally, as the lead agency in planning for and responding to emergencies in the most efficient and effective manner, using the forward-looking strategies, cutting-edge tools, highly skilled people and strategic partners necessary to galvanize global attention and support governments and regional structures in delivering the best possible life-saving responses while also empowering other responders to play their part.

364. A major achievement in 2019 was the formal establishment of the Global Surge and Coordination Unit. The unit works with all divisions to ensure there is an abundant and highly effective workforce ready to respond to emergencies. It is responsible for building, developing and deploying a pool of first-class emergency responders. This work includes implementing a structured system that helps WFP to identify, train and mentor the talented people who are needed for current and future emergency responses. The unit also coordinates internal responses to requests for extra capacity in emergencies, coordinating staffing for emergencies to ensure that requirements are filled in a timely, effective and accountable manner.

365. The Global Surge and Coordination Unit ensures that training in emergency response at WFP maximizes staff members' potential and capacity, equipping experienced people with new skills and shaping the next generation of emergency responders. This is part of a five-year training plan for ensuring that staff are fully prepared and equipped for the unpredictability and complexity of emergencies.

366. The unit partners with the Human Resources Division and the Augmented Logistics Intervention Team for Emergencies (ALITE) and coordinates all efforts to leverage WFP's internal human resource capacity. It also leverages WFP's arrangements with standby partners to fill gaps in technical expertise that cannot be filled internally.

367. Simplification will be essential in 2020. Complex processes, misaligned protocols and procedures and multiple levels of accountability and decision making roles are hampering WFP's provision of rapid and timely crisis response. Reduced risk appetite, controls, checks and balances impede the agility of crisis response. While the sheer magnitude of the COVID-19 response has led to the streamlining of some of these processes, it has also highlighted a range of other challenges that have yet to be addressed in a consolidated fashion.

368. Emergency protocols with smoother processes for emergency response are being reviewed. An emergency response toolkit has been developed to facilitate the initiation of an emergency response. A lighter set of rules and procedures is being developed for the immediate crisis response phase (the first three–six months), including a review of delegated authorities. The

Immediate Response Account (IRA) is being reviewed and the related directive updated to ensure a replenished funding facility for preparedness and pre-emptive and immediate response operations.

Partnership and funding for zero hunger

Outcome statement: WFP is a strong partner with governments, international financial institutions, multilateral development agencies, the United Nations system and the private sector.

369. Recognizing that partnerships are fundamental to achieving the Sustainable Development Goals (SDGs), WFP's private sector partnerships and fundraising strategy for 2020–2025 will guide engagement with private sector entities in support of delivery on WFP's core mandate and achievement of SDG 2. The strategy focuses on raising funds from private individuals, corporations and foundations around the world to increase flexible funding and fill gaps in addressing WFP's greatest needs. The aim is to increase funding from the private sector from the USD 87 million received in 2018 to USD 260 million by 2025 and to nearly USD 1 billion per year by 2030 to assist more people. Using online approaches such as the ShareTheMeal application, the strategy ultimately aims to expand individual giving to WFP tenfold over the 2018 level.

370. Although WFP's budget has grown more, and more rapidly, than that of any other United Nations agency, the bulk of WFP's funding is received for a few large, complex emergencies while operations in almost all other countries have to compete for resources in a challenging funding environment. These country operations are not receiving the funds needed to end hunger, and the impact of the funding gap falls predominantly on development-focused programmes.

371. WFP will further enhance its partnerships with national governments and development actors, including international financial institutions, to better position itself within the development sphere and to mobilize new resources for country operations aimed at achieving zero hunger. Strategic collaboration on SDG 2 will be pursued with host governments, international financial institutions, the African Union and other regional institutions to support governments in rural transformation and the development of sustainable markets, transport and food system infrastructure and human capital. Country offices will be helped to engage in strategic dialogue with finance and planning ministries, institutionalize partnerships with international financial institutions and leverage South–South exchanges. In addition, the WFP 2030 Fund finances actions that enable WFP to deliver transformative CSPs that address issues identified in comprehensive zero hunger strategic reviews.

Programme excellence

Outcome statement: WFP has strengthened its capacities to transition from being a direct deliverer to being an enabler of national zero hunger and supply chain solutions, where relevant.

Strengthening WFP's programmatic offer

372. WFP has continued to strengthen its programmatic offer using an approach focused on saving lives and changing lives. The offer ranges from delivering food and cash-based assistance to meet urgent, essential needs, supporting nutrition and school feeding activities and enabling more profound and long-term change, to providing support for social protection, livelihoods and climate risk management. The COVID-19 pandemic provides a good example of a situation that requires integrated emergency, development and crisis prevention programming that delivers joint outcomes in support of national efforts and systems. WFP aims to deliver an optimal response at every stage of the humanitarian–development continuum, from covering essential needs at times of crisis, through building human capital and resilient communities during recovery and early development, to leveraging its food procurement, storage and handling capabilities to support small farmers and strengthen sustainable food systems.

373. In 2020, WFP will continue to prioritize urgent, life-saving work in the face of growing and more protracted emergencies. While doing so it will strengthen its commitments to abiding by humanitarian principles, empowering women, ensuring the protection and inclusion of all people, including persons with disabilities, and strengthening accountability to affected people. WFP will advocate for investments and seek partnerships that enable it to scale up resilience building activities and safeguard progress resulting from humanitarian interventions, facilitating exit strategies and the transition from WFP-operated to national programmes where possible. WFP's experience in the Sahel in 2019, where it combined crisis response in the face of growing insecurity and displacement with a progressive scale-up of efforts to build community resilience and reduce humanitarian need – saving lives and changing lives in action – provides examples of the benefits of such an approach. WFP's enhanced engagement with international financial institutions, multilateral development banks and core bilateral donor agencies is also expected to reap dividends in 2020 by attracting investments in countries' own efforts while supporting WFP's work to contribute to them, thus enabling accelerated efforts towards the SDGs.

374. WFP's emergency response, which adheres to humanitarian principles, is vitally important but insufficient to address some of the underlying structural problems that keep millions of people in a vicious intergenerational cycle of hunger and poverty. To make a meaningful impact through its efforts to tackle global hunger, WFP will seek to address these root causes through a stronger focus on resilience building and development in both its partnerships and direct support. This will require further efforts to better position WFP's programmatic offer and capabilities in global development cooperation in order to achieve a world with zero hunger.

Second-generation country strategic plans

375. Since January 2020, all country offices have been operating through a CSP or interim CSP (ICSP) approved by the Executive Board. This means that WFP has shifted from its previous project-based approach to a portfolio that is oriented on global outcomes and closely aligned with national development trajectories and plans.

376. WFP will lay the foundation for the second and third generations of CSPs in 2020, learning from each pilot country and extending the planning horizon to 2030. Country offices will intensify their efforts to lay out a clear direction for their work up to 2030, anchored in national plans. Adoption of this longer-term perspective that goes beyond the five-year CSP planning cycle is essential, including for the corporate strategic planning cycle, and WFP's entire strategic and programmatic planning will follow a trajectory towards 2030.

377. The Secretary-General's decade of action for achieving the SDGs by 2030 began in 2020. As WFP extends its planning horizon, the nature of the tasks involved is shifting to the provision of support to countries and communities for building the resilience and self-sufficiency that will allow them to thrive in the long term. Second-generation CSPs will build on and enhance the gains resulting from implementation of the IRM, while moving towards closer alignment with national SDG targets as framed in United Nations sustainable development cooperation frameworks. Following an inclusive approach to CSP design that draws on WFP's collective excellence and expertise, the aim is to continue the strategic and programmatic transformation of WFP at the country level.

Mid-term review of the WFP Strategic Plan (2017–2021)[76]

378. In 2019, a mid-term review of WFP's performance in operationalizing the WFP Strategic Plan (2017–2021) was initiated. The findings will be presented to the Executive Board at the 2020 annual session, at which this Annual performance report for 2019 will also be presented. Detailed recommendations from the review will be included in the annual performance report for 2020.

Improving staff capacity

379. Substantial investments of human and financial resources are being made to equip WFP staff members with the right skills and position them to forge strategic partnerships and design and implement effective programmes. So far, more than 300 potential leaders have received training via WFP's Programme Learning Journey. WFP will invest in other elements of capacity building to prepare staff for the transition from delivering assistance to enabling development, including through policy support and deepened engagement with the private sector. Special attention will be given to augmenting staff skills in country capacity strengthening, with investments in 2020 being directed to, among other actions, the development of a cross-functional pool of experts capable of supporting country offices in operationalizing their commitments with regard to country capacity strengthening.

Digital transformation

Outcome statement: Country offices, regional bureaux and WFP headquarters units can leverage innovation and technology to access and use an integrated, coherent set of needs-based digital tools in order to safely and effectively capture and manage the data used for digital delivery of WFP services.

380. As leader of the global emergency telecommunications cluster, WFP is at the forefront of exploring connectivity in the field and infrastructure that is appropriate for field settings, while ensuring an acceptable balance between the usability and the security of systems. An important development in WFP's digital transformation is the creation of a single repository for all data, which pulls information from all existing WFP systems into a DOTS platform. DOTS is a central data integration software that facilitates access to information, ensures that datasets are complete, and allows improved analysis and visualization.

381. In 2020, the following promising new approaches, several of which have been supported by WFP's Innovation Accelerator, will be explored further:

- *Blocks for Transport*. A viable blockchain solution for improving efficiency in the supply chain through digital processing of paper-based shipping documents, Blocks for Transport, is being developed. The aim is to overcome the lack of visibility and timely availability of shipping documents in some situations, which results in delays and difficulties in tracking humanitarian shipments.

- *SKAI*. The WFP Innovation Accelerator and the German Aerospace Center are developing SKAI, which uses artificial intelligence to analyse images provided by satellite. This tool will dramatically reduce the time required for initial image analysis to seconds by using a machine-learning platform. SKAI will scan images in near real-time and send those of areas of interest immediately to a human analyst for closer inspection. This will help WFP to determine rapidly the impact of a disaster and the support that is required.

- *Workforce data and analytics*. Major advancements have been made in the area of workforce data and analytics. The human resources analytics dashboard was developed to support managers in proactively managing the workforce. This interactive tool provides comprehensive workforce data and analytics for all geographic locations and functions and

[76] WFP/EB.A/2020/5-A

allows data to be sorted by contract type, employee category, gender and other metrics used for human resources. The gender monitoring dashboard and Gender Gap Minder were developed to monitor the progress of country offices towards their 2021 gender targets.

Simplification and efficiencies

Outcome statement: Harness the potential of the Integrated Road Map and other system and process improvements to deliver value for money through redesigned and simplified processes, enhanced transparency and informed outcome-based resource allocations that provide maximum impact to beneficiaries.

382. The improved systems and processes introduced via the IRM have enhanced transparency and informed outcome-based resource allocations. In 2020, WFP will continue the expansion of the humanitarian booking hub, the fleet centre platform and its global services management tool, which is now in operation at three field locations. In addition, Quantum, a system that automates local payroll activities, reducing the average processing time by 42 percent, will be rolled out beyond the 44 offices that are already using it.

383. The Supply Chain Operations Division is exploring initiatives aimed at simplifying and increasing the flexibility of procurement actions in the field; facilitating an extensive review of delegations of authority and micro purchase orders; digitizing forms and e-signatures; and adding an emergency procurement protocol to the goods and services procurement manual.

384. WFP will focus on the Simplify 2020 initiative, which is aimed at optimizing the workflow among headquarters units, regional bureaux and country offices and ensuring that activities and key corporate systems are fully integrated and optimized in three core areas: streamlining the grant management process; aligning planning to the reporting process and increasing its effectiveness; and ensuring performance reporting with insights and graphics that enable improved decision making.

Strategy, governance and people issues

Outcome statement: A compelling long-term and inclusive direction for WFP is supported by an effective people strategy, a stable structure and transparent and accountable management.

385. Protracted emergencies, complex operating environments and WFP's dual mandate have created a strong demand for the organization's assistance, leading to a significant growth in the workforce.

386. Following the evaluation of WFP's people strategy, the Executive Board endorsed WFP's proposal for developing a new people policy. This high-level policy document will articulate WFP's vision and direction for people management issues over the next four years. Developed through a highly consultative process, the policy will address systemic issues, newly identified priority areas and areas that were not sufficiently addressed in the people strategy. Workplace culture will be a central theme of the people policy, and the new document will aim to address issues of workforce diversity and inclusion, including discrimination, harassment, sexual harassment and abuse of power.

387. Through the Workforce 2020 corporate initiative, WFP has embarked on the design and implementation of a strategic workforce planning approach for both the function and the country levels, which enables it to anticipate and provide the talent and skills required to deliver on its strategy. The approach will cover both overall organizational strategy and individual CSPs. Over the last two years, workforce planning at the country level has taken the form of organizational alignment reviews led by the Human Resources Division at headquarters with support from regional bureaux. For the functional level, WFP has designed a corporate framework which it will start to implement in two functions in 2020. Priorities for this initiative include anticipating future

workforce needs for each function, building functional capabilities and supporting the development of cross-cutting skills.

388. In 2020, WFP's human resources activities will be constantly adapted to ensure continuous alignment of the workforce with requirements. The following are some of the initiatives that will assist in this:

- *Talent acquisition*. Work will continue to strengthen WFP's capacity to provide appropriate staff for its operations in an agile and efficient manner. This will be done through a review of recruitment policies, processes and systems, the introduction of artificial intelligence and new tools for the recruitment process, the mainstreaming of Future International Talent (FIT) pools, with pools for 12 functions, and capability building initiatives for human resources in the field and in regional bureaux and headquarters units through learning programmes and the recruitment of experts in staff sourcing.
- *Learning and development*. A wide range of learning solutions, including enhanced learning technology and cross-functional and function-specific learning programmes will continue to be rolled out to ensure that staff have the required skills to perform optimally. In the area of learning technology, a new feature in WeLearn, WFP's online learning platform, provides tailored learning recommendations for employees based on their profiles. WeLearn continues to grow and is more widely used than similar platforms in many other organizations.
- *PACE 2.0*. Launched in 2020, the new performance and competency enhancement platform, PACE 2.0, provides new tools designed for strengthening WFP's performance management culture. In addition to a more streamlined process for assessing the performance of individual staff members, this has resulted in more than 8,000 employees who previously completed their performance appraisals on paper now being included in PACE 2.0, making WFP the first United Nations agency to have personnel with all types of contract using a single online platform. The new platform includes a number of new features to ensure alignment with best practices such as the use of feedback from multiple sources, "180-degree assessments" for supervisors,[77] increased management accountability for people management, and a tool for providing feedback on team performance.
- *Gender and diversity*. WFP will develop a policy-level document that builds on its new people strategy and incorporates topics raised in the 2019 evaluation report, including discrimination based on gender, ethnicity or other dimensions of diversity, and overall workforce diversity and inclusion. As of March 2020, women accounted for 39 percent of WFP's total workforce, an increase of 5 percent from the baseline established in 2018. WFP is on track to reach gender parity in its international staff by 2021,[78] largely by fostering equal participation of qualified women and men candidates from developing and developed countries in all of its recruitment processes, including for FIT pools.

389. WFP recognizes that its staff is its greatest asset. Building on the results of the 2018 global staff survey, an Executive Board/WFP management joint working group (JWG) carried out a review of WFP's workplace culture and ethical climate in order to better understand the magnitude and nature of harassment, sexual harassment, abuse of power, discrimination and retaliation in the organization. The review revealed that employees were proud of WFP's work

[77] A 180-degree assessment is based on a self-evaluation form completed by the staff member concerned and discussed with the person to whom he or she reports.

[78] The United Nations System-wide Strategy on Gender Parity (2017) endorsed by the Secretary-General in August 2017, sets a benchmark for gender parity with specific targets for United Nations organizations to achieve gender parity (47 percent – 53 percent) for international staff by 2021 (D1 and above by 2024) and for national staff by 2028.

and the positive contribution that it makes to people's lives, while indicating their concerns over gaps in leadership skills and WFP's overall workplace culture.

390. To address these issues, a senior advisor was appointed to steer the development and implementation of a comprehensive action plan outlining the steps that WFP will take to prevent and address harassment, sexual harassment, abusive behaviour and discrimination in the workplace in 2020 and beyond. The plan will build on the joint working group's recommendations and seek to ensure that every person at WFP has a right to, and a duty to foster, a safe work environment free from harassment, abuse and discrimination.

391. In 2020, the Human Resources Division will roll out several initiatives for strengthening WFP's workplace culture through an increased emphasis on people management skills and greater managerial accountability. These initiatives will include:

- ensuring that prior to any new appointment, individuals are vetted against a confidential screening database to avoid the hiring of personnel from other United Nations entities who have been dismissed for, or are pending investigation of alleged involvement in, sexual harassment (the "ClearCheck" process);
- streamlining disciplinary processes in consultation with the Office of the Inspector General and the Legal Office to ensure that confirmed perpetrators of abusive conduct are held accountable; and
- expanding the current offering in leadership development initiatives, such as the successful supervisory skills programme, by developing other programmes, such as the induction programme for country directors and deputy country directors, and ongoing work on the development and launch of a programme for middle managers. All current and future offerings will include elements that are designed to improve people management skills and accountability for creating a respectful working environment.

392. For WFP, the objective of these initiatives is to promote leadership that is more effective, equitable, fair, transparent and – most important – accountable regarding decisions and behaviour at all levels of WFP.

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ANNEX I: 2019 KEY FIGURES

		2019	2018	2017
Overview				
Number of people assisted directly through provision of food, cash-based transfers and commodity vouchers			-	-
Through operations[1]		97.1 million	84.9	88.9
	of which (in millions)			
	Women	23.0	17.4	18.7
	Men	15.7	15.3	15.5
	Girls	29.5	26.8	27.6
	Boys	28.9	25.4	27.1
Through trust fund activities			1.8	2.5

2019		2018	2017
Breakdown by key activities			
	(in millions)		
10.6	refugees	14.7	9.3
2.9	returnees	3.4	2.5
15.5	IDPs	13.1	15.8
68.1	residents	53.7	61.3
4.2	million mt of food distributed	3.9	3.8
2.1	billion USD of cash-based transfers and commodity vouchers distributed to **27.9 million people**	24.5 million people	19.2 million people
Unconditional resource transfers to support access of food[1]			
60.8	million people provided with unconditional food assistance through provision of food, cash-based transfers or commodity vouchers	52.2	62.2
School meal activities			
17.3	**million schoolchildren received school meals/take-home rations**	16.4	18.3
	of which 50 percent were girls	51	50

[1] Operations include 101 CSPs and two projects.

ANNEX I: 2019 KEY FIGURES

2019		2018	2017
Nutrition and HIV/AIDS			
10.8	million children received special nutritional support	9.7	11.0
6.4	million women received additional nutritional support	6.1	5.3
0.4	million people affected by HIV and AIDS received WFP food assistance	0.3	0.4
18	of the 35 HIV and AIDS Fast-Track countries to receive WFP assistance[2]		
Assets creation and livelihood support activities			
9.6	million people received WFP food assistance to cover immediate food shortfalls while they received training and constructed assets to build their resilience to shocks and strengthen their livelihoods	10	9.9
Working in partnerships			
850	non-governmental organizations worked with WFP	837	869
101	USD million support provided by corporate and private entities donating cash and in--kind gifts	87	84.8
26	standby partners	23	22
4[3]	FAO/WFP crop and food security assessment missions conducted	4	6
3	UNHCR/WFP joint assessment missions conducted	4	4
Developing countries and WFP assistance			
81[4]	percent of food procured, by tonnage in developing countries	79	80
100	percent of root causes multilateral resources reaching concentration countries	96	90
44	percent of development resources reaching least-developed countries	53	60

[2] In line with the UNAIDs Fast-Track strategy to end the AIDS epidemic by 2030.

[3] In 2019, four FAO/WFP crop and food security assessment (CFSAM) missions were conducted in Myanmar, DPRK, CAR and the Syrian Arab Republic.

[4] 81 percent (2,832,638 mt).

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2019 (*USD*)

Donor	Total	Flexible		Directed multilateral	
		Total	IRA*	CPB**	Others***
AFGHANISTAN	903 177			903 177	
AFRICAN UNION	440 000			440 000	
ANDORRA	62 532			62 532	
ARMENIA	44 506			44 506	
AUSTRALIA	73 196 742	26 592 022		46 464 762	139 958
AUSTRIA	4 830 322			4 830 322	
BANGLADESH	3 914 540			3 914 540	
BELGIUM	24 336 131	11 296 634	5 706 572	12 677 178	362 319
BENIN	18 823 293			18 823 292	
BHUTAN	9 958			9 958	
BOLIVIA (PLURINATIONAL STATE OF)	323 492			323 492	
BRAZIL	427 279			360 713	66 566
BULGARIA	61 422			61 422	
BURUNDI	4 833 492			4 833 492	
CAMBODIA	3 335 500			3 335 500	
CANADA	189 933 263	20 711 404	1 699 997	152 707 185	16 514 675
CHINA	30 544 781	500 000	500 000	26 844 781	3 200 000
COLOMBIA	32 902 000			32 902 000	
CÔTE D'IVOIRE	1 500 000				1 500 000
CROATIA	25 000			25 000	
CYPRUS	4 510	4 510			
CZECHIA	607 013			607 013	
DEMOCRATIC REPUBLIC OF THE CONGO	5 146 451			5 146 451	
DENMARK	69 381 082	30 916 844		30 126 315	8 337 923
EGYPT	386 000			386 000	
EL SALVADOR	752 476			752 476	
ESTONIA	167 630			111 888	55 741
EUROPEAN COMMISSION	685 922 478			682 400 896	3 521 583
FINLAND	15 472 960	9 132 420		5 218 206	1 122 334
FRANCE	21 588 330	70 852	70 852	21 218 309	299 170
GAMBIA	1 840 000			1 840 000	
GERMANY	886 533 057	36 340 495	4 477 014	827 065 268	23 127 294
GREECE	10 516	10 516	10 516		
GUATEMALA	149 932			149 932	
HONDURAS	19 672 789			19 672 789	
HUNGARY	10 000	10 000			
ICELAND	1 852 473	417 920		1 434 552	

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2019 (*USD*)

Donor	Total	Flexible		Directed multilateral	
		Total	IRA*	CPB**	Others***
INDIA	2 002 111			2 002 111	
INTERNATIONAL ORGANIZATION FOR MIGRATION	824 276			823 280	996
IRELAND	34 183 610	15 801 787	5 291	16 610 312	1 771 510
ISRAEL	20 000	20 000			
ITALY	26 429 041			8 904 291	17 524 750
JAPAN	156 921 643			149 193 967	7 727 676
KUWAIT	31 375 084			31 375 084	
LIECHTENSTEIN	352 217	100 200	100 200	252 016	
LUXEMBOURG	11 124 225	556 174	556 174	6 631 190	3 936 861
MALAYSIA	1 000 000				1 000 000
MALI	1 316 790			1 316 790	
MALTA	22 548			22 548	
MONACO	888 421	11 111		865 933	11 377
MOZAMBIQUE	16 000 000			16 000 000	
NEPAL	936 056			936 056	
NETHERLANDS	59 291 781	40 909 091		14 265 655	4 117 034
NEW ZEALAND	5 398 751	4 098 361		1 300 390	
NICARAGUA	107 032			107 032	
NIGER	1 108 255			1 108 255	
NORWAY	88 677 480	35 240 221		46 657 609	6 779 651
PAKISTAN	5 323 326			5 323 326	
PANAMA	179 199	1 000			178 199
PERU	602 188			602 188	
PHILIPPINES	3 926 740	2 500		3 924 240	
POLAND	249 095			249 095	
PORTUGAL	233 888	10 000		223 888	
PRIVATE DONORS****	100 923 315	12 700 187		57 871 956	30 351 172
QATAR	3 363 050			3 363 050	
REPUBLIC OF CONGO	18 049			18 049	
REPUBLIC OF KOREA	75 053 097	100 000		74 314 564	638 533
RUSSIAN FEDERATION	36 943 000			36 943 000	
SAUDI ARABIA	386 676 344			386 676 344	
SIERRA LEONE	4 891 304				4 891 304
SLOVAKIA	15 000	15 000			
SLOVENIA	56 117			56 117	
SOUTH AFRICA	1 076 040			1 076 040	
SPAIN	6 378 680			6 378 680	
SRI LANKA	6 889				6 889

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2019 (*USD*)

