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منظمة  
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# COUNCIL

**Hundred and Seventy-fourth Session**

**Rome, 4-8 December 2023**

**2022 Annual Report of the WFP Executive Board to ECOSOC and the  
FAO Council**



# **2022 Annual Report of the WFP Executive Board to ECOSOC and the FAO Council**

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**Decision 2023/EB.A/2 adopted by the Executive  
Board of the World Food Programme at its Annual  
Session of 2023 (26–30 June 2023)**

**Annual Performance Report for 2022**

The Board approves the annual performance report for 2022 (WFP/EB.A/2023/4-A/Rev.1), noting that it provides a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/2013/L.17 of the United Nations Economic and Social Council and the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2022 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 2022.

*27 June 2023*



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

**Executive Board**  
Annual session  
Rome, 26–30 June 2023

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Distribution: General

Agenda item 4

Date: 13 June 2023

WFP/EB.A/2023/4-A/Rev.1

Original: English

Annual reports

For approval

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

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## Annual performance report for 2022

### Draft decision\*

The Board approves the annual performance report for 2022 (WFP/EB.A/2023/4-A/Rev.1), noting that it provides a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/2013/L.17 of the United Nations Economic and Social Council and the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2022 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 2022.

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\* 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

At the beginning of 2022, the world already faced the worst hunger and humanitarian catastrophe in more than 70 years. The economic aftershocks of the coronavirus disease 2019 pandemic, persistent and escalating conflicts, and the rising number and scale of extreme weather events – such as the monsoon in Pakistan and the most severe drought ever experienced in the Horn of Africa – all combined to take a huge toll on people whose livelihoods were already fragile. As the year progressed, the economic situation deteriorated dramatically after the conflict in Ukraine pushed global food, fuel and fertilizer prices to record highs and sparked the worst refugee crisis in a decade.

By the end of the year, the number of children, women and men facing starvation had risen to the highest level in nearly two decades, and a record 349 million people were acutely hungry. Millions more people may become food-insecure or malnourished in 2023 – unable to afford basic foods or essentials for survival – in the wake of the devastating earthquakes in Türkiye and the Syrian Arab Republic, the emergence of conflict in the Sudan, slow global economic growth and disruption to access to fertilizers that threatens to reduce the global production of staple crops such as wheat and rice.

To meet those unparalleled needs, WFP activated 28 corporate responses, stepping up the provision of vital food assistance to combat malnutrition and hunger for nearly 160 million people – a new annual record for WFP. Of that total, 53 percent were women and girls, who account for 60 percent of the world's hungry people. Working with partners to deliver emergency food, cash-based and nutrition assistance, reinforce national social protection systems and strengthen the resilience of communities, WFP helped to avert famine in countries such as Afghanistan and Somalia. This annual performance report reviews the organization's successes and challenges in achieving its strategic goals of saving and changing lives in response to the spiralling needs for food assistance in 2022.

WFP's steadfast donors, joined by international financial institutions, private foundations and individuals, came through by providing USD 14.1 billion to save lives and stabilize livelihoods, nearly 50 percent more than in 2021. Thanks to innovative fundraising efforts, the private sector became WFP's fourth largest donor in 2022, illustrating the strong solidarity with WFP's mission of people around the world. However, funding still fell dangerously short of needs, in part because inflation, supply chain disruption and other factors increased WFP's food procurement costs by 39 percent between 2019 and 2022, constraining its ability to assist people at a time when they needed it most.

During the year, as the links between peace, economic stability and food security became increasingly evident, WFP continued to support complementary humanitarian, development and peace activities that address the root causes of crises. We also successfully negotiated humanitarian access, enabling us to provide humanitarian assistance in a number of conflict zones in 2022. This helped to avert catastrophic levels of food insecurity in several countries, confirming research findings that WFP's programmes and partnerships contribute to improving social cohesion and the prospects for peace.

In 2022, strong evidence emerged on the lasting, transformative effects of the [resilience-building](#) activities carried out in the Sahel by WFP – working in concert with its Rome-based agency, international and national partners – to strengthen livelihoods and reduce hunger. Communities and households that constructed or rehabilitated productive assets – such as roads, community gardens and land and water conservation structures – reported being better equipped to withstand livelihood and climate shocks and less likely to migrate. Similarly, WFP assisted more than 15 million people in preparing for or mitigating climate-related shocks

and arranged microinsurance coverage for residents in 14 countries whose crops and productive assets were previously uninsured against losses from weather extremes.

WFP's leadership in school feeding, including its role as the secretariat of the School Meals Coalition, has revitalized global commitments to expanding the coverage of school feeding programmes worldwide. Despite the financial difficulties faced by governments, the number of children receiving school meals in 2022 approached pre-pandemic levels, although more efforts are needed to increase provision in low-income countries. WFP nourished the hope of future generations by helping governments to establish or expand national [school feeding](#) programmes, which reached 107 million children, while also directly providing healthy meals, snacks or cash-based transfers to more than 20 million schoolchildren, often using locally-produced nutritious food. Recognizing that investments in nutrition yield a 16-fold return on every USD 1 spent over the long term, WFP reached more than 28 million people – mainly mothers and children – with malnutrition treatment and prevention programmes.

However, many country offices struggled to match the large increase in needs with a corresponding increase in the amount of food or cash distributed and had to reduce the amount or duration of assistance provided to many WFP beneficiaries. In Yemen, for example, although food assistance was credited with halving the number of people critically affected by hunger in 2021, those gains risked being eroded because of cuts in funding in 2022.

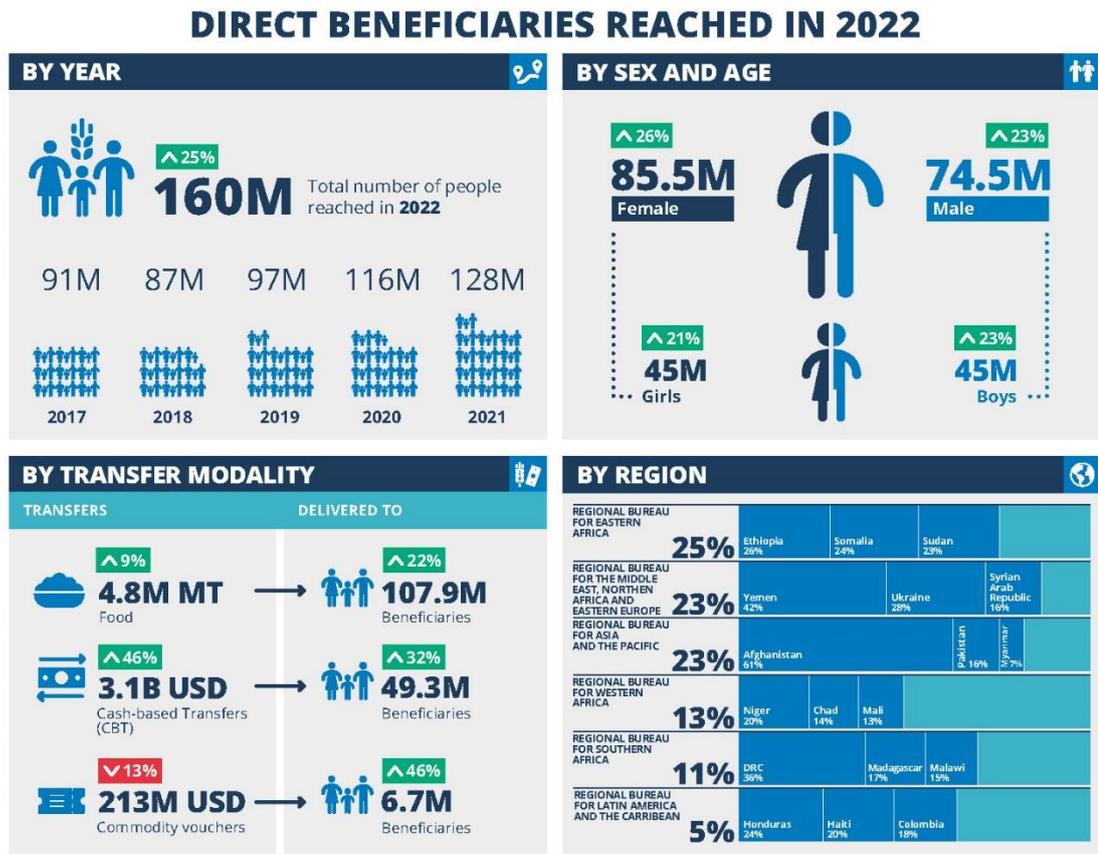
During the year, WFP also cemented its leadership as a provider of common services for the entire humanitarian and development community, transporting or dispatching humanitarian supplies and cargo and more than 390,000 passengers. At the same time, initiatives such as WFP's platform for booking common travel and accommodation, and efforts to reduce the fees charged for cash transactions, delivered on one of the Executive Director's long-standing priorities of pursuing cost savings throughout the organization.

WFP's dedicated employees are the backbone of the organization, often serving in remote and dangerous locations. In 2022, WFP continued to ensure that they have the tools, capacities and respectful workplace culture they need to thrive and serve the world's hungry people. To effectively fulfil its responsibilities as the world's largest humanitarian agency, WFP increased the proportion of employees on long-term contracts from 39 percent in 2021 to 50 percent in 2022, and made progress towards gender parity in field and headquarters positions.

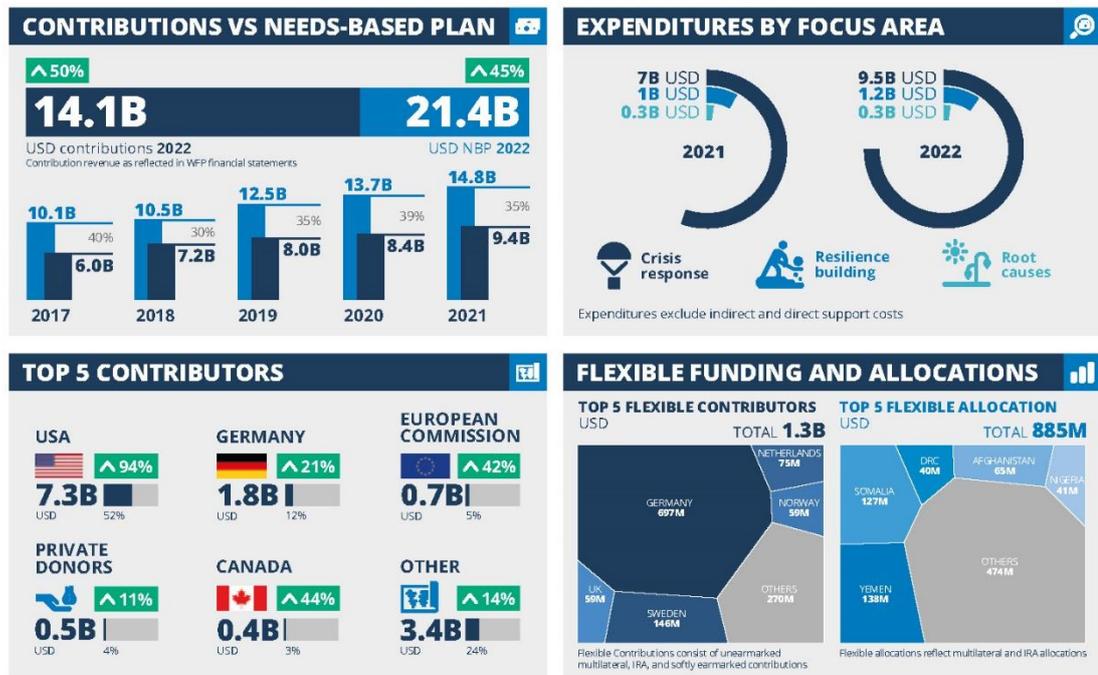
As WFP enters its 60th year, the world is facing a tipping point when global food and nutrition needs may outstrip the capacity of many countries to prevent excess mortality, secure future stability and build resilient livelihoods for their citizens. Along with its partners, WFP is prepared to meet that challenge and prevent future shocks from sparking another global food crisis by building on innovations, renewed partnerships and its commitment to excellence.

Together we have the solutions and the will to eradicate hunger; together we must find the means to ensure that we succeed.

Figure 1: WFP 2022 reach at a glance



## FUNDING AND EXPENDITURES



▲ X% Percentage increase from 2021    
 ▼ X% Percentage decrease from 2021    
 ■ Percentage of total contributions

## Executive summary

### Part I: Introduction

Throughout 2022, the world experienced the worst food crisis in decades, driven by conflicts, weather extremes, rapid inflation, the macroeconomic repercussions of the conflict in Ukraine and the continued impact of the 2019 coronavirus disease pandemic. The resulting strain on global and national food systems contributed to catastrophic levels of food insecurity and unprecedented humanitarian needs. Because of this, WFP declared a corporate scale-up to address the global food crisis. WFP estimates that in 2022, up to 349 million people, of whom almost half were under 18 years of age, were acutely food-insecure in 79 countries with WFP operational presence, an increase of almost 200 million people compared with pre-pandemic levels.

### Part II: Programme performance

A record 160 million people, of whom 53 percent were women and girls and 47 percent were men and boys, were assisted in 2022. The total number of people reached increased by 25 percent compared with 2021, and included 26 percent more residents, 38 percent more internally displaced persons and 8 percent fewer refugees. Although this massive scale-up was driven largely by the response to major emergencies, the number of beneficiaries WFP was able to assist remained steady or declined in many protracted crises, despite escalating needs.

Distributing 4.8 million mt of food and USD 3.3 billion in cash-based transfers and commodity vouchers, WFP reached 22 percent more beneficiaries through in-kind food assistance, 32 percent more through cash-based transfers and 46 percent more through commodity vouchers than in 2021. WFP's annual expenditures per beneficiary increased by nearly 5 percent compared with 2021, but the increase was largely attributed to inflation and did not always result in increased transfer values or duration of assistance. In some countries, WFP was compelled to reduce rations so as to provide assistance to a larger number of beneficiaries as humanitarian needs continued to surge.

The following paragraphs summarize WFP's achievements in making progress towards its strategic objectives, using improved performance measurement metrics introduced in 2022 and applied retrospectively to results from 2020 and 2021 to enable comparison. These results are reported against WFP's strategic plan for 2017–2021 because the migration to the strategic plan for 2022–2025 and the related corporate results framework was under way in 2022. The results reflect the challenge of meeting rapidly rising needs in a resource-constrained environment by spreading available resources more thinly than planned so as to increase beneficiary reach.

**Strategic objective 1 – End hunger by protecting access to food:** As in previous years, the majority of WFP's operations contributed to strategic objective 1, accounting for 83 percent of total expenditures.<sup>1</sup> Despite the 41 percent overall growth in expenditures compared with 2021, distributions consistently fell significantly short of the needs-based targets for in-kind food distributions and cash-based transfers. Such results reflect a combination of funding, economic and operational constraints that led many country offices to reduce entitlements, often to provide assistance to more beneficiaries and to avert famine in countries such as Afghanistan and Somalia.

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<sup>1</sup> Excluding direct and indirect support costs.

**Strategic objective 2 – Improve nutrition:** In 2022, expenditures under this strategic objective accounted for 4 percent of total expenditures, reaching nearly USD 500 million. WFP delivered strong results in the coverage of programmes to treat and prevent moderate acute malnutrition and provide adequate distributions of specialized nutritious foods. Only moderate performance was reported in terms of children receiving a minimum acceptable diet. Increased funding in certain operations enabled a significant scale-up of nutrition programmes, such as in Afghanistan, while reductions were recorded in the funding of programmes in countries such as Yemen.

**Strategic objective 3 – Achieve food security and strategic objective 4 – Support Sustainable Development Goal implementation:** Results under these two strategic objectives, which together accounted for 5 percent of total 2022 expenditures, were mixed. Success in supporting smallholder farmers and strengthening food systems was recorded under some indicators, such as the number of communities reporting benefits from livelihood assets enhanced or created through WFP’s activities. However, only moderate performance was observed for the proportion of households able to obtain access to an adequate, diverse daily food basket and avoid reliance on negative coping strategies. Strong performance was demonstrated in WFP’s capacity strengthening and South–South and triangular cooperation activities to enable work towards the Sustainable Development Goals, as indicated by the number of policies and programmes enhanced and the proportion of cash-based transfers channelled through national social protection systems.

**Strategic objective 5 – Partner for Sustainable Development Goal results:** Under this strategic objective, which accounted for 8 percent of total 2022 expenditures, WFP was highly successful in supporting partners in achieving the Sustainable Development Goals. Strong performance was reported in meeting the targets for the satisfaction of partners with WFP’s logistics, telecommunications and coordination services and its support for national social protection programmes.

WFP enhances the review of performance by analysing the results across programme areas that address various aspects of food security and nutrition:

- **Unconditional resource transfers:** In response to record levels of food insecurity, WFP increased the number of beneficiaries reached through general food assistance to more than 113 million people, of whom 52 percent were women and girls and 48 percent were men and boys. Compared with 2021, WFP assisted 24 percent more beneficiaries and provided 9 percent more in-kind food and 44 percent more in cash-based transfers. Unconditional in-kind food and cash-based transfer distributions represented WFP’s largest programme area in 2022, accounting for 86 percent of all the food and 89 percent of all the cash-based transfers distributed in 79 countries. In this programme area, 50 percent of the measurements of an acceptable food consumption score improved or were stable, with 25 percent showing strong progress against their targets.
- **Nutrition:** In 2022, despite persistent global supply shortfalls, WFP distributed 317,000 mt of specialized nutritious foods. The coverage of WFP’s malnutrition treatment programmes increased by 7 percentage points, reaching 75 percent of planned beneficiaries in 2022. Treatment of moderate acute malnutrition also showed strong performance against the four recorded indicators. A slight decrease was recorded in the coverage of and adherence to malnutrition prevention programmes compared with 2021 levels.

- **School-based programmes:** In 2022, WFP worked with governments in 59 countries to reach 20 million children directly, of whom 49 percent were girls, with nutritious school meals, take-home rations or snacks. Although this number represented a 29 percent increase compared with 2021, it fell short of the 2022 target by nearly 9 percent, owing primarily to funding constraints and operational, access and security challenges. In line with the school feeding strategy, WFP scaled up initiatives in humanitarian operations to assist the most vulnerable children and supported governments in promoting home-grown school feeding programmes. National governments, with WFP's assistance, reached an additional 107 million children through their national programmes. WFP's advocacy and leadership of the global School Meals Coalition was found to be instrumental in increasing the level of national government funding for school feeding programmes by USD 5 billion between 2020 and 2022, particularly in low-income countries supported by WFP.
- **Smallholders, livelihoods, food systems and climate risk management:** WFP provided assistance for approximately 10 million people through asset creation and livelihood activities, almost 3.4 million people through climate risk insurance or anticipatory actions and nearly 845,000 people through its smallholder agricultural market support programmes. These activities changed people's lives and strengthened the resilience of communities by restoring land, water and other productive assets, enabling targeted smallholder farmers to sell through the aggregation systems supported by WFP and providing climate services such as insurance and tailored weather forecasts for vulnerable populations. In 2022, evidence showed that WFP's integrated resilience programme reduced humanitarian needs and helped reduce migration in response to shocks. WFP also engaged in innovative partnerships with the private sector, governments and United Nations agencies aimed at strengthening food systems for smallholders.

To **support national priorities** for achieving zero hunger and the Sustainable Development Goals in 2022, WFP implemented **country capacity strengthening** initiatives in 65 countries and seconded expertise to strengthen the capacities of nearly 600 national institutions. WFP also revised its emergency preparedness capacity indicator to support the work of national and local actors in assessing their emergency preparedness and response capacities. WFP met its targets for the number of policies, programmes and other national system components enhanced by national stakeholders. Through its centres of excellence in Brazil, China and Côte d'Ivoire, WFP mobilized more than USD 1.5 million in extrabudgetary funds and supported more than 24 **South-South and triangular cooperation** field projects designed to enhance the capacities of governments and smallholder farmers. In 2022, WFP's support for national social protection systems and programmes reached 88 countries compared with 83 in 2021.

WFP's **global common services and bilateral service provision** capacity supported United Nations development system reform initiatives and efficiency goals in 2022 by enabling governments, United Nations and other partners to effectively and rapidly address humanitarian and development needs. Achievements related to cluster and on-demand service provision to the humanitarian and development community included the provision of supply chain services to 1,200 partners and the transport of nearly 391,000 humanitarian, development and diplomatic passengers and 43,900 m<sup>3</sup> of relief items through the WFP-managed United Nations Humanitarian Air Service and United Nations Humanitarian Response Depot network. The official launch of the United Nations fleet in 2022 marked a new phase in safe, efficient and sustainable fleet management for the United Nations system.

## Part III: Management performance

**Key performance indicators:** **Key performance indicator 1**, which measures the implementation of country strategic plans, showed mixed performance, with 66 percent of outputs and 50 percent of all outcomes achieved or on track to being achieved. In 2022, WFP declared a corporate scale-up to address the global food crisis, increasing the focus on, attention to and priority of functional support from regional bureaux and headquarters divisions in response to increased demand for support services. WFP performed well in terms of beneficiary reach and showed strong performance under “other output” indicators but recorded a decline in overall outcome performance owing in part to economic factors and prioritization, which resulted in more beneficiaries being reached but with fewer resources. Overall strong performance was recorded against **key performance indicator 2**, assessing emergency preparedness and response, with targets met in 100 percent of training areas. In 2022, 58 percent of country offices in the corporate alert system were allocated funding from the Immediate Response Account. **Key performance indicator 3**, measuring the achievement of management performance standards in ten functional areas, showed moderate to strong performance, with the strongest results observed in resource mobilization, finance, supply chains and administration.

**Result pillars:** The contributions that services from regional bureaux and headquarters units make to the implementation of country strategic plans complement the management services provided by country offices and are broken down under five pillars. Under **pillar A** (strategy and direction), the Board approved WFP’s strategic plan for 2022–2025 and the related corporate results framework, and 25 country strategic plans/interim country strategic plans, two transitional interim country strategic plans, two limited emergency operations, ten trust funds, one special account and 86 budget revisions. Results under **pillar B** (business services) include continued improvements in cybersecurity, the expanded use of digital technologies, the standardization of key business processes and the implementation of initiatives to promote employee health and well-being. Under **pillar C** (policy, guidance and quality assurance), to ensure the implementation of the strategic plan for 2022–2025, WFP launched a revised programme guidance manual and developed or updated several policies and strategies. Country offices and headquarters divisions received support in conducting 35 reviews aimed at assuring donors that their funds were spent in line with objectives. Under **pillar D** (advocacy, partnerships, fundraising and United Nations coordination), WFP’s private sector engagement activities continued to sustain a growing portfolio of corporate partnerships and contributed to the Grand Bargain commitments. The Changing Lives Transformation Fund was established with an allocation of USD 55 million. WFP collaborated with partners to develop the first cash coordination model to be endorsed by the Inter-Agency Standing Committee and continued to implement United Nations development system reform initiatives. Under **pillar E** (governance and independent oversight), 26 centrally managed evaluations, including evaluations of 20 country strategic plans and an evaluation of WFP’s role in peacebuilding, were completed in 2022. WFP closed more than 80 percent of external oversight recommendations from the External Audit management letters issued in 2019 and 2020.

**Performance against category II indicators:** WFP’s performance showed mixed results against the targets for progress in respect of senior management priorities. Moderate progress was observed under the United Nations system and coordination-related performance indicators, and significant progress was observed in the number of country offices with functioning community feedback mechanisms and the provision of digital cash-based transfers. Improvement was noted in the number of employees completing mandatory training on the prevention of fraud and corruption and protection from sexual exploitation and abuse, while setbacks were reported in the implementation of environmental management systems and in obtaining funding directed at the strategic outcome level or above.

In 2022, expenditures on **critical corporate initiatives** totalled USD 50 million, primarily for continuing the implementation of the private sector strategy and launching a new initiative on investing in WFP people. Of the ten critical corporate initiatives active in 2022, seven were completed by the end of the year.

WFP's top ten **efficiencies** generated an estimated USD 247 million in cost and time efficiencies in 2022, an increase of 73 percent, or USD 104 million compared with 2021. The increase was primarily from savings enabled by foreign exchange transactions, the use of the Global Commodity Management Facility and the adoption of online human resources forms.

## Part IV: Funding and expenditures

In 2022, WFP reported record contribution revenue of USD 14.1 billion – an increase of nearly 50 percent compared with 2021, meeting two-thirds of requirements against the December 2022 needs-based plan. WFP received USD 1.3 billion as flexible funding from 34 government donors and the private sector, representing 9.2 percent of total contributions. Direct expenditures totalled USD 11.6 billion, an increase of 34 percent compared with 2021. Ten countries accounted for two-thirds of direct expenditures and expenditures in Afghanistan, WFP's largest operation, reached USD 1.6 billion, quadrupling in comparison with 2021.

The growth in contribution revenue in 2022 was driven by an increase in contributions received from the largest donor, the United States of America, which increased by USD 3.5 million and represented 52 percent of total contribution revenue. Other major donors also increased their contributions in 2022, including Germany, the European Commission, private donors and Canada, among others. Contributions raised from corporate and foundation partners, and individuals increased to USD 540 million, surpassing by 128 percent the 2022 target of USD 237 million.