Donor	Total	Flexible		Directed multilateral	
		Total	IRA*	CPB**	Others***
SWEDEN	158 971 145	104 637 238		52 730 592	1 603 315
SWITZERLAND	79 489 697	7 973 935	7 973 935	64 738 692	6 777 071
TANZANIA	396 422			240 034	156 388
THAILAND	274 164			150 000	124 164
TIMOR-LESTE	22 000			22 000	
UGANDA	2 753 412			2 753 412	
UN CERF	148 646 783			148 000 743	646 040
UN COUNTRY BASED POOLED FUNDS	21 350 191			21 321 564	28 628
UN EXPANDED WINDOW FOR DELIVERY AS ONE	1 767 743			1 766 445	1 297
UN OTHER FUNDS AND AGENCIES (EXCL. CERF)	128 318 496			121 184 220	7 134 276
UN PEACEBUILDING FUND	7 267 948			7 257 280	10 668
UNITED ARAB EMIRATES	272 012 640			272 012 640	
UNITED KINGDOM	698 588 945	51 746 442		641 527 998	5 314 505
UNITED STATES OF AMERICA	3 389 037 074	10 000 000		3 353 224 925	25 812 149
VIET NAM	50 000			50 000	
WORLD BANK	270 000			270 000	
Grand total	**8 073 056 428**	**419 926 864**	**21 100 549**	**7 468 337 549**	**184 792 015**

* IRA: Immediate Response Account

** CPB: country portfolio budget

*** Others: contributions to the old project structure, trust funds, special accounts, and General Fund

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

ANNEX II-B: FUNDING BY DONOR 2017–2019 *(USD)*

Donor	Total	2017		2018		2019	
		Multilateral	Directed multilateral	Multilateral	Directed multilateral	Multilateral	Directed multilateral
Afghanistan	18 000 125				17 096 948		903 177
African Dev Bank	46 400 944		3 000 000		43 400 944		
African Union	440 000						440 000
Andorra	169 953		48 655		58 766		62 532
Argentina	50 000		50 000				
Armenia	241 637		101 996		95 135		44 506
Australia	209 357 024	28 919 330	36 218 524	28 174 514	42 847 914	26 592 022	46 604 720
Austria	7 239 481		533 618		1 875 541		4 830 322
Bangladesh	8 439 271		4 370 704		154 027		3 914 540
Belgium	63 525 853	5 370 569	17 765 929	10 960 631	5 092 593	11 296 634	13 039 497
Benin	38 184 274		5 899 081		13 461 901		18 823 293
Bhutan	15 014		5 056				9 958
Bolivia	646 984				323 492		323 492
Brazil	11 603 368		10 731 112		444 977		427 279
Bulgaria	120 454		59 032				61 422
Burundi	14 827 437		1 517 660		8 476 285		4 833 492
Cambodia	5 789 500		1 227 000		1 227 000		3 335 500
Canada	604 174 418	23 472 373	172 375 299	22 896 411	195 497 072	20 711 404	169 221 860
Chile	40 000	20 000		20 000			
China	137 006 919	2 100 000	71 718 109	1 200 000	31 444 030	500 000	30 044 781
Colombia	53 841 045		20 476 922		462 123		32 902 000
Congo	158 839		140 790				18 049
Cote d'Ivoire	1 748 202		248 202				1 500 000
Croatia	75 000				50 000		25 000
Cyprus	13 496	4 269		4 717		4 510	0
Czechia	1 178 218		381 632		189 573		607 013
Democratic People's Republic of Korea	258 189				258 189		
Democratic Republic of the Congo	5 146 451						5 146 451
Denmark	193 610 260	30 916 844	37 393 134	30 916 844	25 002 355	30 916 844	38 464 238
Djibouti	217 000				217 000		
Dominican Republic	2 087 225				2 087 225		
ECOWAS	565 000		565 000				
Egypt	772 958		386 958				386 000
El Salvador	1 084 120		331 644				752 476
Estonia	549 734		230 541		151 564		167 630
Ethiopia	742 359		742 359				
European Commission	2 172 523 508		376 781 794		1 109 819 235		685 922 478
Faroe Islands	200 000		200 000				
Finland	56 400 940	10 943 912	14 044 697	9 324 009	6 615 361	9 132 420	6 340 540

ANNEX II-B: FUNDING BY DONOR 2017–2019 *(USD)*

Donor	Total	2017		2018		2019	
		Multilateral	Directed multilateral	Multilateral	Directed multilateral	Multilateral	Directed multilateral
France	81 509 951	84 828	32 715 054	76 625	27 045 114	70 852	21 517 479
Gambia, the	1 931 517		91 517				1 840 000
Germany	2 652 600 395	32 007 661	884 953 044	35 835 006	813 271 626	36 340 495	850 192 562
Ghana	5 323 737				5 323 737		
Greece	10 516					10 516	
Guatemala	451 163		150 045		151 187		149 932
Guinea Bissau	611 543		347 310		264 232		
Guinea	367 294				367 294		
Honduras	50 749 996		4 223 965		26 853 243		19 672 789
Hungary	1 167 656	10 000	1 137 656	10 000		10 000	0
Iceland	6 031 520	440 000	2 194 361	477 737	1 066 949	417 920	1 434 552
India	4 014 890		1 006 389		1 006 389		2 002 111
Inter American Dev Bank	100 000		100 000				
International Organization for Migration	824 276						824 276
International Committee of the Red Cross	582 537		582 537				
Ireland	94 805 863	18 262 632	14 167 627	15 300 546	12 891 448	15 801 787	18 381 822
Israel	60 000	20 000		20 000		20 000	
Italy	97 883 207		36 027 540		35 426 626		26 429 041
Japan	462 593 170	3 397 984	172 215 895	3 132 126	126 925 522		156 921 643
Kazakhstan	20 000		10 000	10 000			
Kenya	184 764		6 246		178 518		
Kuwait	87 875 084		5 500 000		51 000 000		31 375 084
Lao People's Democratic Republic	447 880				447 880		
Lesotho	6 408 237				6 408 237		
Liechtenstein	1 155 337	97 561	304 318	107 181	294 061	100 200	252 016
Lithuania	85 200		50 113		35 088		
Luxembourg	31 402 696	534 898	8 590 920	617 284	10 535 369	556 174	10 568 051
Madagascar	1 194 661		800 000		394 661		
Malawi	4 629 723		4 629 723				
Malaysia	3 000 000		1 000 000		1 000 000		1 000 000
Mali	4 049 071		2 732 281				1 316 790
Malta	50 957			28 409			22 548
Mexico	1 000 000		1 000 000				
Monaco	2 519 526		911 412		719 693	11 111	877 310
Mozambique	28 140 000		12 140 000				16 000 000
Namibia	499 876				499 876		
Nepal	1 919 905		538 800		445 049		936 056
Netherlands	211 176 486	46 712 553	33 613 425	47 199 483	24 359 245	40 909 091	18 382 690

ANNEX II-B: FUNDING BY DONOR 2017–2019 *(USD)*

Donor	Total	2017		2018		2019	
		Multilateral	Directed multilateral	Multilateral	Directed multilateral	Multilateral	Directed multilateral
New Zealand	18 601 068	4 008 016	3 532 863	4 008 016	1 653 423	4 098 361	1 300 390
Nicaragua	322 119		20 000		195 087		107 032
Niger, the	7 137 328		3 512 081		2 516 992		1 108 255
Nigeria	6 407 331		5 622 496		784 835		
Norway	278 620 390	33 265 744	66 674 379	35 134 480	54 868 307	35 240 221	53 437 259
OPEC Fund for International Development	1 635 561		1 100 000		535 561		
Pakistan	40 879 389		19 625 573		15 930 489		5 323 326
Panama	494 148	1 000	134 750	1 000	178 199	1 000	178 199
Peru	1 096 791				494 603		602 188
Philippines	3 973 652	10 000		10 000	26 911	2 500	3 924 240
Poland	1 741 869		1 095 065		397 709		249 095
Portugal	567 277	205 579	58 072	10 000	59 737	10 000	223 888
Private Donors	268 478 002	8 260 995	75 758 353	9 706 835	73 828 503	12 700 187	88 223 128
Qatar	9 111 023		2 505 973		3 242 000		3 363 050
Republic of Korea	176 790 007	200 000	33 639 341	100 000	67 797 569	100 000	74 953 097
Romania	60 386				60 386		
Russian Federation	115 525 539		33 700 000		44 882 539		36 943 000
Saudi Arabia	642 884 389		8 300 087		247 907 959		386 676 344
Sierra Leone	6 521 284		526 210		1 103 769		4 891 304
Slovakia	291 914	15 000		15 000	246 914	15 000	0
Slovenia	216 099		102 734		57 248		56 117
South Africa	5 350 676		3 690 329		584 307		1 076 040
South Sudan	30 816 242		25 750 000		5 066 242		
Spain	17 092 199		4 703 247		6 010 271		6 378 680
Sri Lanka	21 994		8 151		6 954		6 889
Sudan, the	2 311 902		180 000		2 131 902		
Sweden	420 207 209	70 692 679	45 174 965	96 446 701	48 921 721	104 637 238	54 333 906
Switzerland	229 131 753	6 674 252	62 742 067	8 451 748	71 773 989	7 973 935	71 515 763
Tanzania, United Republic of	756 800		360 378				396 422
Thailand	581 200		205 871		101 165		274 164
Timor-Leste	232 000				210 000		22 000
Turkey	106 647			6 647	100 000		
Uganda	2 753 412						2 753 412
UN CERF	430 469 748		143 190 918		138 632 047		148 646 783
UN Country Based Pooled Funds	118 960 750		33 207 061		64 403 497		21 350 191
UN Expanded Window for Delivery as One	6 100 521		2 719 706		1 613 072		1 767 743
UN Other Funds and Agencies (excl. CERF)	260 637 015		48 499 037		83 819 482		128 318 496

ANNEX II-B: FUNDING BY DONOR 2017–2019 *(USD)*

Donor	Total	2017		2018		2019	
		Multilateral	Directed multilateral	Multilateral	Directed multilateral	Multilateral	Directed multilateral
UN Peacebuilding Fund	10 271 713		1 136 465		1 867 300		7 267 948
United Arab Emirates	503 342 517		5 114 296		226 215 581		272 012 640
United Kingdom	1 901 760 281	51 746 442	535 982 379	51 746 442	563 696 072	51 746 442	646 842 503
United States of America	8 438 924 516	5 000 000	2 506 579 853	10 000 000	2 528 307 588	10 000 000	3 379 037 074
Viet Nam	50 000						50 000
World Bank	3 719 729		3 150 000		299 729		270 000
Zambia	1 397 594		1 124 466		273 128		
Grand total	**21 471 175 820**	**383 395 124**	**5 678 712 792**	**421 948 394**	**6 914 063 083**	**419 926 864**	**7 653 129 564**

ANNEX III-A: RESULTS AGAINST PROGRAMMATIC OUTPUT AND KPI TARGETS

Category A: Targets for transfer modalities					
Indicators	**2019 Target**	**2019 Actual**	**% Achieved**		**Change from 2018**
Total quantity of food provided *(mt)* to targeted beneficiaries	5.6 million	4.2 million	75%	↑	8%
Total value of food provided *(USD)* to targeted beneficiaries	2.81 billion	2.3 billion	82%	↑	8%
Quantity of fortified food provided *(mt)*	326 000	369 828	113%	↑	57%
Quantity of specialized nutritious food provided *(mt)*	747 000	287 186	38%	↓	-11%
Total amount of value transferred *(USD)* through CBTs and commodity vouchers to targeted beneficiaries	3.3 billion	2.1 billion	65%	↑	22%
Unrestricted cash	2.2 billion	1.3 billion	59%	↑	19%
Vouchers	1.0 billion	640 million	77%	↑	11%
Commodity vouchers	130 million	234 million	180%	↑	157%
Total value of capacity strengthening transfers *(USD)*	425 million	262 million	62%	↓	-22%
Percent of UNHAS passengers served against number requested	95%	92%	97%	↓	-2%
				↑	
				↑	

ANNEX III-A: RESULTS AGAINST PROGRAMMATIC OUTPUT AND KPI TARGETS

Category B: Targets for beneficiaries				
Indicators	**2019 Target**	**2019 Actual**	**% Achieved**	**Change from 2018**
Total number of beneficiaries targeted through WFP food and CBTs	78.8 million	97.1 million	123%	12%
Number of schoolchildren targeted through school feeding interventions	17.7 million	17.3 million	98%	5%
Number of persons targeted through nutrition-specific interventions	22.4 million	17.2 million	77%	9%
Number of persons targeted through food assistance for assets	10.9 million	9.6 million	88%	-4%

Management key performance indicators			
Key Performance Indicators	**2019 Target**	**2019 Actual**	**2020 Target**
KPI 1: Overall progress in CSP implementation	70%	85%	80%
KPI 2: Effective emergency preparedness and response	3 out of 5	1 out of 5	4 out of 5
KPI 3: Overall achievement of management performance standards	70%	76%	80%
Percent of employees completing HSHAP mandatory training	100%	91%	100%
Percent of country offices with functioning complaint and feedback mechanisms	95%	66%	85%
Percent of WFP cash beneficiaries supported digitally	80%	71%	80%

.

ANNEX III-B: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE AND CROSS-CUTTING RESULTS

2019 WFP's programme performance and its contribution to United Nations Sustainable Development Goals 2 and 17 is assessed using the programme results chain approach of the revised Corporate Results Framework (2017–2021). The assessment of results by Strategic Objective and Result are drawn from the overall outcome performance of operations active during the reporting year. The analysis is based on corporate outcome indicators monitored by country offices in 2019.[1]

Assessing WFP's programme performance

STEP 1 – ASSESSING OUTCOME INDICATOR PERFORMANCE BY COUNTRY FOR EACH STRATEGIC OUTCOME CATEGORY

- The outcome indicator performance for the CSP countries is assessed using a performance analysis against the annual target.
- Calculation of country outcome indicator performance rating:
  - Outcome indicator values collected in 2019 are compared against the indicator annual targets established in the logframe to determine the extent to which results have been achieved.
  - Countries must have at least 50 percent of the outcome indicator measurements complete.
  - The outcome indicator performance rating is a three-color coding scale applied as below:

Strong progress	The indicator value has reached 80 percent of the annual target meaning that the country has achieved (or is on track) to achieving its target.
Some progress	The indicator value is between 50 and 80 percent of the annual target, meaning that the country has made some progress, but the target has not been met or progress is slow.
Insufficient or no progress	The indicator value is equal to or less than 50 percent of the annual target meaning that the country has made very slow progress, no progress at all or has regressed.

  - Outcome indicators which include sub-categories such as Food Consumption Score are aggregated to calculate a performance rating at the highest level. The same rules as above apply to each measurement and the percentage achievements are averaged to color-code the aggregated outcome indicator.
- For example, any given targeted group assisted under any given activity with a given transfer modality require the monitoring of three measurements: percentage of households with poor, borderline, and acceptable food consumption score. Each year-end value is compared to the annual target and a performance rating is assigned to each. The aggregated FCS is subsequently rated based on the average of the three achievements.

STEP 2 – ASSESSING CORPORATE OUTCOME INDICATOR PERFORMANCE FOR EACH STRATEGIC OUTCOME CATEGORY

For any given outcome indicator, an average of country outcome indicator percentage achievement is calculated to determine the overall WFP-wide performance.

[1] Two projects were still active in 2019: EMOP 201068 and PRRO 200844. They are excluded from the analysis.

If none of the CSP countries were eligible for rating due to insufficient measurements the corporate rating is 'grey'. It indicates that the evidence-base is insufficient to draw conclusions on WFP-wide performance.[2]

For example, under Strategic Outcome Category 1.1: Maintained/enhanced individual and household access to adequate food, the country performance rating for Food Consumption Score was calculated for 51 countries corresponding to a total of 498 measurements. WFP performance is the average of the 51 percentage achievements. WFP performance for FCS is rated using the three color-coding scale as in Step 1.

STEP 3 – ASSESSING CORPORATE PERFORMANCE TOWARDS STRATEGIC RESULTS AND STRATEGIC OBJECTIVES

The performance rating of each Strategic Result is obtained by computing an average of the outcome indicators belonging to it.

If an indicator appears more than once (as it is reported under different strategic outcome categories), a weighted average is calculated based on the number of reporting countries.

The same color-coding scale as in Step 1 and 2 is used for rating outcome category performance and strategic result performance.

The final rating by strategic objective is the average of the strategic results' performance rating.

***Strategic Result 1* – Everyone has access to food**							
Outcome 1.1: Maintained/enhanced individual and household access to adequate food							
Outcome indicator	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate *(%)***	**No. of measure-ments**	**No. of complete measure-ments**	**Reporting rate *(%)***	**Performance Rating**
1.1.1 Food Consumption Score	56	52	93	498	441	89	
1.1.2.1 Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	10	8	80	44	37	84	
1.1.2.2 Consumption-based Coping Strategy Index (Average)	46	43	93	118	104	88	
1.1.2.3 Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	20	16	80	216	164	76	
1.1.2.4 Livelihood-based Coping Strategy Index (Average)	9	8	89	16	14	88	
1.1.3 Food Expenditure Share	31	31	100	97	86	89	

Assessing WFP's cross-cutting results

[2] A country is expected to report on the indicators included in the CSP logframe if the related activity is being implemented.

The methodology applied to assess cross-cutting results follow the same steps as for outcome results. Step 1 consists in assessing the cross-cutting indicator performance by country for each cross-cutting result using the same rules as for outcome indicators. In Step 2, an average of cross-cutting indicator percentage achievements for countries with sufficient measurement is calculated to determine WFP-wide performance at cross-cutting indicator level. Finally, in Step 3, WFP performance for each cross-cutting indicator is averaged to estimate the overall achievement at result level.

ANNEX III-C: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTCOME AND CROSS CUTTING PERFORMANCE)

Overall performance by Strategic Objective

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

Strategic Result 1 **– Everyone has access to food**

Outcome 1.1: Maintained/enhanced individual and household access to adequate food

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
1.1.1 Food Consumption Score	56	52	93%	498	441	89%	
1.1.2.2 Consumption-based Coping Strategy Index (average)	46	43	93%	118	104	88%	
1.1.2.3 Livelihood-based Coping Strategy Index (percentage of households using coping strategies)	20	16	80%	216	164	76%	
1.1.2.4 Livelihood-based Coping Strategy Index (average)	9	8	89%	16	14	88%	
1.1.3 Food Expenditure Share	31	31	100%	97	86	89%	
1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	17	12	71%	22	16	73%	
1.1.5 Minimum Dietary Diversity – Women	11	7	64%	21	12	57%	

Outcome 1.1: Maintained/enhanced individual and household access to adequate food

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
1.1.6 Food Consumption Score – Nutrition	30	26	87%	666	569	85%	
1.1.10 Enrolment rate	29	24	83%	41	31	76%	
1.1.11 Attendance rate (new)	20	16	80%	31	24	77%	
1.1.19 Proportion of eligible population that participates in programme (coverage)	21	20	95%	42	34	81%	
1.1.20 Proportion of target population that participates in an adequate number of distributions (adherence)	18	16	89%	27	21	78%	
1.1.21 Proportion of children 6–23 months of age who receive a minimum acceptable diet	18	15	83%	7	7	100%	
1.1.22 MAM Treatment Recovery rate	18	18	100%	28	27	96%	
1.1.23 MAM Treatment Mortality rate	18	18	100%	28	27	96%	
1.1.24 MAM Treatment Non-response rate	18	18	100%	28	27	96%	
1.1.25 MAM Treatment Default rate	18	18	100%	28	27	96%	
1.1.26 Minimum Dietary Diversity – Women	9	9	100%	22	22	100%	
1.1.31 Percentage of WFP food procured from smallholder farmer aggregation systems	1	1	100%	2	2	100%	
1.1.37 Graduation rate (new)	5	3	60%	6	5	83%	
1.1.44 Value and volume of smallholder sales through WFP-supported aggregation systems	2	1	50%	4	2	50%	
1.1.50 Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text	2	2	100%	2	2	100%	
1.1.53 ART Default rate	2	1	50%	2	1	50%	
1.1.56 TB Nutritional Recovery rate	2	2	100%	2	2	100%	

Outcome 1.1: Maintained/enhanced individual and household access to adequate food

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
1.1.57 ART Nutritional Recovery rate	1	1	100%	1	1	100%	
1.1.60 Economic capacity to meet essential needs (new)	7	4	57%	14	9	64%	
1.1.61 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	7	7	100%	7	7	100%	
1.1.62 Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support (new)	2	2	100%	2	2	100%	
1.1.65 Resources mobilized (*USD value*) for national food security and nutrition systems as a result of WFP capacity strengthening (new)	1	1	100%	1	1	100%	
1.1.67 SABER School Feeding National Capacity (new)	3	2	67%	3	2	67%	
1.1.68 Retention rate / Drop-out rate (new)	32	25	78%	75	54	72%	

Outcome 1.3: Enhanced social and public sector capacity to assist populations facing acute, transitory chronic food insecurity

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
1.3.3 Food Consumption Score	4	3	75%	12	9	75%	
1.3.5 Consumption-based Coping Strategy Index (average)	3	2	67%	3	2	67%	
1.3.6 Livelihood-based Coping Strategy Index (percentage of households using coping strategies)	3	2	67%	12	8	67%	
1.3.8 Food Expenditure Share	3	2	67%	3	2	67%	
1.3.9 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	1	1	100%	1	1	100%	

Outcome 1.3: Enhanced social and public sector capacity to assist populations facing acute, transitory chronic food insecurity							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance Rating**
1.3.10 Minimum Dietary Diversity – Women	1	1	100%	1	1	100%	
1.3.11 Food Consumption Score – Nutrition	1	1	100%	9	9	100%	
1.3.12 Proportion of children 6–23 months of age who receive a minimum acceptable diet	2	2	100%	2	2	100%	
1.3.15 Enrolment rate	8	7	88%	8	7	88%	
1.3.16 Attendance rate (new)	9	9	100%	10	10	100%	
1.3.34 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	9	8	89%	12	10	83%	
1.3.35 Number of national programmes enhanced as a result of WFP-facilitated South–South andtriangular cooperation support (new)	2	2	100%	2	2	100%	
1.3.37 Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support (new)	1	1	100%	1	1	100%	
1.3.39 SABER School Feeding National Capacity (new)	3	2	67%	3	2	67%	
1.3.40 Retention rate / Drop-out rate (new)	5	5	100%	8	8	100%	
1.3.42 Value and volume of smallholder sales through WFP-supported aggregation systems	1	1	100%	2	2	100%	
1.3.50 Partnerships Index (new)	1	1	100%	1	1	100%	

***Strategic Result 2* – No one suffers from malnutrition**

Outcome 2.1 – Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
2.1.1 Proportion of eligible population that participates in programme (coverage)	37	33	89%	59	54	92%	
2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence)	29	22	76%	38	29	76%	
2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet	33	27	82%	41	33	80%	
2.1.4.1 MAM Treatment Recovery rate	27	26	96%	52	51	98%	
2.1.4.2 MAM Treatment Mortality rate	27	25	93%	52	49	94%	
2.1.4.3 MAM Treatment Non-response rate	27	27	100%	52	52	100%	
2.1.4.4 MAM Treatment Default rate	27	26	96%	51	50	98%	
2.1.5 Minimum Dietary Diversity – Women	27	25	93%	35	31	89%	
2.1.12 Attendance rate (new)	2	2	100%	2	2	100%	
2.1.16 ART Nutritional Recovery rate	2	1	50%	2	1	50%	
2.1.17 ART Default rate	4	2	50%	5	3	60%	
2.1.20 Food Consumption Score	2	1	50%	9	3	33%	
2.1.32 Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text	1	1	100%	1	1	100%	
2.1.38 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	5	4	80%	5	4	80%	
2.1.39 Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support	1	1	100%	1	1	100%	
2.1.43 Retention rate / Drop-out rate	3	2	67%	6	4	67%	

Outcome 2.1 – Improved consumption of high-quality, nutrient-dense foods among targeted individuals							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance rating**

Outcome 2.2 – Improved value chains for high-quality, nutrition-dense foods							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance rating**
2.2.1 Percentage increase in production of high-quality and nutrition-dense foods	1	1	100%	1	1	100%	
2.2.12 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	1	1	100%	1	1	100%	