## Part V: Looking forward

The 2022 annual performance report concludes WFP's reporting against the strategic plan and corporate results framework for 2017–2021. Building on lessons learned under these two strategic instruments, the new strategic plan and corporate results framework for 2022–2025 consolidate WFP's commitment to integrating programmes across its portfolio and framing its responses along the continuum of support from saving lives to changing lives. Throughout 2022, an extensive retrofitting exercise was carried out to align country strategic plans to the new strategic plan and corporate results framework, from 1 January 2023.

A critical corporate initiative has received funding for 2023 for laying the foundations of a successful implementation of the strategic plan and corporate results framework and enhancing WFP's contributions to the Sustainable Development Goals and the United Nations development system reform initiatives.

## 1. Part I: Introduction

### 1.1. Global context in 2022: Conflict, the climate crisis and economic shocks drove record levels of hunger

1. Throughout 2022, the world experienced the worst food crisis in decades, driven by conflicts, weather extremes and the macroeconomic repercussions of the coronavirus disease 2019 (COVID-19) pandemic and the conflict in Ukraine. Soaring global inflation compounded by supply chain disruption caused food, fuel and fertilizer prices to reach record highs. The resulting strain on global and national food systems contributed to catastrophic levels of food insecurity and unprecedented humanitarian needs.
2. WFP estimates that in 2022, up to 349 million people, of whom almost half were under 18 years of age and many others were displaced persons, refugees or migrants, were acutely food-insecure<sup>2</sup> in 79 countries with WFP operational presence.<sup>3</sup> That record number represents an increase of almost 200 million people compared with pre-pandemic levels. Up to 49 million people faced emergency or worse levels of acute food insecurity, with almost 1 million of those people living in, or projected to face, catastrophic conditions in five countries.<sup>4</sup> Without urgent life-saving action, those people were at risk of falling into famine or famine-like conditions.
3. Worldwide, up to 828 million people – 210 million more than before the pandemic – were affected by chronic hunger, making the achievement of Sustainable Development Goal (SDG) 2 (on zero hunger) of the 2030 Agenda for Sustainable Development, an even greater challenge.<sup>5</sup> Progress towards the achievement of SDG targets for stunting and wasting has been endangered by the pandemic and food price inflation. For example, the risk of wasting among children was found to increase by an average of 9 percent with every 5 percent increase in the real price of food.<sup>6</sup>
4. The global food crisis and the pandemic further widened the gender- and education-related inequalities and protection issues faced by women and children. While 1.7 percent more women than men were moderately or severely food-insecure worldwide in 2019, that gap had more than doubled since the pandemic, potentially indicating a worsening of the nutrition status of those women.<sup>7</sup> Children living in rural areas and poorer households were the population group most vulnerable to stunting and wasting.<sup>8</sup>

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<sup>2</sup> Acute food insecurity is defined as phase 3 (crisis) or above in the Integrated Food Security Phase Classification (IPC)/cadre harmonisé or comparable scales.

<sup>3</sup> WFP. 2022. [WFP Global Operational Response Plan 2022: Update #6 – November 2022](#). For information on the methods used, see footnotes 2 and 5.

<sup>4</sup> *Idem*. On the IPC/cadre harmonisé scale, emergency is defined as phase 4 and catastrophe, or the most severe food insecurity, as phase 5. Some population groups were in phase 5 in Afghanistan, Ethiopia, Somalia, South Sudan and Yemen.

<sup>5</sup> Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), WFP and World Health Organization (WHO). 2022. [The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable](#). Chronic hunger is measured in terms of the prevalence of undernourishment within a population, see pages xvi and 12.

<sup>6</sup> Standing Together for Nutrition and Micronutrient Forum. 2022. [Global Food Crisis Impact on Child Wasting in Vulnerable Communities](#).

<sup>7</sup> FAO, IFAD, UNICEF, WFP and WHO. 2022. [The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable](#).

<sup>8</sup> *Idem*.

5. Between 2019 and 2021, more than 1.6 billion students were affected by COVID-19-related school closures, risking the loss of an estimated USD 17 trillion in lifetime earnings.<sup>9</sup> As a result, an estimated 20 percent more children in low- and middle-income countries could fall into “learning poverty” and 30 percent had already experienced a reduction in essential nutrition services compared with pre-pandemic figures.<sup>10</sup> School closures further increased the risks of early marriage and of dropping out of school for an estimated 10 million girls.
6. Conflict and violence continued to be the main driver of people’s acute food insecurity. The provision of assistance was hampered by restrictions on access to affected populations and the movement of humanitarian supplies and personnel.<sup>11</sup> As of mid-2022, an estimated 103 million people were forcibly displaced worldwide, 15 percent more than in mid-2021 and more than double the number reported in 2012.<sup>12</sup> The number includes 32.5 million refugees and 53.1 million internally displaced persons. Displacement and conflict placed girls and women at greater risk of gender-based violence, child labour and child marriage.
7. The climate crisis continued to be a major driver of food insecurity and to foster displacement and conflict,<sup>13</sup> with devastating consequences for the lives and livelihoods of people who already faced alarming levels of hunger. Research indicates that the decade from 2012 to 2022 included the nine warmest years on record,<sup>14</sup> a condition that increases the severity and frequency of extreme weather events. During 2022, severe droughts affected a significant number of countries in the Horn of Africa, Afghanistan, Iraq, Madagascar and the Syrian Arab Republic, while record flooding was experienced in Bangladesh, Nepal, Pakistan and South Sudan. Those extreme events increased the challenges facing smallholder farmers and aggravated social tensions and inequalities.
8. Global inflation reached its highest level since 1995, exceeding 9 percent in the second half of 2022 and rising most rapidly in poorer countries where consumers spend a greater proportion of their incomes on food.<sup>15</sup> Record prices of commodities, and the depreciation of many national currencies severely reduced the purchasing power of households.

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<sup>9</sup> World Bank, UNICEF and the United Nations Educational, Scientific and Cultural Organization. 2021. *The State of The Global Education Crisis: A Path to Recovery*.

<sup>10</sup> *Idem*.

<sup>11</sup> Office for the Coordination of Humanitarian Affairs. 2023. *Global Humanitarian Overview 2023* (page 20). The countries facing the greatest access restrictions include Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Mali, Somalia, the Syrian Arab Republic and Yemen.

<sup>12</sup> Office of the United Nations High Commissioner for Refugees. 2022. *Mid-year Trends 2022*. Of the people newly displaced since mid-2021, more than 7 million were internally displaced in Ukraine and more than 1.3 million were in Ethiopia or Myanmar.

<sup>13</sup> “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2). The document notes that climate shocks can aggravate social tensions and conflict by disturbing livelihoods, heightening resource constraints and causing forced displacement.

<sup>14</sup> Data from NASA shows 2022 was fifth warmest year on record ([msn.com](https://www.msn.com)).

<sup>15</sup> World Bank. 2023. *Global Economic Prospects*.

9. Food price inflation – particularly in developing countries – was exacerbated by disrupted supply chains, reduced food exports and trade restrictions related to the conflict in Ukraine. Global food prices were an average of 14.3 percent higher in December 2022 than in December 2021, although more substantial year-on-year increases were observed in the global prices of maize (24.8 percent) and wheat (15.6 percent).<sup>16</sup> The Black Sea Grain Initiative, which has enabled access to Ukrainian ports since mid-2022, helped to mitigate those price increases. However, inflation and persistent global shipping challenges – such as insufficient capacity and port congestion – pushed WFP's food procurement costs up by 39 percent compared with 2019.

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<sup>16</sup> FAO. 2023. [FAO Food Price Index | World Food Situation](#) (accessed 2 February 2023).

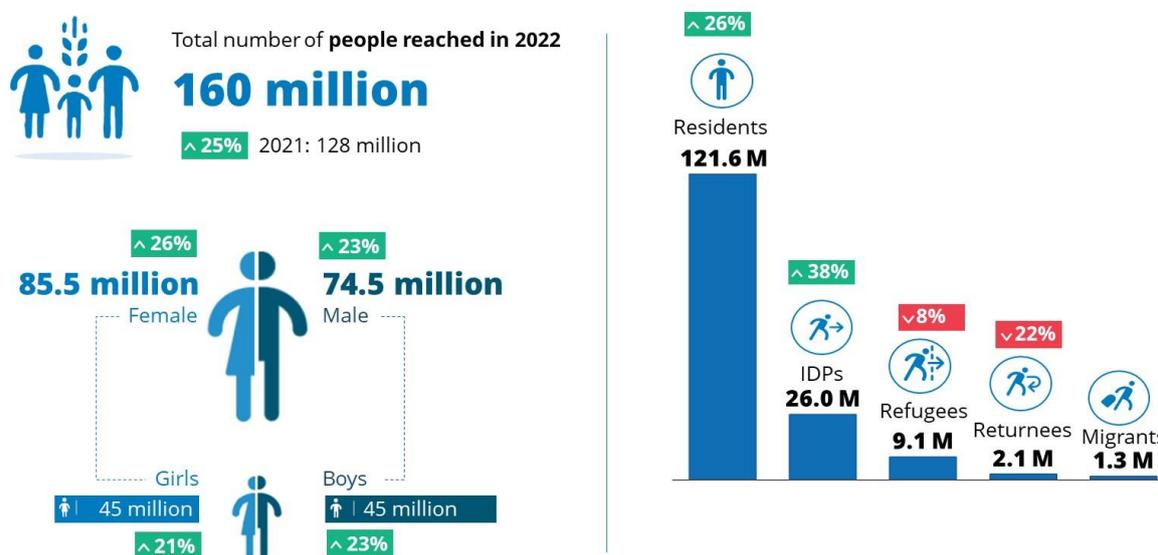
## 2. Part II: Programme performance

This is the final year of reporting on the strategic plan and related corporate results framework (CRF) for 2017–2021.<sup>17</sup> The framework outlines two dimensions that should be analysed together to assess WFP's overall performance: programme performance, which measures the organization's contributions against its strategic goals and strategic objectives along the results chain, and management performance, which measures how well management functions in supporting WFP's programme performance. This section examines programme performance against WFP's five strategic objectives and uses in-depth analysis of performance by programme and cross-cutting area to describe how WFP was able to assist a record number of women, girls, boys and men in 2022.

### 2.1. WFP's reach: beneficiaries and transfers

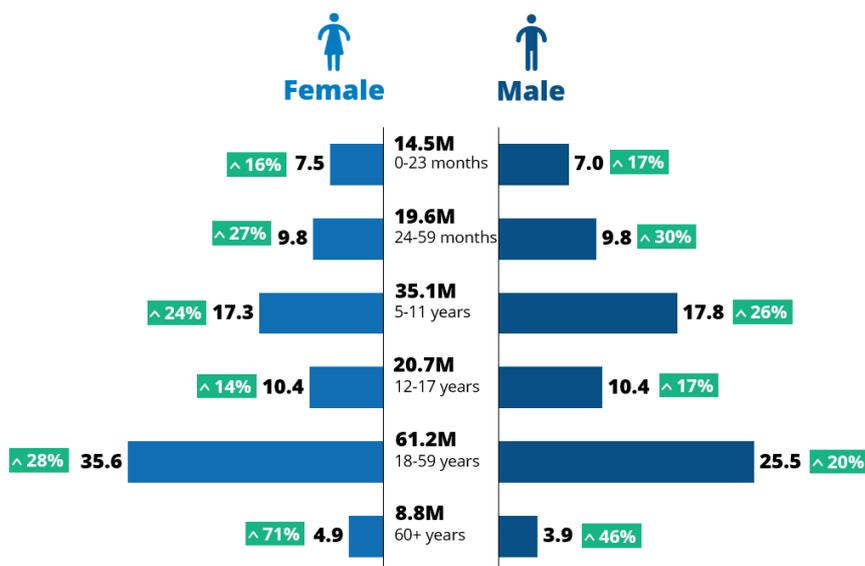
10. In 2022, WFP provided direct assistance to nearly 160 million people – including vulnerable populations facing emergency (IPC 4) or catastrophe (IPC 5) levels of food insecurity, refugees, migrants<sup>18</sup> and internally displaced persons – through in-kind food delivery, cash-based transfers (CBTs), commodity vouchers and individual capacity strengthening, reaching 25 percent more people than in 2021.<sup>2</sup> The response to major emergencies, such as those in Afghanistan, Somalia and Ukraine, accounted for most of this large global increase in the number of beneficiaries, but the number of people WFP was able to assist in most of the countries facing protracted crises remained steady or declined, despite growing needs. In total, 53 percent of the people reached by WFP were women and girls, and 47 percent were men and boys. Children represented 56 percent of the total number of people assisted. In addition, WFP provided capacity strengthening and supply chain services to governments, local partners, communities and the private sector in 120 countries and territories.

**Figure 2: People assisted by age, sex and residence status**



<sup>17</sup> For 2022, WFP continues to report against the CRF for 2017–2021 owing to the need to undertake a retrofitting exercise through which the logical frameworks of all ongoing country strategic plans were aligned with the new CRF for 2022–2025. That exercise was completed in December 2022.

<sup>18</sup> "Migrants" is a newly introduced residence status following system changes in 2022 that allow WFP to separately track this category of beneficiaries. Previous annual performance reports included migrant beneficiaries under refugee beneficiaries and did not track them separately. The apparent decrease of 8 percent in refugee beneficiaries observed from 2021 to 2022 would have been an increase of 5 percent had migrant beneficiaries in 2022 been counted as refugee beneficiaries.

**Figure 3: People assisted by age group**

11. In 2022, WFP delivered a record 4.8 million mt of food, including fortified food and specialized nutritious foods, for 108 million people, representing a 9 percent increase in food delivered to 22 percent more people than in 2021. Some of the operations with the largest increases in beneficiaries – such as those in Afghanistan, Ethiopia and Somalia – were also able to increase the total amount of food distributed. However, several of WFP's largest operations, including those in South Sudan and Yemen, had to assist nearly the same number of beneficiaries in 2022 with fewer resources than in 2021, which led the country offices to reduce rations further.
12. WFP's use of CBTs also reached record levels in response to the global food crisis. In 2022, WFP transferred USD 3.3 billion in CBTs and commodity vouchers, a 40 percent increase compared with 2021 and the largest year-on-year USD increase since CBTs were introduced. CBTs reached almost 49.3 million people, 32 percent more than in 2021, in 71 countries, representing 31 percent of all WFP assistance. Commodity vouchers reached nearly 6.7 million people, 46 percent more than in 2021, in 25 countries, representing 4 percent of all beneficiaries assisted.
13. Because the proportional increase in total expenditures (on food and CBTs) was greater than the increase in the number of beneficiaries, the expenditures per beneficiary increased in 2022 compared with 2021, as shown in annex III-D. Although WFP's 2022 expenditures per beneficiary increased compared with 2021 because of the rise in food and fuel prices, the increase was largely absorbed by inflation and did not always result in increased transfer values or duration of assistance.<sup>19</sup> In some instances, such circumstances led WFP to reduce rations so as to provide assistance to larger numbers of beneficiaries when required to address surging humanitarian needs.
14. To help people meet their essential needs, WFP distributed nearly 90 percent of CBTs as unconditional resource transfers. Similarly, 65 percent of the value of all CBTs and commodity vouchers was delivered as unrestricted cash to provide people with full

<sup>19</sup> A longer duration of assistance may increase the annual expenditures per beneficiary without affecting the daily expenditure, while ration cuts typically affect the daily expenditures per beneficiary.

flexibility to meet their needs. Women and girls made up 52 percent of the people whose households received CBTs from WFP in 2022.

**Table 1: Results against selected corporate programme outputs**

Category A: Targets for transfer modalities							
Indicators	2022 actual	Change from 2021	2022 needs-based targets*	% achieved against targets	Updated needs-end of year**	% achieved against updated needs	
Total quantity of food provided to targeted beneficiaries (mt)	4.8 million	9%	5.8 million	82%	8.5 million	56%	
Total value of food provided (USD) to targeted beneficiaries	4.2 billion	50%	3.4 billion	124%	6.1 billion	69%	
Quantity of fortified food provided (mt)	2.0 million	39%	1.1 million	185%	1.4 million	146%	
Quantity of specialized nutritious food provided (mt)	316 826	2%	550 000	58%	745 000	43%	
Total amount of value transferred (USD) through CBTs and commodity vouchers to targeted beneficiaries	3.3 billion	40%	4.0 billion	82%	6.5 billion	50%	

Category B: Targets for beneficiaries							
Indicators	2022 actual	Change from 2021	2022 needs-based targets*	% achieved against targets	Updated needs-end of year**	% achieved against updated needs	
Total number of beneficiaries targeted through WFP food and CBTs (million)	160	25%	124.1	129%	166	96%	
Number of schoolchildren targeted through school feeding interventions (million)	20.0	28%	21.9	91%	23.8	84%	
Number of persons targeted through nutrition-specific interventions (million)	28.5	21%	24	119%	34.6	82%	
Number of persons targeted through food assistance for assets (million)	9.9	14%	14.6	68%	16.3	61%	

\* This refers to the targets included in the management plan (2022–2024), which are informed by estimated needs as of June 2021.

\*\* Updated needs end of year refer to the needs estimated as of the end of 2022.

15. Despite providing record levels of assistance in 2022, WFP fell short of some of the corporate needs-based targets that were set in 2021 as part of the management plan for 2022–2024.<sup>20</sup> As shown in table 1, WFP exceeded the target for the number of beneficiaries reached overall by 29 percent, but fell short of the targets for the total food delivered (82 percent achieved) and the value transferred through CBTs and commodity vouchers (82 percent achieved), mainly owing to funding gaps. Similarly, WFP delivered 317,000 mt of specialized nutritious foods, a 2 percent increase compared with 2021, meeting only 58 percent of the target owing to limited production capacity and global supply shortfalls. Where modality shifts were possible, CBTs and fortified staples were used for malnutrition prevention programming. As a result of WFP's ongoing efforts to scale up food fortification, and its commitment to increasing the proportion of fortified foods it distributes, WFP managed to deliver 2 million mt of fortified foods, 39 percent more than in 2021 and well above the 2022 target of 1.1 million mt.<sup>21</sup> However, throughout 2022, the substantial and constant growth in operational needs compared with those estimated in the management plan for 2022–2024 meant that in most cases,

<sup>20</sup> The needs-based targets referred to in this section are those set in the management plan for 2022–2024.

<sup>21</sup> This refers to the commitments made by WFP at the [Tokyo Nutrition for Growth Summit in 2021](#). See: [World Food Programme: Nutrition for Growth \(N4G\) commitment](#).

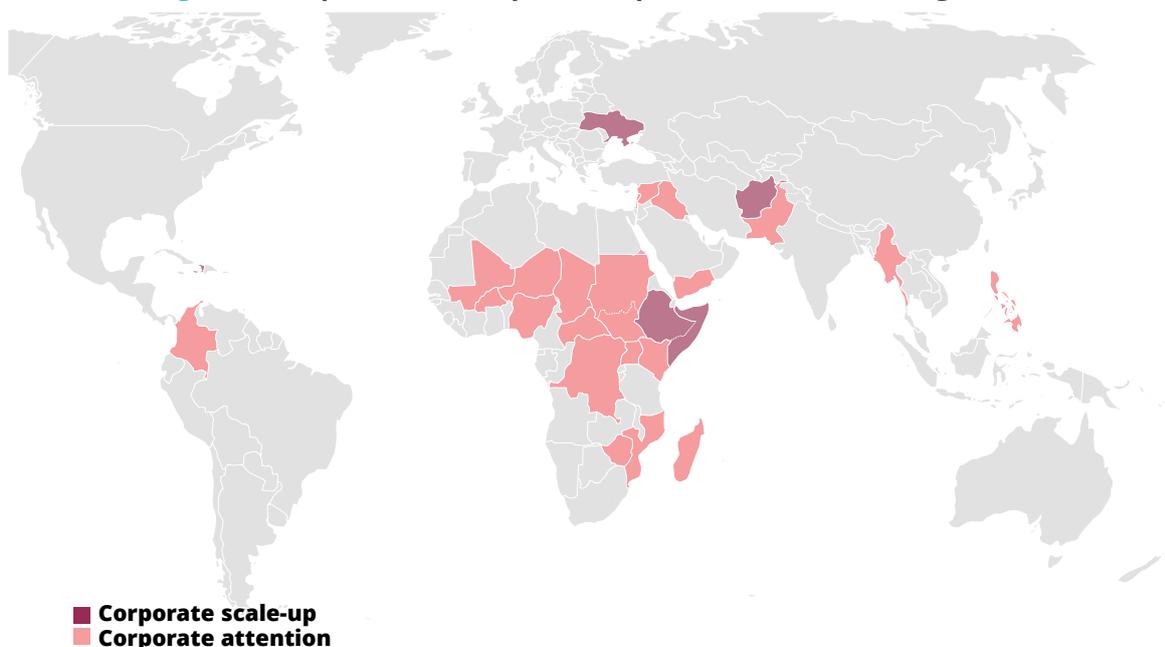
WFP was able to achieve only a lower percentage of programme output targets against the updated needs.

16. As in previous years, crisis response accounted for the largest share of food, CBTs and commodity vouchers distributed in 2022, representing 93 percent of the total tonnage delivered and 86 percent of the CBTs and commodity vouchers transferred, showing stable or slightly higher values compared with 93 and 85 percent respectively in 2021.

## 2.2. WFP's emergency response

17. In response to the worst global food crisis in modern history, WFP activated a corporate scale-up in June 2022 to assist a record 160 million food-insecure people while prioritizing efforts to prevent mortality. The corporate scale-up to address the global food crisis aligned with the Executive Director's revised emergency activation protocol,<sup>22</sup> which introduced three new emergency phases<sup>23</sup> that better reflect the Inter-Agency Standing Committee's emergency classification approach. The protocol supported country offices in responding to 23 corporate attention and five corporate scale-up emergencies in 2022 by clarifying responsibilities, enabling WFP to strategically manage risks, concentrating support where it was needed and improving access to WFP's human, financial and material resources.

**Figure 4: Corporate scale-up and corporate attention emergencies\***



\* This map does not show the corporate scale-up announced in response to the global food crisis, which encompassed WFP's scale-up in its 88 countries of operation.

18. To meet the unparalleled need for food assistance, WFP allocated more than USD 385 million from the Immediate Response Account to live-saving activities in 36 countries and deployed more than 750 personnel to augment capacity in the field.

<sup>22</sup> Executive Director's circular [OED2023/003](#).

<sup>23</sup> The three emergency activation phases, which replaced the previous classification of level 1, level 2 and level 3 emergencies, are early action and emergency response, corporate attention, and corporate scale-up.

19. The operation in Afghanistan was WFP's largest, assisting more than 20 million people who were acutely food-insecure in 2022 owing to the country's severe economic crisis, recurring droughts and other shocks. In response, WFP scaled up in-kind food assistance to reach more than 16 million people. In addition, WFP increased its acute malnutrition treatment programmes to reach 4.7 million people in 2022, including more than 1 million children under 5 years of age affected by severe acute malnutrition, and 2.8 million children and 800,000 pregnant and lactating women and girls. In Afghanistan's remote Ghor province, an estimated 20,300 people faced famine-like conditions<sup>24</sup> when the delivery of food assistance was hampered for months by harsh weather conditions.
20. In Ukraine, where one third of the population was estimated to require humanitarian assistance, WFP scaled up to provide CBTs and food assistance to nearly 10.4 million people in 2022. Despite the rapidly changing conflict dynamics and severe constraints related to damaged infrastructure and a lack of basic services, WFP prioritized assistance for people in hard-to-reach and newly accessible areas on the frontline. Cash and vouchers were distributed in areas where markets were functional, while food items such as bread, rapid response rations and 30-day food parcels were distributed in other areas. WFP also supported the Government of Ukraine in improving its national social protection system.
21. As part of the Black Sea Grain Initiative, WFP-chartered vessels transported more than 380,000 mt of wheat through various Black Sea ports to support operations in Afghanistan, Ethiopia, Somalia and Yemen and provided the Global Commodity Management Facility (GCMF) with a supply line for purchasing food from the initiative. The maintenance of the Black Sea corridor is crucial to ensuring the self-reliance of farmers and the recovery of the Ukrainian economy, as well as stabilizing the price of grain in the global market.
22. In Yemen, where more than half the population require humanitarian assistance after eight years of conflict and the recent surge in the price of commodities, WFP assisted more than 15.3 million people in 2022. Although expenditures decreased by 12 percent compared with 2021, WFP's prioritization of the most food-insecure areas and continued large-scale provision of food assistance reduced the number of people facing famine-like conditions in many areas of the country, as shown in the November 2022 IPC analysis.<sup>25</sup> This evidence was corroborated by an inter-agency evaluation, which reported that food assistance provided between 2015 and 2021 had helped to stabilize or improve the food security situation, particularly by halving the number of people in the emergency category.<sup>26</sup>
23. In the central Sahel, more than 9.6 million people faced food insecurity in Burkina Faso, Mali and the Niger, and a record 6.3 million children were estimated to be affected by acute malnutrition. In response, WFP delivered vital assistance to 9.1 million beneficiaries across the three countries, the majority of whom were assisted during the 2022 lean season, and implemented activities aimed at improving the production, availability and consumption of nutritious foods for preventing malnutrition among women and children. The response included activities involving smallholder farmers, women's organizations and the private and public sectors in reducing post-harvest losses and improving the processing and commercialization of nutritious food.

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<sup>24</sup> Catastrophe/famine is defined as phase 5 on the IPC/cadre harmonisé scale.

<sup>25</sup> WFP. 2022. *Yemen Annual Country Report 2022*.

<sup>26</sup> Inter-Agency Standing Committee. 2022. *Inter-Agency Humanitarian Evaluation of the Yemen Crisis*.

24. To address the growing constraints on humanitarian access, WFP continued to strengthen its capacity to support operational access and humanitarian–military interaction in 2022. Those efforts enabled the organization to facilitate or maintain access in hard-to-reach areas, such as in Afghanistan, Ethiopia, Haiti and Ukraine.
25. *Evidence from evaluations.* As noted in annex VII, staffing issues – such as high turnover, fluctuations in staffing levels and difficulties in recruiting and retaining people with the right skills – presented challenges to emergency operations in several countries, including Afghanistan, the Central African Republic, Chad, Mozambique and Nigeria.

### 2.3. Advances in the humanitarian–development–peace nexus approach

26. WFP’s mainstreaming of the humanitarian–development–peace nexus approach is yielding results at the country level. As indicated in the joint research of the Stockholm International Peace Research Institute and WFP, in 12 countries, between 2019 and 2022, WFP’s programmes in volatile environments can contribute to stability by reducing people’s reliance on negative coping strategies and mitigating intracommunity tensions. In Nigeria and Lebanon, evidence indicated that CBTs have enabled acts of social reciprocity and sharing, along with building trust and social cohesion within diverse population groups.<sup>27</sup> An internal review found that half of the country strategic plans (CSPs) approved by the Board in 2022 explicitly referred to the nexus, and 65 percent included one or more references to goals related to the nexus, such as addressing social cohesion, peace or SDG 16.
27. A leading example of the coordinated efforts required to implement the nexus approach is the Sahel resilience initiative. In collaboration with governments and partners, WFP has implemented an integrated package of activities in the region combining food assistance for assets, school feeding, nutrition, capacity strengthening and seasonal support interventions, which have shown promising results in terms of reducing instability and conflicts over natural resources. Building on lessons learned and progress to date, an ambitious scale-up of the initiative, using a deliberate nexus approach, was developed for the period from 2023 to 2028.
28. WFP continued to provide strategic support in inter-agency and multilateral efforts to promote the nexus approach. In 2022, the dialogue group of the Development Assistance Committee of the Organisation for Economic Co-operation and Development and the United Nations, co-chaired by the Government of the United States of America and WFP, launched the Nexus Academy aimed at promoting system-wide capacity to implement nexus approaches. Through its key role in the Global Network Against Food Crises and co-leadership of the Fighting Food Crises along the Humanitarian–Development–Peace Nexus Coalition, WFP coordinated with partners to implement global commitments to the nexus approach at the regional and country levels, including through research and advocacy on the linkages among climate, food security and peace.
29. Partnerships and integrated programming are at the core of WFP’s nexus approach. In the Sudan, where WFP and the United Nations Children’s Fund (UNICEF) have been fostering self-reliance, resilience and social cohesion in targeted localities, a new joint programme was launched in Darfur to provide long-term solutions and address underlying barriers to peace, stability and development for nearly 300,000 vulnerable people.

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<sup>27</sup> Stockholm International Peace Research Institute (SIPRI). 2021. *The World Food Programme’s Contribution to Improving the Prospects for Peace in Lebanon*; and SIPRI. 2022. *Improving the Prospects for Peace in Nigeria: Spotlight on Cash-based Transfers*.

30. *Evidence from evaluations.* The peacebuilding policy evaluation concluded that WFP's main contribution to peace continues to be its work on food security, resilience and livelihoods. Findings indicate that WFP should accelerate efforts to mainstream conflict sensitivity across its programmes and operations and strengthen its support for broader United Nations' efforts to prevent conflict and support peace.

## 2.4. Cross-cutting results

### Protection and accountability to affected populations

31. In line with the WFP protection and accountability policy and the related strategy on community engagement for accountability to affected people, guidance was deployed in 2022. The guidance was designed to assist country offices in developing action plans for community engagement and reporting on relevant new CRF indicators in 2023.
32. WFP continued to strengthen its community feedback mechanisms based on learning from internal reviews and in line with inter-agency standards for community feedback mechanism data collection and analysis, with an emphasis on the use of community data in programmatic decision making. In 2022, WFP defined minimum standards, processes and digital solutions for ensuring that interoperable, integrated and effective community feedback mechanisms are adapted or established soon after the onset of emergencies.
33. Based on internal WFP analysis, 24 of the 25 CSPs submitted to the Board in 2022 referred to some protection and accountability commitments in their CSP documents; of those 24, 14 (56 percent) successfully integrated all the core elements of protection and accountability, and ten integrated some of them. Seventy-nine percent of the country offices reporting sufficient data on protection indicators improved their measures for safeguarding the dignity of beneficiaries compared with 73 percent in 2021. In 2022, 62 percent of country offices met their targets for providing beneficiaries with unhindered access to WFP programmes, compared with 60 percent in 2021, and 76 percent met their targets for the proportion of people receiving assistance without safety challenges.
34. Of the country offices that reported having functional community feedback mechanisms, 73 percent met the minimum global standards compared with 63 percent in 2021. Although 62 percent of country offices reported having a dedicated budget for their community feedback mechanisms, 39 percent of them confirmed that those resources were not adequate to cover their costs. Sixty-eight percent of country offices reported using community feedback mechanism data for programme adaptation, but only 34 percent of those offices were able to validate whether the programmatic changes undertaken addressed the needs of the communities concerned – a persistent gap requiring continued attention.
35. As co-chair of the IASC task force on accountability to affected populations, WFP led the development of a two-year inter-agency workplan<sup>28</sup> outlining the priority areas for collective action aimed at ensuring the systematic participation of affected communities. In 2022, workshops on identifying priority actions on accountability and protection, for incorporation into country-level action plans, were conducted in Bangladesh, Ethiopia, Lebanon and in Gaziantep in Türkiye for the Syrian Arab Republic. As a member of the IASC task force on the centrality of protection, in 2022, WFP also contributed to the development of the task force's workplan for 2022–2023 and of benchmarks for

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<sup>28</sup> WFP co-led this work with the International Federation of Red Cross and Red Crescent Societies and the Core Humanitarian Standard Alliance.

monitoring the collective performance of humanitarian country teams in achieving meaningful protection outcomes.

## Gender

36. The gender policy approved by the Board in 2022 paved the way for WFP to reinvigorate its work on addressing the root causes of gender inequalities that are linked to food security and nutrition. In 2022, WFP began revising key strategic initiatives, such as the gender and age marker, the gender transformation programme and CRF indicators, with a view to ensuring the implementation of the strategic plan for 2022–2025 and the gender policy.
37. WFP launched a study in 2022 entitled *Barriers for Affected Communities to Access Humanitarian Assistance*<sup>29</sup> to identify barriers and constraints facing the people most vulnerable to food insecurity and malnutrition, particularly women and girls, when attempting to access WFP food and nutrition assistance.
38. Gender equality measures showed marked improvements in 2022: 75 percent of country offices systematically integrated gender or gender and age considerations into their CSPs, 32 percent more than in 2021. Three country offices – Ecuador, Eswatini and Pakistan – completed the WFP gender transformation programme in 2022, bringing the total that have validated their approach to delivering gender equality outcomes in food security and nutrition to 21 countries to date. Nine other country offices<sup>30</sup> are currently implementing the programme by embedding gender actions into their work in support of communities.
39. WFP piloted various methodologies for the HungerMap<sup>LIVE</sup> tool to better capture intrahousehold gender dynamics on food distribution, with the objective of enabling WFP programmes to address the diverse needs and realities of all beneficiaries more effectively.<sup>31</sup> Initial pilots in several countries in eastern and southern Africa<sup>32</sup> revealed that women act as shock-absorbers during times of crisis. For example, in Somalia women were twice as likely to reduce the size of the meals they consumed during crisis times compared with adult men.
40. The second phase of the Joint Programme on Accelerating Progress Towards Rural Women’s Economic Empowerment<sup>33</sup> was launched in 2022 by the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and WFP in Nepal, the Niger, the Pacific islands, Tunisia and the United Republic of Tanzania. In 2022, a series of workshops on gender-transformative approaches to food security, nutrition and sustainable agriculture was held for practitioners from the Rome-based agencies and European Union delegations. The aim of the workshops was to improve employees’ understanding of social norms that discriminate along gender lines and to identify ways of addressing those discriminatory

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<sup>29</sup> The report is based on studies in Afghanistan, the Democratic Republic of the Congo, Haiti, South Sudan and the Syrian Arab Republic.

<sup>30</sup> Armenia, Colombia, El Salvador, Lebanon, Myanmar, Nigeria, Senegal, the United Republic of Tanzania and Zambia.

<sup>31</sup> To understand intrahousehold food distribution, which is not captured by standard WFP indicators, the HungerMap + gender pilot expanded its methodology to include questions on who within the household adopted consumption-related coping strategies. This provided critical information on the food security gaps within households, which informed programming.

<sup>32</sup> WFP. 2022. MVAM: the blog. [Women as shock absorbers: measuring intra-household gender inequality](#).

<sup>33</sup> The final report on phase 1 of the joint programme is available at <https://docs.wfp.org/api/documents/WFP-0000141304/download/>.

practices through programming. Social norms analysis was conducted in Ecuador and Malawi where the joint programme was being implemented.

### Social and environmental safeguards

41. In compliance with WFP's environmental and social sustainability framework and the safeguards required by specific donors, 47 country offices reported the screening of at least one CSP activity for environmental and social risks before implementation in 2022, compared with 26 in 2021. The increase was the result of training sessions conducted in 28 country offices and the availability of updated corporate and thematic guidance on the integration of environmental and social sustainability procedures into WFP's business and programme areas. The screening enabled WFP to identify and avert potential environmental and social risks associated with its programme activities. In Lebanon, the screening of planned food assistance for assets activities helped WFP to avoid causing unintended harm to the environment as a result of its water management activities.
42. WFP continued to scale up the implementation of environmental management systems – a core requirement of the organization's environmental and social sustainability framework – reaching 31 countries accounting for 51 percent of staff globally by the end of 2022, up from 15 countries in 2021.
43. In 2022, WFP established a sustainability unit in the Supply Chain Operations Division tasked with mainstreaming environmental management and circular economy principles throughout the organization. WFP also continued to conduct life-cycle assessments of its supply chains and research on ways of optimizing or creating sustainable alternatives for food packaging.
44. The issuance of an updated WFP code of conduct in 2022, which reinforced WFP's commitment to performing its mandate with the utmost integrity, included social and environmental considerations for present and future generations. The standard staff profiles of country directors were updated to include environmental protection as a fundamental accountability factor.

#### Contributing to sustainable waste management

Responsible waste management activities, such as reducing, recycling and managing waste, minimize the adverse environmental impacts of WFP's operations. In the Democratic Republic of the Congo, the country office organized the disposal of expired vehicle batteries and worn tyres through a regional long-term agreement with a certified waste management company in Rwanda. As a result, 3,200 kg of lead acid vehicle batteries were recycled and more than 300 used vehicle tyres were donated to a local organization for recycling into cords and chairs or use in light vehicle repairs in the local community.

## 2.5. Performance by strategic objective

45. Reflecting its mandate and the interconnections among the 17 SDGs, WFP's strategic plan and CRF prioritize SDG 2 on achieving zero hunger and SDG 17 on partnering to support the achievement of the SDGs, while contributing to other SDGs in accordance with national priorities and the situation in each country. This section presents an overview of

the results and performance against outcomes achieved in 2022 through WFP's work towards its five strategic objectives, which link WFP's contribution to the SDGs.<sup>34</sup>

46. In 2022, the methods for assessing outcome performance were further refined to enable weighting by operation size. To facilitate the comparison of outcome performance over time, the 2020 and 2021 outcome results were re-calculated using the new approach. Some methodology limitations remain, including the methods used to estimate operation size, and data availability. Further refinements in data gathering and reporting will continue under the new strategic plan and CRF against which the annual performance report for 2023 will report. For more details, please see annex II-C.
47. WFP achieves results by implementing activities in eight programme areas: unconditional resource transfers, malnutrition treatment, malnutrition prevention interventions, school-based programmes, asset creation and livelihoods, smallholder agricultural market support, climate risk management, and emergency preparedness. Results in these programme areas often contribute to more than one strategic objective.

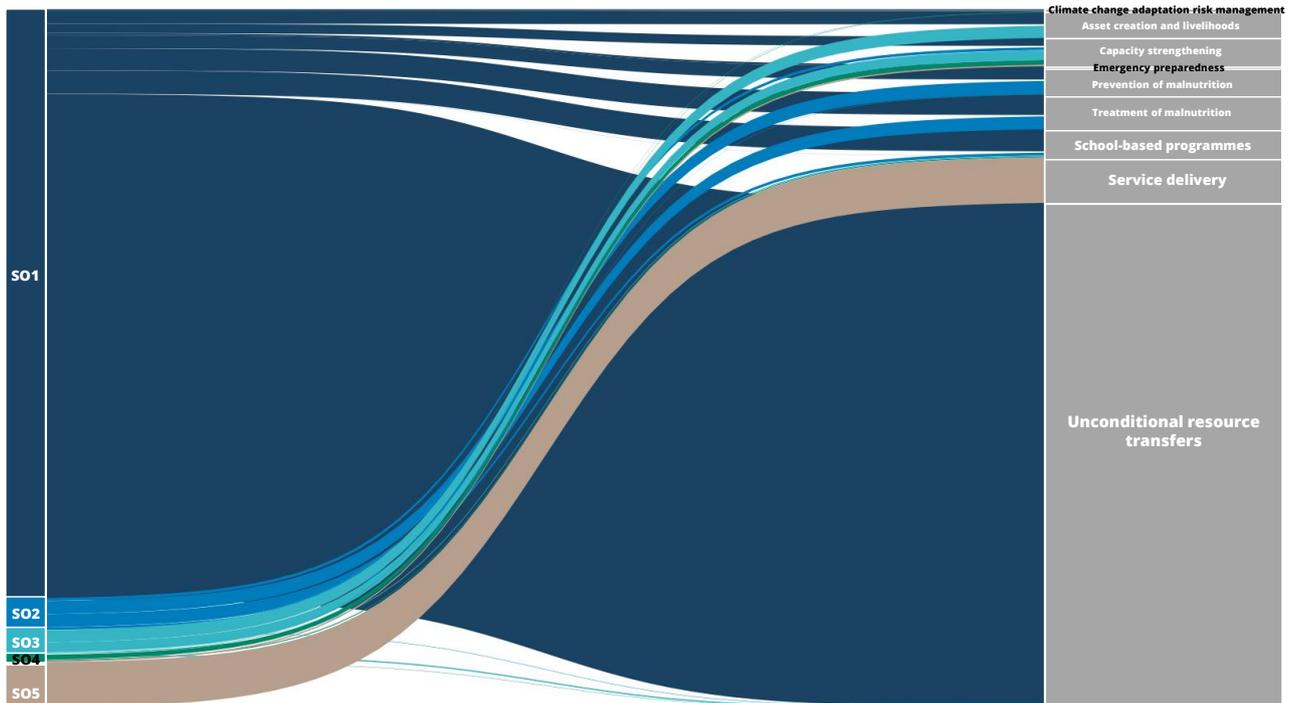
### Linking strategic objectives to programme areas

48. Analysis of results achieved by strategic objective is central to understanding WFP's contributions towards zero hunger and the importance of partnering to achieve the SDGs. It is also important in reflecting the main programme areas involved in the achievement of each strategic objective. For instance, as shown in figure 5, expenditures on malnutrition prevention and treatment programming contribute to the achievement of strategic objectives 2 and 1; and capacity strengthening activities, which make up the majority of expenditures under strategic objective 4, are also implemented through programmes under multiple strategic objectives. In addition, WFP seeks to deliver packages of interventions that integrate programmes for saving and changing lives so as to achieve improved and sustainable results.

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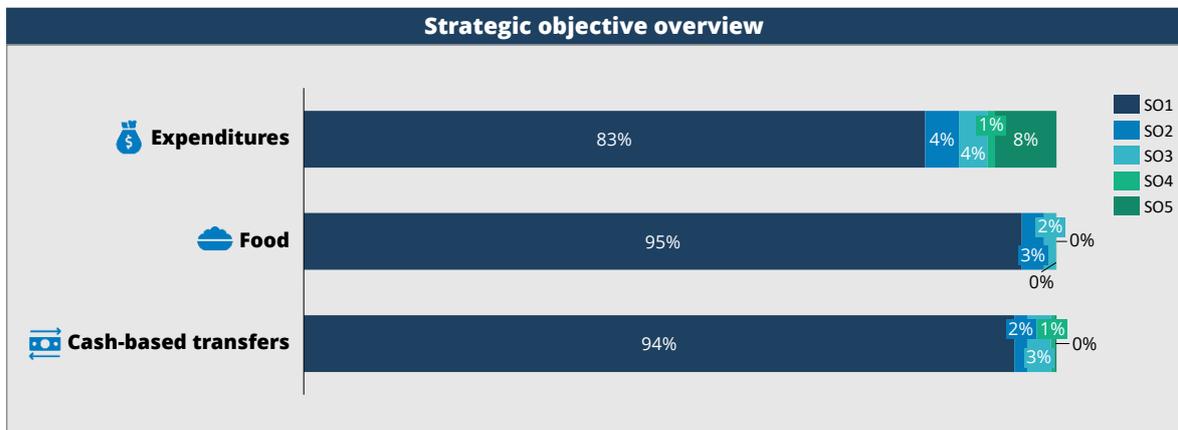
<sup>34</sup> Both the WFP strategic plan for 2017–2021 and the strategic plan for 2022–2025 prioritize WFP's efforts in support of SDG 2 and SDG 17, while contributing to other SDGs. This annual performance report summarizes WFP's programme performance against the strategic plan for 2017–2021.

**Figure 5: 2022 distribution of expenditures by strategic objective and programme area\***

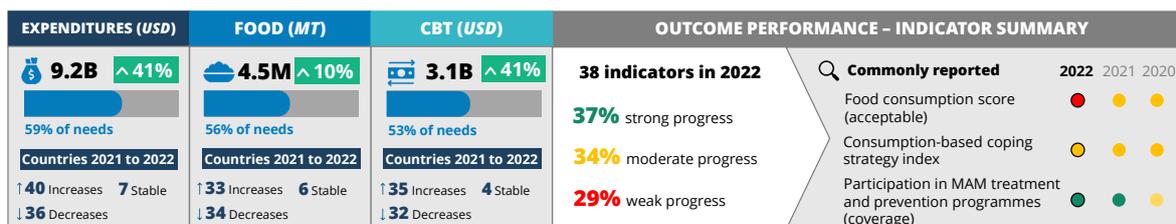


\* Although capacity strengthening and service delivery are not programme areas, they are included in figure 5 to present a full picture of expenditures by strategic objective. The smallholder agricultural market support programme area is not shown due to its relatively small share of expenditures.

**Figure 6: 2022 distribution of expenditures, in-kind food, and cash-based transfers by strategic objective**



## Strategic objective 1 – End hunger by protecting access to food<sup>35</sup>



49. WFP operations under strategic objective 1 support collective efforts to protect the access of all people, especially the most vulnerable, to sufficient quantities of the nutritious and safe food they need to survive and live healthy and productive lives, while strengthening national systems wherever possible. In 2022, 4.5 million mt of food and USD 3.1 billion in CBTs were distributed under this strategic objective. Compared with 2021 levels, food distributions increased by 10 percent globally; the countries accounting for the largest increases were Afghanistan, Ukraine (a new operation in 2022), Ethiopia and Pakistan while Yemen experienced the largest reduction. The 41 percent increase in CBTs was largely influenced by operations in Ukraine, Afghanistan and Somalia, with Yemen again experiencing the largest reduction. As in previous years, the majority of WFP's operations contributed to strategic objective 1, which accounted for USD 9.2 billion or 83 percent of total expenditures.
50. Unconditional resource transfers accounted for 90 percent of in-kind food distributions under strategic objective 1 and were concentrated in the largest emergency operations, with those in Afghanistan, Yemen and Ethiopia accounting for more than half of all food distributions.
51. Analysis at the outcome level demonstrated mixed results in ensuring that beneficiaries could maintain or enhance their access to adequate food and other essential needs. A total of 37 percent of relevant indicators showed strong performance against targets, 34 percent showed moderate performance, and 29 percent showed weak or no progress. According to the commonly reported indicators, food security deteriorated compared with 2021, as indicated by an overall decline in the food consumption scores monitored, while moderate progress was maintained in households' average consumption-based coping strategy index. This performance suggests that many targeted households could not maintain their access to food or had to adopt unsustainable strategies to deal with food shortages. Strong overall progress was observed in the programme coverage of WFP's moderate acute malnutrition treatment and prevention programmes.
52. Such results reflect in part a combination of funding, economic and operational constraints that led country offices to distribute reduced rations in order to maintain assistance for targeted beneficiaries (and, in many cases, to reach additional beneficiaries). For example, in Ethiopia, the low level of funding in the first half of the year and the volatility of the funding forecast forced WFP to cut food rations which, along with a lack of funding for WFP's malnutrition prevention programmes and production

<sup>35</sup> For each strategic objective, the analysis of results is accompanied by a chart showing the actual 2022 levels of expenditures, in-kind food and CBTs, the percentage change of these figures compared with 2021, and their share of the needs WFP identified in each CSP's most recent needs-based plan. The number of countries for each category that experienced an increase (>5 percent), decrease (>-5 percent) or were stable (between -5 and 5 percent inclusive) is also given. Outcome performance shows the number of indicators in 2022 under each strategic objective and the number achieving strong, moderate and weak progress, and an illustration of the performance in 2020, 2021 and 2022 of three commonly reported outcome indicators, as calculated using the methodology described in annex II-C.

constraints for supplementary nutritious foods, contributed to a deterioration in outcome performance.<sup>36</sup>

### Strategic objective 2 – Improve nutrition

EXPENDITURES (USD)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE – INDICATOR SUMMARY		
<b>498M</b> <span style="color: green;">▲ 11%</span>  55% of needs Countries 2021 to 2022 ↑ 32 Increases 4 Stable ↓ 22 Decreases	<b>141K</b> <span style="color: red;">▼ 5%</span>  61% of needs Countries 2021 to 2022 ↑ 16 Increases 0 Stable ↓ 17 Decreases	<b>55M</b> <span style="color: green;">▲ 38%</span>  30% of needs Countries 2021 to 2022 ↑ 14 Increases 1 Stable ↓ 6 Decreases	<b>28 indicators in 2022</b> <b>57%</b> strong progress <b>29%</b> moderate progress <b>14%</b> weak progress	<b>Commonly reported</b> Participation in MAM treatment and prevention programmes (coverage) <span style="color: green;">●</span> <span style="color: green;">●</span> <span style="color: green;">●</span> Children receiving minimum acceptable diet <span style="color: yellow;">●</span> <span style="color: yellow;">●</span> <span style="color: red;">●</span> Child participation in adequate number of SNF distributions <span style="color: green;">●</span> <span style="color: green;">●</span> <span style="color: green;">●</span>	2022 2021 2020

53. Through its operations under strategic objective 2, WFP supports efforts to end all forms of malnutrition by providing direct food assistance to beneficiaries and assisting partner governments in developing and scaling up their own nutrition programmes. In 2022, expenditures under this strategic objective accounted for 4 percent of total expenditures, reaching USD 498 million, an increase of 11 percent compared with 2021. Distributions amounted to 141,000 mt in food, a decrease of 5 percent compared with 2021. Operations in Afghanistan and Pakistan accounted for the largest increases in in-kind food assistance, while those in Somalia, South Sudan and Yemen accounted for the largest decreases. Nearly USD 55 million in CBTs was distributed, particularly in Ethiopia, Mali and the Syrian Arab Republic, a significant increase compared with 2021.
54. Analysis at the outcome level showed strong performance against targets in 57 percent of relevant indicators, while 29 percent showed moderate progress and 14 percent weak or no progress. The commonly reported indicators showed strong or moderate performance, as observed in 2021. Strong performance was observed in the coverage of WFP's treatment and prevention programmes for moderate acute malnutrition and the adequacy of the distributions of specialized nutritious foods. While performance was moderate for the indicator measuring children receiving a minimum acceptable diet, 45 percent of measurements achieved or exceeded their target, including, for example, the country office in Mali, which exceeded its target by more than 200 percent. The activities in Mali were fully funded against the needs-based plan, enabling WFP to implement a combination of interventions including cash assistance, distributions of specialized nutritious food, capacity strengthening activities on tackling malnutrition, and the training of local organizations in the production and distribution of fortified food.<sup>37</sup>

### Strategic objective 3 – Achieve food security

EXPENDITURES (USD)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE – INDICATOR SUMMARY		
<b>418M</b> <span style="color: green;">▲ 9%</span>  41% of needs Countries 2021 to 2022 ↑ 32 Increases 4 Stable ↓ 21 Decreases	<b>75K</b> <span style="color: green;">▲ 6%</span>  48% of needs Countries 2021 to 2022 ↑ 6 Increases 2 Stable ↓ 9 Decreases	<b>103M</b> <span style="color: red;">▼ 3%</span>  30% of needs Countries 2021 to 2022 ↑ 17 Increases 0 Stable ↓ 24 Decreases	<b>24 indicators in 2022</b> <b>29%</b> strong progress <b>42%</b> moderate progress <b>29%</b> weak progress	<b>Commonly reported</b> Communities benefiting from enhanced livelihood asset base <span style="color: green;">●</span> <span style="color: green;">●</span> <span style="color: green;">●</span> Value of smallholder sales through WFP-supported systems <span style="color: yellow;">●</span> <span style="color: yellow;">●</span> <span style="color: yellow;">●</span> Smallholders selling through WFP-supported systems <span style="color: yellow;">●</span> <span style="color: yellow;">●</span> <span style="color: yellow;">●</span>	2022 2021 2020

55. WFP operations under strategic objective 3 support smallholders by facilitating the access of women and men farmers to markets and strengthening food systems through diverse interventions. In 2022, expenditures under this strategic objective reached USD 418 million – a 9 percent increase compared with 2021 – and accounted for 4 percent of WFP's total expenditures. WFP provided 75,000 mt of in-kind food and distributed

<sup>36</sup> WFP. 2022. *Ethiopia Annual Country Report 2022*.