Outcome 2.3 – Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance rating**
2.3.2 Proportion of eligible population that participates in programme (coverage)	1	1	100%	1	1	100%	
2.3.3 Proportion of target population that participates in an adequate number of distributions (adherence)	1	1	100%	1	1	100%	
2.3.5 MAM Treatment Recovery rate	1	1	100%	1	1	100%	
2.3.6 MAM Treatment Mortality rate	1	1	100%	1	1	100%	
2.3.7 MAM Treatment Non-response rate	1	1	100%	1	1	100%	
2.3.8 MAM Treatment Default rate	1	1	100%	1	1	100%	
2.3.9 Minimum Dietary Diversity – Women	2	1	50%	2	1	50%	
2.3.10 Percentage increase in production of high-quality and nutrition-dense foods	2	2	100%	2	2	100%	
2.3.19 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	9	9	100%	13	13	100%	
2.3.20 Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support (new)	3	3	100%	3	3	100%	
2.3.21 Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)	1	1	100%	2	2	100%	
2.3.24 Resources mobilized (*USD value*) for national food security and nutrition systems as a result of WFP capacity strengthening (new)	2	2	100%	4	3	75%	
2.3.27 Value and volume of smallholder sales through WFP-supported aggregation systems	1	1	100%	1	1	100%	
2.3.32 Partnerships Index (new)	1	1	100%	1	1	100%	

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

Outcome 3.1: Increased smallholder production and sales

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
3.1.1 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	13	13	100%	15	15	100%	
3.1.2 Rate of smallholder post-harvest losses	4	3	75%	6	4	67%	
3.1.4 Percentage of WFP food procured from smallholder farmer aggregation systems	13	13	100%	15	15	100%	
3.1.5 Food Consumption Score	11	8	73%	45	36	80%	
3.1.6.2 Consumption-based Coping Strategy Index (average)	11	9	82%	13	10	77%	
3.1.6.3 Livelihood-based Coping Strategy Index (percentage of households using coping strategies)	6	3	50%	28	16	57%	
3.1.6.4 Livelihood-based Coping Strategy Index (average)	7	6	86%	9	7	78%	
3.1.7 Food expenditure share	10	7	70%	15	11	73%	
3.1.8 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	9	8	89%	10	9	90%	
3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	4	3	75%	4	3	75%	
3.1.10 Minimum Dietary Diversity – Women	4	3	75%	6	5	83%	
3.1.11 Proportion of children 6–23 months of age	2	2	100%	3	3	100%	

Outcome 3.1: Increased smallholder production and sales							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance rating**
who receive a minimum acceptable diet							
3.1.12 Food Consumption Score – Nutrition	6	5	83%	72	63	88%	
3.1.16 Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts	1	1	100%	1	1	100%	
3.1.18 Proportion of the population in targeted communities reporting environmental benefits	3	2	67%	3	2	67%	
3.1.22 Value and volume of smallholder sales through WFP-supported aggregation systems	13	13	100%	28	27	96%	
3.1.24 Economic capacity to meet essential needs (new)	1	1	100%	1	1	100%	
3.1.25 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	4	4	100%	4	4	100%	

Outcome 3.2: Increased efficiencies in pro-smallholder aggregation in food value chains

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
3.2.2 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	1	1	100%	1	1	100%	
3.2.21 Value and volume of smallholder sales through WFP-supported aggregation systems	1	1	100%	2	2	100%	

Outcome 3.3: Improved availability of key pro-smallholder public goods and services

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
3.3.2 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	1	1	100%	1	1	100%	
3.3.5 Percentage of WFP food procured from smallholder farmer aggregation systems	1	1	100%	1	1	100%	
3.3.6 Food Consumption Score	1	1	100%	6	6	100%	
3.3.8 Consumption-based Coping Strategy Index (average)	1	1	100%	2	2	100%	
3.3.10 Livelihood-based Coping Strategy Index (average)	1	1	100%	2	2	100%	
3.3.12 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	1	1	100%	2	2	100%	
3.3.14 Minimum Dietary Diversity – Women	1	1	100%	2	2	100%	
3.3.16 Food Consumption Score – Nutrition	1	1	100%	18	17	94%	
3.3.24 Value and volume of smallholder sales through WFP-supported aggregation systems	1	1	100%	2	2	100%	

*Strategic Result 4** – Food systems are sustainable

Outcome 4.1: Improved household adaptation and resilience to climate and other shocks

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
4.1.1 Food Consumption Score	16	14	88%	66	54	82%	
4.1.2.2 Consumption-based Coping Strategy Index (average)	10	8	80%	15	11	73%	
4.1.2.3 Livelihood-based Coping Strategy Index (percentage of households using coping strategies)	8	7	88%	44	40	91%	
4.1.2.4 Livelihood-based Coping Strategy Index (average)	7	5	71%	9	5	56%	
4.1.3 Food expenditure share	11	8	73%	15	10	67%	
4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	17	12	71%	21	12	57%	
4.1.5 Proportion of the population in targeted communities reporting environmental benefits	8	5	63%	10	5	50%	
4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	9	6	67%	9	6	67%	
4.1.7 Minimum Dietary Diversity – Women	4	2	50%	7	2	29%	
4.1.8 Food Consumption Score – Nutrition	12	9	75%	147	99	67%	
4.1.9 Proportion of children 6–23 months of age who receive a minimum acceptable diet	2	1	50%	4	1	25%	
4.1.13 Emergency Preparedness Capacity Index	1	1	100%	1	1	100%	

Outcome 4.1: Improved household adaptation and resilience to climate and other shocks							
4.1.15 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	6	4	67%	6	4	67%	
4.1.22 Value and volume of smallholder sales through WFP-supported aggregation systems	6	5	83%	12	10	83%	
4.1.28 Economic capacity to meet essential needs (new)	2	1	50%	2	1	50%	
4.1.29 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	2	2	100%	2	2	100%	
Outcome 4.2: Supported inclusive commercial food system functions and services							
Outcome indicators	**No. of countries reporting**	**Countries reporting with sufficient data**	**Country reporting rate**	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**Performance rating**
4.2.2 Food Consumption Score	1	1	100%	3	3	100%	
4.2.18 Rate of smallholder post-harvest losses	1	1	100%	1	1	100%	
4.2.20 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	2	2	100%	2	2	100%	
4.2.21 Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts	1	1	100%	1	1	100%	
4.2.22 Percentage increase in production of high-quality and nutrition-dense foods	2	2	100%	2	2	100%	
4.2.23 Value and volume of smallholder sales through WFP-supported aggregation systems	2	2	100%	3	3	100%	

*No country office reported on 4.3

Strategic Result 5 **- Developing countries have strengthened capacity to implement the SDGs**

Outcome 5.1: Enhanced capacities of public and private sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
5.1.3 Emergency Preparedness Capacity Index	6	5	83%	6	5	83%	
5.1.14 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	32	32	100%	41	41	100%	
5.1.15 Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support (new)	5	5	100%	5	5	100%	
5.1.16 Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)	4	4	100%	5	5	100%	
5.1.17 Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support (new)	1	1	100%	1	1	100%	
5.1.18 Resources mobilized (*USD value*) for national food security and nutrition systems as a result of WFP capacity strengthening (new)	5	5	100%	9	9	100%	
5.1.19 Partnerships Index (new)	3	3	100%	3	3	100%	
5.1.21 Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	2	2	100%	2	2	100%	
5.1.22 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	1	1	100%	1	1	100%	

Outcome 5.2: Partners' demand for quality services fulfilled

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating

5.2.1 User satisfaction rate	3	2	67%	3	2	67%	
5.2.3 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	1	2	100%	0	1	100%	

Strategic Result 6 - Policies to support sustainable development are coherent

Outcome 6.1: Supported inclusive and sustained food security and nutrition policy reform processes

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
6.1.2 Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	2	2	100%	2	2	100%	
6.1.4 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	2	2	100%	2	2	100%	

Outcome 6.2: Prioritized and implemented food security and nutrition policy reforms

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
6.2.4 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	1	1	100%	1	1	100%	

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

Outcome 7.1: Increased government access to financial resources

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
7.1.4 Partnerships Index (new)	1	1	100%	2	2	100%	

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

Outcome 8.1: Enhanced common coordination platforms

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
8.1.1 User satisfaction rate	24	21	88%	37	32	86%	

Outcome 8.2: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners

Outcome indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance rating
8.2.2 User satisfaction rate	3	2	67%	3	2	100%	
8.2.3 Consumption-based Coping Strategy Index (average)	2	2	100%	2	2	100%	
8.2.4 Livelihood-based Coping Strategy Index (average)	1	1	100%	1	1	100%	
8.2.11 Food Consumption Score	1	1	100%	6	6	100%	
8.2.14 Economic capacity to meet essential needs (new)	1	1	100%	1	1	100%	

C.2: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
C.2.2 Proportion of targeted people receiving assistance without safety challenges (new)	56	41	73%	141	96	68%	
C.2.3 Proportion of targeted people who report that WFP programmes are dignified (new)	49	33	67%	133	88	66%	
C.2.4 Proportion of targeted people having unhindered access to WFP programmes (new)	53	37	70%	128	82	64%	

C.1: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
C.1.1 Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	66	55	83%	194	160	82%	
C.1.2 Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	56	47	84%	133	109	82%	

C.3: Improved gender equality and women's empowerment among WFP-assisted population

Cross-cutting indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	65	55	85%	553	399	72%	
C.3.2 Proportion of food assistance decision-making entity – committees, boards, teams, etc.	52	46	88%	97	81	84%	
C.3.3 Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	33	26	79%	66	49	74%	

C.4: Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators	No. of countries reporting	Countries reporting with sufficient data	Country reporting rate	No. of measurements	No. of complete measurements	Reporting rate	Performance Rating
C.4.1 Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	32	27	84%	42	33	79%	

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
OUTPUT CATEGORY A: Resources transferred									
A.5 Quantity of non-food items distributed	89	84	94%	26	26	100%	2 497 900	2 863 150	87%
A.6 Number of institutional sites assisted									
Number of schools assisted	86	86	100%	43	43	100%	75 148	67 633	111%
Number of health centres assisted	51	48	94%	27	27	100%	12 793	14 523	88%
Number of sites assisted	48	40	83%	25	22	88%	62 838	28 396	221%
Number of stoves upgraded/provided	7	7	100%	7	7	100%	438	418	105%
A.7 Number of retailers participating in cash-based transfer programmes	30	27	90%	20	17	85%	3 307	3 548	93%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
A.8 Number of rations provided	51	50	98%	20	20	100%	856 491 536	1 074 063 375	80%
A.10* Total value (*USD*) of capacity strengthening transfers	9	8	89%	5	5	100%	6 750 955	5 464 100	124%
OUTPUT CATEGORY B: Nutritious food provided									
B.1 Quantity of fortified food provided	65	65	100%	65	65	100%	369 828	326 000	113%
B.2 Quantity of specialized nutritious foods provided	50	50	100%	50	50	100%	287 186	747 000	38%
B.3* Percentage of staple commodities distributed that is fortified	10	10	100%	7	7	100%	75.9	100	76%
OUTPUT CATEGORY C: Capacity development and technical support provided									

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
C.1 Number of people trained									
Number of individuals trained	36	19	53%	16	11	69%	117 090	115 545	101%
Number of people directly benefitting from capacity strengthening	44	37	84%	19	17	89%	83 546	81 220	103%
C.4* Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	225	207	92%	64	62	97%	127 286	124 179	103%
C.5* Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)									
Number of training sessions provided/assisted	172	158	92%	58	55	95%	6 384	5 916	108%
Number of technical assistance activities provided	158	150	95%	51	48	94%	1 383	1 322	105%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
C.6* Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)	79	77	97%	34	33	97%	1 266	1 288	98%
C.7* Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	44	42	95%	21	19	90%	451	426	106%
C.8* USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)	18	16	89%	12	11	92%	4 946 423	5 673 186	87%
OUTPUT CATEGORY D: Assets created									
D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure									
Hectares of farming and non-farming land rehabilitated or improved	76	73	39%	30	29	97%	126 918.96	151 441.87	84%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
Number of social/community infrastructures built/rehabilitated	68	67	41%	28	28	100%	33 961.00	32 525.00	104%
Number of water points (ponds, shallow wells, reservoirs) used for agriculture, livestock and/or fisheries built or rehabilitated	50	47	46%	23	22	96%	9 694.00	12 382.00	78%
Kilometers of feeder roads and trails constructed or repaired	48	47	58%	28	28	100%	8 771.32	8 524.41	103%
Hectares of forest planted	31	29	52%	16	15	94%	7 058.29	8 515.91	83%
Number of bridges and culverts constructed or repaired	12	11	42%	5	4	80%	6 657.00	7 641.00	87%
D.2* Number of people provided with energy assets, services and technologies	7	7	100%	3	3	100%	60 743	64 577	94%
OUTPUT CATEGORY E: Social and behaviour change communication (SBCC) delivered									

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
E*.4 Number of people reached through interpersonal SBCC approaches	171	155	91%	44	41	93%	6 573 565	7 377 267	89%
E*.5 Number of people reached through SBCC approaches using media	32	30	94%	18	18	100%	8 009 316	33 706 205	24%
OUTPUT CATEGORY F: Purchases from smallholders completed									
F.1 Number of smallholder farmers supported/trained									
Number of smallholder farmers trained	32	32	100%	15	15	100%	181 396	283 504	64%
Number of smallholder farmers supported	29	29	100%	22	22	100%	383 669	442 973	87%
Number of smallholder farmer aggregation systems supported	20	19	95%	11	10	91%	2 474	2 624	94%
Number of smallholder farmers benefitting from collective marketing opportunities	9	9	100%	7	7	100%	17 949	11 622	154%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
F.2 Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers	11	8	73%	9	7	78%	20 593	44 738	46%
OUTPUT CATEGORY G: Linkages to financial resources and insurance services facilitated									
G.3 Total sum insured through risk management interventions	3	3	100%	3	3	100%	9 336 935	11 032 042	85%
G.7* Number of tools developed to strengthen national systems for forecast-based early action									
Number of assessments conducted	4	4	100%	4	4	100%	26	26	100%
Number of tools developed	8	8	100%	6	6	100%	25	24	104%
G.8* Number of people provided with direct access to information on climate and weather risks	7	5	71%	3	2	67%	123 110	110 670	111%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
OUTPUT CATEGORY H: Shared services and platforms provided									
H.1 Number of shared services provided, by type									
Number of agencies and organizations using services	25	25	100%	15	15	100%	1 751	1 339	131%
Number of services provided	12	11	92%	9	8	89%	2 140	656	326%
Percentage of service requests fulfilled	9	9	100%	7	7	100%	97.3	97.9	99%
Number of assessments/surveys conducted	7	7	100%	5	5	100%	25	21	119%
Number of items produced and shared	7	7	100%	5	5	100%	113 628	113 489	100%
Number of staff (including non-WFP) trained	6	6	100%	5	5	100%	14 522	10 717	136%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
Total space created or made available	5	5	100%	4	4	100%	2 906	2 899	100%
H.10 Number of humanitarian workers provided health services, by agency and type	3	1	33%	2	1	50%	483	500	97%
H.11 Number of agencies using common cash-based transfer platforms	4	4	100%	4	4	100%	13	11	118%
H.2 Number of WFP-led clusters operational, by type	13	12	92%	11	10	91%	28	30	93%
H.3 Number of engineering works completed, by type	2	2	100%	2	2	100%	3	6	50%
H.4 Total volume of cargo transported	20	20	100%	20	20	100%	52,400*	32,600**	161%
H.5 Percentage of cargo capacity offered against total capacity requested	8	7	88%	8	7	88%	109.4	95.0	115%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
H.6 Percentage of payload delivered against available capacity	4	3	75%	4	3	75%	59.2	58.3	102%
H.7 Total number of passengers transported	20	20	100%	20	20	100%	41,200*	350,000*	140%
H.8 Number of emergency telecoms and information and communications technology (ICT) systems established, by type									
Number of emergency telecoms and information and communications technology (ICT) systems established	8	7	88%	8	7	88%	155	133	117%
Number of web-based information-sharing and collaboration platforms established/updated	3	3	100%	2	2	100%	4	11	36%
H.9 Number of camps and sites installed/maintained	2	2	100%	2	2	100%	25	26	96%

OUTPUT CATEGORY I: Policy engagement strategies developed or implemented

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
I.1 Number of policy engagement strategies developed/implemented	4	2	50%	3	1	33%	8	8	100%
OUTPUT CATEGORY J: Policy reform identified/advocated									
J.1 Number of policy reforms identified/advocated	1	1	100%	1	1	100%	7	7	100%
OUTPUT CATEGORY K: Partnerships supported									
Indicators	**No. of measurements**	**No. of complete measurements**	**Reporting rate**	**No. of countries**	**Relevant countries**	**Country reporting rate**	**2019 Actual value**	**2019 Target value**	**Performance rate**
K.1 Number of partners supported	66	64	97%	24	22	92%	1 354	1 371	99%
OUTPUT CATEGORY L: Infrastructure and equipment investments supported									
L.1 Number of infrastructure works implemented, by type	11	11	100%	8	8	100%	78	156	50%
L.2 Amount of investments in equipment made, by type	8	8	100%	6	6	100%	1 205 782	1 185 572	102%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
OUTPUT CATEGORY M: National coordination mechanisms supported									
M.1 Number of national coordination mechanisms supported	55	52	95%	31	29	94%	235	232	101%
OUTPUT CATEGORY N: School feeding provided									
N*.1 Feeding days as percentage of total school days	29	29	100%	22	22	100%	79.9	93.9	85%
N*.2 Average number of school days per month on which multi-fortified or at least 4 food groups were provided(nutrition-sensitive indicator)	28	27	96%	24	23	96%	15.9	19.9	80%
N*.3 Number of children receiving deworming with WFP support	4	4	100%	2	2	100%	119 430	124 600	96%
N*.5 Number of schools with infrastructure rehabilitated or constructed	7	6	86%	5	4	80%	1 054	1 425	74%

ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)

Indicators	No. of measurements	No. of complete measurements	Reporting rate	No. of countries	Relevant countries	Country reporting rate	2019 Actual value	2019 Target value	Performance rate
N*.6 Number of children covered by home-grown school feeding (HGSF)	7	7	100%	6	6	100%	419 423	446 218	94%

* This output includes WFP Aviation Service, UNHAS , Bilateral Services

** Some operations such as airlifts from headquarters are demand driven and cannot be set for the year target.

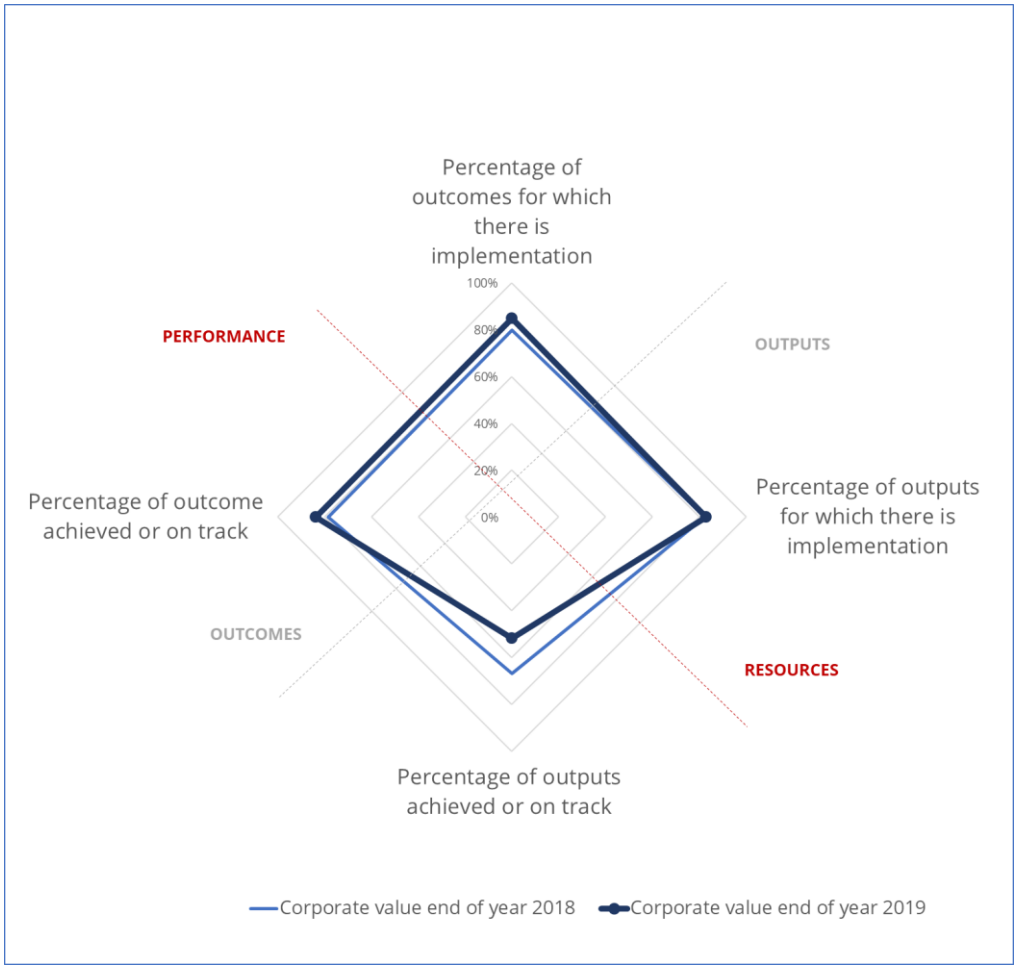
ANNEX IV-A: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS

The following provides detailed information on all three corporate key performance indicators. Please refer to part IV of the APR for analysis of overall management performance, and annex IV-B for analysis of performance by pillar.

KPI 1: Overall progress in country strategic plan implementation

1. Overall progress in CSP implementation is reflected in the proportion of outcome and output indicators for which activities have been implemented[1] and the proportion of these indicators for which targets have been achieved or are on track for achievement (see figure 1). The first proportion reflects the funding situation – the proportion of the programme of work for which implementation was feasible given funding and operational constraints. The second proportion shows the effectiveness of the implementation of CSP interventions. Table 1 provides details by component indicator. For more details, see part IV of the APR.

Figure 1: KPI 1 – Overall progress in country strategic plan implementation



The outer square represents the maximum value for each indicator that would be reached if a CSP was fully funded to the amount specified in its needs-based plan, if there were no operational constraints of any kind, and if all the indicators in the CSP logical framework, including the outcome indicators influenced by partners' interventions, were fully achieved.

2. In 2019 the average proportion of outcome indicators for which there was implementation was 85 percent and the average proportion of output indicators with implementation was 84 percent.

[1] These are the output and outcome indicators for which there have been expenditures during the reporting period and for which the responsible office has planned and monitored activities.

These figures reflect how resources and conditions affected the implementation of WFP's work. (The percentages also reflect the average funding gap for operations but not the exact magnitude of the overall gap; country offices often use available resources to implement activities under several strategic outcomes, which results in implementation percentages that are higher than the percentage of available funding.)

3. The average proportions of indicators for which targets were achieved or on track in 2019 were 83 percent for outcome indicators and 52 percent for output indicators. These figures show the extent to which CSP implementation is achieving its expected results. The lower percentage of outputs for which targets where achieved or on track shows that outputs were more directly affected by lack of resources and operational constraints than were outcomes. It also reflects the mechanism for prioritization: confronted with limited resources, country offices often reduce the volume of outputs by, for example, reducing rations or the number of beneficiaries. It should also be noted that the expectations for outputs being on track are much higher than those for outcomes, as outcomes can be "on track" for a much longer period before they are expected to be fully achieved over five years. However, low performance in short-term outputs that continues over time will eventually be reflected in the outcome measure as well.

***Table 1:* Overall progress of country strategic plan implementation**

	% of outcomes for which there is implementation	% of outputs for which there is implementation	% of outcome indicators for which values are achieved or on track	% of output indicators for which values are achieved or on track
Target	≥ 70	≥75	≥ 75	≥ 80
Baseline (2018)	80	82	78	67
Actual (2019)	85	84	83	52
Number of country offices exceeding the target	65	63	47	12

KPI 2: Effective emergency preparedness and response

4. Part III of the APR describes the level of achievement of the various components of the indicator for effective emergency preparedness and response. In 2019, the overall achievement of this indicator was one out of five standards reached. The following paragraphs contain more details on performance in terms of these preparedness and response standards.