<sup>37</sup> WFP. 2022. *Mali Annual Country Report 2022*.

USD 103 million in CBTs, representing an increase of 6 percent in in-kind food and a decrease of 3 percent in CBTs. Operations in Kenya and new activities in Burundi accounted for the largest increases in in-kind food assistance, while those in Honduras and the Niger accounted for the largest increases in CBT assistance.

56. Outcome-level analysis of commonly reported indicators showed mixed results, a continuation from previous years. Strong progress was observed in the proportion of communities benefiting from an enhanced livelihood base because of WFP's activities, while moderate progress was observed in the proportion of smallholders selling through WFP-supported farmer aggregation systems, and the value of those sales. Performance varied from country to country: in the Niger, with one of the largest operations under strategic objective 3, strong performance was observed under all three indicators, while in South Sudan, where economic shocks, flooding and resource constraints limited WFP's ability to implement planned activities, strong performance was observed under all indicators except the value of smallholder sales through WFP-supported farmer aggregation systems.

### Strategic objective 4 – Support Sustainable Development Goal implementation

EXPENDITURES (USD)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE – INDICATOR SUMMARY																		
<b>\$ 113M</b> <span style="color: green;">▲ 40%</span>  53% of needs <b>Countries 2021 to 2022</b> ↑ 44 Increases   1 Stable ↓ 25 Decreases	<b>2.6K</b> <span style="color: green;">▲ 14%</span>  44% of needs <b>Countries 2021 to 2022</b> ↑ 1 Increase   0 Stable ↓ 1 Decrease	<b>\$ 17.2M</b> <span style="color: green;">▲ 526%</span>  50% of needs <b>Countries 2021 to 2022</b> ↑ 6 Increases   0 Stable ↓ 1 Decrease	<b>12 indicators in 2022</b> <b>42%</b> strong progress <b>42%</b> moderate progress <b>17%</b> weak progress	<b>Commonly reported</b> Policies, programmes, systems enhanced via capacity strengthening Emergency preparedness capacity index CBT channelled nationally via capacity strengthening	<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Policies, programmes, systems enhanced via capacity strengthening</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Emergency preparedness capacity index</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>CBT channelled nationally via capacity strengthening</td> <td>●</td> <td>●</td> <td>●</td> </tr> </tbody> </table>		2022	2021	2020	Policies, programmes, systems enhanced via capacity strengthening	●	●	●	Emergency preparedness capacity index	●	●	●	CBT channelled nationally via capacity strengthening	●	●	●
	2022	2021	2020																		
Policies, programmes, systems enhanced via capacity strengthening	●	●	●																		
Emergency preparedness capacity index	●	●	●																		
CBT channelled nationally via capacity strengthening	●	●	●																		

57. Through operations under strategic objective 4, WFP provides support to governments through capacity strengthening activities, including support for South–South and triangular cooperation in the implementation of national plans and the achievement of zero hunger. Expenditures for this strategic objective rose 40 percent in 2022, reaching USD 113 million and representing 1 percent of WFP's total expenditures. In 2022, in-kind food assistance rose 14 percent and was largely driven by operations in Tunisia. The substantial increase in CBTs was mainly driven by activities in Iraq related to WFP's onsite school-based programming and by new activities in Mozambique related to school-based programmes and unconditional resource transfers.
58. WFP observed strong and moderate progress against the commonly reported indicators under strategic objective 4, with strong progress maintained from 2021 in the number of food security and nutrition policies, programmes and systems enhanced and the CBTs channelled as a result of WFP capacity strengthening. Performance in terms of the emergency preparedness capacity index deteriorated from strong to moderate progress in 2022, with mixed performance among the countries measuring the indicator, including the two largest operations: Kenya with strong performance and Iraq with moderate.

### Strategic objective 5 – Partner for SDG results

EXPENDITURES (USD)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE – INDICATOR SUMMARY																		
<b>\$ 905M</b> <span style="color: green;">▲ 4%</span>  49% of needs <b>Countries 2021 to 2022</b> ↑ 39 Increases   5 Stable ↓ 21 Decreases	<b>0</b>  No identified needs <b>Countries 2021 to 2022</b> ↑ 0 Increases   0 Stable ↓ 0 Decreases	<b>\$ 7.6M</b> <span style="color: red;">▼ 16%</span>  40% of needs <b>Countries 2021 to 2022</b> ↑ 0 Increases   0 Stable ↓ 1 Decrease	<b>7 indicators in 2022</b> <b>71%</b> strong progress <b>14%</b> moderate progress <b>14%</b> weak progress	<b>Commonly reported</b> User satisfaction rate (Logistics cluster and UNHAS) Partnerships index Policies, programmes, systems enhanced via capacity strengthening	<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>User satisfaction rate (Logistics cluster and UNHAS)</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Partnerships index</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Policies, programmes, systems enhanced via capacity strengthening</td> <td>●</td> <td>●</td> <td>●</td> </tr> </tbody> </table>		2022	2021	2020	User satisfaction rate (Logistics cluster and UNHAS)	●	●	●	Partnerships index	●	●	●	Policies, programmes, systems enhanced via capacity strengthening	●	●	●
	2022	2021	2020																		
User satisfaction rate (Logistics cluster and UNHAS)	●	●	●																		
Partnerships index	●	●	●																		
Policies, programmes, systems enhanced via capacity strengthening	●	●	●																		

59. Under strategic objective 5, WFP supports national governments and other partners in achieving the SDGs. Strategic objective 5 accounted for 8 percent of WFP's total 2022

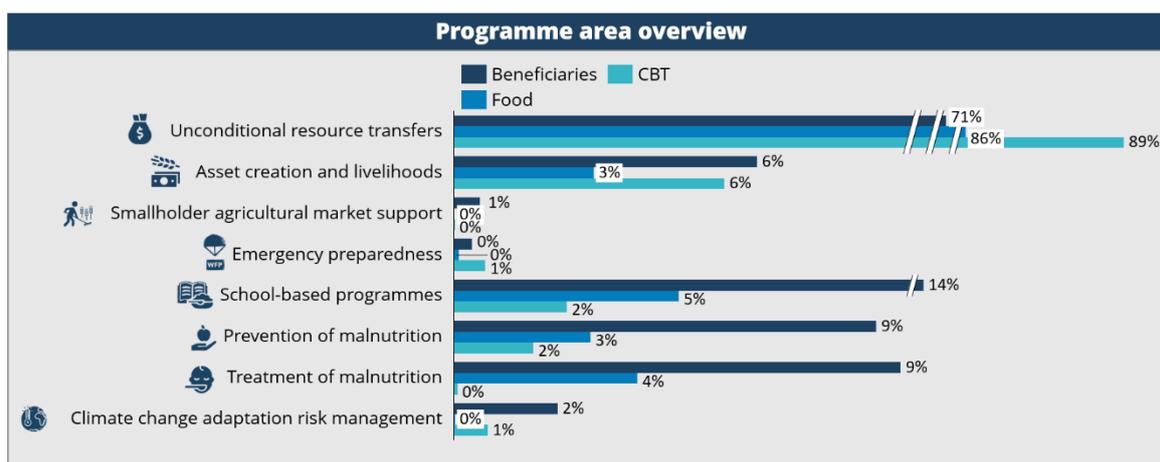
expenditures, rising 4 percent since 2021 to reach USD 905 million. Among the largest operations under this strategic objective, expenditures decreased in Ethiopia and Yemen compared with 2021, while those in Lebanon and the State of Palestine increased and those in South Sudan remained stable. The continued decrease in CBTs distributed under this strategic objective since 2020 was largely attributable to a reduction in overall CBT transfers through Türkiye’s social safety net.

60. Outcome performance under strategic objective 5 relies mostly on the user satisfaction indicator, followed by the partnerships index and national government programme enhancement indicators, all of which showed strong performance. All of the largest operations reported benefits from cost-effective logistics or telecommunications services, the WFP-operated United Nations Humanitarian Air Service (UNHAS) or support for social protection programmes, which were reflected in their strong progress against the outcome indicators under this strategic objective.

## 2.6. Performance by programme area

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

**Figure 7: Overview of proportion of beneficiaries, in-kind food assistance, and cash-based transfers by programme area\***



\* The sum of the percentages of beneficiaries is not 100 percent because the percentages reflect the number of beneficiaries assisted within that programme area divided by the “unique” number of beneficiaries assisted by WFP (160 million). Single beneficiaries are often assisted under various activities spanning multiple programme areas (and are therefore counted within multiple programme areas).

**Figure 8: Number of beneficiaries assisted in each of WFP's programme areas**

### Unconditional resource transfers

#### UNCONDITIONAL RESOURCE TRANSFERS

BENEFICIARIES (M)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE - INDICATOR SUMMARY
<b>113M</b> <span style="color: green;">^ 24%</span> 99% of needs <b>Countries 2021 to 2022</b> ↑ 34 Increases   5 Stable ↓ 41 Decreases	<b>4.1M</b> <span style="color: green;">^ 9%</span> 59% of needs <b>Countries 2021 to 2022</b> ↑ 30 Increases   5 Stable ↓ 32 Decreases	<b>2.9B</b> <span style="color: green;">^ 44%</span> 55% of needs <b>Countries 2021 to 2022</b> ↑ 35 Increases   5 Stable ↓ 31 Decreases	<b>Commonly reported</b> 2022   2021   2020 Food consumption score (acceptable)   ●   ●   ● Consumption-based coping strategy index   ●   ●   ● Economic capacity to meet essential needs   ●   ●   ●

62. WFP provides unconditional assistance (also referred to as “unconditional resource transfers” or “general distribution”) to people affected by shocks, including conflicts, weather extremes, economic shocks and protracted crises. As in previous years, unconditional in-kind food and CBT distributions represented WFP’s largest programme area in 2022, accounting for 86 percent of all food distributed and 89 percent of all CBTs transferred (within all eight WFP programme areas) across 79 countries.
63. In response to record levels of food insecurity, in 2022 WFP increased the number of general distribution beneficiaries reached to more than 113 million people, of whom 52 percent were women and girls and 48 percent were men and boys. More than 8.8 million refugees in 39 countries, including 4.6 million girls and women, were assisted with unconditional resource transfers. Compared with 2021, WFP assisted 24 percent more beneficiaries and provided 9 percent more in-kind food and 44 percent more CBTs. While WFP spent on average more per beneficiary assisted by unconditional resource transfers in 2022 than in 2021, inflation often reduced the real transfer value received by beneficiaries and drove up the expense of providing that assistance. These figures indicate that the intensity of assistance decreased when WFP prioritized the provision of assistance to a record number of people by reducing the amount or duration of the rations distributed in order to prevent as many people as possible from experiencing extreme food insecurity.
64. Overall, the outcome performance of unconditional resource transfers was moderate or weak in 2022, with most indicators showing a deterioration compared with 2021. A more detailed analysis shows that progress varied among activities, targeted population groups and countries. For example, 50 percent of the measurements of an acceptable food consumption score under general distribution improved or were stable, with

25 percent showing strong progress against targets. Similar variability is seen in the consumption-based coping strategies index, for which 61 percent of measurements improved or were stable and 37 percent showed strong progress towards their targets.

65. The weak outcome performance overall may be attributed in part to the large increases in global food prices<sup>38</sup> and the diminished ability of surveyed households to supplement the assistance provided by WFP through access to other sources and meet their essential needs, as suggested by the poor overall performance of the indicator measuring beneficiary households' economic capacity to meet their essential food and non-food needs. In Somalia, full funding enabled WFP to rapidly scale up life-saving relief and food assistance, with priority given to people at risk of famine or members of extremely vulnerable and marginalized groups such as refugees. This response contributed to famine prevention despite poor outcome performance, which was attributed to increases in food prices, drought and supply constraints. WFP was also able to successfully expand its safety net interventions in Somalia, which in some cases provided populations with anticipatory support for drought; those activities achieved strong progress against many outcome indicators and further helped to prevent famine, despite the recorded decrease in acceptable food consumption levels.<sup>39</sup>

## Nutrition

### TREATMENT OF MALNUTRITION

BENEFICIARIES (M)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE - INDICATOR SUMMARY																
 <b>14.7M</b> <span style="color: green;">^ 15%</span>  87% of needs <b>Countries 2021 to 2022</b> ↑ 22 Increases   3 Stable ↓ 14 Decreases	 <b>179K</b> <span style="color: green;">^ 15%</span>  69% of needs <b>Countries 2021 to 2022</b> ↑ 23 Increases   2 Stable ↓ 12 Decreases	 <b>2.2M</b> <span style="color: red;">v 3%</span>  12% of needs <b>Countries 2021 to 2022</b> ↑ 4 Increases   0 Stable ↓ 6 Decreases	<b>Q Commonly reported</b> <table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>MAM treatment mortality rate</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> <tr> <td>MAM treatment recovery rate</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> <tr> <td>Participation in MAM treatment and prevention programmes (coverage)</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> </tbody> </table>		2022	2021	2020	MAM treatment mortality rate	●	●	●	MAM treatment recovery rate	●	●	●	Participation in MAM treatment and prevention programmes (coverage)	●	●	●
	2022	2021	2020																
MAM treatment mortality rate	●	●	●																
MAM treatment recovery rate	●	●	●																
Participation in MAM treatment and prevention programmes (coverage)	●	●	●																

### PREVENTION OF MALNUTRITION

BENEFICIARIES (M)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE - INDICATOR SUMMARY																
 <b>13.9M</b> <span style="color: green;">^ 27%</span>  64% of needs <b>Countries 2021 to 2022</b> ↑ 30 Increases   4 Stable ↓ 18 Decreases	 <b>133K</b> <span style="color: red;">v 5%</span>  29% of needs <b>Countries 2021 to 2022</b> ↑ 13 Increases   0 Stable ↓ 12 Decreases	 <b>53M</b> <span style="color: green;">^ 43%</span>  31% of needs <b>Countries 2021 to 2022</b> ↑ 14 Increases   1 Stable ↓ 5 Decreases	<b>Q Commonly reported</b> <table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Child participation in adequate number of SNF distributions</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> <tr> <td>Participation in MAM treatment and prevention programmes (coverage)</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> <tr> <td>Children receiving minimum acceptable diet</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> <td style="text-align: center;">●</td> </tr> </tbody> </table>		2022	2021	2020	Child participation in adequate number of SNF distributions	●	●	●	Participation in MAM treatment and prevention programmes (coverage)	●	●	●	Children receiving minimum acceptable diet	●	●	●
	2022	2021	2020																
Child participation in adequate number of SNF distributions	●	●	●																
Participation in MAM treatment and prevention programmes (coverage)	●	●	●																
Children receiving minimum acceptable diet	●	●	●																

<sup>38</sup> This was evidenced, for example, in Lebanon where an increase in the value of CBTs was not sufficient to offset sharp price increases and meet minimum living standards, the result of the widening gap between the value of assistance and the cost of living led to deterioration in food security outcome indicators. WFP. 2022. *Lebanon Annual Country Report 2022*.

<sup>39</sup> WFP. 2022. *Somalia Annual Country Report 2022*.

### **Malnutrition treatment and prevention**

66. The global food price crisis posed a significant threat to progress towards the eradication of all forms of malnutrition, particularly among children living in asset-poor households. In 2022, WFP responded by reaching more than 28 million beneficiaries with programmes for the treatment and prevention of malnutrition, delivering nearly 312,000 mt of food (298,000 mt of which was specialized nutritious foods, despite global supply shortfalls) and USD 55.3 million in CBTs.
67. In 2022, the coverage of malnutrition treatment programmes increased by 7 percentage points, from 68 percent in 2021 to 75 percent in 2022. Treatment of moderate acute malnutrition also showed strong performance against the four recorded indicators. However, the slight decrease in the coverage of and adherence to malnutrition prevention programmes compared with 2021 indicates that WFP's reach was not sufficient to ensure that all eligible people participated in prevention programmes and that all those participating received an adequate number of distributions.
68. As signatories of the Global Action Plan on Child Wasting (developed in 2022 and signed on 12 January 2023), FAO, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the World Health Organization and WFP, developed a joint statement calling for urgent, timely action to prevent, detect and treat child wasting in the 15 countries worst affected by the global food crisis. In 2022, the nutrition rapid response team was deployed to help scale up WFP's emergency nutrition response and strengthen local capacity in several of the countries or regions covered by the global action plan: Afghanistan, Ethiopia, Kenya, the central Sahel and Somalia.
69. In collaboration with governments, WFP completed Fill the Nutrient Gap analyses in seven countries in 2022, identifying cost-effective interventions that better integrated nutrition activities into national food, health, social protection and education systems. In Kenya, for example, the analysis was used to inform the design of a universal child benefit programme.
70. Training was conducted to strengthen the capacity of WFP and national government employees in Sri Lanka and the Kyrgyz Republic on cost of diet analysis, which strengthens the monitoring of the cost and affordability of nutritionally adequate diets and assesses changes in nutritional vulnerability. WFP's Regional Bureau for Asia and the Pacific also analysed how the COVID-19 pandemic affected nutrition outcomes and the affordability of a nutritious diet. The analysis identified policies and instruments used by governments and development partners in the region to mitigate the effects of the pandemic on food and nutrition security, and documented good practices and lessons learned.

### **Nutrition-sensitive programming**

71. In 2022, WFP developed interim recommendations on the use of CBTs to prevent acute malnutrition in areas where markets are functioning, and launched pilots to monitor the impact of CBTs on nutrition outcomes in Burundi, Mozambique and Somalia. WFP also collaborated with the Swiss research company GroundWork on the development of a logical framework that outlines the expected results and key indicators to guide country offices in the design, monitoring and evaluation of CBT activities for prevention of acute malnutrition programmes.
72. In 2022, WFP continued to support the social protection and food systems transformation working group of the universal social protection initiative, USP2030, by preparing recommendations to inform programme design based on Fill the Nutrient Gap analyses in 13 countries and by contributing to the development of advocacy and learning products.

73. As a way of ensuring that the food distributed through assistance programmes contains adequate levels of micronutrients, in partnership with Royal DSM, WFP scaled up financial or in-kind support for food fortification to reach 14 countries in 2022, up from 13 in 2021. For example, in Bangladesh, WFP reached more than 8 million consumers with fortified rice, 1 million more than in 2021. In Cameroon and the Gambia, production lines for fortified rice were established and essential rice fortification policy and regulatory instruments were developed, including a national plan, cost analyses and a code of practice for governments in the region. WFP's technical support for the Government of India contributed to the scale-up of the use of fortified rice in the country's public distribution system, reaching 320 million people in 2022 compared with 38 million in 2021.
74. Despite the large-scale global investment in school feeding programmes, limited efforts have been made to develop metrics and collect data on the diets and nutrition status of school-age children, particularly in low- and lower-middle-income countries. To fill those information gaps, the International Food Policy Research Institute collaborated with WFP in three key areas in 2022. A mobile phone application for assessing the diets of primary school-age children was piloted in urban areas of Ghana and found to accurately estimate the nutrient intake of the children. Following the development, piloting and validation of standard minimum dietary diversity indicators that measure micronutrient intake in children of 4 to 8 years of age in four countries, a simple indicator that can be used to estimate micronutrient adequacy was identified. In addition, analyses were carried out to update the result pathways between school feeding, diets and nutrition, including by using the newly identified indicators, with a view to strengthening the monitoring and evaluation of programmes aimed at improving the nutrition status of school-age children.
75. *Evidence from evaluations.* A strategic evaluation concluded that nutrition-specific interventions have broadly met the nutritional needs of targeted beneficiaries in affected population groups. The evaluation found that the effectiveness of nutrition-sensitive programming is largely underpinned by WFP's responsiveness, innovation in certain key areas and strong reputation, especially in emergency and supply chain operations. The evaluation highlighted, however, that the implementation of nutrition-sensitive programming with a long-term focus has been affected by funding issues and insufficient focus on making systems more nutrition-sensitive and conducting long-term capacity strengthening interventions.

#### **HIV and tuberculosis programming**

76. WFP directly assisted more than 300,000 people living with HIV and tuberculosis and their families, helping to meet their essential nutrition needs and improving their household food security, nutrition and socioeconomic status. The support enabled vulnerable people to obtain and adhere to treatment while reducing high-risk behaviours that could increase the transmission of HIV and tuberculosis.
77. The results from multi-year collaboration on research involving WFP's regional bureaux for Eastern and Southern Africa, Cape Town University and Oxford University were published in the *Journal of the International AIDS Society* and confirmed that food security reduces the risk of HIV and related negative coping strategies, especially among adolescent girls and young women. The collaboration also resulted in a policy brief, a global webinar on World AIDS Day and evidence on how social protection platforms can increase food security and nutrition, while reducing the HIV risk of the people most at risk in sub-Saharan Africa.

78. *Evidence from evaluations.* The strategic evaluation of WFP's work on nutrition and HIV/AIDS<sup>40</sup> concluded that while HIV remains a highly relevant issue for WFP, significant technical and financial changes in the HIV landscape have an impact on the design and implementation of WFP-supported interventions. The evaluation found that WFP has undertaken high-quality work through its support for governments in incorporating nutrition and food security into their HIV programmes and for HIV-sensitive nutritional programming, including in emergency settings. However, the evaluation noted that little attention has been dedicated to advocacy for the inclusion of HIV-sensitive programming as part of the "leave no one behind" agenda.

### School-based programmes

#### SCHOOL-BASED PROGRAMMES

BENEFICIARIES (M)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE - INDICATOR SUMMARY			
 <b>22.1M</b> <span style="color: green;">^ 28%</span>  76% of needs <b>Countries 2021 to 2022</b> ↑ 34 Increases   10 Stable ↓ 17 Decreases	 <b>219K</b> <span style="color: green;">^ 10%</span>  47% of needs <b>Countries 2021 to 2022</b> ↑ 29 Increases   2 Stable ↓ 20 Decreases	 <b>76M</b> <span style="color: green;">^ 27%</span>  31% of needs <b>Countries 2021 to 2022</b> ↑ 25 Increases   2 Stable ↓ 10 Decreases	🔍 <b>Commonly reported</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
			Enrolment rate	●	●	●
			Retention rate	●	●	●
			Attendance rate	●	●	●

79. In 2022, WFP worked with governments to reach 20 million schoolchildren directly, 49 percent of whom were girls, in 59 countries with nutritious school meals, take-home rations or snacks. This was 29 percent more than in 2021 – showing an upwards trend that reflects post-pandemic recovery – but was 8.8 percent below the 2022 target. This was owing primarily to funding constraints and operational, access and security challenges.
80. In line with the school feeding strategy, WFP scaled up direct feeding in schools to assist the most vulnerable children. In Afghanistan, for example, WFP expanded the coverage of its school feeding activities from four to 12 provinces, more than doubling its support for primary and secondary students compared with 2021 and reaching 708,000 primary school students with daily nutritious snacks. That number included 204,000 girls who received take-home rations in addition to the snacks, and 16,400 secondary schoolgirls who received support through cash-based incentives for attending school in four provinces, where classes continued.<sup>41</sup>
81. In 2022, WFP supported governments in 56 countries in promoting home-grown school feeding programmes, which aim to link school feeding programmes to local agriculture, promote dietary diversity and encourage smallholder production. After the successful scale-up of home-grown school feeding programmes in Ethiopia, Malawi and the Niger, the donor extended the funding for the three countries for five years.

<sup>40</sup> "Summary report on the strategic evaluation of WFP's work on nutrition and HIV/AIDS" (WFP/EB.1/2023/5-A).

<sup>41</sup> Cash-based assistance was delivered alongside social and behaviour change communication promoting girls' education and reaching more than 106,000 people through 837 face-to-face engagements with parents, school administrators and community leaders.

82. Performance at the outcome level showed moderate progress, particularly under the most frequently reported indicators. School feeding was shown to be an incentive for families to keep their children in school, especially for families affected by crises, whose children are at higher risk of dropping out. Sixty percent of countries reporting school retention rates showed strong progress against the targets for 2022, with an increase of two countries compared with 2021. In Somalia, for example, there was a 13.6 percent increase in the number of children enrolled in school compared with 2021, and retention rates in WFP-assisted schools rose from 90 to 98 percent.
83. In 2022, WFP continued to partner to assist schoolchildren with broad integrated packages of support. The Breaking Barriers for Girls' Education project continued to be implemented in Chad and the Niger in partnership with UNICEF and the United Nations Population Fund. In Burkina Faso, the Democratic Republic of the Congo, the Niger, South Sudan and Somalia, WFP provided gender-responsive school-based nutrition packages with funding from Global Affairs Canada, which confirmed its commitment to supporting programmes in South Sudan and Somalia for an additional three years. The school food global knowledge hub was also launched in 2022, as part of a joint WFP-FAO initiative funded by the German Federal Ministry of Food and Agriculture. By the end of 2022, nearly 3 million schoolchildren in 26 countries had benefited from the meals designed by the digital school menu planner PLUS, and the School Connect programme management application had been implemented in six countries,<sup>42</sup> enhancing efficiencies.
84. At the global level, the *State of School Feeding Worldwide 2022*<sup>43</sup> report published by WFP showed that school feeding remains one of the largest and most widespread social safety nets in the world, benefiting 418 million children, a 7 percent increase compared with 2020. In 2022, the number of children served by school feeding programmes worldwide returned to nearly pre-pandemic levels. The report noted that between 2020 and 2022, lower-middle-income countries saw the largest increase in school feeding coverage (12 percent), but low-income countries saw a decrease of 4 percent, with the largest decreases observed in Africa. This indicates that more efforts are needed to target vulnerable schoolchildren in low-income countries.
85. The findings from the global report showed that WFP's advocacy and the establishment of the School Meals Coalition<sup>44</sup> helped to underscore the importance of school feeding worldwide and to increase domestic funding. The estimated global investment in school meals increased by USD 5 billion, from USD 43 billion in 2020 to USD 48 billion in 2022. Notably, the share of domestic funding in low-income countries increased from 30 percent in 2020 to 45 percent in 2022, despite increasing constraints on national government budgets. However, contributions from donors fell from USD 267 million in 2020 to USD 214 million in 2022. The state of school feeding report recommends a stronger focus on further supporting vulnerable children in low-income countries.

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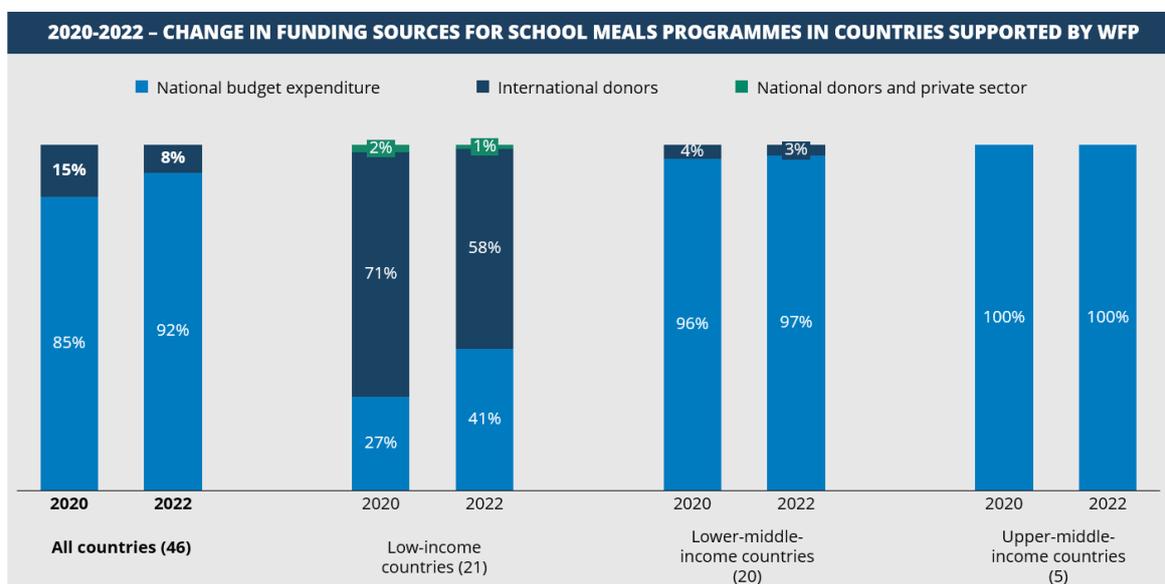
<sup>42</sup> Burundi, Ethiopia, Guinea-Bissau, Haiti, the Niger and South Sudan.

<sup>43</sup> WFP. 2022. *The State of School Feeding Worldwide 2022*.

<sup>44</sup> *Ibid.*

86. In low-income countries supported by WFP, the share of domestic funding for school feeding programmes has increased significantly, from 27 percent in 2020 to 41 percent in 2022 (see figure 9). This suggests that WFP's support in low-income countries goes beyond directly assisting vulnerable children to include enabling increased national investments and commitments to school feeding.

**Figure 9: Changes in funding sources for school meals programmes in countries supported by WFP, 2020–2022**



87. The publication also indicated that, overall, in 2022 WFP provided support to governments in reaching 107 million children through national school meals. By 2022, 32 countries supported by WFP reported the adoption of school feeding policies, laws or strategies. Between 2020 and 2022, WFP supported six governments<sup>45</sup> in approving new school feeding policies and legal frameworks. In Sierra Leone, the school feeding policy developed with WFP's support ensures that children have access to nutritious, locally produced food.

<sup>45</sup> Ecuador, El Salvador, Jordan, Sierra Leone, Togo and Zambia.

### School Meals Coalition – A catalyst for country level action

In 2022, the year after the launch of the School Meals Coalition at the United Nations Food Systems Summit, momentum for school meals kept growing. The coalition aims to restore access to school meals programmes lost during the pandemic, help low-income countries to reach the most vulnerable children and promote access to safe, nutritious and sustainably produced food, including local, seasonal food where appropriate. By the end of 2022, 74 governments and 81 partners had joined the coalition.

The coalition has served as a catalyst for enabling countries to introduce significant new policy commitments to scaling up and improving the quality of their programmes. In Rwanda, the Government increased its budget for school meals from USD 8 million in 2020 to USD 80 million in 2022, increasing the coverage from 660,000 to 3.8 million students. WFP is supporting the Rwanda Government in strengthening the programme and establishing a procurement model that favours locally bought food. The Government of Benin, which has committed to increasing its school meals budget from USD 70 million to USD 240 million over the next five years, increased the coverage of the programme in 2022 to reach 75 percent of children, and the amount of food purchased locally to 70 percent of the total, compared with 20 percent in 2020. WFP is supporting the Government in achieving those goals.

With its consolidated voice, new vision and focus on country-led action, the School Meals Coalition has revitalized multilateralism and connected various sectors by focusing on a single policy priority with the potential to deliver on various SDGs. As the coalition's secretariat, WFP will continue to support governments in accelerating progress at the global and country levels.

## Resilience – Smallholders, livelihoods, food systems and climate risk management

### RESILIENCE - SMALLHOLDERS, LIVELIHOODS, FOOD SYSTEMS AND CLIMATE RISK MANAGEMENT

	BENEFICIARIES (M)	FOOD (MT)	CBT (USD)	OUTCOME PERFORMANCE - INDICATOR SUMMARY																
 ACL	9.9M <span style="color: green;">▲ 14%</span>	136K <span style="color: green;">▲ 40%</span>	182M <span style="color: red;">▼ 7%</span>	<b>Commonly reported</b> <table border="0"> <tr> <td></td> <td>2022</td> <td>2021</td> <td>2020</td> </tr> <tr> <td>Communities benefiting from enhanced livelihood asset base</td> <td><span style="color: green;">●</span></td> <td><span style="color: green;">●</span></td> <td><span style="color: green;">●</span></td> </tr> <tr> <td>Value of smallholder sales through WFP-supported systems</td> <td><span style="color: orange;">●</span></td> <td><span style="color: orange;">●</span></td> <td><span style="color: orange;">●</span></td> </tr> <tr> <td>Communities with improved capacity to manage climate shocks and risks</td> <td><span style="color: orange;">●</span></td> <td><span style="color: orange;">●</span></td> <td><span style="color: orange;">●</span></td> </tr> </table>		2022	2021	2020	Communities benefiting from enhanced livelihood asset base	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	Value of smallholder sales through WFP-supported systems	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	Communities with improved capacity to manage climate shocks and risks	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>
	2022	2021	2020																	
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Communities with improved capacity to manage climate shocks and risks	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>																	
 SAMS	845K <span style="color: green;">▲ 109%</span>	0K <span style="color: red;">▼ 100%</span>	164K <span style="color: red;">▼ 48%</span>																	
 CRM	3.4M <span style="color: green;">▲ 72%</span>	0.4K <span style="color: green;">▲ 305%</span>	23M <span style="color: green;">▲ 50%</span>																	

\*ACL: Asset creation and livelihoods; SAMS: Smallholder agricultural market support; CRM: Climate change adaptation risk management

### Food systems and smallholders

88. In 2022, WFP and partners supported more than 1.2 million smallholder farmers in 50 countries and more than 12,000 smallholder farmer aggregation systems such as farmer organizations, cooperatives and small traders. To increase their marketable surplus and their access to structured markets, farmers were trained on multiple topics, such as good agricultural practices, post-harvest management, and business and marketing skills, and were assisted with access to input suppliers, financial service providers and buyers of their produce.

89. Although the volume of sales from WFP-supported smallholder farmer aggregation systems to buyers remained fairly stable in 2022, at 161,514 mt, the value of those sales increased by 36 percent, from USD 49 million in 2021 to USD 67 million in 2022, reflecting the global increases in food prices. Yearly targets for the value and volume of collective sales were exceeded by 115 percent and 111 percent, respectively. In 18 countries reporting on participation in collective sales, an average of 50 percent of targeted smallholder farmers sold their produce through WFP-supported aggregation systems in 2022, compared with 44 percent in 2021. This trend suggests that the aggregation systems are performing well, as they are increasing their capacity to attract members for marketing purposes. In 2022, WFP sourced 50 percent of its global food procurement locally and regionally, injecting USD 1.6 billion into local economies. Of this, 123,000 mt of food commodities, valued at USD 71 million, represented traced purchases from smallholder farmers in 24 countries. Pro-smallholder farmer contract modalities developed under WFP's local and regional food procurement policy<sup>46</sup> were used to facilitate the procurement of two-thirds of that food volume directly from farmer organizations and one-third indirectly through traders.
90. In 2022, approaches developed for the implementation of the local and regional food procurement policy – including long-term forecasting and value chain analyses aimed at increasing the understanding of issues affecting WFP's supply and demand and identifying the factors that may prevent farmers and other actors from fully benefiting from WFP's local and regional procurement – were applied in 11 countries.
91. Since the outbreak of conflict in Ukraine, WFP has coordinated its local and regional food procurement and global food crisis response activities so as to facilitate local purchases and the substitution of commodities, and has used funding from the GCMF to reduce reliance on imports. For example, 52,000 mt of food have been purchased locally or substituted in countries under the Regional Bureau for Eastern Africa since the activation of the corporate scale-up response for Ukraine and refugee-hosting countries on 25 February 2022, stimulating local economies and helping to save and change lives.
92. WFP has also been engaging in innovative partnerships with the private sector, governments and other United Nations entities with a view to strengthening food systems for smallholders. In 2022, for example, WFP and the Mastercard Foundation signed a five-year agreement on the promotion of increased value chain employment opportunities for young people in eight African countries. In those countries, value chains assessments were conducted to increase understanding of the constraints that young people face in engaging in selected value chains and to identify activities that could create new, or improve existing, employment opportunities.

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<sup>46</sup> “Local and regional food procurement policy” (WFP/EB.2/2019/4-C). The policy defines pro-smallholder procurement as a deliberate strategy or approach for procuring from smallholder farmers with the objective of improving the farmers' access to formal markets.

## Climate change adaptation risk management

**Figure 10: Climate change adaptation risk management activities and reach in 2022**

CLIMATE RISK MANAGEMENT REACH	FORECAST-BASED MECHANISMS	ANTICIPATORY ACTIONS	CLIMATE INFORMATION
 <b>15.2M</b> benefitting from actions to protect against <b>climate shocks</b>	 <b>1.7M</b> covered by <b>forecast-based mechanisms</b>	 <b>460K</b> received more cash transfers ahead of impending <b>climate hazards</b>	 <b>6.9M</b> provided <b>weather forecasts</b> tailored to <b>specific needs</b>
CLIMATE INSURANCE	CLIMATE ADAPTATION AND AGRICULTURAL PRACTICES	CLIMATE RISK RESERVES	SUSTAINABLE ENERGY
 <b>3.8M</b> protected through <b>climate insurance policies</b>	 <b>2.8M</b> people benefitting from <b>climate adapted assets and agricultural practices</b>	 <b>1.9M</b> Benefitting from <b>savings</b> through village savings and loans associations	 <b>1.6M</b> received access to <b>sustainable energy services</b> for food consumption

93. During 2022, 15.2 million people benefited from one or more climate risk management solutions implemented by 41 WFP country offices. Of that total, 3.6 million people received USD 21 million in CBTs, food and training through the climate activities, an increase from 2 million people and USD 15 million in food assistance.
94. WFP's climate risk insurance instruments protected 3.8 million vulnerable people in 19 countries, 1.2 million more than in 2021. The financial coverage provided by those instruments, which were developed through WFP's involvement in the design and implementation of risk-transfer solutions and the provision of technical assistance to governments, reached USD 365 million, twice the level of 2021. In areas affected by drought and floods, the climate risk insurance products provided 1.8 million people with pay-outs totalling USD 14.6 million, triple the amount paid out in 2021, reflecting improvements in the insurance products, resulting in the triggering of larger payouts, rather than an increase in the number of shocks.
95. The promotion of village savings and loan associations enabled 334,000 participants, 70 percent of whom were women, to save USD 7.5 million and obtain access to loans for USD 6.6 million, strengthening the capacity of the participants to cope with future shocks.
96. In 2022, WFP scaled up its anticipatory actions to reach 1.7 million people, enlarging the scope of those actions to cover tropical cyclones and using innovative approaches to respond to the needs of people ahead of climate shocks. In nine countries, 460,000 people received USD 8.7 million in anticipatory CBTs together with early warning messaging aimed at mitigating the impacts of predicted droughts and floods. WFP supported nationally owned early warning systems to reach 6.9 million people with climate information services in 21 countries, a 25 percent increase compared with 2021. More than 1.6 million people benefitted from improved stoves provided by WFP to households and schools in 18 countries, and 130,000 people benefited from access to energy products and services such as solar water pumps for irrigation and solar dryers for preserving perishable crops.

### Asset creation and livelihoods

97. In 2022, WFP assisted almost 10 million people through asset creation and livelihood activities, enabling them to meet their immediate food needs while building or rehabilitating productive community or household assets. The activities included livelihood skills training for more than half a million people, the rehabilitation of 235,275 ha of land, the planting of more than 3,000 ha of forest, the repair or construction of more than 3,800 km of roads and trails, the establishment of 9,540 community gardens, and the construction or repair of more than 6,490 water points and other vital infrastructure.
98. Of all directly participating households, 63 percent reported that the assets created or rehabilitated helped to protect their household members, belongings and productive assets against shocks and stressors. In addition, WFP's monitoring data indicate that in 2022 about 62 percent of households and communities participating in asset creation and livelihood activities did not have to use negative coping strategies. WFP's asset creation and livelihoods interventions continued to demonstrate positive, long-term effects on vegetation. In 2022, of the 1,075 assets monitored by the Asset Impact Monitoring Satellite system, 67 percent were identified as visible or maintained by communities without direct support from WFP, and 74 percent showed an improvement in vegetation and soil conditions, compared with no improvements observed in similar landscapes without WFP interventions. These results suggest that the assets created were sustained by communities and have improved vegetative cover over time.
99. Evidence suggests that WFP's integrated resilience programme reduces humanitarian needs resulting from shocks and also contributes to reduced migration. In 2022, during the most severe food crisis in the Niger for more than a decade, 80 percent of the villages that were located in municipalities classified as extremely vulnerable by the Government and had previously benefited from multi-year resilience interventions did not require humanitarian assistance. In the Sindh province of Pakistan, communities in Somar Shah village were protected from the severe floods of 2022 thanks to asset creation and livelihoods activities that started in 2021. In Burkina Faso and the Niger, evidence from the WFP's integrated resilience programme<sup>47</sup> found that resilience activities and the related planning processes created opportunities for community encounters, facilitating stronger bonds and bridges within and among communities and their leadership. Asset creation and livelihood activities also enhanced communities' natural resource base and economic opportunities, easing tension between farmers and herders, reducing outmigration, increasing young people's involvement in community life and trust between young people and their elders.

### Emergency preparedness

100. In recognition of the increasing complexity of emergency operations and the strong evidence for the cost-effectiveness of investments in preparedness,<sup>48</sup> in 2022 WFP continued to strengthen its approach to emergency preparedness by providing more risk-informed and context-specific support for country offices that face imminent risks. This approach aims to increase WFP's preparedness capacity to implement more rapid, effective and cost-efficient emergency responses.

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<sup>47</sup> WFP. 2023. *Evidence from WFP's Integrated Resilience Programme in the Sahel: Equipping Communities to Withstand Food Crises*.

<sup>48</sup> Research published in 2017 showed that for every USD 1 invested in emergency preparedness, USD 2.60 was saved in subsequent emergency response and the crisis response time was reduced by 14 days. For further information, Office for the Coordination of Humanitarian Affairs/UNHCR/UNICEF/WFP. 2017. [Return on Investment in Emergency Preparedness: Phase 2 of a United Nations inter-agency project to develop a toolkit for the humanitarian community](#).

101. Through the Immediate Response Account (IRA), 14 country offices received a total of USD 48 million in 2022 – USD 46 million for early action and USD 2 million for emergency preparedness. The advance financing of the IRA enabled WFP and its partners to strengthen their capacity to take early action before imminent threats to lives materialized, using forecasts of impending climate hazards.
102. In Mozambique, WFP supported the National Disasters Management Institute's emergency response to the 2022 cyclone season, particularly by ensuring the strategic pre-positioning of emergency commodities and supplies in the areas at high risk of cyclones and flooding, and building capacities to mitigate protection risks such as sexual exploitation and abuse during emergencies. During the emergency response, the country office continued to provide the institute with technical and logistics support for multi-sectoral assessments as well as timely and targeted life-saving assistance for people affected by cyclones, flooding and drought.

## 2.7. Support for national priorities

### Country capacity strengthening

103. In 2022, WFP supported country capacity strengthening activities in 65 countries by facilitating more than 7,000 initiatives involving more than 212,000 individuals from national stakeholder organizations. In addition, WFP provided expertise in a range of sectors to strengthen the capacities of nearly 600 national institutions in achieving zero hunger and the SDGs.
104. A total of 89 capacity strengthening activities in 53 countries achieved their outcome-level targets for the number of policies, programmes and other national system components enhanced by national stakeholders with WFP's support. In 2022, the majority of those activities involved working with national partners on school feeding, social protection, malnutrition prevention and emergency preparedness and response. WFP's engagement also helped to mobilize more than USD 600 million for national food security and nutrition systems from host government budgets and other external sources, compared with USD 280 million in 2021. The decision by the Government of India to include fortified rice in the country's food-based safety nets accounted for most of the increase.
105. WFP continued to address the recommendations of the 2021 synthesis report on decentralized evaluations of country capacity strengthening, which included the need for WFP to reaffirm its commitment to country capacity strengthening through an updated policy. The updated policy<sup>49</sup> was approved by the Board at its annual session in June 2022. The evaluations highlighted the importance of institutionalizing country capacity assessments with a view to identifying localized capacity gaps and developing effective solutions. In 2022, WFP revised its emergency preparedness capacity indicator,<sup>50</sup> which aims to support the work of governments and other national and local actors in assessing capacities for emergency preparedness and response, identifying priorities and local solutions and measuring change.

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<sup>49</sup> WFP. 2022. *Country capacity strengthening (CCS) policy update*.

<sup>50</sup> WFP uses a variety of tools that facilitate the assessment of national stakeholder capacities, including a broad capacity needs mapping tool, the Systems Approach for Better Education Results (SABER) focusing on school feeding capacities, and a shock-responsive social protection capacity assessment tool.

### Identifying emergency preparedness priorities in Rwanda

In 2022, the Ministry in Charge of Emergency Management in Rwanda used the revised emergency preparedness capacity indicator to review national emergency preparedness and response capacities and prepared costed action plans for implementing priority activities. As a result, the Government developed a digital emergency needs assessment toolkit and a strategy for the digitalization of the disaster risk management process. A WFP disaster risk management expert was seconded to the ministry to provide technical support.

106. WFP's country capacity strengthening investment facility continued to foster field-based activities by providing five projects with seed funding and strategic and technical support. In 2022, WFP supported the development of a national pre-positioning strategy by the Madagascar *Bureau national de gestion des risques et des catastrophes*; worked with humanitarian, disaster risk management and social protection actors on conducting studies of national capacities to anticipate and respond to predictable lean season shocks in Eswatini, Lesotho and Zimbabwe; and assisted the Government of Odisha State in India in optimizing the transport supply chains of three safety nets. Pilot results from the work in Odisha State informed a decision by the National Ministry of Food to make route optimization mandatory before states can apply increased transportation rates.

### South-South and triangular cooperation

107. More than 24 South-South and triangular cooperation field projects were supported by WFP's centres of excellence in Brazil, China and Côte d'Ivoire. The projects, which enhanced the capacities of key government officials, policymakers and smallholder farmers, mobilized more than USD 1.5 million for field activities.
108. In 2022, the key South-South and triangular cooperation achievements of WFP, its centres of excellence and its United Nations and foundation partners included strengthening the capacity of smallholders and policymakers to support rice value chain development in Africa and enhancing national programme and policy design for school feeding and nutrition by providing six countries with remote technical assistance through an innovative virtual study tour. In addition, WFP enhanced collaboration with the other Rome-based agencies by launching a joint initiative on home-grown school feeding in Kenya, the Philippines, Rwanda, Sao Tome and Principe and Senegal.
109. WFP continued to enhance its knowledge platforms so as to increase access to national zero hunger solutions from the global South. The platform, which provides information to country offices and regional bureaux on how to broker South-South partnerships, was restructured in 2022, a new WFP-China South-South cooperation knowledge sharing platform was launched, and the platform used by the centre of excellence in Côte d'Ivoire was improved. Lessons from ten WFP-facilitated initiatives were shared through a United Nations publication.<sup>51</sup> Together, these activities facilitated internal and external knowledge sharing on innovative hunger solutions created in the South.

### Social protection

110. In 2022, WFP enhanced its support for national social protection systems and programmes, reaching 88 countries, five more than in 2021. In addition, the implementation of the WFP 2021 social protection strategy was accelerated so that governments could expand, restructure and improve the effectiveness of their social

<sup>51</sup> United Nations Office for South-South Cooperation. 2022. *Good Practices in South-South and Triangular Cooperation for Sustainable Development*.

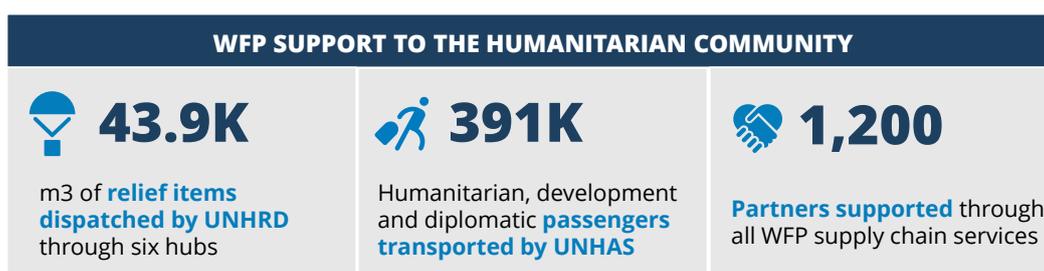
protection programmes in response to shocks, including the pandemic and the global food crisis. That intensified effort was aimed at facilitating people's access to the national systems that help them to meet their food security, nutrition and other essential needs and to manage risks and shocks. For example, on behalf of the Ministry of Social Affairs and Labour in Haiti, WFP implemented the social safety net, ASPIRE, and delivered CBTs to more than 23,000 of the most vulnerable households.