5. The three preparedness standards in KPI 2 measure implementation of the emergency preparedness and response package (EPRP), provision of emergency preparedness and response training, and efficiency in the disbursement of funds for preparedness assessments at the country office level. The EPRP is managed by the Emergency Preparedness and Support Response Division at headquarters and has been rolled out to most country offices. Implementation of the package reflects WFP's efforts in various areas to be ready to respond to emergencies without compromising the quality of operations or the safety of staff. In 2019, 77 percent of country offices implemented or updated at least 80 percent of their EPRPs to some degree, a clear improvement on 2018 and since the major revision of the EPRP in 2017.

Figure 2: KPI 2 – Effective and efficient emergency response: country office component

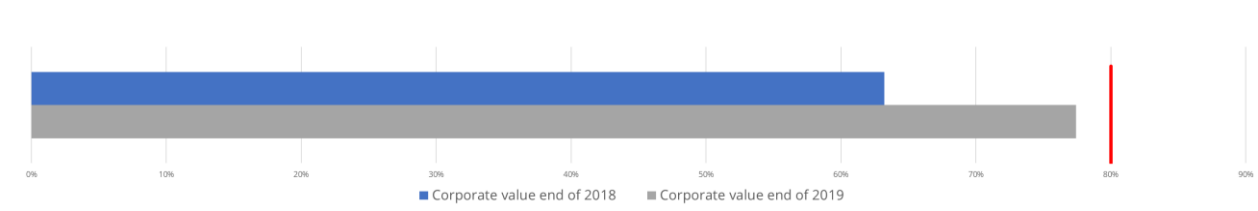


Table 2: ***Effective and efficient emergency response: country office component***					
	% of country offices that update or implement at least 80% of MPAs	**Number of training events in emergency response according to FASTER standard**	**Average number of hours between Level 2/Level 3 declaration and OTF deployment**	**Average number of days between Level 2/Level 3 declaration and completion of concept of operations**	**Average number of days between IR-PREP request and budget code creation**
Target	100	≥ 4	≤ 24	≤ 5	≤ 5
Baseline (2018)	38	6	24	2	10
Actual	61	3	360	4	13
Number of country offices exceeding the target	51	n/a	n/a	n/a	n/a

Abbreviations: IR-PREP = Immediate Response Account for Preparedness; MPA = minimum preparedness action; OTF = operational task force

6. WFP's corporate Functional and Support Training for Emergency Response (FASTER) package guides the design of training for staff to develop the competencies and soft skills needed in emergency responses. Linkages among various training levels, staff career paths and surge capacity are developed in cooperation with the Human Resources Division. In 2019, the targets for corporate training were not achieved, with only three FASTER training events, training of facilitator events and emergency simulations for national disaster management organizations offered compared with the target of four.

7. The EPRP is supported by WFP's mechanisms for providing funds for emergency preparedness through the Immediate Response Account for Preparedness (IR-PREP). The aim of the IR-PREP is to fill immediate gaps during the preparedness phase and ensure that WFP maintains operations that are flexible and ready to address foreseen and unforeseen emergencies. The IR-PREP fund provides adequate resources through the Immediate Response Account (IRA), the only dedicated funding mechanism for preparedness and readiness augmentation activities in WFP, which is available at any time to fund exceptional preparedness activities when no alternative is available. The request for funds is launched by the country office, supported by the regional bureau, and is processed and approved at headquarters before funds are released. While the average processing time for such requests in 2019 was 13 days, WFP is working on new guidance with the aim of significantly shortening it.

8. In line with response standards, the corporate indicator considers the timeline for deployment of an operational task force (OTF) and preparation of a concept of operations, both of which allow WFP to organize support from the corporate and regional levels in the most effective and efficient manner when an emergency is declared. Once an emergency has been declared, an OTF is convened to deliberate on ways to address the initial needs of the response. The objective of the OTF is to enable corporate-level coordination and decision making, analysis and cross-functional

support for operations. The OTF is also responsible for notifying senior management of operational challenges, requesting technical and strategic operational support and making decisions. According to the Interim WFP Emergency Activation Protocol, the first OTF meeting is to be called within 24 hours of the declaration of a Level 3 surge emergency. During the emergency response activations for which this indicator was relevant in 2019, the average time for organization of the task force was 360 hours.

9. Within five days of emergency activation, or when a change in situation requires a shift in response, a concept of operations should be drafted or revised by either the relevant country office or regional bureau; the regional bureau should undertake the drafting or revision in the case of a regional response or when WFP has no operational presence in the country. The concept of operations outlines WFP's operational analysis and priorities, including the anticipated outcomes, outputs and activities in the CSP framework that are linked to the emergency response and WFP's cluster commitments. During the emergency response activations that were relevant to this indicator in 2019, the average time for submission of the concept of operations was four days.

10. An additional measure of performance in WFP's emergency response is the deployment of qualified staff to declared emergencies. The emergency rosters are designed specifically for Level 3 emergency responses in order to accommodate the initial surge until regular staffing mechanisms take over. In addition to the rosters, other mechanisms for supporting WFP's emergency response include the use of standby partners, the Fast Information Technology and Telecommunications Emergency Support Team (FITTEST), functional and regional rosters and direct appointment of personnel by emergency managers. At the time of writing, 2019 data on the percentage of staff members deployed to emergencies who were identified from these rosters were not available.

KPI 3: Overall achievement of management performance standards

11. The third corporate KPI, on overall achievement of management standards, reflects how WFP offices manage their available human, physical and financial resources to implement CSP activities. An overall analysis of this KPI is presented in part IV. The following paragraphs provide details on performance in each of the various components that make up the ten functional areas covered by the KPI.

12. The **management** function is covered by three indicators: gender representation, number of outstanding audit recommendations, and percentage of internal audit recommendations for which implementation is overdue. These were selected to be representative of the cross-functional responsibilities that office managers have throughout WFP and to reflect WFP's high level of commitment to accountability, risk management and gender equality.

Table 3: **Overall achievement of management performance standards: management function**			
	Gender representation	**Number of outstanding audit recommendations**	**% of overdue internal audit recommendations**
Weight in the function	50	25	25
Baseline (2018)	37	68	8
Target	Achievement of milestones*	≤ 68**	≤ 5
Actual	39***	62	25
% of country offices reaching the target	43	93	79
% of country offices making progress towards the target	51	6	7
% of country offices making little or no progress towards the target	6	1	13

* As each country office has a target that is tailored to its operational conditions it is not possible to aggregate this indicator to an overall WFP value.

** This target has been revised to reflect the fact that only recommendations addressed to country offices are taken into account in this component indicator. It therefore differs from the target announced in the WFP Management Plan (2019–2021).

*** This figure reflects the average for all country offices rather than gender representation in WFP overall, which is 34.9 percent.

13. In gender representation, 43 percent of country offices reached their annual milestones. Of the remaining 57 percent, the majority achieved at least 75 percent of their milestones, demonstrating efforts across WFP, which is advancing towards its overall goal for equal gender representation in 2021.

14. The total number of audit recommendations outstanding on 31 December 2019 was 230, including 111 addressed to country offices. In 2019, WFP reduced the number of outstanding audit recommendations from 68 to 62, while 93 percent of country offices reached their targets in this area.

15. The **programme** function is covered by two component indicators of equal weight: operation design and learning, and implementation with partners (see table 4). Although the target of 100 percent implementation of evaluation recommendations was not reached overall, 90 percent of country offices did achieve it, suggesting good performance across WFP.

Table 4: **Overall achievement of management performance standards: programme function**		
	% of evaluation recommendations implemented	**% of outputs achieved in partnerships***
Weight in the function	50	50
Baseline (2018)	84	71
Target	100	90
Actual	95	93
% of country offices reaching the target	90	37
% of country offices making progress towards the target	4	39
% of country offices making little or no progress towards the target	6	24

* These are operational partnerships with non-governmental organizations, local, regional or national governments and United Nations agencies with which WFP has signed agreements that include CSP outputs.

16. The indicator on output achievement represents a subset of the output indicator included in KPI 1 and takes into consideration only those activities implemented in partnership with non-governmental organizations, governments and other United Nations agencies. Overall achievement of outputs was 93 percent, slightly above the target and an improvement on the 2018 value.

17. **Supply chain** is one of the core support functions in most WFP operations around the world. Performance in this function is described by three component indicators of equal weight and related to food losses, the effectiveness of transport arrangements in the country, and the amount of food not reconciled within WFP's food tracking system. Post-delivery losses – food losses occurring during all processes from WFP's reception of commodities to their dispatch to partners – were 0.43 percent (by weight) of all food delivered to partners in 2019, an improvement on 2018, although the 73 percent of tonnage uplifted by the agreed date was below target. The percentage of tonnage not reconciled was also well below the target (see table 5).

Table 5: **Overall achievement of management performance standards: supply chain function**			
	% of post-delivery losses	**% of tonnage uplifted by agreed date**	**% of tonnage not reconciled**
Weight in the function	33	33	33
Baseline (2018)	0.77	87	34
Target	< 2	100	10
Actual	0.43	73	5
% of country offices reaching the target	93.5	33	89
% of country offices making progress towards the target	1.5	48	8
% of country offices making little or no progress towards the target	5	19	3

18. The percentage of tonnage uplifted by the agreed date reflects the effectiveness and timeliness of transport arrangements and, ultimately, the reliability with which WFP can implement its distribution plans. The indicator reflects access constraints, issues with transport capacity and, potentially, the effectiveness of WFP's transport allocation system and its relations with transport service providers in a country. At 73 percent, the 2019 value is lower than the 2018 baseline of 87 and below the target of 100 percent. In addition, only 33 percent of country offices achieved the target, down from 59 percent in 2018.

19. The **budget and programming** functional area has been particularly affected by the introduction of WFP's Financial Framework Review,[2] which fundamentally changed many core processes of this function, from the design to the daily management of country portfolio budgets. Performance in the function is described by one indicator that reflects a new standard tool for country offices – the implementation plan. The indicator compares actual expenditures with the expenditures called for in the implementation plan. If the expenditures become too high compared with the implementation plan,[3] the plan should be adjusted upwards to reflect a new prioritization of activities following an increase in forecast contributions or a surge in activities. If the expenditures are significantly lower than called for in the implementation plan, the country office might need to revise the plan downwards or might be facing operational constraints that delay implementation and explain the low expenditures.

20. The average value for the indicator in 2019 was 84 percent, and 46 percent of country offices were within the target range by 31 December 2019.

Table 6: **Overall achievement of management performance standards: budget and programming function**

	% of CSP expenditure against implementation plan
Baseline (2018)	76
Target	90*
Actual	84
% of country offices reaching the target	46
% of country offices making progress towards the target	1
% of country offices making little or no progress towards the target	53

* This target has been revised to reflect ranges of expenditures over the period of the implementation plan that are considered acceptable. It therefore differs from the target announced in the WFP Management Plan (2019-2021).

21. The **human resources** functional area is covered by two indicators that have been in use for several years and are given weights of 70 and 30. The first is linked to the corporate (individual) appraisal tool, the Performance and Competency Enhancement (PACE) assessment, and serves as a proxy measurement of both individual performance and good management practices. The second relates to mandatory training events and reflects organizational efforts to create awareness of priority topics.

22. In 2019, the achievement rates for both of these indicators were under the targets of 100 and 85 percent, respectively, with overall figures of 74 percent for PACE compliance and 75 percent for completion of mandatory training by 31 December 2019. The targets were met by 26 and 21 percent of country offices, respectively.

Table 7: **Overall achievement of management performance standards: human resources function**

[2] WFP/EB.2/2016/5-B/1/Rev.1.

[3] Note that actual expenditures are compared with the needs-based plan, not the implementation plan.

	PACE compliance rate	% of staff completing all mandatory training
Weight in the function	70	30
Baseline (2018)	79	49
Target	100	85
Actual	74	75
% of country offices reaching the target	26	21
% of country offices making progress towards the target	36	64
% of country offices making little or no progress towards the target	38	13

23. Performance in the **administration** functional area is represented by two indicators of equal weight (see table 8) that refer to the implementation of internal controls in different areas of administration and to asset reconciliation. The average WFP value for the internal control indicator was 70 percent compared with a target of 75 percent for 2019; 33 percent of country offices reached this target. For the assets reconciliation indicator, 69 percent of offices reached the target, with an average of 97 percent of assets being physically verified.

Table 8: **Overall achievement of management performance standards: administration function**

	% of internal controls in place and implemented in administration	% of WFP fixed assets physically counted and verified
Weight in the function	50	50
Baseline (2018)	67	98
Target	75	100
Actual	70	97
% of country offices reaching the target	33	69
% of country offices making progress towards the target	64	14
% of country offices making little or no progress towards the target	4	17

24. The **finance** functional area is covered by an indicator that measures the proportion of processes (such as payments and transfers) carried out by a country office over a certain period that might represent a financial risk.[4] The overall value achieved by all country offices at financial closure in December 2019 was 5 percent, with 87 percent of offices reaching the target.

Table 9: **Overall achievement of management performance standards: finance function**

	% of enhanced risk items on the financial dashboard
Baseline (2018)	4.5
Target	7*

[4] A financial risk might be created by the length of time that a process remains open in the system or by other factors that are deemed to create inefficiencies for the country office and WFP.

Actual	5
% of country offices reaching the target	87
% of country offices making progress towards the target	5
% of country offices making little or no progress towards the target	8

* This target has been revised to reflect ranges of expenditures over the period of the implementation plan that are considered acceptable. It therefore differs from the target announced in the WFP Management Plan (2019–2021).

25. The **information technology** functional area is covered by an indicator that indirectly reflects a number of factors including connectivity, procurement and maintenance of IT equipment, awareness and training of staff and protection against potential threats. The WFP average value for this indicator in 2019 was 99 percent compliance with all IT security standards; 47 percent of country offices reached full compliance and an additional 53 percent met almost all of the standards. The major obstacles to compliance are connectivity in remote locations, limited staff awareness and difficulties in renewing IT assets in some countries.

Table 10: **Overall achievement of management performance standards: information technology function**

	% of factors in compliance with IT security standards
Baseline (2018)	93
Target	100*
Actual	99
% of country offices reaching the target	47
% of country offices making progress towards the target	53
% of country offices making little or no progress towards the target	0

* This target has been revised and therefore differs from the target announced in the WFP Management Plan (2019–2021).

26. The indicator for the **security** functional area reflects the compliance of each country office with a series of compulsory security requirements. These cover staff awareness, liaison with national and United Nations security structures and implementation of specific security measures that are recommended following assessment missions. In 2019, the average value of this indicator for all country offices was 84 percent, with 50 percent of offices being fully compliant with minimum security standards.

Table 11: **Overall achievement of management performance standards: security function**

	% of factors in compliance with security requirements
Baseline (2018)	96
Target	100*
Actual	84
% of country offices reaching the target	50
% of country offices making progress towards the target	36
% of country offices making little or no progress towards the target	14

* This target has been revised and therefore differs from the target announced in the WFP Management Plan (2019–2021).

27. The last functional area considered is **resource mobilization, communications and reporting**, which is covered by two indicators reflecting the contributions allocated to country offices

compared with the offices' needs-based plans and the percentage of stories about WFP published in the media that are favourable to the organization. In 2019, 99 percent of need-based plans for country operations were funded, well above the target of 80 percent. The vast majority of country offices achieved this target. The average value for the second indicator was 66 percent for WFP overall. Owing to a change in the way in which data are collected, country-level data for this indicator are not available.

Table 12: **Overall achievement of management performance standards: resource mobilization, communications and reporting function**

	% of needs-based plan funded for country operations	**% of favourable stories about WFP**
Weight in the function	50	50
Baseline (2018)	47	71
Target	80	70
Actual	99	66
% of country offices reaching the target	65	n/a
% of country offices making progress towards the target	29	n/a
% of country offices making little or no progress towards the target	6	n/a

ANNEX IV-B: DETAILED ANALYSIS OF REGIONAL BUREAU AND HEADQUARTERS SERVICE PROVISION (PERFORMANCE BY PILLAR)

1. The support that regional bureaux and headquarters provide to country offices is presented conceptually through the five pillars and detailed services and products described in part IV, figure 1. Performance under each pillar is described in part IV; the following paragraphs provide additional information on the indicators and activities of each pillar.

Pillar A: **Strategy and direction**			
	% achievement of IRM milestones	**% implementation of policies approved by the Executive Board**	**Employee engagement rate**
Baseline (2018)	100	68	3.75 (out of 5.00)**
Target	100	63*	N/A
Actual	100	64	N/A

* Each policy has an individual target based on the number of years since the policy was approved. Because the number of policies included in the indicator varies from year to year, the corporate target, which represents the annual average for all individual policy targets, also varies.

** Data on employee engagement is collected through a global staff survey by Gallup every two years and was not collected in 2019. In 2018, the most recent year for which data is available, WFP's employee engagement was 3.75 out of 5.00. The next survey is scheduled for 2020.

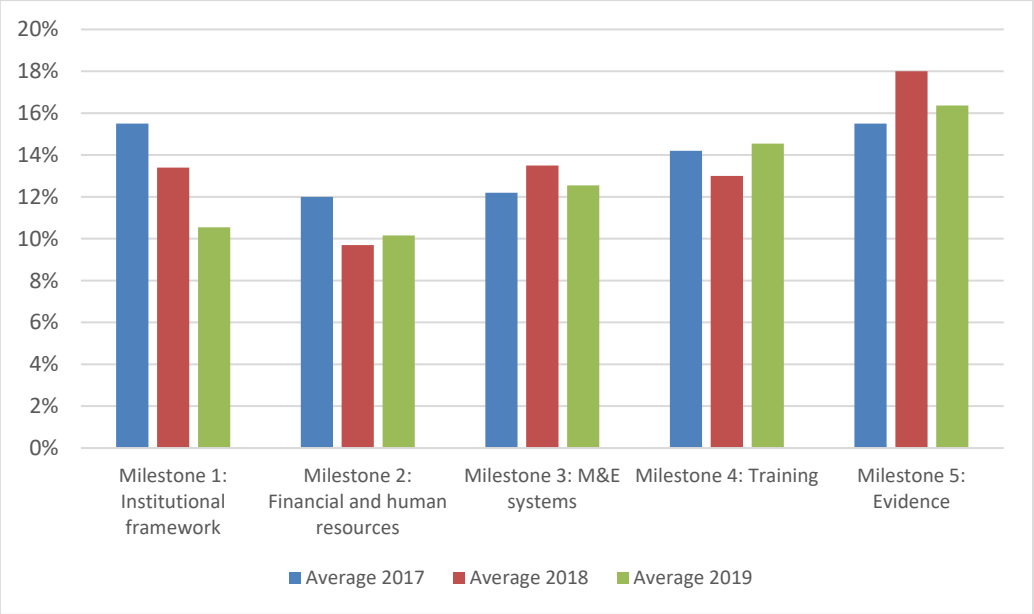
2. Three indicators showcase some of WFP's work with regard to the strategy and direction pillar: progress in implementing the Integrated Road Map (IRM), implementation of policies approved by the Executive Board, and employee engagement rate. The following paragraphs describe some of the initiatives implemented under this pillar.

3. The first indicator measures progress in implementing the IRM. As part of IRM implementation in 2019, the final batch of 36 first-generation CSPs was submitted to the Board, requiring many consultations and corresponding documentation. This is the second year of 100 percent achievement of IRM milestones, so this component indicator is expected to be withdrawn.

4. During 2019 the overall workload of the Board remained heavy, requiring a record number of consultations, briefings and events and the production of a record volume of documentation on key policy issues such as private sector partnerships and fundraising and local and regional food procurement. Access to information on the Board's website was streamlined, and additional oversight and governance documents were added to the restricted membership area. Several governance initiatives required significant support. For example, the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination and its sub-working groups convened for 22 meetings, which resulted in a Board-approved recommendation for WFP to develop a comprehensive action plan for consideration in 2020.

5. The second indicator under this pillar showcases the extent to which strategic decisions are followed through with the implementation of policies approved by the Board.[1] In 2019, the average rate of implementation of approved policies was 64 percent,[2] compared with the annual target of 63 percent.[3] For more discussion, please see part IV of this document.

***Figure 1:* Percentage implementation of Board-approved policies**



6. In 2019, the implementation rate for individual policies ranged from 37 to 96 percent of planned milestones. As demonstrated in figure 1, only milestones 2 and 4 were achieved at higher levels than in 2018, although it should be noted that direct comparisons between years is difficult because of the fluid nature of this measure. The most implemented policies were the evaluation policy, the enterprise risk management policy and the environmental policy. The least implemented policies were the South–South and triangular cooperation policy, the policy on building resilience for food security and nutrition and the local and regional food procurement policy.

7. Activities in the strategy and direction pillar fall into two major groups. Those in the first group relate to the various committees and working groups that implement key initiatives for WFP. An example of these activities is the work of the Technology Division focused on strengthening beneficiary data protection processes and policies to enable improved assurance regarding the privacy, safety and dignity of beneficiaries. In line with the Executive Director's priorities regarding simplification, efficiency and impact, the Technology Division has started to implement Easy Vista,

[1] Full implementation of a policy requires the following: functioning institutional frameworks for implementation of the policy; adequate human and financial resources; new or updated guidance; feasible plans for roll-out; and a mechanism for monitoring and evaluating the impact of the policy.

[2] In 2019, the policies taken into account in calculation of the indicator were the Gender Policy (2015–2020) (WFP/EB.A/2015/5-A); the Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C); the South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D); the Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1), the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1); the Enterprise risk management policy (WFP/EB.2/2018/5-C); the Nutrition Policy (WFP/EB.1/2017/4-C); the Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1*); the Environmental Policy (WFP/EB.1/2017/4-B/Rev.1*); the Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1*); and the Local and regional food procurement policy (WFP/EB.2/2019/4-C).

[3] The target for this indicator is the average of all the targets for implementation of each of the policies considered. The target for each individual policy is expected to increase progressively throughout policy implementation.

a tool for global service management. Easy Vista will unify the services delivered by various WFP units in order to increase the speed of delivery, raise the quality of service and ensure the consistency of processes throughout the organization. Another example is the production of a revised corporate results framework (CRF), which required informal consultations and the establishment of a technical advisory group to lead the work and draft the CRF document. As a result, a revised CRF was produced and a set of corporate targets for key output indicators was prepared, which was approved by the Board at its 2019 annual session.

8. Another example is the approval of a private-sector partnerships and fundraising strategy for 2020–2025 at the Board's 2019 second regular session. Developed through close consultation among technical units, regional bureaux, a range of country offices and the Board, the strategy guides WFP's cooperation with businesses, foundations and individuals and is structured around the three pillars of impact, income and innovation.

9. A final example of an activity in this group is the engagement of WFP's Rome-based agencies and Committee on World Food Security Division in the development and endorsement of the Committee on World Food Security (CFS) multi-year programme of work for 2020–2023. In consultation with FAO and IFAD counterparts and Member States (where appropriate), the division provided inputs throughout the development process in October 2019. Specifically, it co-sponsored the workstream on gender equality and women's empowerment in the context of food security and nutrition, which has been accepted as one of the CFS workstreams for the next four years.

10. The second major group of activities in the strategy and direction pillar is related to the preparation of corporate documents – for both internal and external audiences – that can facilitate decision making and advocacy in topics related to WFP's mandate. In addition to annual corporate reports such as the management plan and the annual performance report, WFP produced products such as a local and regional food procurement policy, a document entitled "Forecast-based financing – Anticipatory actions for food security", the revised charter of the Office of the Inspector General and five reports prepared in close collaboration with technical units as an extension of regular annual reporting through the Beyond the APR initiative.

11. Another example of activities in this group is the launch of the WFP school feeding strategy for 2020–2030. The strategy calls for worldwide advocacy on the importance of school-based health and nutrition in building human capital and strengthens WFP's commitment to ending hunger among children living in extreme poverty by supporting government school feeding programmes.

12. The local and regional food procurement policy is aimed at enabling WFP to boost its local, regional and pro-smallholder procurement. It will allow WFP to address trade-offs between the efficiency of its programmes and the beneficial effects of local and regional procurement while promoting greater programme integration. The forecast-based financing strategy outlines WFP's innovative approach to disaster mitigation. Through the use of credible seasonal and weather forecasts, the strategy enables communities and governments to engage in anticipatory actions that mitigate climate risks.

***Pillar B*: Direct services to operations**			
	% of tonnage of food of the right quality delivered in the right quantity and on time to targeted populations	**% of cash-based transfers delivered on time to targeted populations**	**% of staff deployed to emergencies who were identified from rosters**
Baseline (2018)	80	91	24.6
Target	80	80	N/A
Actual	69	93	N/A

13. Three indicators reflect corporate support for operations: the percentage of tonnage of food of the right quality delivered in the right quantity and on time to targeted populations, the percentage of cash-based transfers delivered on time to targeted populations and the percentage of staff deployed to emergencies who were identified from rosters. Notable initiatives implemented under this pillar are highlighted in the following paragraphs.