111. In 2022, WFP substantially increased its technical support for governments in helping to strengthen the shock-responsiveness of their national social protection systems in 13 countries, and built additional capacity in its regional bureaux for the Middle East, Northern Africa and Eastern Europe, Southern Africa, and Latin America and the Caribbean. In Malawi, WFP complemented the Government's lean season support by providing CBTs to more than 364,000 people affected by food insecurity, and supported the expansion of the social cash transfer programme aimed at addressing chronic and acute food insecurity during the 2021–2022 lean season.
112. To accommodate the demand for specialized capacity, WFP invested further in its workforce, including by recruiting technical advisers on the links between social protection and conflict, climate and resilience, and establishing a global social protection support facility for responding to the global food crisis. Social protection rosters were strengthened at headquarters and in regional bureaux, and 11 long-term agreements for technical assistance on social protection were renewed. An international talent pool was established, consisting of more than 60 highly qualified social protection professionals available for deployment to all WFP offices.
113. Partnerships and contributions to global coordination mechanisms, knowledge and learning are core to WFP's social protection activities. In 2022, WFP actively supported the development of the implementation strategy for the United Nations Secretary-General's Global Accelerator on Jobs and Social Protection for Just Transitions, and participated in the sub-working group on linking social protection and humanitarian assistance. WFP chaired the universal social protection initiative USP2030's sub-working group on social protection and food systems, and contributed to its sub-working groups on climate, finance and digital social protection, playing a key role in the development of an implementation guide, Good Practices for Ensuring Data Protection And Privacy in Social Protection Systems, which sets out standards and recommendations for protecting beneficiaries' rights to privacy in all cases where social protection is supported by the United Nations.

## 2.8. Global common services and bilateral service provision

114. Throughout 2022, timely, efficient and flexible services were provided to the humanitarian and development community through the WFP-managed UNHAS, the United Nations Humanitarian Response Depot (UNHRD) network, the logistics cluster and on-demand service provision.

**Figure 11: Support for the wider humanitarian community in 2022**



115. In 2022, UNHAS supported 22 operations by transporting 390,780 humanitarian, development and diplomatic passengers from 732 organizations and more than 7,000 mt of light humanitarian cargo to 540 destinations. Another 1,547 passengers were transported for medical and security evacuation purposes. WFP continued to operate its COVID-19 global passenger air service until May 2022, transporting a total of 34,724 passengers from 452 organizations to 68 international destinations since the service was launched in May 2020.
116. UNHRD managed 945 consignments, dispatching 43,900 m<sup>3</sup> of relief items and support equipment to 135 countries and territories on behalf of 38 partners. In 2022, the Directorate-General for European Civil Protection and Humanitarian Aid Operations established its first regional stockpiles, which are managed through UNHRD hubs in Brindisi, Dubai, Kuala Lumpur and Panama in recognition of the platform's vital role in enabling global emergency preparedness and response efforts.
117. WFP provided on-demand supply chain services to 147 partners in 40 countries, for a total estimated value of USD 216 million compared with USD 450 million in 2021. Although the total estimated value of the service declined because of the decrease in the value of services requested for food procurement and fuel logistics, the number of partners served increased by 28 percent and the number of countries assisted by four, compared with 2021. The services provided ranged from delivering fuel to public facilities in Lebanon to transporting fertilizers on behalf of humanitarian organizations before their onward distribution to farmers in Afghanistan and Ethiopia. WFP also supported the work of The Global Fund to Fight AIDS, Tuberculosis and Malaria in six countries through the storage and distribution of mosquito nets and other health commodities.
118. The logistics cluster provided coordination, information management and access to common logistics services for 633 humanitarian partners engaged in 14 active clusters or sector operations in 2022. The cluster facilitated the dispatch of more than 8,336 mt (approximately 41,500 m<sup>3</sup>) of cargo in Poland and Ukraine on behalf of humanitarian partners operating in Ukraine, and more than 1,933 mt (3,301 m<sup>3</sup>) of cargo in Somalia to support the drought and acute famine crisis response. The cluster also supported logistics preparedness and capacity strengthening activities in a range of countries, including government-led training and simulation activities.
119. In 2022, the global food security cluster coordinated food security responses in 34 operations, working with 1,500 partners – more than half of which were national and local organizations – on aligning priorities, optimizing the allocation of resources and promoting synergies across sectors. Jointly led by FAO and WFP, the cluster increased its support for emergency and protracted crisis responses, reaching 155 million people (98 percent of those targeted) with food and livelihood assistance, 30 percent more than in 2021. During the year, country teams in 16 countries benefited from cluster support missions; the remaining 18 countries were provided with remote support, including on the humanitarian programme cycle, information management, advocacy and recruitment. In response to the unprecedented needs, the total time spent on field missions by global food security cluster support team members increased by 83 percent compared with 2021.
120. The WFP-led emergency telecommunications cluster provided vital technical and information management support for operations in 11 countries in 2022, achieving a 91 percent average rating from respondents to its user satisfaction surveys. In addition, the cluster supported the launch of an inter-agency call centre in Madagascar to facilitate two-way communications between local communities and assistance providers, and implemented several activities aimed at building the capacity of partners and information communication technology officers.

121. In 2022, the United Nations booking hub became the largest United Nations marketplace, serving 930,000 clients from 15 agencies. Compared with 2021, 61 percent more clients were served as a result of the global expansion of the United Nations passenger transportation mobility services and the launch of carpooling services with 59 country-level offices of United Nations entities collaborating in 15 carpooling operations. The booking hub supports 5,100 United Nations administrative staff members in digitally transforming their daily activities, including in aviation, mobility, accommodation and wellness service provision, helping to improve decision making and maximize efficiency gains, including environmental benefits.
122. The United Nations fleet was officially launched by UNHCR and WFP and began operations in 2022. The launch marked a new phase in safe, efficient and sustainable fleet management for the United Nations system and represented a major contribution to the implementation of the United Nations development system reform agenda. WFP signed seven agreements with other United Nations entities and delivered the first leased vehicles in 2022.<sup>52</sup>

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<sup>52</sup> For additional information on the United Nations fleet, see annex III-B.

### 3. Part III: Management performance

*Part III provides an analysis of overall WFP management performance, describing performance against corporate key performance indicators (KPIs), where category I KPIs reflect WFP's corporate performance in supporting the implementation of the strategic plan while category II KPIs show progress against specific corporate priorities. In addition, it assesses the performance of WFP's functional units, the services provided by regional bureaux and headquarters and performance in priority areas identified by senior management. To support the unprecedented needs that arose from the global food crisis in 2022, WFP had to scale up and accelerate its corporate and regional services at the country level so as to continue contributing to famine prevention and the reduction of acute and severe hunger.*

#### 3.1. Key performance indicators – Category I

123. The CRF for 2017–2021 presents three high-level KPIs for measuring WFP's management performance: KPI 1 measures progress in the implementation of CSPs, KPI 2 assesses emergency preparedness and response, and KPI 3 reflects the overall achievement of management performance standards. Each KPI is assessed against a target that is set and included in the management plan.

##### KPI 1 – overall progress on country strategic plan implementation

124. KPI 1 measures the achievement of the outputs and outcomes included in CSPs.<sup>53</sup>

125. In 2022, 66 percent of output indicator targets were achieved or on track to being achieved, the same percentage as in the previous year. As in 2021, WFP performed well in terms of beneficiary reach and showed strong performance in “other output” indicators.<sup>54</sup> However, this consistently strong performance was combined with significantly lower relative performance in meeting the planning figures for food and CBTs, reflecting WFP's decision to prioritize the provision of assistance to a larger number of beneficiaries by reducing the rations and the number of feeding days.

126. In 2022, 50 percent of outcome indicator targets were achieved or on track to being achieved. This is lower than the 2021 value (58 percent), which is in part attributable to WFP's prioritization of the number of beneficiaries reached at the expense of the number of assistance days and/or the ration size,<sup>55</sup> as well as to the confluence of rising costs, weather extremes, conflicts and budgetary pressures on many governments in 2022. For more details on performance by strategic objective and by programme area, please see part II sections 2.5 and 2.6.

##### KPI 2 – emergency preparedness and response

127. KPI 2 assesses whether sufficient training was undertaken by WFP and partners in all areas of emergency response, the degree to which training events met their learning objectives, and the degree to which the countries in the corporate alert system benefited from advance financing through the IRA.

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<sup>53</sup> For elaboration on the methodology used and the background for output and outcome indicators in WFP's operational environment please see annex III-A.

<sup>54</sup> For an expanded list of other output indicators please see annex II-F.

<sup>55</sup> The intensity of assistance comprises the duration of assistance provision to a single beneficiary, the value of daily assistance and the number of beneficiaries covered.

- 128. In 2022, WFP demonstrated a high level of achievement, with 100 percent of the targeted number of emergency response training events being undertaken in all training areas<sup>56</sup> and 97 percent of learning objectives being met by those events. The Emergency Operations Division designed and rolled out a range of learning products and conducted short- and long-term post-training evaluations. The “rapid start” induction course on the fundamentals of WFP emergency operations won a Learning Technologies Silver Award for excellence in learning design.
- 129. In 2022, 58 percent of countries designated in the corporate alert system were allocated funding from the IRA.<sup>57</sup> The IRA is WFP’s reserve for the “last resort” funding of critical life-saving activities. Following the introduction of the revised emergency activation protocol, the eligibility criteria for the allocation of IRA funds were strengthened in mid-2022 with a view to reinforcing the account’s life-saving nature in times of resource scarcity.

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

- 130. In 2022, WFP showed moderate to strong progress in all functional areas. The strongest performance was observed against the indicators that measure resource mobilization, finance, supply chain and administration. The annual targets in those functional areas were all achieved or very close to being achieved.
- 131. In resource mobilization, three indicators met their targets and one, tracking the monthly consumption of WFP articles on the web,<sup>58</sup> met 77 percent of its target. In the administration functional area, the indicator measuring the percentage of internal controls implemented met its target while the second component indicator, tracking the percentage of WFP’s fixed assets verified, reached 99 percent of its target. The remaining functional areas showed progress. For example, the information technology indicator measuring the percentage of compliance with information technology security standards met 92 percent of its target. Further details on KPI 3 and its component indicators and targets are provided in annex III-A.

**Figure 12: Performance against key performance indicator targets by functional area**

OVERVIEW OF KEY PERFORMANCE INDICATORS BY FUNTIONAL AREA				
 <b>MANAGEMENT</b> 1 target met 1 target not met 1 approaching target	 <b>PROGRAMME</b> 2 approaching target	 <b>SUPPLY CHAIN</b> 2 target met 1 approaching target	 <b>BUDGET AND PROGRAMMING</b> 1 approaching target	 <b>HUMAN RESOURCES</b> 2 approaching target
 <b>ADMINISTRATION</b> 1 target met 1 approaching target	 <b>FINANCE</b> 1 target met	 <b>INFORMATION TECHNOLOGY</b> 1 approaching target	 <b>SECURITY</b> 1 approaching target	 <b>RESOURCE MOBILIZATION, COMMUNICATIONS AND REPORTING</b> 3 target met 1 approaching target

<sup>56</sup> Ten induction training events, two in humanitarian negotiation, two in operational information management and one in advanced emergency responder Simulation Exercise.

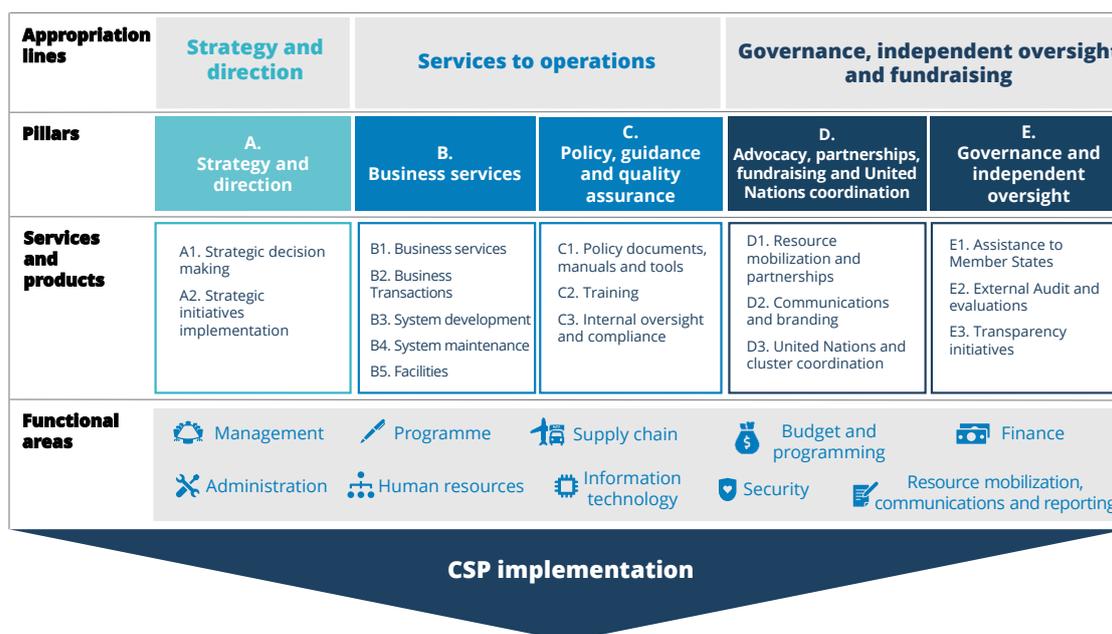
<sup>57</sup> In the annual performance report for 2021, reporting on this indicator erroneously included multilateral allocations. In 2021, 56 percent of countries designated in the corporate alert system were allocated IRA funding. The target percentages for 2021 and 2022 reflect the scope of alternative funding that a country office designated in the corporate alert system may obtain. Such funding includes direct donations, grants from flash appeals to the Central Emergency Response Fund and other United Nations funding mechanisms, advances from the internal project lending facility, and allocations from the multilateral budget committee. The methodology for implementing this indicator is under review with the aim of ensuring that WFP can accurately report on and demonstrate the impact and value of the IRA.

<sup>58</sup> [wfp.org/stories](https://wfp.org/stories).

### 3.2. Regional bureau and headquarters services – performance by pillar

132. WFP classifies its management activities into three high-level appropriation lines, five pillars and the services and products related to each of those pillars. The five pillars define the nature of the support provided to country offices for the successful implementation of their CSPs and the achievement of results. Every year, WFP seeks the Executive Board's approval for the programme support and administrative (PSA) budget – the portion of the budget that pertains to providing indirect support for WFP's activities – through the management plan. In the management plan for 2022–2024, the Board approved a PSA budget of USD 496.1 million.

**Figure 13: Classification of management activities and services**



133. Table 2 shows a summary of the approved 2022 PSA budget and actual expenditures by pillar.<sup>59</sup> The additional PSA of USD 17.1 million arises from an increase in WFP's contribution forecast during the year, from USD 8.4 billion to USD 9.4 billion.<sup>60</sup> The primary activities funded through the additional PSA included those that had been identified as essential during the planning process, but for which the expected bilateral funding did not materialize (USD 10.3 million),<sup>61</sup> such as supporting interactions between armed entities and the humanitarian community in the areas where WFP operates. A portion of the costs were used for maintaining and supporting country offices in using the WFP's digital beneficiary information and transfer management platform, SCOPE (USD 3.4 million), and additional allocations (USD 3.4 million) were used to support the establishment of the United Nations fleet, fund inter-agency secondments and cover the legal fees related to a security incident.

<sup>59</sup> The PSA budget is approved by the Board and allocated across the three appropriation lines. Expenditures can shift between pillars within the same appropriation line.

<sup>60</sup> The additional USD 1.1 billion in forecast contribution revenue allows the Executive Director to release additional PSA of up to USD 22 million, 2 percent of the increase in the contributions forecast.

<sup>61</sup> Allocated to the Programme – Humanitarian and Development Division (USD 5.1 million), the Emergency Operations Division (USD 2.2 million), the CBT Division (USD 1.1 million), the Technology Division (USD 0.5 million), the Beneficiary Management Division (USD 0.5 million, allotment managed by the CBT Division), the Gender Equality Office (USD 0.4 million) and the Innovation and Knowledge Management Division (USD 0.4 million).

**Table 2: Programme support and administrative budget by pillar (USD million)**

Pillar	2022 PSA budget per management plan	Additional PSA allocation	2022 expenditure*	% of total PSA
<b>Strategy and direction</b>	<b>111.1</b>	<b>5.1</b>	<b>116.2</b>	<b>100</b>
A – Strategy and direction	111.1	5.1	116.2	100
<b>Services to operations</b>	<b>241.4</b>	<b>7.6</b>	<b>248.9</b>	<b>100</b>
B – Business services	164.0	4.0	176.9	105
C – Policy, guidance and quality assurance	77.4	3.6	72.0	89
<b>Governance, independent oversight and fundraising</b>	<b>143.6</b>	<b>4.4</b>	<b>148.0</b>	<b>100</b>
D – Advocacy, partnerships, fundraising and United Nations coordination	102.2	4.4	111.5	105
E – Governance and independent oversight	41.4	-	36.4	88
<b>Total</b>	<b>496.1</b>	<b>17.1</b>	<b>513.1</b>	<b>100</b>

\* Includes 2022 payroll and purchase order retroactive payments.

134. The following subsection provides a synopsis of major achievements under each pillar across WFP.

### Results pillar A – strategy and direction

135. This pillar relates to the decisions taken by senior management and the implementation of those decisions. The decisions have significant impact and long-term implications that map out the future of a division, a department or the organization.
136. Following a review of the country office PSA model in 2021, WFP allocated a total of USD 91 million (including USD 48 million in multilateral funding) directly to its country offices in 2022, an increase from USD 58 million in 2021. Country offices were encouraged to use the multilateral funding for transfers and associated costs but maintained the flexibility to utilize the funding for their most pressing needs.
137. In 2022, the Board approved 25 CSPs and interim CSPs, two transitional interim CSPs, two limited emergency operations, ten trust funds, one special account and 86 budget revisions. The Board also approved WFP's strategic plan for 2022–2025 and the related CRF.
138. WFP developed and finalized the first corporate urban strategy, which articulates WFP's intent and priorities for achieving zero hunger in urban areas, an accompanying implementation plan and a framework that guides the urban activities carried out by the organization.

### Results pillar B – business services

139. This pillar relates to the services and activities that are used by WFP offices and functional units to enable WFP to deliver on its mandate.
140. Digital transformation was facilitated by engaging continuously with business owners and by pursuing automation, which resulted in lead time reductions, process standardization and simplification across country offices, headquarters and regional bureaux. Through

the global service management tool on the WFP self-service page and other platforms, WFP automated more than 1.5 million requests that would previously have relied on manual or paper-based processes. In 2022, more than 30 new automation processes were developed and implemented, improving end-user interface, accessibility and data quality and accuracy.

141. Frequent and intense cyber threats resulting from the global crises in 2022 made the safeguarding of WFP's digital ecosystem a top priority. A comprehensive cybersecurity process involving the implementation of robust internal controls and advisory and preventive activities, with immediate response to abnormalities and attacks, has ensured that WFP's data, digital solutions and networks are cyber-safe. WFP launched a new mandatory course on cybersecurity essentials in 2022, which was completed by 80 percent of employees.
142. The use of drones during the response to hurricane Fiona in the Dominican Republic showed how WFP uses technology and partnerships to empower local governments. Within 24 hours, the unmanned aircraft systems team was deployed to use drones and a digital tool developed by WFP to automate the processing of high-resolution images of affected areas. This innovation reduced the time and resources required for damage assessment from weeks to hours and from 42 full-time equivalent units to 2.
143. In 2022, WFP designed and constructed critical logistics and project infrastructure in more than 45 countries by relying on more than 200 engineers and technicians. Overall, the value of those projects was more than USD 105 million. The projects met a wide range of infrastructural needs, not only those crucial to WFP's success, such as secure WFP offices, facilities and accommodation, but also those vital to the communities WFP serves, including access, logistics and other community infrastructure.
144. Following the successful implementation of WFP's energy efficiency programme in five premises in Madagascar, up to 95 percent of the electricity supply in those premises came from solar power. WFP scaled up the collaboration on energy among internal divisions (including the Supply Chain Operations, Programme – Humanitarian and Development and School-based Programmes divisions), and with standby partners and other United Nations entities, such as the United Nations Development Programme and UNHCR. Following the application process for the energy efficiency programme, several approved projects were launched in Bangladesh, Chad, Kenya and Nigeria valued at USD 637,576.
145. The WFP Global Privacy Office was formally established, positioning WFP as a leader in governance and data protection within the United Nations system. Through this function, WFP facilitated and provided data protection support to 56 country offices and 20 headquarters divisions. WFP also developed and piloted data protection conditions for field-level agreements to guide cooperating partners in processing personal data on behalf of WFP in ways that minimize risks and protect WFP beneficiary data.
146. In 2022, WFP also developed tools to support data protection in emergencies and established a governance framework, communications strategy and training plan for protecting personal data in WFP and fostering a comprehensive understanding of the organization's data protection activities.

### WFP's Innovation Accelerator

In 2022, the WFP Innovation Accelerator supported 61 SDG 2 innovation projects that contribute to reducing hunger and 58 projects supporting partners' innovations for the achievement of other SDGs. Those projects reached more than 37 million people in 88 countries and territories.

In addition, the Innovation Accelerator expanded its support for two food fortification initiatives. In Pakistan, where 70 percent of people buy their wheat from small-scale millers, WFP piloted "Chakki", an innovative method of providing access to nutritious food by building market capabilities. Chakki aims to increase the direct distribution of fortified flour by providing millers with equipment and raw materials for producing high-quality fortified flour, and creates linkages among millers, local kiln operators and retailers along the value chain. In 2022, the project ensured that 2.2 million people in Pakistan consumed fortified wheat flour. In the United Republic of Tanzania, a similar business model innovation ("Sanku") reached 4.5 million people in 2022.

147. To promote and maintain the physical and psychosocial health of employees, WFP's Staff Wellness Division implemented a COVID-19 vaccination programme in headquarters and field locations, established new clinics in Afghanistan, Ethiopia and the Sudan and strengthened existing clinics in Afghanistan, Bangladesh, Malawi and Myanmar.

### Results pillar C – policy, guidance and quality assurance

148. This pillar comprises activities that are not directly attributable to a single operation and that provide the framework, guidance and policies for delivering on organizational strategies.

### Supporting the scaling up of cash-based transfers

Given the rapid increase in the amount of CBT assistance it provides, WFP has put in place a series of policies and guidelines that support country offices in implementing CBT programmes. In 2022, WFP issued guidelines on [simplifying cash operations](#) and released the first interim toolkit for CBTs in emergencies, highlighting the importance of emergency preparedness when implementing CBT programmes. In addition, to mitigate the effects of inflationary pressures on its global operations, WFP employed several measures to maintain people's purchasing power and ensure operational continuity. WFP issued [recommendations](#) for country offices on how to adjust CBTs in situations of economic volatility by preparing and planning in advance for emergencies and ensuring that specialized support is available. WFP also rolled out the cash assurance directive, which establishes eight risk mitigation measures that should be prioritized to ensure that the right people receive the right assistance at the right time. In 2022, the accompanying monitoring process was completed in 68 country offices, attaining 88.7 percent of compliance with the guidelines set in the cash assurance framework.

149. WFP launched a revised programme guidance manual at the end of 2022 as a key deliverable for the implementation of the WFP strategic plan for 2022–2025. To ensure normative alignment between the strategic plan and the development of CSPs, several policies and strategies were developed or updated and submitted to the Board for approval or information, including the [gender policy](#) and the [policy on country capacity strengthening](#).