14. In 2019, the WFP Food Procurement service maximized the use of food supply agreements to ensure continuous and secure supplies of commodities. In the Syrian Arab Republic, this contributed to reductions in lead times and process times of approximately 70 percent. The service played a crucial role in assisting Level 3 emergency operations, especially in the Syrian Arab Republic and Yemen. In Yemen, contractual delivery terms were changed through effective negotiations and challenged by continual demand for the replacement of commodity types. Air transport services were critical in the response to Cyclone Idai in Mozambique and Zimbabwe, enabling the humanitarian community to respond swiftly and to reach locations that were otherwise completely cut off by the flood.

15. Managed by the Emergency Preparedness and Support Division, WFP's emergency information hub, the OPweb platform, was relaunched. It contains daily operational updates, live interactive maps and up-to-date figures on distributions and funding. In addition, the Global Surge Unit was set up to ensure that WFP has access to an abundant and highly effective workforce ready to respond to emergencies. The unit brings together emergency training, surge capacity and emergency roster teams in order to provide a continuously replenished pool of first-class emergency responders. The results of this work can be observed in corporate KPI 2 on effective emergency preparedness and response, reported on in detail in part IV.

16. The Management Services Division adopted a responsible asset management approach that is in line with core corporate priorities. New asset management tools and guidance were developed in 2019, including an asset dashboard to facilitate the analysis of assets. The Humanitarian Booking Hub, which was created to manage accommodation worldwide, was expanded and now offers booking and back-office management services in more than 50 countries. In mid-July 2019, the United Nations online booking and back-office service for drivers was launched and rolled out to 80 locations in 35 countries.

17. Roll-out of the mobile Global Equipment Management System (GEMS Mobile), an innovative corporate application that facilitates asset tracking and reporting by enabling operators to scan each asset through a single tap via mobile phone, was almost completed in 2019. By December 2019, data on approximately 90 percent of WFP assets (by value) had been cleaned through the GEMS Mobile roll-out. So far, assets with a total value of USD 785.81 million have been counted across 81 offices, and more than 800 users have been trained in physical counting and reconciliation using GEMS Mobile. An interdivisional asset management task force was established in 2019 to guide implementation of audit and compliance recommendations on asset management.

18. The Global Asset Services Team has continued to provide valuable services by assisting country offices with the disposal of obsolete and unused items. Disposal of assets avoids the need to store them, reducing both the risk of improper use or theft and the cost of stock management,

including storage and staffing. Since 2017, WFP assets with a total acquisition value of USD 22 million have been disposed of. By the end of 2019, the Global Asset Services Team had generated more than USD 10 million in WFP revenue through 32 auction sales.

19. The WFP Fleet Centre currently provides 75 WFP operations with end-to-end fleet management services, including sourcing, leasing, insurance, fleet design, system support and employee training. The centre also supports country offices in selecting fleet composition to optimize cost and performance. In addition, a fleet centre platform was created to provide digitalized vehicle leasing services for country offices, reducing the administrative steps needed to choose, reserve and process invoices for light and armoured vehicle orders. To date, these initiatives have resulted in USD 9.0 million in cost savings (USD 3.7 million in 2018 alone) through asset sales (USD 7.7 million), cost savings in the leasing of armoured vehicles (USD 1.3 million) and improved capacity to support country offices (USD 60,000).

20. In 2019, WFP started to roll out the use of a global travel management company. More than 40 WFP offices now source travel services from a single supplier, providing visibility on approximately 80 percent of travel spending and facilitating the adoption and management of airline agreements in the field. Global savings in airline agreements have been USD 610,020 over two years.

21. Adoption of the school feeding strategy has led to the development of supporting digital tools. PLUS School Meals is a meal optimization tool allowing school cooks to decide the type of ration to use based on selected criteria. The School Connect tool was developed to track stock levels, attendance and meals served in schools. In addition, integrated dashboards were created to support visualizations of real-time data on school feeding operations.

22. The Finance and Treasury Division provided centralized financial services to WFP to achieve efficiencies. In 2019, roll-out of an invoice tracking system was completed in 85 countries and new standard operating procedures for invoice and payments processing were rolled out to country offices. The Quantum system, WFP's solution for digitizing, simplifying and streamlining the payroll process for locally recruited staff in the field, was launched and rolled out to three regional bureaux and 44 country offices. By the end of the year, 44 percent of local staff in the field were being paid through the Quantum system.

23. Also in 2019, a "data integration layer" initiative was launched and is now modelling a large percentage of core data for the Logistics Execution Support System. This will provide the Supply Chain Operations Division with an innovative means of simplifying its daily work. A humanitarian service provision project launched in 2019 has the aim of capitalizing on the division's comparative advantage and making it a centre of excellence for the provision of supply chain services for humanitarian responses. Integration of data from WFP's country office tool for managing effectively, COMET, into the data integration layer was also initiated and will allow easier reporting.

24. Systems were enhanced through the launch of a COMET control panel, which provides managers with a comprehensive view of operational data and information on performance management at all levels, making it the most comprehensive operational control panel available to country office managers and a very powerful oversight tool.

25. During 2019, the Innovation Accelerator supported 13 new innovations for combating hunger, expanding its portfolio to more than 60 projects in 33 countries. The Innovation Accelerator has been operational for four years and has delivered innovative and technical solutions at scale for WFP field operations in several countries. It is leveraging advances in blockchain technology, artificial intelligence, mobile technology, nutrition and farming, big data and business models to help WFP fulfil its mission more effectively and efficiently and transform the lives of vulnerable people around the world.

Pillar C: **Policy, guidance and quality assurance**		
	% of CSPs that meet quality standards at first submission	**% of country offices using the emergency preparedness and response package**
Baseline (2018)	83	89
Target	100	100
Actual	89	95

26. Performance in pillar C is represented by two indicators: the percentage of CSPs that meet quality standards at first submission, and the percentage of country offices using the emergency preparedness and response package. For more details on these indicators, see part IV. The following paragraphs highlight several initiatives that contributed to WFP's positive performance under this pillar in 2019.

27. In 2019, 27 CSPs, 7 ICSPs and 2 IMCSPs were endorsed by the Executive Director before their submission to the Board for approval. Of these plans, 89 percent were considered to have met quality standards at first submission.

28. Following cross-divisional collaboration, WFP has developed strategic guidance on critical humanitarian reform and policy matters. As a global leader in humanitarian response, WFP is committed to systematic and strategic engagement with partners on all matters related to the coordination, planning and implementation of responses. In 2019, WFP updated guidance on humanitarian needs overviews and humanitarian response plans and organized webinars that provided country offices and regional bureaux with support for the preparation of such overviews and plans and for refugee response plans. In addition, revised guidance on the activation protocol of the Inter-Agency Standing Committee was drafted and disseminated.

29. In 2019, the Supply Chain Division undertook several actions under this pillar: a new goods and services procurement manual was finalized and launched, with relevant training rolled out in three regional bureaux; development of a food safety and quality assurance manual was initiated; and a shipping manual was completed. The nutrition and supply chain divisions collaborated on improving the global management of specialized nutritious foods. This work included the release of a guidance manual for the management of supply chains for specialized nutritious foods; the release of an electronic training module on supply chain management; the establishment of a joint working group on specialized nutritious foods tasked with enhancing traceability, diversifying the supplier base, strengthening capacities, improving products and issuing guidance on the substitution of specialized nutritious foods. Strategy documents were developed and released for two programme areas: the nutrition strategy for retail and "Expanding WFP Nutrition's engagement in South–South cooperation – Defining the vision for 2019–2021".

30. In 2019, significant progress was made in implementation of the WFP corporate monitoring strategy. Creation of a Future International Talent (FIT) pool for monitoring and evaluation allowed the rapid deployment of staff to WFP operations. A workforce analysis enabled WFP to acquire a much better understanding of its monitoring workforce, raised awareness of where further investments in staff skills are needed and created the possibility of using qualified professionals from the FIT pool to fill staffing gaps. The FIT pool is made up of 180 international professional experts in monitoring and evaluation. These achievements represent full implementation of the first pillar of the corporate monitoring strategy for 2018–2021. Country offices were supported in conducting the mid-term reviews of their CSPs through the review, analysis and visualization of data in ways that clarify the linkages between monitoring findings and learning. Country offices also received guidance on how to apply new features of the revised corporate results framework, which were reflected in COMET with the collaboration of the Information Technology Division, along with webinars to share information about changes in WFP. Through a joint effort, the Policy and Planning Division and the Performance Management and Reporting Division produced a revised guidance note on estimating and counting beneficiaries, which extends the meaning of WFP tier 1 beneficiaries to include beneficiaries of capacity strengthening modalities as well as in-kind food and cash-based transfers.

Pillar D: **Advocacy, partnerships, fundraising and United Nations coordination**				
	% of cluster user surveys that meet the satisfaction target	**% achievement of outputs in partnership agreements**	**% of gross funding needs met**	**% of favourable messages about WFP in mainstream media**
Baseline (2018)	100	71	73	71
Target	100	90	100	70
Actual	100	93	64.3	66

31. Pillar D is represented by four indicators: percentage of cluster user surveys that meet the satisfaction target, percentage achievement of outputs in partnership agreements, percentage of gross funding needs met, and percentage of messages about WFP in mainstream media that are favourable to the organization.

32. For more details, see part IV. Details on cluster user surveys and media coverage are provided in the following paragraphs, while additional details on some of the initiatives undertaken under this pillar can be found in annex IV-C.

Cluster user surveys

33. The cluster user survey indicator refers to the satisfaction of users of services provided by the three clusters led or co-led by WFP: the logistics cluster, the emergency telecommunications cluster and the food security cluster, co-led with FAO.

34. In the 2019 logistics cluster surveys, the average satisfaction rate of the 421 respondents was 95 percent, compared with the 90 percent target for the logistics functional area. In 89 percent of all the surveys carried out this target was reached.

35. In the 2019 satisfaction surveys on the active operations of the emergency telecommunications cluster,[4] 88 percent of respondents were satisfied with the services and support they received, exceeding the annual target for the cluster of 80 percent. The results were 3 percent lower than

[4] The emergency telecommunications cluster responded to nine emergencies including one (in Iraq) in which the cluster had phased out its support by the end of March 2019. The remaining eight emergencies (Bahamas, Bangladesh, Central African Republic, Libya, Mozambique, Nigeria, Syrian Arab Republic and Yemen) were surveyed.

the total satisfaction rate in 2018 (91 percent across seven operations) and the same as in 2017 (88 percent across three operations).

36. Almost every operation met the target satisfaction rate of 80 percent. and the majority of operations (those in the Bahamas, Bangladesh, Libya, Mozambique and Nigeria) reported user satisfaction rates of more than 90 percent, with Nigeria reaching the highest score on record (97 percent), reflecting the efforts of local teams to provide useful and effective services.

37. Overall, all of the operations in which the emergency telecommunications cluster (or sector) had been active for more than a year reported user satisfaction rates similar to those reported in 2018. An exception was in the Central African Republic, where the cluster achieved a 72 percent satisfaction rate in 2019 compared with 93 percent in 2018. This decrease was due to several factors including the significantly wider group of participants in the Central African Republic survey than in other countries and severe gaps in funding for the provision of support staff in all the locations where the cluster provided services. Despite these funding challenges, however, the emergency telecommunications cluster in the Central African Republic initiated two large-scale projects in 2019, which provided services for communities in three locations and upgrades to security telecommunications infrastructure at 15 sites, in partnership with the inter-agency Telecommunications Security Standards project and the United Nations Department of Safety and Security. Improvements to security telecommunications services were reflected in the responses to the 2019 user satisfaction survey. Any gaps identified in surveys of the cluster's operations will be analysed and addressed through 2020 activities.

38. It is worth noting that most of the operations of the emergency telecommunications cluster in 2019 were well or fully funded, with the exception of those in Libya (45 percent funded) and the Central African Republic (68 percent funded), where funding gaps affected the cluster's ability to operate and implement activities.

39. The cluster plans to continue to collect feedback from partners and service users in emergencies as part of its monitoring and evaluation framework. In 2020, the cluster is expected to continue to provide services for operations in Bangladesh, the Central African Republic, Libya, Nigeria, the Syrian Arab Republic and Yemen. The cluster will also continue to engage with partners on ensuring that the quality of emergency telecommunications services provided in emergency operations is assessed and that the services meet the requirements of emergency responders. The cluster will also increase its focus on preparedness activities that prevent or minimize the impact of emergencies on vulnerable people.

40. The 2019 annual survey of the global food security cluster found that 86 percent of cluster partners felt that the cluster met the expectations of their organizations in supporting food security programmes, compared with a target of 70 percent. A total of 744 respondents answered the survey. In previous years, there were issues regarding the length of the survey and the response rates of partners. In 2019, the survey questionnaire was fully revised to make it easier to complete and analyse. In addition, the survey was expanded to all countries, with the aim of reaching 100 percent of the countries where the cluster operates.

Favourable media coverage

41. The percentage of favourable references to WFP in news and social media coverage was slightly lower than in 2018 but remained high overall. Mentions of WFP in the media increased by 17.6 percent resulting in 146,522 items of media coverage. WFP obtained coverage for major emergency responses such as those in Yemen and the Sahel and the response to Cyclone Idai. WFP maintained a presence on the ground throughout the Cyclone Idai response, securing it a "share of voice" of 20 percent, meaning that 20 percent of media coverage of the response made reference to WFP. WPF operations in Yemen were also frequently in the news, despite obstacles, and a successful campaign to raise awareness of the Sahel emergency, particularly in Burkina Faso, secured a huge increase in WFP media mentions.

Pillar E: **Governance and independent oversight**			
	% of actions requested at Board sessions that are implemented by the agreed deadline	**Number of outstanding high-risk audit recommendations**	**WFP's ranking in the IATI transparency index**
Baseline (2018)	98	68	1
Target	95	< 68	1
Actual	87	62	1

42. Pillar E includes all the activities related to the functioning of the Executive Board and independent oversight functions: evaluation, external and internal audit and specific transparency initiatives. Performance under this pillar is described by three indicators: percentage of actions requested at Board sessions that are implemented by their agreed deadlines, number of outstanding high-risk audit recommendations, and WFP's ranking in the transparency index of the International Aid Transparency Initiative (IATI). These indicators are described in more detail in part IV.

43. The requested actions taken into account in measuring the first of these indicators came from several sources. During the 2019 annual session of the Board, WFP presented a report on an evaluation of the update of WFP's safety nets policy. The evaluation had the aim of providing evidence, analysis and recommendations related to the policy update's quality and results and to the factors that influenced those results. An update on the gender policy highlighted progress in the integration of gender considerations into WFP's work with achievement of the nine intended outcomes of the Gender Action Plan and WFP's main gender mainstreaming mechanisms. The session also included an update on implementation of the 2018 enterprise risk management policy and WFP's anti-fraud and anti-corruption action plan. Two informal consultations on the updated protection policy were held with the aim of affirming a strong institutional commitment to making protection issues central to the implementation of WFP programmes. At its 2019 second regular session, the Board approved the local and regional food procurement policy, which has the aim of enabling WFP to boost its local, regional and pro-smallholder procurement by complementing the cost-efficiency considerations that guide its procurement decisions with additional principles and parameters, including programme objectives and analysis of local value chains.

44. A review of the core functions of the Chief Financial Officer at headquarters, comprising budget and programming, finance and treasury, performance management and reporting and enterprise risk management was carried out in the last quarter of 2019. Three priority actions were identified for action in 2020: enable insightful reporting on performance; streamline end-to-end planning, budgeting and reporting processes; and streamline the end-to-end grant management process.

45. The Office of Evaluation also provided services and products included in this pillar. The office strengthened the focus on the use of evaluation evidence and its integration into programme design and implementation by engaging with leaders of technical units and participating in regional management meetings. The approach to and methodology of evaluation were revised to ensure that WFP's contributions to strategic outcomes at the country level were in synergy with the framework provided by the 2030 Agenda. This work included increasing attention to assessment of the ability to leverage resources and generate multiplying effects through both internal and external synergies.

46. In 2019, a new finance strategy for 2019–2024 was introduced to guide the finance function towards the effective accomplishment of core objectives related to business insight, efficiency and control. This work is focused on five strategic themes: excellence in core enabling services, operating efficiency, reporting excellence, digital transformation for finance, and innovative

financing solutions. The Corporate Finance Division has identified people, organization and technology and data as the key enablers to facilitate the achievement of these core objectives.

ANNEX IV-C: DETAILS OF ACHIEVEMENTS UNDER PARTNERSHIP AGREEMENTS (PILLAR D)

1. Numerous activities under partnership agreements warrant attention but their achievements cannot be captured directly by indicators for pillar D. The following paragraphs describe some of these achievements in detail.

2. The Global Action Plan for Healthy Lives and Well-being for All was launched at the seventy-fourth session of the United Nations General Assembly in 2019 with the engagement of WFP through its Geneva office. The global action plan reflects the commitment of 12 multilateral health, development and humanitarian organizations to strengthening joint action to help countries accelerate progress towards the health-related SDGs. A recent partnership between WFP and Facebook resulted in insights into mobility patterns and the ability to track people with access to cellular networks. This may enable predictions to be made about the locations of disease outbreaks and the movement of people following natural disasters.

3. In 2019, the ShareTheMeal programme raised approximately USD 10 million for WFP operations and engaged about 500,000 users in WFP's mission. It is becoming one of the most promising tools for raising funds from individuals and diversifying WFP's funding sources. The funds raised by ShareTheMeal are unrestricted, meaning that they can be used for emergencies, school meals or innovative WFP programmes and assistance modalities such as microloans and cash-based transfers.

4. WFP has been joining forces with other agencies to resolve common challenges regarding data sharing and integration. WFP is working with the Office of the United Nations High Commissioner for Refugees (UNHCR) on the development of a shared road map to ensure that the two agencies' joint plan of work for 2020 reflects operational conditions and data needs in countries. WFP is also engaging with the United Nations Children's Fund (UNICEF), encouraging it to join the WFP–UNHCR addendum on data sharing and cash delivery. WFP and FAO are strengthening their collaboration on cash-based transfers, focusing on adding value and minimizing the duplication of efforts, for example by building FAO's capacity to use WFP's beneficiary and transfer management system, SCOPE, to manage its cash-based activities. WFP is also collaborating with the International Organization for Migration (IOM) at the global level on biometric registration and technical interoperability and is engaged in a data sharing partnership at the field level with World Vision.

5. As part of the 2019 scaleup of operations in Yemen, WFP engineering staff working under a bilateral service provision agreement with the World Health Organization (WHO) fitted warehouses in Aden with new technology and facilities, provided structural upgrades for 16 diarrhoea treatment centres, constructed an additional 36 diarrhoea treatment centres for use in emergencies and refurbished 31 therapeutic feeding centres in hospitals. To ensure adequate facilities for colleagues in the field, the WFP engineering team has also built and renovated guesthouses and accommodation in Hodeidah, Ibb, Sa'ada and Sana'a and built additional office space in Aden, Ibb, Sana'a and Sa'ada. Common premises built include United Nations hubs with offices and accommodation in Hajjah and Mokka and a guesthouse in Hodeidah.

6. In 2019 a new emergency communications unit was established in WFP's Communications, Advocacy and Marketing Division (CAM). The unit's main purpose is to ensure the effective design and delivery of communication products that effectively convey messages to targeted audiences during emergencies. The unit is tasked with arranging and deploying missions to emergency operations, strategically coordinating media interest, the Executive Director's visits to the field and visits from external media in the context of global events. Examples of emergencies covered by the unit include Cyclone Idai and the crises in Yemen and the Sahel. In addition, a CAM advocacy unit was established to collaborate and forge relationships with other WFP divisions and units, improve worldwide understanding of WFP's principles and mission, build capacity and define ownership in carrying out its remit to promote policy and practice change in global and

regional forums, such as increasing the collective focus on the SDGs in the Decade of Action. The unit enables WFP to influence its stakeholders with the goal of shifting their policies and practices in ways that contribute to the achievement of WFP's goals and objectives.

7. In 2019, the Rome-based agencies developed an action plan for 2019–2020 that operationalizes the main provisions of the global memorandum of understanding signed by the three agencies in 2018. The action plan guides and strengthens collaboration between the three agencies with annual progress reports providing their governing bodies with comprehensive assessments of progress, achievements and lessons learned.

8. In 2019 WFP and UNHCR initiated work on the establishment of a joint hub for programme excellence and targeting aimed at strengthening practices and thus better meet basic needs, foster self-reliance among vulnerable people and improve coherence between humanitarian and development activities at the country level. The purpose of the joint initiative is to engage in innovative collaboration that supports country and regional offices in operationalizing global commitments related to targeting, data sharing and accountability to affected populations. The initiative is also expected to enhance joint programming aimed at reducing needs and promoting self-reliance through the bridging of humanitarian and development work.

9. The Partner Portal[1] of the United Nations Humanitarian Response Depot (UNHRD) supported the work of the World Health Organization (WHO) in Yemen by facilitating the storage and stockpiling of various temperature-sensitive medical and laboratory kits in Dubai and the transport of critical medical kits from WHO's hub in Dubai to its warehouses in Yemen. The portal also supported the Cyclone Idai response by enabling UNHRD teams to receive, consolidate and distribute cargo, assess storage capacity and manage warehouses and helicopter operations.

10. Many aspects of United Nations development system reform were rolled out in 2019, including an empowered resident coordinator system, a provisional management and accountability framework and a revamped United Nations sustainable development cooperation framework (UNSDCF). WFP was closely engaged in the design of the management and accountability framework and the UNSDCF. When these new tools were launched in 2019, WFP provided its country teams with guidance on how to adapt to them.

11. Development system reform moved from the design to the early implementation phase in 2019, with only a few actions carried over into 2020, including finalization of seven technical guidance documents to accompany the UNSDCF, a regional review, a multi-country office review and a system-wide strategic document, and the design of system-wide evaluations.

12. Led by the Executive Director of WFP and the United Nations High Commissioner for Refugees, the strategic results group on business innovations made progress in the development, testing and launch of the key elements for making United Nations reform more efficient and effective that were called for by the Secretary-General. In 2019, the business innovations group concluded its work on four of its seven critical workstreams: three enabling functions for fostering efficiencies – a mutual recognition statement, costing and pricing principles, and client satisfaction principles; and an online business operations strategy tool, which was handed over to the United Nations Development Coordination Office for worldwide roll-out. The mutual recognition statement is intended to make it easier for signatory United Nations entities to use or rely on the policies, procedures and contracts of other signatory entities with regard to functions such as procurement and human resources, with the aim of facilitating administrative support activities, reducing costs and fostering collaboration among United Nations entities. By the end of 2019, 17 United Nations entities had signed the mutual recognition statement. The United Nations' High-Level Committee on Management is now preparing to operationalize mutual recognition. Other efficiency-related business innovations explored in 2019 included common fleet management, an online booking

[1] The UNHRD Partner Portal is an online platform designed to simplify and harmonize United Nations processes for working with civil society partners.

centre for travel and accommodation and digital solutions. Work on the remaining three priority workstreams of the business innovations group – common back offices, common premises and global shared service centres – continues in 2020.

13. Aspects of the regional and multi-country office reviews were assessed by internal working groups throughout 2019, with contributions from WFP. The findings of the working groups were presented to the Secretary-General in late 2019 for his consideration and inclusion in his 2020 report for the United Nations Economic and Social Council (ECOSOC) operational segment on development activities. In mid-2019, the United Nations Sustainable Development Group presented a system-wide strategic document to the President of ECOSOC for consideration.

14. The operational steering committee oversees the management and coordination of the Joint SDG Fund. The Director of WFP's United Nations System, African Union and Multilateral Engagement Division in New York sits on the committee and contributes to decision making that has shaped the direction of the fund and its first two calls for proposals, for which the division supported the preparation and submission of more than 40 applications from WFP country offices. During the review period, the division coordinated and facilitated the sharing of information and guidance with headquarters and regional bureaux. The calls for proposals were highly competitive and global in scope, and WFP had a successful outcome, receiving USD 8.5 million to support government efforts in social protection in 13 countries. The division continues to monitor trends in the Joint SDG Fund and other funds such as country-based pooled funds and the Peacebuilding Fund.

15. WFP's reporting commitments to donors include the presentation of reports on performance against corporate indicators, including indicators of the effectiveness of reporting in generating demonstrable results. Effectiveness is measured through the collection of information on end--user satisfaction, which is included in annual country reports, the key accountability reports for country offices. Surveys are carried out annually through the annual country report webpage and cover both internal and external end users. The Partnerships and Advocacy Department supports outreach to external users, and data are collected from the launch of the annual country reporting process at the end of March until the end of September.[2] Last year's survey results show an average score of 84 percent satisfaction against a target of 100 percent (scoring 4.2 out of 5), echoing informal feedback received from donors around the time of the Board's annual session, when the APR was presented.

[2] As annual country reports are published on 31 March every year, and the final draft of the APR document is submitted at the end of April and presented at the Board's annual session, this indicator reports on the results of the previous year's survey.

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

Corporate IV	***Target (2019)***	***KPI (2019)***	***KPI (2018)***
Percentage of QCPR indicators for which WFP has achieved targets	100%	20%	77%
QCPR: Alignment with the Sustainable Development Goals	***Target (2019)***	***KPI (2019)***	***KPI (2018)***
1. *Percentage of country offices reporting that their CSP, interim CSP or country programme/project document outlines how WFP intends to reach the furthest behind first*	*N/A*	*N/A*	
2. *Percentage of country offices reporting that their CSP, interim CSP or country programme/project document is aligned with the national planning and budgeting cycles, and the UNDAF/UNSDCF cycle*			
a) *Yes, fully aligned with both the national planning and budgeting cycles, and the UNDAF/UNSDCF cycle*	*100%*	*44%*	*45%*
b) *Yes, aligned with national planning and budgeting cycles*		*8%*	*44%*
c) *Yes, aligned with the UNDAF/UNSDCF cycle*		*15%*	*N/A*
d) *No*		*33%*	*0%*
3. *Percentage of country strategic plan's developmental objectives aligned to the United Nations Development Assistance Framework (UNDAF)/United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes*			
a) *Yes, fully aligned to the UNDAF/UNSDCF*	*100%*	*81%*	*N/A*
b) *Yes, partially aligned to the UNDAF/UNSDCF*		*11%*	*N/A*
c) *No*		*8%*	*N/A*
4. *Percentage of country offices reporting that their CSP, interim CSP or country programme/project document outlines how WFP intends to address the needs of persons with disabilities*	*100%*	*49%*	*54%*
5. *Percentage of country offices reporting that disaster risk management/reduction activities are integrated in their country strategic plan (CSP), interim CSP (ICSP) or country programme/project document*	*100%*	*70%*	*79%*
QCPR: Programmatic and operational coherence and effectiveness	***Target (2019)***	***KPI (2019)***	***KPI (2018)***
6. *Percentage of country offices reporting that they are applying the UNDG Standard Operating Procedures, or components of them*	*100%*	*41%*	*68%*
7. *Percentage of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP*	*100%*	*85%*	*73%*
8. *Percentage of country offices that supported the Voluntary National Review of their host country, where applicable.*	*100%*	*25%*	*56%*
9. *Percentage of country offices (co-)leading UNCT results groups*	*N/A*	*N/A*	*92%*
10. *Percentage of country offices (co-)participating in UNCT results groups*			

a) Yes, fully	*100%*	*99%*	*N/A*
b) yes, partially aligned to the UNDAF/UNSDCF		*1%*	*N/A*
c) No		*0%*	*N/A*
11. UNCT results/theme groups (co-lead) by WFP			
Business Operations Strategy (BOS)	*N/A*	*29%*	*N/A*
Disaster risk reduction	*N/A*	*16%*	*N/A*
Education	*N/A*	*4%*	*N/A*
Emergency preparedness/response	*N/A*	*24%*	*N/A*
Food security	*N/A*	*62%*	*N/A*
Gender	*N/A*	*3%*	*N/A*
Supply Chain/Logistics	*N/A*	*19%*	*N/A*
Social Protection	*N/A*	*19%*	*N/A*
Information and Communication Technology (ICT)	*N/A*	*24%*	*N/A*
Nutrition	*N/A*	*27%*	*N/A*
Other	*N/A*	*37%*	*N/A*
12. Percentage of country offices reporting that they have carried out a joint assessment, joint planning and/or joint monitoring and evaluation	*100%*	*85%*	*88%*
QCPR: Harmonization and simplification of business practices	***Target (2019)***	***KPI (2019)***	***KPI (2018)***
13. Percentage of country offices engaged in the UNDG Business Operations Strategy (BOS), in countries where the BOS has been adopted and WFP has physical presence	*100%*	*89%*	*97%*
14. When engaged in the BOS, percentage of country offices adopting the respective BOS service lines:			
a) Administration (including facility services)	*100%*	*80%*	*N/A*
b) Finance (including harmonized approach to cash transfer (HACT)	*100%*	*44%*	*67%*
c) Human resources (HR)	*100%*	*49%*	*67%*
d) Information and communications technology	*100%*	*61%*	*72%*
e) Procurement	*100%*	*67%*	*81%*
f) Logistics	*100%*	*35%*	*N/A*
QCPR: Funding	***Target (2019)***	***KPI (2019)***	***KPI (2018)***
15. Total net revenue in USD from:	*9 800 000 000*	*7 996 268 722 (82%)*	*7 363 911 092 (82%)*
a) public sector partners;	*N/A*	*7 895 319 256 (99%)*	*7 235 091 675 (98%)*
b) private sector partners;	*N/A*	*100 949 466 (1%)*	*83 908 865 (1%)*
c) World Bank/other development banks;	*N/A*	*270 000 (0.003%)*	*43 700 673 (0.6%)*
d) by donors other than the top 15;	*N/A*	*625 289 366 (8%)*	*722 344 983 (10%)*
16. Percentage of WFP resources received that are part of multi-year commitments (USD)	*N/A*	*1 373 087 493 (17%)*	*1 020 877 764 (14%)*
17. Percentage of WFP non-core resources received from inter-agency pooled funds in (USD)	*N/A*	*255 683 409 (3%)*	*206 515 916 (3%)*
18. Percentage of total WFP funding for joint programmes (USD)	*N/A*	*53 671 003 (0.7%)*	*32 097 347 (0.4%)*
QCPR: Cross-cutting dimensions	***Target (2019)***	***KPI (2019)***	***KPI (2018)***

19. Percentage of UN SWAP 2.0 performance indicators met or exceeded	*100%*	*75%*	*75%*
20. Percentage of projects with gender and age marker codes 3 and 4 for design	*100%*	*100%*	*100%*
21. Percentage of female staff among international professional staff	***50%***	**46%**	***53%***
a) P1	*50%*	*50%*	*75%*
b) P2	*50%*	*59%*	*60%*
c) P3	*50%*	*44%*	*42%*
d) P4	*50%*	*44%*	*45%*
e) P5	*50%*	*45%*	*42%*
National staff	***50%***	**38%**	**N/A**
f) NO-A	*50%*	*36%*	*37%*
g) NO-B	*50%*	*40%*	*39%*
h) NO-C	*50%*	*35%*	*34%*
i) NO-D	*50%*	*57%*	*50%*
High-level posts	***50%***	**38%**	**N/A**
j) D1	*50%*	*42%*	*41%*
k) D2	*50%*	*26%*	*33%*
l) ASG and USG	*50%*	*33%*	*20%*
General service staff	***50%***	**36%**	**34%**
m) G1	*50%*	*55%*	*40%*
n) G2	*50%*	*4%*	*5%*
o) G3	*50%*	*33%*	*21%*
p) G4	*50%*	*41%*	*40%*
q) G5	*50%*	*48%*	*48%*
r) G6	*50%*	*41%*	*40%*
s) G7	*50%*	*33%*	*44%*
22. Percentage of international professional staff from programme countries:	***50%***	***34%***	***39%***
a) at all levels		*39%*	*45%*
b) P4 to P5		*32%*	*39%*
c) D1 and above		*31%*	*34%*

ANNEX V: WFP EMPLOYEES AS AT 31.12.2019[1]

Category	Total	No. of women	Percentage of women *(%)*
Higher categories (D-2 and above)	56	15	27
International professionals (P-1 to D-1)	1 582	707	45
Junior professional officers	58	40	69
Short term international professionals and consultants	2 255	1 077	48
Interns	178	134	75
Total internationally recruited	**4 129**	**1 973**	**48**
National professional officers	1 278	483	38
General Service	4 474	1 590	36
Service contracts	6 631	2 026	31
Short Term General Service and Special Service Agreements	1 834	865	47
Total locally recruited	**14 217**	**4 964**	**35**
Total WFP employees[2]	**18 346**	**6 937**	**38**

[1] Excludes temporary contracts such as author's contract, fellowship, United Nations and WFP volunteers and casual labourers. Includes staff on Leave without pay, on Loan or Secondment to other United Nations agencies. African Risk Capacity employees are also included.

[2] Data extracted on 16.01.2020 from WINGS II.

ANNEX VI: THE GENDER AND AGE MARKER

1. The WFP Gender and Age Marker (GaM) is a corporate tool that codes – on a 0 to 4 scale – the extent to which gender and age are integrated into the design and monitoring of a WFP country strategic plan. To support application of the GaM, country offices have access to an online platform (https://gam.wfp.org/), supported by a range of summary and detailed guidance materials accessible through the WFP Gender Toolkit (Gender and Age Marker).

2. The minimum requirement, at the design stage, is for CSPs (and interim CSPs) to fully integrate gender (GaM code 3), thereby supporting implementation of the corporate commitments articulated in the WFP Strategic Plan (2017–2021) and Gender Policy (2015-2020). Of the 31 I/CSPs submitted to the Executive Board in 2019, 27 received the GaM 3 code and the other four I/CSPs the GaM 4 code.

3. In 2019, 60 country offices computed their GaM M codes, which apply at the CSP activity level and which are included in their annual country reports.

Cross-cutting KPI	Baseline	Target 2019	KPI 2019
Percentage of projects with gender and age marker codes 3 and 4 for design	N/A	100%	100%

ANNEX VII: WFP FOOD PROCUREMENT IN 2019

	Quantities *(mt)*	% of total	*USD* million	% of total
Developing countries				
Least developed	1 068 048	31	465 047 813	27
Other low-income[1]	40 118	1	13 648 033	1
Lower middle-income[2]	746 836	21	405 879 849	24
Upper middle-income[3]	977 636	28	418 396 167	25
Subtotal	**2 832 638**	**81**	**1 302 971 862**	**77**
Developed countries				
Subtotal	**662 508**	**19**	**389 375 740**	**23**
Total	**3 495 147**	**100**	**1 692 347 602**	**100**

No.	Country		*USD*
Developing countries			
1	Afghanistan	70 888	28 012 534
2	Algeria	13 600	3 640 698
3	Argentina	2 134	1 753 099
4	Armenia	2 005	919 093
5	Azerbaijan	203	105 560
6	Bangladesh	74 564	34 587 296
7	Benin	9 005	3 398 220
8	Brazil	9 842	4 856 317
9	Burkina Faso	72 561	28 329 668
10	Burundi	4 257	3 276 912
11	Cameroon	33 706	13 985 715
12	Central African Republic	4 982	2 871 230
13	Chad	5 000	1 793 194
14	China	50 899	28 165 363
15	Colombia	8 216	7 126 911
16	Congo	129.08	178 458
17	Côte d'Ivoire	35	21 675
18	Cuba	6	5 220
19	Democratic Republic of the Congo	30 183	19 882 100
20	Egypt	123 750	64 488 751
21	Eswatini	332	133 664
22	Ethiopia	54 695	19 831 190
23	Guatemala	2 788.03	2 410 908
24	Guinea	1 350.12	918 571
25	Guinea-Bissau	1 259.65	1 155 306
26	Guyana	503.10	241 488
27	Haiti	638.83	592 673

No.	Country		USD
28	Honduras	14 395.55	10 774 483
29	India	9 548.75	6 951 249
30	Indonesia	49 380.67	36 680 826
31	Iran, Islamic Republic of	4 051.23	1 660 324
32	Iraq	51.20	54 768
33	Jordan	53 308.98	22 226 160
34	Kazakhstan	16 831.23	7 587 115
35	Kenya	18 884.78	36 669 828
36	Kyrgyzstan	13 960.58	8 569 233
37	Lesotho	3 200.00	1 074 059
38	Liberia	377.59	213 978
39	Libya	270.80	687 832
40	Madagascar	2 894.79	2 654 987
41	Malawi	30 920.54	15 249 420
42	Malaysia	683.71	507 942
43	Mali	2 297.97	732 900
44	Mauritania	62.00	33 495
45	Mexico	1 057.50	572 208
46	Morocco	54 324.27	38 846 903
47	Mozambique	75 331.26	42 276 671
48	Myanmar	88 696.40	26 975 233
49	Namibia	2 219.77	980 191
50	Nepal	905.68	543 605
51	Nicaragua	3 795.91	3 469 689
52	Niger, the	29 656.95	14 526 576
53	Nigeria	37 341.32	11 300 497
54	Pakistan	32 894.13	32 366 967
55	Philippines	300.00	208 264
56	Rwanda	43 463.64	45 528 417
57	Senegal	4 634.33	2 072 315
58	Sierra Leone	21.27	9 508
59	Somalia	1 000.00	473 750
60	South Africa	212 435.25	85 908 935
61	South Sudan	8 308.12	2 703 756
62	State of Palestine	6 925.27	2 634 594
63	Sudan, the	237 072.24	68 830 412
64	Syrian Arab Republic	80 961.14	55 338 153
65	Tajikistan	31.00	2 029
66	Tanzania, United Republic of	19 969.75	8 942 521
67	Thailand	3 128.98	1 919 672
68	Turkey	651 503.41	272 622 523
69	Uganda	53 253.28	19 628 337

No.	Country		*USD*
70	Ukraine	137 596.43	33 396 359
71	Viet Nam	70 441.80	24 306 351
72	Yemen	127 842.39	63 812 418
73	Zambia	8 755.47	4 116 560
74	Zimbabwe	40 118.33	13 648 033
Subtotal (77 percent in value terms)			**1 302 971 862**
Developed countries			
1	Belgium	88 127.89	75 926 369
2	Canada	105 953.86	66 484 662
3	France	21 059.97	47 759 960
4	Germany	4 104.00	1 260 714
5	Hungary	4 224.57	4 453 723
6	Italy	62 848.60	49 100 292
7	Japan	1 297.38	6 675 715
8	Netherlands	10 250.00	3 362 450
9	Oman	3 892.74	4 635 964
10	Poland	11 100.89	3 911 122
11	Romania	147 538.00	30 758 166
12	Russian Federation	38 765.81	25 957 246
13	Korea (Republic of)	50 000.00	20 025 000
14	Spain	16 258.00	7 343 207
15	Switzerland	1 905.00	4 797 228
16	United Arab Emirates	92 237.97	32 347 725
17	United States of America	2 943.75	4 576 194
Subtotal (23 percent in value terms)			**389 375 740**
Total			**1 692 347 602**

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

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

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

ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA *(USD thousand)* [1]

		2019					2018	2017
		Crisis response	Resilience building	Root causes	DSC	Total	Total	Total
Asia and the Pacific	Afghanistan	82 262	43 938		10 321	136 521	127 445	82 327
	Bangladesh	161 857	8 802	7 495	9 678	187 833	167 273	37 957
	Bhutan		82	423	103	608	872	1 201
	Cambodia		471	6 716	1 246	8 433	11 436	11 824
	China		96	2 439	402	2 936	1 501	915
	India			2 104	328	2 432	1 985	59
	Indonesia		1 066	334	689	2 089	1 707	1 558
	Korea, Democratic People's Republic of		24 890		1 879	26 770	7 896	18 942
	Lao People's Democratic Republic		1 808	9 031	1 030	11 869	11 556	10 120
	Mongolia		97			97	74	
	Myanmar	30 684	12 935		2 983	46 602	41 368	40 012
	Nepal	906	4 699	7 521	2 328	15 455	20 274	20 073
	Pacific Island countries		157		46	202		
	Pakistan	19 916	929	15 448	3 512	39 805	42 515	80 212
	Papua New Guinea		163		58	221	2 704	268
	Philippines	3 843	4 698	128	1 175	9 844	9 402	10 027
	Sri Lanka	249	3 522	1 031	735	5 537	3 657	8 534
	Timor-Leste		413	215	299	927	1 231	2 865

ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA *(USD thousand)* [1]

		2019					2018	2017
		Crisis response	Resilience building	Root causes	DSC	Total	Total	Total
Middle East, North Africa, Eastern Europe and Central Asia	Algeria	13 242			909	14 151	15 782	15 748
	Armenia			3 117	401	3 519	3 337	3 129
	Egypt	28 983	2 052	17 718	2 220	50 973	46 246	43 816
	Iran, Islamic Republic of	4 450			498	4 949	3 818	3 158
	Iraq	51 181	15 844		6 847	73 873	104 800	165 113
	Jordan	175 764	16 256		4 074	196 094	186 173	177 439
	Kyrgyzstan		528	8 193	512	9 233	7 517	10 512
	Lebanon	276 858	17 860	19 532	5 425	319 675	309 205	267 280
	Libya	15 278	162		2 330	17 771	7 691	6 252
	Palestine, State of	40 565	716		2 301	43 583	41 727	51 101
	Sudan, the	201 931	21 255	7 679	14 327	245 193	233 087	158 059
	Syrian Arab Republic	365 413	39 106		13 718	418 237	337 943	393 610
	Tajikistan		2 182	5 539	802	8 522	8 453	7 047
	Tunisia			934	132	1 067	621	142
	Turkey		510 379		4 477	514 856	491 176	369 898
	Yemen	1 382 859	27 502		38 980	1 449 341	797 586	564 404

ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA *(USD thousand)* [1]

		2019					2018	2017
		Crisis response	Resilience building	Root causes	DSC	Total	Total	Total
West Africa	Benin			8 977	404	9 381	2 222	3 566
	Burkina Faso	38 705	11 646	433	2 978	53 763	40 139	14 424
	Cameroon	46 489	12 063	121	2 711	61 384	47 191	58 079
	Central African Republic	88 147	7 382	351	5 604	101 484	84 445	51 180
	Côte d'Ivoire	41	1 192	6 227	746	8 205	8 891	12 751
	Gambia, the	1 673	4 819	189	498	7 178	2 576	6 014
	Ghana		520	2 564	1 643	4 726	4 844	6 880
	Guinea		6 118	1 900	1 304	9 321	7 335	6 554
	Guinea-Bissau		460	4 768	551	5 779	5 580	6 621
	Liberia	815	4 328	2 577	747	8 467	7 709	12 347
	Mali	43 643	23 836	747	4 377	72 602	79 858	51 600
	Mauritania	12 827	11 020		2 211	26 058	31 065	16 805
	Niger, the	46 838	43 840		8 455	99 133	104 330	100 105
	Nigeria	137 227	23 140	659	9 274	170 300	208 084	253 696
	Sierra Leone	15	3 386	1 166	820	5 388	6 097	9 760
	Senegal		4 589		648	5 237	9 911	4 399
	West Africa Bureau				64	64	5 652	3 014
	Sao Tome and Principe			254	26	280	75	190
	Chad	74 027	37 504	32	7 803	119 367	130 953	88 834
	Togo			17	8	25		4

ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA *(USD thousand)* [1]

		2019					2018	2017
		Crisis response	Resilience building	Root causes	DSC	Total	Total	Total
Southern Africa	Angola	3 237			402	3 640	4 113	4 372
	Comoros	1 182			66	1 248		
	Congo	12 193	557	3 624	1 412	17 786	13 111	8 708
	Congo, Democratic Republic of the	235 298	11 077		12 412	258 787	236 427	97 387
	Eswatini	818	2 441	82	484	3 825	1 764	8 347
	Lesotho	4 006	2 617	4 286	585	11 494	4 687	10 309
	Madagascar	20 171	4 619	1 861	1 698	28 349	25 404	37 774
	Malawi	31 927	27 215	2 210	5 444	66 797	63 304	153 141
	Mozambique	111 068	7 324	5 858	4 973	129 222	28 254	48 758
	Namibia	814	154	952	44	1 964	618	138
	Tanzania, United Republic of	29 679	1 168	4 163	3 901	38 912	45 133	43 581
	Zambia	3 192	2 479	1 256	1 295	8 222	6 763	5 559
	Zimbabwe	97 277	9 044	3 172	4 169	113 661	39 283	47 997
East Africa	Burundi	10 857	22 810	713	3 953	38 333	36 046	33 170
	Djibouti	3 185	4 098	627	1 630	9 540	5 606	8 533
	East Africa Bureau	268				268	185	
	Ethiopia	295 341	38 411	1 865	21 071	356 689	284 935	301 991
	Kenya	75 432	30 290	3 502	7 403	116 627	144 576	158 634
	Rwanda	16 622	5 536	1 529	2 515	26 201	30 943	31 353
	Somalia	196 514	96 447		22 486	315 447	270 761	309 440
	South Sudan	528 835	40 754		27 033	596 622	599 692	524 380
	Uganda	158 030	5 070	11 575	10 314	184 989	170 229	154 975

ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA *(USD thousand)* [1]

		2019					2018	2017
		Crisis response	Resilience building	Root causes	DSC	Total	Total	Total
Latin America and the Caribbean	Bahamas	2 522			91	2 613		
	Barbados		1 924		121	2 046	525	
	Bolivia, Plurinational State of	897	548	362	427	2 234	867	1 097
	Colombia	49 981	2 673	16 068	3 470	72 191	32 152	14 417
	Cuba	1 336	64	1 954	344	3 698	5 523	7 824
	Dominican Republic		964	1 017	242	2 223	1 294	
	Ecuador	19 902	192	1 101	1 239	22 434	8 939	5 099
	El Salvador	2 916	2 303	321	495	6 034	5 841	2 865
	Guatemala	5 721	1 465	78	924	8 188	5 219	12 190
	Haiti	10 591	3 774	8 307	3 367	26 038	20 427	37 464
	Honduras	5 720	1 738	11 468	2 233	21 159	19 946	11 666
	Latin America and the Caribbean Bureau	13 862			2 439	16 302	3 010	3 251
	Nicaragua	433	6 993	612	1 150	9 188	5 394	9 000
	Peru		480	2 182	941	3 603	2 583	
Grand total		**5 296 516**	**1 293 677**	**237 321**	**336 412**	**7 163 927**	**5 964 573**	**5 374 110**

1. Includes operational expenditures related to active operations (CSPs and projects).

ANNEX VIII-B: DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2017–2019 (*USD thousand*)

	2017		2018		2019	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*
DEVELOPMENT AND RELIEF:	**5 374 110**	**100.0**	**5 964 573**	**100.0**	**6 827 515**	**100.0**
BY SPECIAL STATUS CATEGORY[2]						
Least developed countries	3 103 429	57.7	3 757 148	63.0	4 485 894	65.7
Low-income, food-deficit countries	4 017 817	74.8	4 525 463	75.9	5 173 252	75.8
BY REGION/COUNTRY GROUP						
Asia and the Pacific	326 858	6.1	452 895	7.6	461 367	6.8
Middle East, North Africa, Eastern Europe and Central Asia	2 246 835	41.8	2 601 091	43.6	3 273 080	47.9
West Africa	706 822	13.2	786 958	13.2	717 269	10.5
Southern Africa	466 247	8.7	468 936	7.9	647 020	9.5
East Africa	1 522 476	28.3	1 542 974	25.9	1 548 312	22.7
Latin America and the Caribbean	104 873	2.0	111 718	1.9	180 467	2.6
DEVELOPMENT:	**301 262**	**100.0**	**296 371**	**100.0**	**237 321**	**100.0**
BY SPECIAL STATUS CATEGORY[3]						
Least developed countries	181 874	60.4	157 641	53.2	104 740	44.1
Low-income, food-deficit countries	217 427	72.2	197 093	66.5	122 755	51.7
BY REGION/COUNTRY GROUP						
Asia and the Pacific	51 962	17.2	55 438	18.7	52 885	22.3
Middle East, North Africa, Eastern Europe and Central Asia	49 373	16.4	60 677	20.5	62 712	26.4
West Africa	51 023	16.9	35 738	12.1	30 980	13.1

ANNEX VIII-B: DIRECT EXPENDITURES BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2017–2019 (*USD thousand*)

	2017		2018		2019	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*
Southern Africa	54 683	18.2	46 097	15.6	27 463	11.6
East Africa	58 079	19.3	49 697	16.8	19 812	8.3
Latin America and the Caribbean	36 140	12.0	48 724	16.4	43 469	18.3

1. Includes operational expenditures related to active operations (CSPs and projects) excluding direct support costs.
2. Exclusive of programme support and administrative costs.
3. Actual classifications for each year.