150. WFP's information management systems for assessment and monitoring data continued to be improved in 2022 to support the conducting of surveys, centralization and the cleaning and storage of data that are made available to internal and external users by means of an open data visualization platform. WFP further improved its information management ecosystem with an integrated process that builds and deploys standardized surveys (Survey Designer), uploads data into a centralized database (DataBridges) and stores cleaned datasets and meta-data in a microdata repository (Data Library), enabling the mainstreaming and replicability of evidence generation. Analysed data and reports are available to internal and external users via an open data visualization platform (DataViz). This work will be followed by further significant improvements in 2023 based on the approved activities under critical corporate initiatives (CCIs).
151. The Assets Impact Monitoring Satellite platform remotely monitors and assesses the long-term impacts of WFP's asset creation projects using earth observation data. The total number of country offices that have benefited from the platform since its launch in 2017 rose to 24, enabling the monitoring of more than 2,600 food assistance for assets activities in all WFP regional bureaux. In 2022, 1,075 assets were monitored by 14 country offices. By assessing whether asset creation programmes are achieving the expected results, country offices are better equipped to adjust ongoing operations and design improved activities in the future.
152. WFP implemented an e-learning course from June to December 2022 aimed at building the capacity of all employees engaged in programme monitoring. The course was completed by 74 percent of targeted employees and was extended to partners, including WFP's cooperating partners and third-party monitors, reaching 850 external learners. To build the capacity for conducting qualitative research, three e-learning modules were developed, reaching 1,622 learners. WFP also conducted training of trainers in five regional bureaux, delivering a facilitated course on qualitative research.
153. In 2022, [HungerMap<sup>LIVE</sup>](#) continued to be one of the primary sources of real-time data on global food security. By December 2022, 38 countries, including Ukraine, benefited from real-time food security monitoring, which involves the collection of WFP's corporate food security indicators and other relevant programme information through daily remote surveys and provides visual estimates in HungerMap<sup>LIVE</sup>. Real-time food security monitoring was set up in Ukraine immediately after the onset of the conflict. Through the system,<sup>62</sup> WFP has been able to assess the food security situation in the country, including in conflict-affected areas<sup>63</sup> that are inaccessible to humanitarian assistance and where the needs are highest.
154. In 2022, WFP continued to strengthen its quality assurance processes. During the year, 82 of WFP's 83 country offices updated their risk registers, representing a record 99 percent submission rate, compared with 95 percent in 2021. The implementation of the revised anti-fraud and anti-corruption policy continued; in 2022, 42 training sessions were carried out, reaching more than 2,400 staff members and cooperating partners, and five fraud risk assessments were undertaken in country offices under the regional bureaux for Western and Eastern Africa. Country offices and headquarters divisions received support for conducting 35 donor reviews (ex-ante and ex-post), compared with 29 in 2021; the reviews provide donors with assurance that their funds are spent in line

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<sup>62</sup> Remote data is used to monitor the food security situation continuously, informing needs assessments (IPC, Consolidated Approach for Reporting Indicators of Food Security, etc.) and for programmatic purposes and advocacy efforts.

<sup>63</sup> WFP. 2023. [HungerMap<sup>LIVE</sup>: Ukraine insight and key trends](#).

- with objectives. WFP also completed the process of bringing the tracking of all independent oversight follow-up into one system: the risk and recommendation tool.
155. WFP's code of conduct was updated and rolled out in June 2022. The revised code of conduct elaborates the expectations relating to independence, impartiality and showing respect for each other and the people WFP assists, and ensures that WFP's values and principles guiding employee behaviour are adhered to. The code clarifies the responsibilities and expected conduct regarding confidentiality, data protection and privacy, gender equality, diversity and safeguarding the environment.
  156. In 2022, WFP continued to address the prevention of and protection from sexual exploitation and abuse holistically, using a survivor- and victim-centred approach. The focus was on developing approaches that effectively address the factors that contribute to sexual exploitation and abuse, cultivating safer environments for employees and beneficiaries, and embedding interventions that will mitigate the risks of sexual exploitation and abuse. For example, a joint initiative was launched by WFP and the International Organization for Migration, in partnership with Translators Without Borders, aimed at providing frontline workers and partners with critical knowledge on protection from sexual exploitation and abuse in an accessible and easy-to-understand way. Entitled "Together We Say No", the project provided printed materials on protection from sexual exploitation and abuse, such as posters, pamphlets and audio and multimedia materials in 22 languages. The project was launched in 2022 through events held in the Colombia country office and the WFP Regional Bureau for Western Africa in Dakar, Senegal.
  157. Building on the recommendations of the 2021 joint evaluation of their work, the Rome-based agencies invested in strengthening their coordination, with a focus on fostering country-level opportunities within the context of the United Nations sustainable development cooperation framework (UNSDCF), and providing complementary inputs to global-level forums. In 2022, the agencies jointly delivered operational and strategic approaches for supporting the fight against hunger and malnutrition, particularly through work on food systems, resilience building, climate change, nutrition and gender. The Rome-based agencies continued to build on and replicate successful cases of collaboration through operational and normative approaches, such as the joint programme on rural women's economic empowerment implemented with UN-Women, the gender-transformative approaches for food security and nutrition programme and the joint programme for the Sahel in response to the challenges of COVID-19, conflict and climate change.

#### **Results pillar D – advocacy, partnerships, fundraising and United Nations coordination**

158. This pillar refers to WFP's engagement with external bodies for advocacy, coordination, fundraising, partnership and implementation purposes.
159. In 2022, donors stepped up in an extraordinary manner in response to the global food and nutrition crisis, organizing supplementary funding for Ukraine and for other emergency responses. In conjunction with other stakeholders, such as the United Nations, private sector partners and international financial institutions, donors provided cohesive and coherent political support and advocacy for the food and nutrition agenda through various channels such as coalitions and Group of 7/Group of 20 events. WFP continued to engage in the Grand Bargain on humanitarian issues. Together with donors, non-governmental organizations, the Red Cross and Red Crescent movement and other United Nations entities, WFP contributed to the development of the first-ever cash coordination model, which was endorsed by the Inter-Agency Standing Committee in March 2022. A global cash advisory group, of which WFP is an active member, was created

to develop tools and guidance that equip country-level cash working groups to adopt the new model by March 2024.<sup>64</sup>

### **Contributing to collective outcomes through United Nations development system reform processes**

In 2022, WFP actively engaged with governments and United Nations country teams to implement the Secretary-General's reform agenda for delivering collective, nationally owned activities in support of the 2030 Agenda. UNSDCFs are the central governing and management document for all United Nations development activities in countries and for the related elements in WFP's CSPs. As of December 2022, 62 percent of United Nations operations were guided by UNSDCFs at the country level, while the remaining 38 percent continued to operate under the former development assistance frameworks. UNSDCF priorities are central to the strategic design and implementation of CSPs, including their theories of change and result chains.

WFP also increased its engagement in the United Nations corporate initiative on integration, which entails a joint approach to programme implementation based on shared objectives. At the country level, WFP participated in two "business cases for integration", one on disarmament, demobilization and reintegration in the Democratic Republic of the Congo and one on anti-corruption in Somalia.

In 2022, through the United Nations SDG programme working group,<sup>1</sup> WFP contributed to the development and implementation of global guidance on United Nations country-level strategic planning for development in exceptional circumstances. The guidance supports United Nations country teams in their development planning activities when the necessary conditions for developing a full UNSDCF is not in place. WFP's contributions aimed at ensuring that in such circumstances, the design of cooperation frameworks is consistent with humanitarian action.

<sup>1</sup> The working group covers areas of the United Nations development system reform such as the configuration of country teams, governance mechanisms and the sequencing of UNSDCFs and agencies' country programmes.

160. In 2022, in response to the multidimensional aspects of the global food crisis, a consensus was reached by all key actors that the crisis required collaborative, cohesive and global solutions, and that food and nutrition security represented a key issue to be tackled together. In particular, WFP used its role as convener of the crisis response action team to meet with regional and subregional organizations on behalf of the Global Alliance for Food Security in order to discuss the needs and challenges of the organizations' Member States and explore possible collaboration with the Global Alliance on supporting a systemic and cooperative approach to food security issues.
161. WFP's private sector engagement activities continued to sustain a growing portfolio of corporate partnerships, reaching a total of 23 impact partnerships with global partners at the end of the year, well on track to achieving the goal established under the private sector partnership and fundraising strategy of 25 impact partnerships by the end of 2025.
162. In 2022, several partnerships with the WFP Innovation Accelerator were extended (Germany, United States of America, Innovation Norway) or diversified (Luxembourg, Bill and Melinda Gates Foundation), and new partnerships were established (including

<sup>64</sup> The co-chairs for cash coordination are the Office for the Coordination of Humanitarian Affairs in non-refugee settings, and UNHCR in refugee settings.

with Czechia and France). WFP's Innovation Accelerator became the first United Nations entity to join Google for Startups, a world-leading programme that supports innovation accelerators and their portfolio projects. Mentors from Google for Startups provided WFP with expert guidance on its innovations.

163. WFP's involvement in advocacy initiatives such as the "Global Shield", which aims to help countries prepare financially against climate risk, and the School Meals Coalition facilitated a comprehensive response to the global food crisis from all partners, as illustrated by the joint statements on the global food and nutrition security crisis issued in July and September 2022 and February 2023 by the heads of FAO, the International Monetary Fund, the World Bank group, WFP and the World Trade Organization.
164. As part of the implementation of the strategic plan for 2022–2025, WFP developed a plan outlining the change required to enhance the thematic fundraising capacities of country offices, and established a Changing Lives Transformation Fund with an allocation of USD 55 million from the General Fund. The Changing Lives Transformation Fund will provide up to ten country offices with access to reliable financing for transformative and sustainable investments in support of the priorities of host governments. Complementarities between the thematic fundraising plan and the Changing Lives Transformation Fund will enable selected country offices to attract sustainable funding and scale up the changing lives agenda, thereby facilitating corporate learning that further strengthens WFP's responses.
165. WFP also continued its efforts to ensure the effective functioning of food supply chains in response to the global challenges linked to the conflict in Ukraine. A significant achievement was the approval of a decision by the World Trade Organization Member States in June 2022 to exempt WFP's humanitarian food purchases from export restrictions. This decision represents a significant enabler to WFP's timely purchase of commodities locally and regionally. Also in 2022, the Security Council approved resolution 2664 which provides a humanitarian exemption to measures imposed by the United Nations to freeze assets. The resolution will allow WFP and other organizations to avoid applying for exemptions on a case-by-case basis and should provide reassurance to partners.

### Results pillar E – governance and independent oversight

166. This pillar reflects activities related to the independent and internal oversight and governance provided by external parties. It includes all the work of the Board and independent oversight functions, such as evaluation and audit, and transparency initiatives.
167. Twenty-six centrally managed evaluations were completed in 2022 and 24 were presented to the Board for consideration. They comprised evaluations of 20 CSPs,<sup>65</sup> a strategic evaluation of WFP's work in nutrition and HIV/AIDS, a policy evaluation of WFP's role in peacebuilding in transition settings, a synthesis report on performance measurement and monitoring, and a review of the implementation of recommendations from thematic evaluations of a strategic or global nature.
168. In 2022, WFP was part of the inter-agency management groups for the inter-agency humanitarian evaluations of the Yemen crisis and the COVID-19 response. The findings from evaluations, which are expanded on in annex VII, provide robust evidence to guide WFP's decision making.

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<sup>65</sup> Afghanistan, Algeria, Bolivia (Plurinational State of), the Central African Republic, Chad, Ecuador, India, Jordan, the Kyrgyz Republic, Mauritania, Mozambique, Nigeria, Pakistan, the State of Palestine, Peru, South Sudan, Sri Lanka, the Sudan, Tajikistan and the United Republic of Tanzania.

169. WFP enhanced the access of employees to informal conflict resolution services in 2022, resulting in a 50 percent increase in the number of employees reaching out for support compared with 2021. For the first time, employees in the regional bureaux for Eastern and Southern Africa have continuous access to an outposted ombuds officer based in Nairobi. This step brings the services of the Office of the Ombudsman and Mediation Services to regional stakeholders.
170. Combined with a strengthened office at headquarters, WFP's employees now have access to support from the Office of the Ombudsman and Mediation Services in all six official languages of the United Nations. In 2022, approximately 4,000 employees were trained on conflict resolution by the Office of the Ombudsman and Mediation Services as part of the office's capacity building programme. The training sessions are delivered to all levels of WFP employees by professionally trained ombuds officers who are experienced in providing training on conflict resolution. A total of approximately 6,500 employees have been trained under this programme since 2020.
171. In 2022, WFP headquarters engaged with the regional bureaux, country offices and the external audit team to coordinate the review of 273 recommendations deriving from the 2019 and 2020 external audit management letters, leading to the closure of more than 80 percent of the recommendations.
172. To reinforce accountability and ensure transparency, WFP continued to demonstrate its commitment to the timely implementation of oversight recommendations issued by the Joint Inspection Unit of the United Nations and the External Auditor. In 2022, WFP closed a record number of recommendations from the Joint Inspection Unit (97 percent, the highest since 2013) and the External Auditor (72 percent, the highest since 2006).

### 3.3. Performance against category II indicators

**Table 3: Category II indicators**

United Nations system and coordination-related performance indicators	2021 value	2022 target	2022 value
Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) indicators met or exceeded	81%	88%	81%
Percentage of cluster user surveys that reach their satisfaction targets (emergency telecommunications, logistics and food security clusters)	100%	100%	100%
<b>Executive thematic priorities</b>			
Percentage of employees completing mandatory training on "prevention of fraud, corruption and sexual exploitation and abuse at WFP", and "preventing and responding to abusive conduct at WFP"	89%*	95%	91%
Percentage of country offices with a functioning community feedback mechanism	63%	70%	73%
Percentage of WFP cash-based transfers supported digitally	74%	80%	89%
Percentage of WFP countries implementing environmental management systems	14%	40%	27%
Percentage of funding directed at the strategic outcome level or above	29%	30%	23%

\* The 2021 value included the percentage of employees completing mandatory training on only "prevention of fraud, corruption and sexual exploitation and abuse at WFP".

173. In addition to measuring performance by functional area, category II indicators review progress against corporate priorities set by senior management, multilateral arrangements and commitments. Because these indicators reflect varying external commitments and annual corporate priorities, they are not included in the CRF and are treated as a separate category.
174. WFP showed mixed progress in performance against category II indicators. Moderate progress was observed under the United Nations system and coordination-related performance indicators. Significant progress was observed under three of the executive thematic priorities performance indicators, while some of the remaining indicators saw a decrease in target achievement. Details on performance against category II indicators are provided in annex III-A.

### 3.4. Critical corporate initiatives

175. WFP has used the PSA equalization account to fund CCIs since 2015. CCIs are aimed at strengthening WFP's programming, operational and administrative capacity and are focused on organizational and transformative change. Following the recommendations of an external audit of CCIs, completed in 2021,<sup>66</sup> WFP implemented several improvements<sup>67</sup> that strengthen the governance and selection criteria for funding future CCI projects submitted to the Board.

**Table 4: Critical corporate initiatives, 2019–2022 (USD million)\***

Critical corporate initiative	Budget	Actuals			Unspent balance
	Approved budget	2019-2021	2022	Total	
Workforce 2020	11.1	8.5	2.4	10.9	0.2
WFP 2030 Fund	15.0	10.3	4.7	15.0	0.0
Systems integration and information technology-enabled efficiencies	16.0	14.5	1.3	15.8	0.2
United Nations reform	16.3	14.7	1.4	16.2	0.1
Programme/partnership support	2.6	1.3	1.0	2.2	0.3
Private sector strategy	52.3	34.5	16.8	51.3	1.0
Workplace culture/ethics	5.0	2.9	1.9	4.8	0.2
Termination indemnity fund	10.0	0.1	0.9	1.0	9.0
Investing in WFP People	25.3		17.7	17.7	7.6
Strategic plan and CRF implementation	13.3		1.6	1.6	11.7
<b>TOTAL</b>	<b>166.8</b>	<b>86.8</b>	<b>49.6</b>	<b>136.5</b>	<b>30.3</b>

\* Open commitments as of 31 December 2022 are not included in the "Actuals" column.

176. Table 4 compares the CCI budgets approved in the respective management plans since 2019 with the annual actual expenditures. In the 2022 budget of the management plan for 2023–2025, two new, multi-year CCIs were approved: Investing in WFP people (USD 25.3 million) and Implementation of the strategic plan and CRF for 2022–2025 (USD 15.4 million). In addition, USD 17.3 million was approved as part of the third and final tranche of funding for the private sector strategy CCI.

<sup>66</sup> "Report of the External Auditor on critical corporate initiatives" (WFP/EB.A/2021/6-F/1).

<sup>67</sup> New CCI funding proposals follow a standard template specifying the budget details split between staff and non-staff costs and by expected result, organizational change objective and KPI.

177. Actual expenditures in 2022 totalled USD 49.6 million, compared with USD 44.3 million in 2021. The private sector strategy and investing in WFP people CCIs accounted for the bulk of expenditures. Of the ten CCIs active in 2022, three accounted for more than 90 percent of the unspent budget by year end. Those three CCIs were on investing in WFP people (2022–2024), implementation of the strategic plan and CRF (2022–2024) and the termination indemnity fund (2021–2024).
178. All three CCIs were approved as multi-year initiatives. As a result, any unspent balances were considered by the global budget committee for carry-over into 2023. The balances from the first two CCIs were primarily due to delays in recruitment and adjustments to the timing of activity implementation to reach the most critical milestones. Use of the termination indemnity fund depends on country offices' requests for termination indemnity funding following a review of their structure, workforce and skill requirements related to organizational realignment with the new strategic plan. For detailed reporting on the achievements of CCIs in 2022, see annex III-B.

#### **Implementation of the strategic plan and corporate results framework for 2022–2025**

The three-year CCI on the implementation of the strategic plan and CRF for 2022–2025,<sup>68</sup> approved by the Board at its 2022 annual session, focuses WFP's resolve to strengthen and improve its corporate performance planning, reporting systems and processes while providing enhanced programme support to country offices. The funds allocated in 2022 enabled WFP to meet its urgent short-term commitment to retrofitting existing CSPs operating under the previous CRF and adapt its internal and external systems and platforms to reflect the new CRF by 1 January 2023. This helped to mitigate operational risks to and potential disruptions of country office operations. Further details are available in annex III-B.

#### **Update on the implementation of the WFP people policy**

179. A critical priority for WFP has been the implementation of its people policy, which identifies four key focus areas guiding the proactive management of the workforce and workplace culture.
180. To facilitate progress in the first focus area of the CCI, "nimble and flexible", strategic workforce plans have been completed or are under way in ten global level functional offices and 13 country offices. The plans enable WFP to align the skills and capacities of its workforce with those required for delivery on its mandate.
181. In addition, the implementation of WFP's staffing framework has increased the proportion of the workforce employed on long-term contracts from a baseline of 39 percent in 2021 to 50 percent in 2022. Progress was accelerated by the one-off conversion of more than 2,000 service contracts to fixed-term contracts, largely in the field.
182. In the second focus area, "performing and improving", a revised policy was launched aimed at supporting the prevention of and response to abusive conduct. The policy further strengthened the victim-centred approach and clarified reporting channels, with a greater emphasis on the role of managers. The emphasis on performance has been strengthened by the introduction of an upwards feedback tool through which staff members provide confidential constructive feedback to their supervisors.

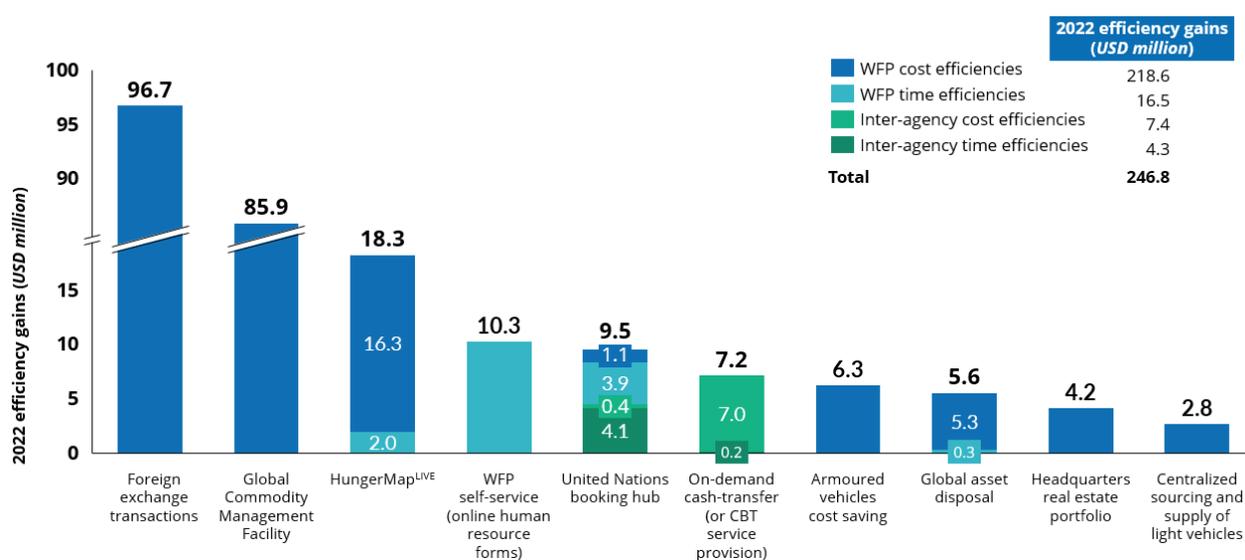
<sup>68</sup> Details on budget performance and KPIs are available in annex III-B.

- 183. In the third focus area, “diverse and inclusive”, WFP continued the implementation of a diversity and inclusion framework and launched a new policy on ensuring reasonable accommodation of people with disabilities, and the related funding mechanisms. The WFP leadership framework established standards of behaviour applicable to all WFP employees and has been integrated into management processes supporting employees during and after their employment. A career resource centre was launched, providing all employees with access to practical information on career management and development support.
- 184. In the fourth focus area, “caring and supportive”, risk mitigation measures were rolled out globally to promote the security, workplace health and safety of employees, including through dedicated security training for women. The wellness strategy promoted and maintained physical and psychosocial health through services provided to the global WFP population and their families. The results delivered reflect progress towards each of the strategy’s three goals: a focus on the field, the promotion of a corporate culture of health, and the creating of an enabling and supportive workplace.

### 3.5. Efficiency gains

- 185. WFP promotes efficiency through internal and inter-agency initiatives and the tracking, measurement and reporting on efficiency gains using robust methodologies consistent with guidance from the United Nations Development Coordination Office. WFP measures efficiency gains in terms of cost and time efficiencies along its value chain, from emergency preparedness and programme design to programme delivery and the provision of enabling services.
- 186. In 2022, WFP generated USD 247 million in the top ten efficiency gain initiatives, representing a 73 percent, or USD 104 million, increase compared with 2021 (figure 14). Efficiencies enabled by the GCMF and foreign exchange transactions produced the majority of the increase, accounting for nearly USD 88 million more in estimated efficiencies and cost avoidance than in 2021. Details of the top ten initiatives are provided in annex III-C.

**Figure 14: WFP’s top ten estimated efficiency gains, 2022 (USD million)**



187. Sufficient investment is critical for the tracking and reporting on WFP's existing and potential efficiencies. In 2022, the number of validated initiatives generating efficiency gains increased to 56, from 40 in 2021, in part owing to deeper engagement and buy-in from WFP stakeholders.
188. WFP continued to explore and implement innovations in business models, processes and technologies aimed at enabling humanitarians to deliver on their mandates more effectively while ensuring equitable and sustainable benefits for targeted communities.

#### WFP partnership with Western Union supports efficient and effective interventions

In 2022, WFP's business partnership with Western Union grew significantly, as cash transfers processed by Western Union increased to USD 530 million, compared with USD 54 million in 2021, and represented more than 20 percent of WFP's cash transfers in 2022.

One of the key benefits of the partnership is that WFP pays Western Union after the transfer services are provided. During 2022 the limits for WFP's pre-financing by Western Union were increased to support the increased transaction volumes in Lebanon and Ukraine.

WFP's focus on reducing costs has led to a 50 percent reduction in the fees for the Ukraine/Moldova operation and has enabled WFP to direct more funds to the people most in need. Fees for the Lebanon emergency social safety net programme were reduced to USD 1 per transaction, regardless of the transfer amount. In addition, WFP rolled out the Western Union platform to all country offices in 2022, resulting in improved reporting and stronger internal control.

### 3.6. Expenditures per beneficiary analysis

Figure 15: Summary of 2022 expenditures per beneficiary

Overall	Food	Cash-based transfers	Commodity vouchers
 <b>0.41 USD</b> Daily	 <b>0.36 USD</b> Daily	 <b>0.54 USD</b> Daily	 <b>0.34 USD</b> Daily
 <b>55 USD</b> Annual	 <b>48 USD</b> Annual	 <b>74 USD</b> Annual	 <b>38 USD</b> Annual

189. In 2022, WFP distributed a total of 24.7 billion daily rations costing an average of USD 55 per beneficiary per year, or USD 0.41 per beneficiary per day on which the assistance was delivered. The daily rations consisted of 16.8 billion food rations, 7.1 billion cash or value voucher transfers and 776 million commodity vouchers (see annex III-D table 4).
190. The expenditures per beneficiary comprise the cost of the food or the amount of money that is transferred to each beneficiary (the transfer value), the cost of delivering that transfer and all the associated costs (the implementation costs and the direct and indirect support costs). The average expenditures per beneficiary receiving in-kind food was USD 0.36 per assistance day, while the expenditures per beneficiary receiving CBTs or commodity vouchers was USD 0.54. The highest cost component, the transfer value, accounted for 64 percent of the total cost per beneficiary. For food, the transfer value, comprising the cost of the commodity and the cost of transporting that commodity to the country of distribution, was 53 percent of the total cost. For CBTs the transfer value was the amount of cash received by the beneficiary and represented 79 percent of the total cost.

191. Key cost drivers for delivering assistance include external factors such as food and fuel prices and foreign currency exchange rates, and internal factors such as programme design and operational decisions. Ration cuts, reduced duration of assistance and more narrow targeting are among the approaches used to manage funding shortfalls. It is important to analyse the expenditures per beneficiary together with the intensity of the assistance, which comprises the duration of the assistance provided to a single beneficiary and the value of the daily assistance provided to the number of beneficiaries reached. A longer duration of assistance may increase the annual expenditures per beneficiary without affecting the daily expenditures per beneficiary, while changes in the value of assistance, such as ration cuts, typically affect daily expenditures per beneficiary. More information, including a breakdown of the costs and duration of assistance by programme area and the expenditures per beneficiary for each programme area and each modality, can be found in annex III-D.