ANNEX IX: 2019 COLLABORATION WITH NGOs AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Programme activities[1]	Total no. partners[2]	International partners	National partners
Asset creation and livelihood	694	150	544
Analysis, assessment and monitoring	1	0	1
Capacity strengthening	65	18	47
Climate adaptation and risk management	33	9	24
Emergency preparedness	7	6	1
Unconditional resource transfers	870	232	638
HIV/TB: care and treatment	151	52	99
Nutrition	818	282	536
School meal	195	60	135
Service provisions and platforms	4	1	3
Smallholder agricultural market support	52	13	39

Services[3]	Total no. partners	International partners	National partners
Assessments	52	28	24
Implementation	1205	281	924
Evaluation	118	49	69
Monitoring	529	154	375
Other	47	10	37
Project design	140	53	87
Storage	356	118	238
Transport	232	82	150

[1] Some activities within the 2019 COMET system for NGO partner collaboration have been grouped to align with current activity categories. New activity categories have been created in 2019.

[2] In order to portray a more complete snapshot of collaboration carried out in 2019, not only with NGOs, but also with members of the International Red Cross and Red Crescent Movement, these partnerships have been incorporated into the above indicative figures under the generic term of 'partner'.

[3] Some service categories within the 2019 COMET system for NGO partner collaboration have been mapped and adjusted to align with current service categories. The "Distribution" category has been renamed "Implementation" to match with 2019 COMET data.

Notes:

I. In 2019, WFP worked with approximately 850 NGO and Red Cross and Red Crescent partners. The number of partners displayed in the tables above cannot be added to result in the total sum because individual partners may collaborate with WFP in a variety of programme activities/provide various services, therefore creating overlap.

II. The number of partners reflected in any given cell is indicative only of the total count of distinct partner organizations and does not demonstrate the scope of the partners' collaboration.

ANNEX X: UN SWAP

In 2019, WFP continued implementing UN SWAP 2.0. Applicable to all United Nations entities, UN SWAP 2.0 comprises 17 performance indicators.[1] In the second year of implementation, WFP maintained the same ratings as for 2018: exceeded nine, met four, approached three and did not report on one (due to non-applicability) of the performance indicators. WFP's 2019 performance reinforced the need to improve results in relation to gender parity among employees and both financial resource allocation and tracking.

WFP implements UN SWAP 2.0 through the "business owners" model, in which responsibility for determining and implementing actions for achieving the UN SWAP 2.0 performance indicators is shared by different headquarters entities, including the Budget and Programming, Communications, Advocacy and Marketing, Human Resources, Corporate Finance and Performance Management and Reporting Divisions, and the Offices of the Executive Director, Evaluation, and the Inspector General and Oversight.

Rating	# of Performance Indicators	Performance Indicators
Exceeds	9	2 Reporting on gender-related SDG results 4 Evaluation 5 Audit 6 Policy 7 Leadership 8 Gender-responsive performance management 13 Organizational culture 14 Capacity assessment 16 Knowledge and communication
Meets	4	1 Gender-related SDG results 11 Gender architecture 15 Capacity development 17 Coherence
Approaches	3	9 Financial resource tracking 10 Financial resource allocation 12 Equal representation of women
Not reported[2]	1	3 Programmatic results on gender equality and the empowerment of women

[1] Detailed information, including on each of the performance indicators, is provided in the "UN SWAP 2.0 Framework and Technical Guidance" document.

[2] WFP does not report on performance indicator 3 because corporate results are reported under performance indicators I1 and I2.

Acronyms

3PP	three-pronged approach
AAP	accountability to affected populations
ACR	annual country report
APR	annual performance report
CAS	corporate alert system
CBT	cash-based transfer
CCI	critical corporate initiative
CCS	country capacity strengthening
CFM	complaint and feedback mechanism
CFS	Committee on World Food Security
COMET	country office tool for managing effectively
COVID-19	2019 coronavirus
CPB	country portfolio budget
CPE	country portfolio evaluation
CRF	Corporate Results Framework
CSI	coping strategy index
CSP	country strategic plan
DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
EMOP	emergency operation
ESSN	Emergency Social Safety Net
FAO	Food and Agriculture Organization of the United Nations
FASTER	Functional and Support Training for Emergency Response
FCS	food consumption score
FFA	food assistance for assets
FIT	Future International Talent
FSP	financial service provider
GaM	gender and age marker
HGSF	home-grown school feeding
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
INGC	Mozambique's National Institute of Disaster Management
IOM	International Organization for Migration
IRA	Immediate Response Account
IRM	Integrated Road Map
IR-PREP	Immediate Response Account for Preparedness
ISC	indirect support costs
KPI	key performance indicator

MAF	management and accountability framework
MAM	moderate acute malnutrition
MPA	minimum preparedness action
NGO	non-governmental organization
OTF	operational task force
PRRO	protracted relief and recovery operation
PSEA	protection from and prevention of sexual exploitation and abuse
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
SBCC	social and behaviour change communication
SCOPE	WFP's corporate digital beneficiary and transfer management platform
SNF	specialized nutritious food
SRAC	Strategic Resource Allocation Committee
SSTC	South–South and triangular cooperation
T-ICSP	transitional ICSP
UN SWAP 2.0	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNCERF	United Nations Central Emergency Response 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
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization

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

SECTION I

Executive Board
First regular session
Rome, 25–27 February 2019

Distribution: General
Date: 27 February 2019
Original: English

Agenda item 13
WFP/EB.1/2019/13
Verification of adopted decisions and recommendations

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

Decisions and Recommendations of the 2019 first regular session of the Executive Board

Executive Board Bureau	
President:	**H.E. Hisham Mohamed Badr** (Egypt)
Alternate:	**Her Excellency Lineo Irene Molise-Mabusela** (Lesotho)
Vice-President:	**H.E. Dr. Ulrich Seidenberger** (Germany)
Alternate:	**Mr Bruce Campbell** (Switzerland)
Member:	**Mr Yousef Juhail** (Kuwait)
Alternate:	**Ms So-Youn Hong** (Republic of Korea)
Member:	**Her Excellency Karla Gabriela Samayoa Recari** (Guatemala)
Alternate:	**Mr Luís Fernando de Carvalho** (Brazil)
Member:	**H.E. Victor Vasiliev** (Russian Federation)
Alternate:	**H.E. Artur Andrzej Pollok** (Poland)
Rapporteur:	**Mr Salman Pervaiz** (Pakistan)

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Decisions and recommendations

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

Adoption of the agenda

The Board adopted the agenda.

25 February 2019

Election of the Bureau and appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected H.E. Hisham Mohamed Badr (Egypt, List A) as President for a one-year term. Her Excellency Lineo Irene Molise-Mabusela (Lesotho, List A) was elected as Alternate.

The Board elected H.E. Dr. Ulrich Seidenberger (Germany, List D) as Vice-President. Mr Bruce Campbell (Switzerland, List D) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Mr Yousef Juhail (Kuwait, List B); Her Excellency Karla Gabriela Samayoa Recari (Guatemala, List C); and H.E. Victor Vasiliev (Russian Federation, List E). Elected as Alternates were: Ms So-Youn Hong (Republic of Korea, List B); Mr Luís Fernando de Carvalho (Brazil, List C); and H.E. Artur Andrzej Pollok (Poland, List E).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Salman Pervaiz (Pakistan, List B) Rapporteur of the 2019 first regular session.

25 February 2019

Current and future strategic issues

2019/EB.1/1 **Opening remarks by the Executive Director**

The Board took note of the opening remarks by the Executive Director. The main points of the Executive Director and the Board's comments would be reflected in the summary of the work of the session.

25 February 2019

West Africa portfolio

2019/EB.1/2 **Country strategic plan – Côte d'Ivoire (2019–2023)**

The Board approved the Côte d'Ivoire country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/4) at a total cost to WFP of USD 82,768,485.

25 February 2019

2019/EB.1/3 **Country strategic plan – Nigeria (2019–2022)**

The Board approved the Nigeria country strategic plan (2019–2022) (WFP/EB.1/2019/8-A/8) at a total cost to WFP of USD 587,524,542.

25 February 2019

Annual reports

2019/EB.1/4 **Annual report of the Office of the Ombudsman and Mediation Services for 2017 and management note**

The Board took note of the annual report of the Office of the Ombudsman and Mediation Services for 2017 set out in document WFP/EB.1/2019/4-A.

25 February 2019

Policy issues

2019/EB.1/5 **Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system)**

The Board,

1. Took note of the rules of procedure of the executive boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and WFP;
2. Recalled decision 2018/EB.2/29 on working methods of the Executive Boards in which the Bureau of WFP, in collaboration with the Bureaux of UNDP/UNFPA/UNOPS, UNICEF and UN-Women, was asked to launch a joint consultative process with the Member States starting at the 2019 first regular session;
3. Took note with appreciation of the formation of the core group of Member States to lead the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meetings of the Boards, building on the joint response prepared by the secretariats, and in close consultation with all Member States, seeking Member States' input to the written account of the core group;
4. Requested the executive board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions;
5. Looked forward to the written account of the core group, to be presented at the joint meeting of the Boards in May 2019, for subsequent consideration of its findings and recommendations by the members and observers of the respective boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP.

26 February 2019

Evaluation reports

2019/EB.1/6 **Summary report on the strategic evaluation of WFP's support for enhanced resilience and management response**

The Board took note of the summary report on the strategic evaluation of WFP's support for enhanced resilience set out in document WFP/EB.1/2019/7-A and the management response set out in document WFP/EB.1/2019/7-A/Add.1 and encouraged further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

26 February 2019

East Africa portfolio

2019/EB.1/7 **Summary evaluation report – Ethiopia country portfolio (2012–2017) and management response**

The Board took note of the summary report on the evaluation of the Ethiopia country portfolio for 2012–2017 set out in document WFP/EB.1/2019/7-B and the management response set out in document WFP/EB.1/2019/7-B/Add.1 and encouraged further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

26 February 2019

2019/EB.1/8 **Interim country strategic plan – Ethiopia (2019–2020)**

The Board approved the Ethiopia interim country strategic plan (2019–2020) (WFP/EB.1/2019/8-B/2) at a total cost to WFP of USD 871,337,120.

26 February 2019

Middle East, North Africa, Eastern Europe and Central Asia portfolio

2019/EB.1/9 **Interim country strategic plan – Libya (2019–2020)**

The Board approved the Libya interim country strategic plan (2019–2020) (WFP/EB.1/2019/8-B/3) at a total cost to WFP of USD 60,517,166.

26 February 2019

Southern Africa portfolio

2019/EB.1/10 **Country strategic plan – Congo (2019–2023)**

The Board approved the Congo country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/3/Rev.1) at a total cost to WFP of USD 97,921,641.

26 February 2019

2019/EB.1/11 **Country strategic plan – Malawi (2019–2023)**

The Board approved the Malawi country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/6) at a total cost to WFP of USD 619,800,513.

27 February 2019

Latin America and the Caribbean portfolio

2019/EB.1/12 **Country strategic plan – Dominican Republic (2019–2023)**

The Board approved the Dominican Republic country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/5) at a total cost to WFP of USD 10,174,911.

27 February 2019

2019/EB.1/13 **Country strategic plan – Nicaragua (2019–2023)**

The Board approved the Nicaragua country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/7) at a total cost to WFP of USD 68,370,439.

27 February 2019

Asia and the Pacific portfolio

2019/EB.1/14 **Country strategic plan – Bhutan (2019–2023)**

The Board approved the Bhutan country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/1) at a total cost to WFP of USD 8,942,053.

27 February 2019

2019/EB.1/15 **Country strategic plan – Cambodia (2019–2023)**

The Board approved the Cambodia country strategic plan (2019–2023) (WFP/EB.1/2019/8-A/2) at a total cost to WFP of USD 50,241,310.

27 February 2019

2019/EB.1/16 **Interim country strategic plan – Democratic People's Republic of Korea (2019–2021)**

The Board approved the Democratic People's Republic of Korea interim country strategic plan (2019–2021) (WFP/EB.1/2019/8-B/1) at a total cost to WFP of USD 161,070,534.

27 February 2019

Administrative and managerial matters

2019/EB.1/17 **Appointment of one member to the Audit Committee**

The Board approved the appointment of one Audit Committee member as follows:

- Mr Robert Samels (Canada), from 1 March 2019 to 28 February 2022.

26 February 2019

2019/EB.1/18 **Reports by the Joint Inspection Unit relevant to the work of WFP**

The Board took note of the information and recommendations in the document entitled "Reports by the Joint Inspection Unit relevant to the work of WFP" (WFP/EB.1/2019/10-B) and endorsed the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

26 February 2019

Summary of the work of the Executive Board

2019/EB.1/19 **Summary of the work of the 2018 second regular session of the Executive Board**

The Board approved the draft summary of the work of its 2018 second regular session, the final version of which would be embodied in document WFP/EB.2/2018/14.

27 February 2019

ANNEX I

Agenda

1. ***Adoption of the agenda*** *(for approval)*

2. ***Election of the Bureau and appointment of the Rapporteur***

3. ***Opening remarks by the Executive Director***

   Statement by His Excellency Daniel Kablan Duncan, Vice-President of Côte d'Ivoire

4. ***Annual reports***

   a) Annual report of the Office of the Ombudsman and Mediation Services for 2017 and management note (*for consideration*)

5. ***Policy issues***

   a) Revised charter of the Office of the Inspector General (*for consideration*) – POSTPONED TO THE 2019 ANNUAL SESSION

   b) Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) (*for information*)

6. ***Resource, budgetary and financial matters***

   a) Update on the Management Plan (2019–2021) *(for approval)* – WITHDRAWN IN ACCORDANCE WITH THE DECISION OF THE EXECUTIVE BOARD BUREAU AT ITS MEETING OF 20 FEBRUARY 2019

7. ***Evaluation reports*** (*for consideration*)

   a) Summary evaluation report of the strategic evaluation of WFP's support for enhanced resilience and management response

   b) Summary evaluation report – Ethiopia country portfolio (2012–2017) and management response

8. ***Operational matters***

   a) Country strategic plans (*for approval*)

      1) Bhutan
      2) Cambodia
      3) Congo
      4) Côte d'Ivoire
      5) Dominican Republic

6) Malawi

7) Nicaragua

8) Nigeria

b) Interim country strategic plans (*for approval*)

1) Democratic People's Republic of Korea

2) Ethiopia

3) Libya

c) Short-term interim country strategic plans approved by vote by correspondence (*for information*)

1) Bhutan

2) Cambodia

3) Congo

4) Côte d'Ivoire

5) Democratic People's Republic of Korea

6) Dominican Republic

7) Ethiopia

8) Libya

9) Malawi

10) Nigeria

d) Projects approved by correspondence (*for information*)

1) Budget Revisions and extensions in time of transitional interim country strategic plans

    1) Liberia

    2) Nicaragua

2) Revisions of protracted relief and recovery operations and budget increases

    1) Niger 200961

e) Reports of the Executive Director on operational matters (*for information*)

1) Budget increases to country strategic plans and interim country strategic plans approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2018)

2) Limited emergency operations and immediate response activities approved by the

Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2018)

f) Crisis response revisions of country strategic plans and corresponding budget increases, submitted to the Board for comments (*for information*)

1) Bangladesh

2) Democratic Republic of the Congo

9. ***Organizational and procedural matters***

a) Biennial programme of work of the Executive Board (2019–2020) (*for information*)

10. ***Administrative and managerial matters***

a) Appointment of one member to the Audit Committee (*for approval*)

b) Reports by the Joint Inspection Unit relevant to the work of WFP (*for consideration*)

c) Oral update on harassment, sexual harassment, abuse of power and discrimination (*for consideration*)

11. ***Summary of the work of the 2018 second regular session of the Executive Board*** *(for approval)*

12. ***Other business***

a) Report on the field visit of the WFP Executive Board (*for information*)

b) Oral update on United Nations Humanitarian Air Service (*for information*)

13. ***Verification of adopted decisions and recommendations***

SECTION II

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

Executive Board
Annual session
Rome, 10–14 June 2019

Distribution: General
Date: 14 June 2019
Original: English

Agenda item 13
WFP/EB.A/2019/13
Verification of adopted decisions and recommendations

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

Decisions and Recommendations of the 2019 annual session of the Executive Board

Executive Board Bureau	
President:	**H.E. Hisham Mohamed Badr** (Egypt)
Alternate:	**Her Excellency Lineo Irene Molise-Mabusela** (Lesotho)
Vice-President:	**H.E. Dr. Ulrich Seidenberger** (Germany)
Alternate:	**Mr Bruce Campbell** (Switzerland)
Member:	**Mr Yousef Juhail** (Kuwait)
Alternate:	**Ms Soyoun Hong** (Republic of Korea)
Member:	**Her Excellency Karla Gabriela Samayoa Recari** (Guatemala)
Alternate:	**Mr Luís Fernando de Carvalho** (Brazil)
Member:	**H.E. Victor Vasiliev** (Russian Federation)
Alternate:	**H.E. Artur Andrzej Pollok** (Poland)
Rapporteur:	**Her Excellency María Cristina Boldorini** (Argentina)

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Decisions and recommendations

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

Adoption of the agenda

The Board adopted the agenda for its 2019 annual session.

10 June 2019

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Her Excellency María Cristina Boldorini (Argentina, List C) Rapporteur for its 2019 annual session.

10 June 2019

Current and future strategic issues

2019/EB.A/1 **Opening remarks by the Executive Director**

The Board took note of the opening remarks by the Executive Director. The main points of the Executive Director and the Board's comments would be reflected in the summary of the work of the session.

10 June 2019

Annual reports

2019/EB.A/2 **Annual performance report for 2018**

The Board approved the annual performance report for 2018 (WFP/EB.A/2019/4-A/Rev.2), noting that it provided 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 to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th session in 2013, the Board requested that the annual performance report for 2018 be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization, along with the present decision and the Board's decisions and recommendations for 2018.

The Board looked forward to reporting against the targets set in the Corporate Results Framework Part II in next year's annual performance report and encouraged WFP to continue to improve the quality of the data used to report on its work.

10 June 2019

2019/EB.A/3 **Annual report of the Ethics Office for 2018**

The Board took note of the annual report of the Ethics Office for 2018 (WFP/EB.A/2019/4-B). The Board encouraged management to provide, to the extent available, the necessary resources to the Ethics Office to fulfill its mandate.

11 June 2019

2019/EB.A/4 **Annual report of the Office of the Ombudsman and Mediation Services for 2018 and management response**

The Board took note of the annual report of the Office of the Ombudsman and Mediation Services for 2018 (WFP/EB.A/2019/4-C). The Board encouraged management to provide, to the extent available, the necessary resources to the Office of the Ombudsman and Mediation Services to fulfill its mandate.

11 June 2019

Policy issues

2019/EB.A/5 **Revised Corporate Results Framework (2017–2021) – Part II: 2021 targets for the programmatic outputs and performance indicators**

Having considered the proposed Part II of the Revised Corporate Results Framework (2017–2021) the Board:

- approved the annual targets up to 2021 for selected programmatic output indicators and all management performance indicators from the revised Corporate Results Framework (2017–2021);
- approved targets up to 2021 for selected category II indicators from the Management Plan (2019–2021); and
- acknowledged that annual changes to these targets would be included for Board approval in the management plan and that actual achievements would be reported in the annual performance report.

The Board requested management that the next corporate results framework from 2022 include output and outcome targets. The Board noted that the mid-term review of the Strategic Plan (2017–2021) would begin in 2019 and requested management to use this

to consider how the theory of change approach could guide the development of outcome targets in WFP's next strategic plan.

13 June 2019

2019/EB.A/6 **Update on the implementation of the 2018 Enterprise Risk Management Policy and WFP's Anti-Fraud and Anti-Corruption Action Plan (2018–2020)**

The Board took note of the update on the implementation of the 2018 Enterprise Risk Management Policy and WFP's Anti-Fraud and Anti-Corruption Action Plan (2018–2020) (WFP/EB.A/2019/5-C).

13 June 2019

2019/EB.A/7 **Update on WFP's role in the collective humanitarian response**

The Board took note of the update on WFP's role in the collective humanitarian response (WFP/EB.A/2019/5-D/Rev.1).

13 June 2019

2019/EB.A/8 **Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system)**

The Board emphasized that it remained committed to formulating and implementing joint working methods unless they were, due to the operational mandate of WFP, its institutional set-up or its Rome-based context (e.g. the Rome-based agency calendar, Rome-based agency collaboration), not applicable or relevant for WFP.

13 June 2019

Resource, financial and budgetary matters

2019/EB.A/9 **Audited annual accounts for 2018**

The Board:

i) approved the 2018 annual financial statements of WFP, together with the report of the External Auditor, pursuant to General Regulation XIV.6 (b);

ii) noted the funding from the General Fund of USD 705,262 during 2018 for the write-off of receivables; and

iii) noted losses of commodities during 2018 forming part of operating expenses for the same period.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/10 **Update on the WFP Management Plan (2019–2021)**

The Board approved the update on the WFP Management Plan (2019–2021) (WFP/EB.A/2019/6-B/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

11 June 2019

2019/EB.A/11 **Annual report of the Audit Committee**

The Board took note of the annual report of the Audit Committee (WFP/EB.A/2019/6-C/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/12 **Annual report of the Inspector General and note by the Executive Director**

The Board took note of the annual report of the Inspector General (WFP/EB.A/2019/6-D/1) and noted that based on the risk-based oversight work performed and reported in 2018 no material weaknesses had been identified in the governance, risk management or control processes in place across WFP that would seriously compromise the overall achievement of WFP's strategic and operational objectives.

The Board encouraged management to take advantage of the opportunities for improvement highlighted in the report.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/13 **Report of the External Auditor on country portfolio budgets and WFP management response to the recommendations**

The Board took note of the report of the External Auditor on country portfolio budgets (WFP/EB.A/2019/6-E/1) and management response (WFP/EB.A/2019/6-E/1/Add.1) and encouraged further action on the recommendations of the External Auditor, taking into account the considerations raised by the Board during its discussion.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/14 **Report of the External Auditor on fraud prevention, detection and response and WFP management response to the recommendations**

The Board took note of the report of the External Auditor on fraud prevention, detection and response (WFP/EB.A/2019/6-F/1) and management response (WFP/EB.A/2019/6-F/1/Add.1) and encouraged further action on the recommendations of the External Auditor, taking into account the considerations raised by the Board during its discussion.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations

(WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/15 **Report on the implementation of the External Auditor's recommendations**

The Board took note of the report on the implementation of the External Auditor's recommendations (WFP/EB.A/2019/6-G/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

2019/EB.A/16 **Report on the utilization of WFP's advance financing mechanisms during the period 1 January–31 December 2018**

The Board took note of the report on the utilization of WFP's advance financing mechanisms during the period 1 January–31 December 2018 (WFP/EB.A/2019/6-H/1) and approved an increase in the ceiling of the Global Commodity Management Facility from USD 500 million to USD 560 million.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.A/2019/6(A,C,D,E,F,G,H,I,J,K/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.A/2019/6(A,B,C,D,E,F,G,H,I)/3).

12 June 2019

Evaluation reports

2019/EB.A/17 **Annual evaluation report for 2018 and management response**

The Board took note of the annual evaluation report for 2018 (WFP/EB.A/2019/7-A) and management response (WFP/EB.A/2019/7-A/Add.1) and encouraged further action, taking into account the considerations raised by the Board during its discussion.

12 June 2019

2019/EB.A/18 **Summary report on the evaluation of the update of WFP's safety nets policy (2012) and management response**

The Board took note of the summary report on the evaluation of the update of WFP's safety nets policy (2012) (WFP/EB.A/2019/7-B) and management response

(WFP/EB.A/2019/7-B/Add.1) and encouraged further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

12 June 2019

2019/EB.A/19 **Synthesis report of WFP's country portfolio evaluations in Africa (2016–2018) and management response**

The Board took note of the synthesis report of WFP's country portfolio evaluations in Africa (2016–2018) (WFP/EB.A/2019/7-C) and management response (WFP/EB.A/2019/7-C/Add.1) and encouraged further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

12 June 2019

2019/EB.A/20 **Implementation status of evaluation recommendations**

The Board took note of the document entitled "Implementation status of evaluation recommendations" (WFP/EB.A/2019/7-D).

12 June 2019

Southern Africa portfolio

2019/EB.A/21 **Country strategic plan – Lesotho (2019–2024)**

The Board approved the Lesotho country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/5) at a total cost to WFP of USD 110,748,948.

10 June 2019

2019/EB.A/22 **Country strategic plan – Madagascar (2019–2024)**

The Board approved the Madagascar country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/7) at a total cost to WFP of USD 297,424,041.

10 June 2019

2019/EB.A/23 **Country strategic plan – Zambia (2019–2024)**

The Board approved the Zambia country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/12) at a total cost to WFP of USD 76,169,057.

10 June 2019

Middle East, North Africa, Eastern Europe and Central Asia portfolio

2019/EB.A/24 **Interim country strategic plan – Algeria (2019–2022)**

The Board approved the Algeria interim country strategic plan (2019–2022) (WFP/EB.A/2019/8-B/1/Rev.1) at a total cost to WFP of USD 58,965,759.

11 June 2019

2019/EB.A/25 **Country strategic plan – Armenia (2019–2024)**

The Board approved the Armenia country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/1) at a total cost to WFP of USD 27,928,197.

11 June 2019

2019/EB.A/26 **Country strategic plan – Morocco (2019–2021)**

The Board approved the Morocco country strategic plan (2019–2021) (WFP/EB.A/2019/8-A/8/Rev.1) at a total cost to WFP of USD 400,000.

11 June 2019

2019/EB.A/27 **Country strategic plan – Tajikistan (2019–2024)**

The Board approved the Tajikistan country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/10) at a total cost to WFP of USD 82,036,882.

11 June 2019

Asia and the Pacific portfolio

2019/EB.A/28 **Interim multi-country strategic plan – Pacific (2019–2022)**

The Board:

i) approved the Pacific interim multi-country strategic plan (2019–2022) (WFP/EB.A/2019/8-B/3) at a total cost to WFP of USD 12,925,215; and

ii) taking note of the prefatory note in document WFP/EB.A/2019/8-B/3, decided that in the application of the General Rules and Financial Regulations of WFP for the purposes of the implementation of the Pacific interim multi-country strategic plan (2019–2022) the phrase "Interim Country Strategic Plan" would be understood to refer to the Pacific interim multi-country strategic plan (2019–2022) and the word "country" would be understood to refer to the several countries and territories covered by the Pacific interim multi-country strategic plan.

13 June 2019

Latin America and the Caribbean portfolio

2019/EB.A/29 **Country strategic plan – Haiti (2019–2023)**

The Board approved the Haiti country strategic plan (2019–2023) (WFP/EB.A/2019/8-A/4) at a total cost to WFP of USD 199,155,529.

13 June 2019

West Africa portfolio

2019/EB.A/30 **Country strategic plan – Benin (2019–2023)**

The Board approved the Benin country strategic plan (2019–2023) (WFP/EB.A/2019/8-A/2) at a total cost to WFP of USD 129,476,091.

14 June 2019

2019/EB.A/31 **Country strategic plan – Guinea-Bissau (2019–2024)**

The Board approved the Guinea-Bissau country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/3) at a total cost to WFP of USD 61,610,662.

14 June 2019

2019/EB.A/32 **Country strategic plan – Liberia (2019–2023)**

The Board approved the Liberia country strategic plan (2019–2023) (WFP/EB.A/2019/8-A/6) at a total cost to WFP of USD 50,169,116.

14 June 2019

2019/EB.A/33 **Country strategic plan – Sao Tome and Principe (2019–2024)**

The Board approved the Sao Tome and Principe country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/9) at a total cost to WFP of USD 1,588,903.

14 June 2019

2019/EB.A/34 **Interim country strategic plan – Guinea (2019–2022)**

The Board approved the Guinea interim country strategic plan (2019–2022) (WFP/EB.A/2019/8-B/2) at a total cost to WFP of USD 40,302,571.

14 June 2019

Summary of the work of the Executive Board

2019/EB.A/35 **Summary of the work of the 2019 first regular session of the Executive Board**

The Board approved the draft summary of the work of its 2019 first regular session, the final version of which would be embodied in document WFP/EB.1/2019/14.

14 June 2019

ANNEX I

Agenda

1. ***Adoption of the agenda*** *(for approval)*

2. ***Appointment of the Rapporteur***

3. ***Opening remarks by the Executive Director***

   Statement by His Majesty King Letsie III of the Kingdom of Lesotho

4. ***Annual reports***

   a) Annual performance report for 2018 (*for approval*)

   b) Annual report of the Ethics Office for 2018 (*for consideration*)

   c) Annual report of the Office of the Ombudsman and Mediation Services for 2018 and management note (*for consideration*)

5. ***Policy issues***

   a) Revised Corporate Results Framework (2017–2021) – Part II: 2021 targets for the programmatic outputs and performance indicators (*for approval*)

   b) Revised charter of the Office of the Inspector General (*for approval*) – POSTPONED TO THE 2019 SECOND REGULAR SESSION

   c) Update on the implementation of the 2018 Enterprise Risk Management Policy and WFP's Anti-Fraud and Anti-Corruption Action Plan (2018–2020) (*for consideration*)

   d) Update on WFP's role in the collective humanitarian response (*for consideration*)

   e) Update on the gender policy (2015–2020) (*for information*)*

   f) Update on WFP's response to HIV and AIDS (*for information*)

   g) Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) *(for information)**

* To be discussed at the session.

6. ***Resource, financial and budgetary matters***

a) Audited annual accounts, 2018 (*for approval*)

b) Update on the WFP Management Plan (2019–2021) (*for approval*)

c) Annual report of the Audit Committee (*for consideration*)

d) Annual report of the Inspector General (*for consideration*) and note by the Executive Director (*for consideration*)

e) Report of the External Auditor on country portfolio budgets (*for consideration*) and WFP management response to the recommendations (*for consideration*)

f) Report of the External Auditor on fraud prevention, detection and response (*for consideration*) and WFP management response to the recommendations (*for consideration*)

g) Report on the implementation of the External Auditor recommendations (*for consideration*)

h) Report on the utilization of WFP's advance financing mechanisms during the period 1 January–31 December 2018 (*for approval*)

i) Report of the Executive Director on contributions in the form of commodities or services and on reductions or waivers of costs (General Rule XIII.4 (h)) (*for information*)

7. ***Evaluation reports*** *(for consideration)*

a) Annual evaluation report for 2018 and management response

b) Summary report on the evaluation of the update of WFP's safety nets policy (2012) and management response

c) Synthesis report of WFP's country portfolio evaluations in Africa (2016–2018) and management response

d) Implementation status of evaluation recommendations

8. ***Operational matters***

a) Country strategic plans *(for approval)*

1) Armenia (2019–2024)

2) Benin (2019–2023)

3) Guinea-Bissau (2019–2024)

4) Haiti (2019–2023)

5) Lesotho (2019–2024)

6) Liberia (2019–2023)

7) Madagascar (2019–2024)

8) Morocco (2019–2021)

9) Sao Tome and Principe (2019–2024)

10) Tajikistan (2019–2024)

11) Togo (2019–2023) – POSTPONED TO THE 2019 SECOND REGULAR SESSION

12) Zambia (2019–2024)

b) Interim country strategic plans *(for approval)*

1) Algeria (2019–2022)

2) Guinea (2019–2022)

3) Pacific interim multi-country strategic plan (2019–2022)

c) Projects approved by correspondence (*for information*)

1) Budget revisions and extensions in time of transitional interim country strategic plans

1) Iraq

2) Mali

d) Crisis response revisions of country strategic plans and corresponding budget increases submitted to the Board for comments (*for information*)

1) Colombia

2) Eswatini

9. ***Organizational and procedural matters***

a) Biennial programme of work of the Executive Board (2019–2020) (*for information*)

10. ***Administrative and managerial matters***

a) Oral update on harassment, sexual harassment, abuse of power and discrimination (*for consideration*)

b) Address by staff representative bodies to the Board

c) Report on global losses for the period 1 January–31 December 2018 (*for information*)

d) Update on food procurement (*for information*)

e) Statistical report on international professional staff and higher categories at 31 December 2018 (*for information*)*

f) Security report (*for information*)

11. ***Summary of the work of the 2019 first regular session of the Executive Board*** *(for approval)*

12. ***Other business***

a) Oral report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

b) Oral report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

c) Oral update on United Nations Humanitarian Air Service (*for information*)

d) Oral update on WFP operations in Yemen

13. ***Verification of adopted decisions and recommendations***

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

SECTION III

Executive Board
Second regular session
Rome, 18–21 November 2019

Distribution: General
Date: 21 November 2019
Original: English

Agenda item 12
WFP/EB.2/2019/12
Verification of adopted decisions and recommendations

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

Decisions and Recommendations of the 2019 second regular session of the Executive Board

Executive Board Bureau	
President:	**H.E. Hisham Mohamed Badr** (Egypt)
Alternate:	**Her Excellency Lineo Irene Molise-Mabusela** (Lesotho)
Vice-President:	**H.E. Dr. Ulrich Seidenberger** (Germany)
Alternate:	**Mr Bruce Campbell** (Switzerland)
Member:	**Mr Yousef Juhail** (Kuwait)
Alternate:	**Ms So-Youn Hong** (Republic of Korea)
Member:	**(vacant)**
Alternate:	**Mr Luís Fernando de Carvalho** (Brazil)
Member:	**H.E. Victor Vasiliev** (Russian Federation)
Alternate:	**H.E. Artur Andrzej Pollok** (Poland)
Rapporteur:	**Mr Bruce Campbell** (Switzerland)

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Decisions and recommendations

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

Adoption of the agenda

The Board adopted the agenda.

18 November 2019

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Bruce Campbell (Switzerland, List D) Rapporteur of the 2019 second regular session.

18 November 2019

Current and future strategic issues

2019/EB.2/1 **Opening remarks by the Executive Director**

The Board took note of the opening remarks by the Executive Director. The main points of the Executive Director and the Board's comments would be reflected in the summary of the work of the session.

18 November 2019

Policy issues

2019/EB.2/2 **Private-sector partnerships and fundraising strategy (2020–2025)**

The Board, having considered the document "Private-sector partnerships and fundraising strategy (2020–2025): Cooperation with the private sector, foundations and individuals for the achievement of zero hunger" (WFP/EB.2/2019/4-A/Rev.1):

- approved the strategy, including the proposed funding approach;
- noted that the funding approach envisioned the employment of a retention mechanism, as detailed in paragraphs 15–21 of section C of annex II to the strategy, in accordance with which a portion of individual giving income would be retained and reinvested in individual giving fundraising activities as detailed in paragraphs 32–36 of the strategy;
- noted also that the proportion of each contribution retained in accordance with the retention mechanism ("the retention percentage") would not exceed a ceiling of 29 percent;

- noted further that the Executive Director would set the retention percentage, within the 29 percent ceiling, from time to time throughout the duration of the strategy and requested the Executive Director to report to it annually, through the management plan, on the retention percentages in effect throughout the duration of the strategy.

18 November 2019

2019/EB.2/3 **Revised Charter of the Office of the Inspector General**

The Board approved the revised Charter of the Office of the Inspector General (WFP/EB.2/2019/4-B/1) with immediate effect.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2019/4-(B,D)/2 and WFP/EB.2/2019/5-(A,B)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2019/4-(B,D)/3 and WFP/EB.2/2019/5-(A,B)/3).

18 November 2019

2019/EB.2/4 **Local and regional food procurement policy**

The Board approved the local and regional food procurement policy (WFP/EB.2/2019/4-C) and encouraged WFP to leverage local and regional food procurement and related partnerships as tools that contribute to the achievement of Sustainable Development Goal 2 and other Sustainable Development Goals.

18 November 2019

2019/EB.2/5 **Update on the Integrated Road Map**

Having considered the update on the Integrated Road Map (WFP/EB.2/2019/4-D/1) the Board:

i) recalled paragraph vi of its decision 2017/EB.2/2, whereby it approved interim delegations of authority from 1 January 2018 to 29 February 2020 and decided that delegations of authority would be presented for its approval, following a review of the interim delegations of authority, at its 2020 first regular session;

ii) noted that a review of the interim delegations of authority was undertaken, took note of the review findings and proposals in respect of delegations of authority set forth in paragraphs 39–81 of document WFP/EB.2/2019/4-D/1 and requested the Secretariat to continue to work on the proposals with a view to finalizing and submitting them to the Board for approval at its 2020 first regular session;

iii) recalled the multi-country strategic plan concept described in the update on the Integrated Road Map set out in document WFP/EB.2/2018/5-A/1; and

iv) took note of the policy in respect of multi-country strategic plans and accompanying rule changes set forth in paragraphs 103–109 and annex V of document WFP/EB.2/2019/4-D/1 and requested the Secretariat to finalize both the policy and the rule changes and submit them to the Executive Board for approval at its 2020 first regular session.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2019/4-(B,D)/2 and WFP/EB.2/2019/5-(A,B)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2019/4-(B,D)/3 and WFP/EB.2/2019/5-(A,B)/3).

18 November 2019

2019/EB.2/6 **Update on collaboration among the Rome-based agencies**

The Board took note of the update on collaboration among the Rome-based agencies (RBAs) (WFP/EB.2/2019/4-E/Rev.2).

The Board welcomed the pilot joint country strategies and looked forward to the reporting on these pilots and the preparation of more such strategies and noted the information that there were 34 new United Nations common country analyses in preparation for 2020.

The Board appreciated the continued strong commitment of the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP to strengthen the partnerships and collaboration focusing on the synergies and complementarities of the RBAs and asked for more visibility on concrete achievements, especially at the country level.

The Board requested that in future reports RBA management focus on strategic issues and lessons learned, challenges faced, impacts, concrete achievements and financial benefits arising from RBA collaboration, particularly at the country level.

Following up on the discussions at the Third Annual Joint Informal Meeting of the three RBA Governing Bodies on 13 September 2019, in particular on the agenda item concerning "common services", the Board requested WFP management, together with FAO and IFAD, to provide a first assessment regarding the feasibility of integrating administrative functions and greater collaboration in some oversight functions. This assessment should also encompass an analysis of the potential added value of a common specialized expertise for all three RBAs on investigative functions related to allegations of sexual harassment, sexual exploitation and sexual abuse.

The Board requested WFP management to report back at the Executive Board Second Regular Session in 2020.

19 November 2019

Other business

2019/EB.2/7 **Oral update on preparations for the 2021 United Nations Summit on Food Systems**

Acknowledging the necessary active role of the Rome-based agencies in preparing for the World Food System Summit under the direct leadership of the United Nations Secretary-General, the Board likewise emphasized the need for Member States to be fully involved in the preparatory process from the beginning.

19 November 2019

Administrative and managerial matters

2019/EB.2/8 **Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination**

The Board:

i) appreciated the progress report of the joint Executive Board/WFP management working group on harassment, sexual harassment, abuse of power and discrimination and on sexual exploitation and abuse (WFP/EB.2/2019/9-A);

ii) endorsed the recommendations set forth in the report and requested WFP to develop a comprehensive action plan in respect of them for consideration by the Board at its 2020 first regular session;

iii) decided to extend the mandate of the joint working group up to the Board's 2020 first regular session; and

iv) decided to remain seized of the matters of harassment, sexual harassment, abuse of power, discrimination and sexual exploitation and abuse at WFP.

19 November 2019

Resource, financial and budgetary matters

2019/EB.2/9 **WFP Management Plan (2020–2022)**

Having considered the WFP Management Plan (2020–2022) (WFP/EB.2/2019/5-A/1), the Board:

i) noted that the 2020 programme support and administrative appropriation assumed a funding level of USD 7.45 billion in 2020;

ii) took note of the projected operational requirements of USD 10.6 billion for 2020, as outlined in section III of the Management Plan (2020–2022);

iii) approved a 2020 programme support and administrative appropriation of USD 423.6 million, to be allocated as follows:

strategy and direction	USD 71.0 million
services to operations	USD 237.0 million
governance, independent oversight and fundraising	USD 115.6 million
Total	**USD 423.6 million**

iv) approved the following uses of the programme support and administrative equalization account:

- a transfer of USD 22.5 million to the immediate response account reserve; and
- allocation of USD 39.7 million for critical corporate initiatives

v) approved a standard indirect support cost recovery rate of 6.5 percent for 2020 for all contributions except for governments' contributions to programmes in their own countries and contributions made by developing countries or countries with economies in transition, as determined by the Executive Board, for which an indirect support cost recovery rate of 4 percent would apply in 2020;

vi) approved a ceiling of USD 82 million for corporate services advances from 2020 and looked forward to reviewing this as part of future management plans; and

vii) authorized the Executive Director to adjust the programme support and administrative component of the budget in accordance with a change in the level of the forecasted income for the year, at a rate not to exceed 2 percent of the anticipated change in income.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2019/4-(B,D)/2 and WFP/EB.2/2019/5-(A,B)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2019/4-(B,D)/3 and WFP/EB.2/2019/5-(A,B)/3).

19 November 2019

Middle East, North Africa, Eastern Europe and Central Asia portfolio

2019/EB.2/10 **Revision of Lebanon country strategic plan and corresponding budget increase**

The Board approved the revision of the Lebanon country strategic plan and the corresponding budget increase of USD 507,481,496 outlined in document WFP/EB.2/2019/7-C/1.

19 November 2019

2019/EB.2/11 **Country strategic plan – Iraq (2020–2024)**

The Board approved the Iraq country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/3) at a total cost to WFP of USD 460,514,522.

19 November 2019

2019/EB.2/12 **Country strategic plan – Jordan (2020–2022)**

The Board approved the Jordan country strategic plan (2020–2022) (WFP/EB.2/2019/7-A/4) at a total cost to WFP of USD 699,563,116.

19 November 2019

2019/EB.2/13 **Interim country strategic plan –Turkey (2020–2021)**

The Board approved the Turkey interim country strategic plan (2020–2021) (WFP/EB.2/2019/7-B/4/Rev.1) at a total cost to WFP of USD 225,085,132.

19 November 2019

Latin America and the Caribbean portfolio

2019/EB.2/14 **Interim country strategic plan – Caribbean interim multi-country strategic plan (2020–2021)**

The Board:

i) approved the Caribbean interim multi-country strategic plan (2020–2021) (WFP/EB.2/2019/7-B/2/Rev.1) at a total cost to WFP of USD 9,025,444; and

ii) taking note of the prefatory note in document WFP/EB.2/2019/7-B/2/Rev.1, decided that in the application of the General Rules and Financial Regulations of WFP for the purposes of the implementation of the Caribbean interim multi-country strategic plan (2020–2021) the phrase "Interim Country Strategic Plan" would be understood to refer to the Caribbean interim multi-country strategic plan (2020–2021) and the word "country" would be understood to refer to the several countries covered by the

Caribbean interim multi-country strategic plan.

20 November 2019

2019/EB.2/15 **Interim country strategic plan – Cuba (2020)**

The Board approved the Cuba interim country strategic plan (2020) (WFP/EB.2/2019/7-B/3) at a total cost to WFP of USD 5,593,466.

20 November 2019

2019/EB.2/16 **Revision of Peru country strategic plan and corresponding budget increase**

The Board approved the revision of the Peru country strategic plan and the corresponding budget increase of USD 17,748,712 outlined in document WFP/EB.2/2019/7-C/2.

20 November 2019

West Africa portfolio

2019/EB.2/17 **Summary report on the evaluation of the WFP corporate (Level 3) emergency response in northeast Nigeria (2016–2018) and management response**

The Board took note of the summary report on the evaluation of the WFP corporate (Level 3) emergency response in northeast Nigeria (2016–2018) (WFP/EB.2/2019/6-A) and the management response (WFP/EB.2/2019/6-A/Add.1) and encouraged further action on the recommendations, taking into account the considerations raised by the Board during its discussion.

20 November 2019

2019/EB.2/18 **Country strategic plan – Mali (2020–2024)**

The Board approved the Mali country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/5/Rev.1) at a total cost to WFP of USD 525,128,912.

20 November 2019

2019/EB.2/19 **Country strategic plan – the Niger (2020–2024)**

The Board approved the Niger country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/6) at a total cost to WFP of USD 1,055,624,308.

20 November 2019

2019/EB.2/20 **Country strategic plan – Sierra Leone (2020–2024)**

The Board approved the Sierra Leone country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/7) at a total cost to WFP of USD 53,256,134.

20 November 2019

East Africa portfolio

2019/EB.2/21 **Country strategic plan – Djibouti (2020–2024)**

The Board approved the Djibouti country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/1) at a total cost to WFP of USD 74,120,295.

21 November 2019

Southern Africa portfolio

2019/EB.2/22 **Country strategic plan – Eswatini (2020–2024)**

The Board approved the Eswatini country strategic plan (2020–2024) (WFP/EB.2/2019/7-A/2) at a total cost to WFP of USD 26,284,469.

21 November 2019

2019/EB.2/23 **Interim country strategic plan – Angola (2020–2022)**

The Board approved the Angola interim country strategic plan (2020–2022) (WFP/EB.2/2019/7-B/1) at a total cost to WFP of USD 28,485,010.

21 November 2019

Organizational and procedural matters

2019/EB.2/24 **Biennial programme of work of the Executive Board (2020–2021)**

The Board approved the biennial programme of work of the Executive Board (2020–2021) (WFP/EB.2/2019/8-A) as proposed by the Bureau and the Secretariat.

21 November 2019

Summary of the work of the Executive Board

2019/EB.2/25 **Summary of the work of the 2019 annual session of the Executive Board**

The Board approved the draft summary of the work of its 2019 annual session, the final version of which would be embodied in document WFP/EB.A/2019/14.

21 November 2019

ANNEX I

Agenda

1. ***Adoption of the agenda*** *(for approval)*

2. ***Appointment of the Rapporteur***

3. ***Opening remarks by the Executive Director***

4. ***Policy issues***

    a) Private-sector partnerships and fundraising strategy (2020-2025) (*for approval*)

    b) Revised Charter of the Office of the Inspector General (*for approval*)

    c) Local and regional food procurement policy (*for approval*)

    d) Update on the Integrated Road Map (*for consideration*)

    e) Update on collaboration among the Rome-based agencies (*for consideration*)

    f) Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) (*for information*)*

    g) Oral update on the guidance on the United Nations sustainable development cooperation framework and common country analysis (*for information*)

    h) Compendium of policies relating to the Strategic Plan (*for information*)

5. ***Resource, financial and budgetary matters***

    a) WFP Management Plan (2020–2022) (*for approval*)

    b) Work plan of the External Auditor (*for information*)

6. ***Evaluation reports*** *(for consideration)*

    a) Summary report on the evaluation of the WFP corporate (Level 3) emergency response in northeast Nigeria (2016–2018) and management response

7. ***Operational matters***

    a) Country strategic plans *(for approval)*

        1) Djibouti (2020–2024)

        2) Eswatini (2020–2024)

        3) Iraq (2020–2024)

4) Jordan (2020–2022)

5) Mali (2020–2024)

6) the Niger (2020–2024)

7) Sierra Leone (2020–2024)

b) Interim country strategic plans *(for approval)*

1) Angola (2020–2022)

2) Caribbean interim multi-country strategic plan (2020–2021)

3) Cuba (2020)

4) Turkey (2020–2021)

c) Budget increases to country strategic plans (*for approval*)

1) Lebanon

2) Peru

d) Projects approved by correspondence

1) Budget revisions and extensions in time of transitional interim country strategic plans

1) Djibouti

2) Eswatini

3) Sierra Leone

4) Togo

e) Projects submitted to the Board for comments (*for information*)

1) Crisis response revisions of country strategic plans and corresponding budget increases, submitted to the Board for comments

1) Lebanon

f) Reports of the Executive Director on operational matters (for information)

1) Revisions of country strategic plans and interim country strategic plans and corresponding budget increases approved by the Executive Director or the Executive Director and the Director-General of FAO (1 January – 30 June 2019)

2) Limited emergency operations and immediate response activities approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January – 30 June 2019)

8. ***Organizational and procedural matters***

a) Biennial programme of work of the Executive Board (2020–2021) (*for approval*)

9. ***Administrative and managerial matters***

b) Report of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (*for consideration*)

10. ***Summary of the work of the 2019 annual session of the Executive Board*** *(for approval)*

11. ***Other business***

a) Report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

b) Report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

c) Oral update on the field visit of the WFP Executive Board (*for information*)

d) Oral update on preparations for the 2021 United Nations Summit on Food Systems (*for information*)

12. ***Verification of adopted decisions and recommendations***