## 4. Part IV: Funding and expenditures

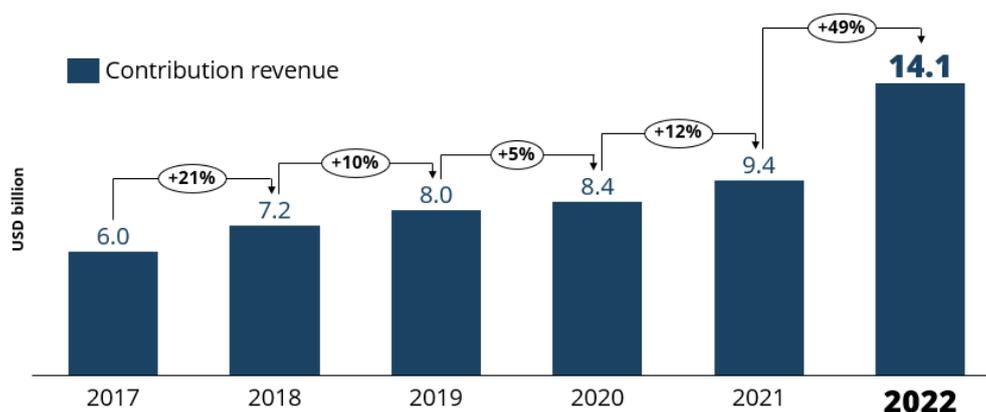
### 4.1. Overview of funding position, needs and funding mechanisms

#### Record contribution revenue amid rising needs

192. In 2022, donors provided record contribution revenue of USD 14.1 billion – nearly 50 percent higher than in 2021 and reaching two-thirds of the USD 21.4 billion operational requirements as assessed on 31 December 2022. This high level of contributions reflected donors’ strong commitment to meeting rapidly escalating needs despite facing global economic uncertainty and instability.

193. Figure 16 shows the growth in donor contribution revenue between 2017 and 2022. The growth in 2022 was driven by an increase in contributions received from the largest donor, the United States of America, which increased by USD 3.5 billion and represented 52 percent of total contribution revenue. Other major donors also increased their contributions in 2022, including Germany, the European Commission, private donors and Canada.

**Figure 16: WFP contribution revenue and annual percentage growth, 2017–2022\* (USD billion)**



\* The figures reflect contribution revenue according to the annual audited accounts for 2022. In that year, in consultation with the External Auditor, WFP changed its accounting policy for revenue recognition. The change has been applied retrospectively, resulting in the restatement of the comparative figures in the financial statements for 2021. Details on the accounting policy change can be found in the [annual audited accounts for 2022](#).

194. In 2022, WFP continued to diversify its funding base through partnerships with national governments, international financial institutions, the private sector and United Nations and thematic funds.

195. WFP signed agreements with 43 national governments for a total of USD 448 million to support national development priorities.<sup>69</sup> WFP also received direct contributions of USD 353 million from international financial institutions for country-owned programmes in countries with no internationally recognized government – including USD 135 million from the Asian Development Bank – the bank’s first contribution to WFP. Contributions received from international financial institutions increased from USD 20 million in 2019 to USD 712 million in 2022.<sup>70</sup>

<sup>69</sup> Funding for 18 of the agreements, valued at USD 359.3 million, was sourced from the World Bank, the Asian Development Bank, the African Development Bank, the Inter-American Development Bank and IFAD.

<sup>70</sup> This amount excludes service provision valued at USD 288 million in 2022.

196. Income raised from corporate and foundation partners and individuals increased to USD 540 million, surpassing by 128 percent the 2022 income target of USD 237 million. Nearly USD 32 million was received as flexible funding, accounting for roughly 6 percent of all private sector contributions raised.

### Spotlight on private sector funding in 2022

Of the USD 540 million raised by the private sector in 2022, USD 276 million came from private foundations and charities, USD 160 million from corporations and corporate foundations, and USD 104 million from individual giving.

Importantly, USD 127 million in rapid, direct contributions were key to WFP's initial response to the Ukraine conflict. Within one month, the private sector committed more than USD 40 million of the USD 200 million made available to the global response, demonstrating the crucial role played by the private sector in funding early responses to emergencies.

In 2022, contributions from foundations included agreements with Mastercard Foundation totalling USD 154.5 million and covering a five-year initiative aimed at strengthening food systems and promoting employment opportunities, and support for COVID-19 vaccine delivery. The Howard G. Buffett Foundation contributed USD 22.5 million to support WFP's facilitation of grain shipments from Ukraine to operations in Ethiopia and Yemen.

WFP's newly established global philanthropy team secured the first major contributions of USD 8.9 million, from ultra-high net-worth individuals, including almost USD 1 million for nutrition programmes and USD 1.3 million from the Minderoo Foundation to support the first maritime shipment of Ukrainian wheat to WFP's humanitarian operations in the Horn of Africa.

In 2022, WFP successfully attracted new individual supporters around the world, with nearly 26 percent of individual giving being unrestricted. By the end of 2022, the headquarters-based individual giving programme and the ShareTheMeal platform had 412,464 active givers, of whom 38,576 are regular givers.

197. The United Nations Central Emergency Response Fund continued to be a reliable donor, providing USD 177 million from its rapid response and underfunded emergency windows, 54 percent more than in 2021. Funding from the other United Nations pooled funds and entities increased by 80 percent to total more than USD 269 million.

### Flexible funding

198. In 2022, WFP received a record USD 1.3 billion in flexible funding, including unearmarked contributions, contributions to the IRA and softly earmarked contributions, from 34 government donors and the private sector. The share of WFP's total contributions represented by flexible funds increased to 9.2 percent.
199. To better align with the Grand Bargain definition of flexible funding, in 2022 WFP introduced the "softly earmarked" funding category, which identifies contributions that are earmarked at the thematic or regional level. Softly earmarked funding amounted to USD 672 million in 2022, or 53 percent of the total USD 1.3 billion in flexible funding.

**Table 5: Global view – flexible funding to WFP in 2017–2022**

Flexible funds by year	2017	2018	2019	2020	2021	2022	2022* (including softly earmarked)
Flexible funds (USD million)	383	422	424	479	563	628	1 307
% growth of flexible funds	-	+10.5	+0.5	+13.0	+17.6	+11.2	+131
Flexible funds as % of total contributions	6.3	5.8	5.3	5.7	5.9	4.4	9.2
No. of flexible donors	31	33	31	32	35	32	35

\* In 2022, flexible contributions consisted of three types of funding: unearmarked multilateral contributions, contributions for life-saving activities through the IRA, and softly earmarked contributions allowing flexibility beyond the country level, such as regional and thematic contributions (memo on the adoption of a new corporate definition of “flexible funding”, March 2022). In the contribution statistics covering the period from 2017 to 2021, flexible contributions include unearmarked multilateral contributions and contributions for life-saving activities through the IRA.

200. In 2022, 70 percent of confirmed contributions to WFP were earmarked at the activity level compared with 64 percent in 2021. The proportion of funds earmarked at the CSP level remained stable in 2022, at 11 percent, while the proportion earmarked at the strategic outcome level decreased from 16 to 7 percent. Flexibility at the country level, in addition to predictable, multi-year funding, enables WFP to improve planning and foster operational continuity and stable partnerships.

### Predictable funding forecasts

As WFP is funded entirely through voluntary contributions, the predictability and timeliness of funding is critical in enabling effective planning and supporting timely and stable interventions.

The predictability provided by multi-year funding allowed WFP to invest in anticipatory actions and long-term resilience building and capacity strengthening activities while reducing transaction costs and enhancing trust among cooperating partners. In 2022, WFP received USD 1.4 billion, or 10 percent of its contributions, as multi-year funding from 31 donors, a decrease of 5 percent compared with 2021.

Donors' timely provision of USD 2.5 billion, or nearly 18 percent of total contributions in the first quarter of 2022, allowed WFP to deliver assistance, reducing lead-times by procuring food and pre-positioning it in the most food-insecure settings.

201. In 2022, of the USD 628 million received as unearmarked multilateral resources and IRA contributions, WFP allocated USD 500 million to support for 84 country operations across all regions.<sup>71</sup> The operations receiving the largest amounts of multilateral resources were in Yemen, the Syrian Arab Republic, Somalia, South Sudan and Ethiopia. Sixty percent of multilateral resources were allocated to crisis response activities, with specific attention to refugees and the people facing the highest levels of vulnerability at IPC levels 4 and 5. In addition, more than 30 percent of multilateral resources were directed to resilience building and addressing root causes in support of WFP's changing lives programmes.
202. The use of flexible, multilateral funds allowed WFP to make strategic and timely life-saving responses while investing in activities that help to reduce humanitarian needs over time. For instance, in Myanmar, multilateral funding permitted WFP to sustain activities that prevented rural and urban populations from sliding into emergency conditions. In Burkina Faso, multilateral funds enabled WFP to advance women's empowerment by strengthening smallholder farmers' production and access to markets.
203. The IRA, established as a flexible resource facility, enables WFP to respond quickly to emergency needs for food- and non-food-related purchase and delivery costs. An additional USD 50 million of multilateral resources was allocated to the IRA. New contributions to the IRA in 2022 amounted to USD 151 million, with 67 percent, or USD 101 million, derived from directed contributions, representing a 51 percent increase compared with the USD 67 million from directed contributions in 2021. The number of donors contributing directly to the IRA remained stable at 13 in 2022. By the end of 2022, a record USD 220 million of IRA advances had been repaid.

#### **Advance financing and the Global Commodity Management Facility**

204. WFP continued to use its strategic financing mechanisms – internal project lending (IPL), the IRA and the GCMF – as mechanisms that allow anticipatory actions by providing programmes with spending authority prior to the confirmation of contributions or by making food available with a reduced lead time.<sup>72</sup>
205. IPL provided spending authority to a programme an average of 75 days before a contribution to that programme had been confirmed. In 2022, WFP advanced a record amount of USD 2.6 billion from IPL to 60 operations. Throughout the year, a total of USD 407 million was advanced to the Ukraine response, enabling the country office to quickly procure food and cover CBT shortfalls.
206. In 2022, WFP advanced a record USD 385 million from the IRA to 36 operations, of which more than a quarter, or USD 99 million, was used in Somalia to mitigate critical pipeline breaks due to worsening drought coupled with concurrent shocks, which led to high levels of food insecurity and nutrition requirements that outstripped existing resources. Additional allocations from the IRA provided “last-resort” funding in rapidly deteriorating humanitarian situations that threatened to overwhelm WFP operations in Afghanistan, Somalia and Haiti.

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<sup>71</sup> For further information on the recipient countries of multilateral resources see the “[Flexible funding](#)” page on the WFP website.

<sup>72</sup> For further information on the use of WFP's strategic financing mechanisms, see the “[Report on the utilization of WFP's strategic financing mechanism \(1 January–31 December 2022\)](#)” presented to the Board at the 2023 annual session.

207. During 2022, the GCMF allowed WFP to reach beneficiaries more effectively and efficiently through the steady supply of food with reduced lead times. In 2022, funds from the GCMF accounted for 65 percent of WFP's food procurement, generating an estimated USD 86 million in efficiency gains throughout the year through GCMF purchases made when market conditions were most favourable, and the leveraging of economies of scale.
208. In 2022, 2.9 million mt of food (for a total food value of USD 2.3 billion) was delivered to 53 countries through the GCMF.
209. Country offices using the GCMF to purchase food received their food within an average of 34 days, representing a 73 percent reduction from the average 120 days required under conventional procurement processes.

### Innovative finance

210. WFP continued to make progress in implementing innovative finance mechanisms such as debt swaps, blended finance and the Emerging Donor Matching Fund.
211. Debt relief efforts, particularly debt-for-development swaps that redirect funds towards national development goals, help to mobilize valuable resources for national governments. For example, in June 2022 WFP signed a new agreement for a debt swap between Germany and Egypt valued at USD 27.1 million.<sup>73</sup>
212. In 2022, WFP developed and disseminated a guidance note for country offices on blended finance and outreach to support their use of blended finance as a WFP funding tool.

#### New partnership in innovative finance

WFP signed a partnership framework with the United Nations Capital Development Fund (UNCDF) in 2022 to facilitate collaboration on the application of innovative financing measures to achieve more resilient, inclusive food systems. UNCDF and WFP agreed on a UNCDF blended finance instrument tailored to WFP's needs, which aims to attract new investment capital and provide loans to small and medium-sized enterprises.

213. In 2022, USD 55.3 million in cash and in-kind contributions provided by national governments was matched by funding from the Emerging Donor Matching Fund to cover associated costs<sup>74</sup> totalling USD 9.8 million.

## 4.2. WFP's direct expenditures in 2022

### Reviewing WFP's planning figures in the global context of increasing needs

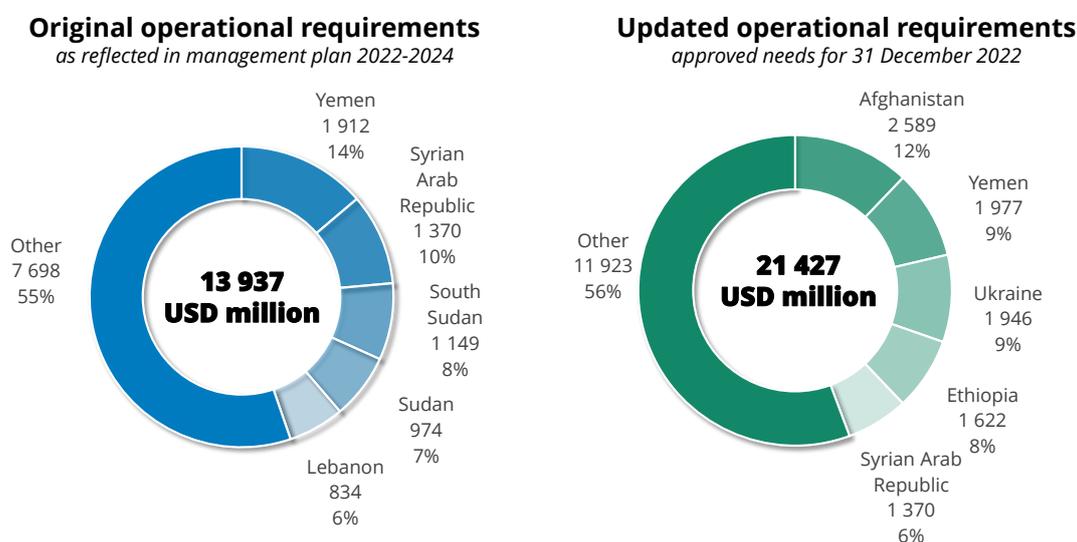
214. Global needs reached new records in 2022, at USD 21.4 billion by the end of the year. Unforeseen challenges, such as the record increases in food and fuel prices and the conflict in Ukraine, increased requirements by 54 percent compared to the original operational requirements of USD 13.9 billion formulated in the management plan for 2022–2024 (see figure 17).

<sup>73</sup> The agreement will fund a two and a half-year project aimed at promoting integrated rural development in 500 of the most underprivileged villages in Upper Egypt, in support of the Government's vision for inclusive economic growth and shock-resilient households and communities.

<sup>74</sup> The costs associated with cash and in-kind contributions from eligible in-country donors that cannot cover such costs.

215. The top five operations accounted for roughly 44 percent of the total needs assessed, while the remaining 83 countries with operations accounted for 56 percent. Compared with the original operational requirements identified in 2021, food assistance needs in Afghanistan quadrupled by the end of 2022, to USD 2.6 billion, roughly 12 percent of WFP's total assessed needs.

**Figure 17: Growth in 2022 operational requirements – top five operations\***



\* Operational requirements include indirect support costs.

### WFP effectively deployed resources according to its implementation plan

216. WFP's implementation plan is used to guide the organization's operational execution by prioritizing needs and taking into consideration funding forecasts and operational challenges. The original implementation plan for 2022 was for USD 12.6 billion.<sup>75</sup> In 2022, WFP's expenditures totalled USD 12.1 billion, or 96 percent of the implementation plan, reflecting the organization's adaptability in the face of resourcing constraints and a dynamic operating environment.
217. Table 6 shows total expenditures by transfer modality. Of the total transfer costs in 2022, 55 percent, or USD 5.7 billion, was used for in-kind food, nearly USD 300 million more than the estimate in the implementation plan. In 2022, WFP procured 4.2 million mt of food valued at USD 3.3 billion; 58 percent of the total value was spent in countries with ongoing operations, and 2.2 percent was procured from smallholder farmers in 24 countries. Food commodities distributed<sup>76</sup> in 2022 amounted to 4.9 million mt with a corresponding value of USD 3.8 billion, a 38 percent increase over 2021, partly due to rising food prices.
218. Expenditures on CBTs and commodity vouchers matched the implementation plan estimate, accounting for 34 percent, or USD 3.5 billion, of total transfer costs. In 2022, WFP disbursed USD 3.3 billion in 72 countries, an increase of 42 percent compared with 2021. The largest increases were in emergency operations, where up to 79 percent of

<sup>75</sup> The management plan for 2022–2024 included a provisional implementation plan of USD 8.5 billion based on the anticipated funding forecast at the time the document was prepared in November 2021. The original implementation plan was prepared by country offices at the start of 2022 and totalled USD 12.6 billion. Following the approval of CSP budget revisions and new CSPs, such as for Ukraine, a revised original implementation plan totalling USD 14.1 billion was approved in December 2022.

<sup>76</sup> Includes food commodities distributed to cooperating partners. Food commodities delivered to beneficiaries in 2022 totalled 4.8 million mt.

total CBT assistance was distributed, led by the Syrian regional refugee response and operations in Somalia, Ukraine and Afghanistan.

**Table 6: Transfer values and associated costs, 2022 (USD million)**

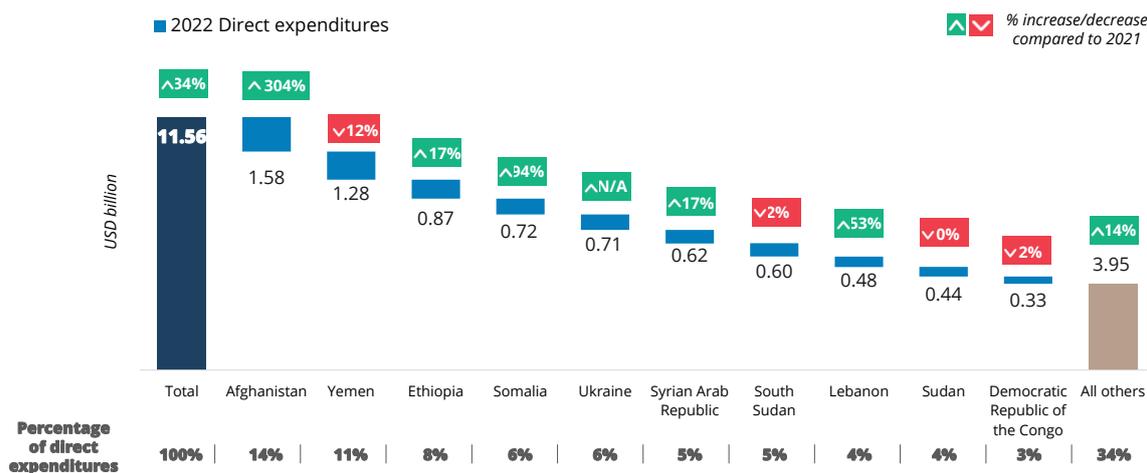
Transfer and associated costs	Original implementation plan (with % funded)	Expenditures (with % funded)	Updated operational requirements* (with % funded)
Food	5 396 (51)	5 682 (55)	8 845 (48)
CBTs and commodity vouchers	3 558 (34)	3 543 (34)	7 041 (38)
Capacity strengthening	596 (6)	454 (4)	795 (4)
Service delivery	1 030 (10)	736 (7)	1 794 (10)
<b>Total transfer costs</b>	<b>10 580 (100)</b>	<b>10 414 (100)</b>	<b>18 475 (100)</b>
Implementation costs	789	673	1 070
<b>Total direct operational costs</b>	<b>11 369</b>	<b>11 088</b>	<b>19 546</b>
Direct support costs	522	476	657
<b>Total direct costs</b>	<b>11 891</b>	<b>11 564</b>	<b>20 202</b>
Indirect support costs	741	526	1 225
<b>Total</b>	<b>12 632</b>	<b>12 090</b>	<b>21 427</b>

\* Approved operational needs as of 31 December 2022, inclusive of indirect support costs.

### There were significant increases in direct expenditures in most operations

219. Direct expenditures increased by 34 percent, to USD 11.6 billion in 2022 from USD 8.6 billion in 2021.<sup>77</sup> Figure 18 shows that ten countries accounted for 66 percent of WFP's direct expenditures, a share similar to that in previous years.
220. Although needs continued to increase in operations such as Yemen, South Sudan and the Democratic Republic of the Congo, direct expenditures decreased from the previous year in those countries. Given the time lag for expenditures, despite the small change they underwent, the impact of the decrease on implementation is significant and described in part II of this report. Most likely this is due to the growing complexity and severity of the global operational environment, with new emergencies emerging and escalating in 2022 in places such as Afghanistan, Ethiopia, Lebanon, Somalia and Ukraine affecting WFP's ability to respond with limited resources.

<sup>77</sup> Direct expenditures, or direct operational costs, exclude indirect support costs and may differ from the actual expenses presented in the audited annual accounts owing to the exclusion of outstanding commitments. They also exclude PSA costs.

**Figure 18: Top ten countries in terms of direct expenditures (USD billion)**

### Direct expenditures by strategic result and focus area

221. The analysis in this subsection considers the aggregated, direct operational expenditures totalling USD 11.1 billion and compares that amount with the respective amounts in the implementation plan (USD 11.4 billion) and updated operational requirements as of 31 December 2022 (USD 19.5 billion).<sup>78</sup>
222. In 2022, direct operational expenditures accounted for 98 percent of the implementation plan, a notable increase compared with 94 percent in 2021 and 86 percent in 2020. The high utilization rate is due to the emergency response in Ukraine, which was not planned at the beginning of the year. Compared with the requirements for all WFP operations, the expenditures covered slightly more than half of actual needs, which forced WFP to plan ration cuts in most of its operations in order to extend assistance to reach more beneficiaries.
223. In 2022, expenditures under strategic result 1 – “everyone has access to food” – exceeded the implementation plan and reached 59 percent of the overall needs. WFP’s life-saving operations under strategic result 1 continued to reflect the largest, and most complex, emergencies in the world, representing 83 percent of expenditures across the eight strategic results.
224. Expenditures under strategic result 2 – “end malnutrition” – reached 78 percent of the implementation plan and 55 percent of total needs. In Yemen, WFP used USD 137 million to combat malnutrition, the highest expenditure among the 55 countries with nutrition activities. In response to the severe drought, WFP scaled up moderate acute malnutrition treatment to cover all 15 of the arid and semi-arid counties in Kenya and 64 of the 74 districts in Somalia.
225. The average expenditure reported by the 64 countries implementing capacity strengthening activities (under strategic result 5) was USD 1.8 million, 40 percent more than the 2021 average. The operation in Iraq accounted for the highest expenditure on capacity strengthening, with more than USD 12 million, or one-fifth of the operation’s total direct expenditures in 2022. Operations in the Pacific island countries and territories and

<sup>78</sup> Indirect support costs and direct support costs are not attributable to any single strategic result and are thus excluded from this section of analysis.

the Caribbean Community accounted for the highest shares – each with more than 60 percent of their total expenditures – on capacity strengthening activities.

226. Operations in five countries, Afghanistan, China, Ghana, Nepal and Nigeria, incurred expenditures related to strategic results 6 and 7. Activities under strategic result 8 – “enhanced global partnerships” – were undertaken in 58 countries in order to provide various services, including food procurement services, CBT services and supply chain services. Ethiopia, the State of Palestine and Lebanon accounted for the largest allocations, with more than USD 100 million each. In Lebanon, WFP provided verification and electronic payment services on behalf of the Government for the implementation of the emergency social safety net.

**Table 7: Direct operational expenditures by strategic objective and strategic result, 2022 (USD million)**

SDG	Strategic objective		Strategic result		Original implementation plan	Direct operational expenditures	Updated operational requirements*
2	1	End hunger	1	Access to food	8 891	9 153	15 558
	2	Improve nutrition	2	End malnutrition	636	498	901
	3	Achieve food security	3	Smallholder productivity and income	214	161	365
			4	Sustainable food systems	408	257	652
17	4	Support SDG implementation	5	Capacity strengthening	137	113	211
			6	Policy coherence	1.22	0.3	2.5
	5	Partner for SDG results	7	Diversified resourcing	0.28	0.2	0.3
			8	Enhance global partnership	1 081	904	1 856
<b>Total</b>					<b>11 369</b>	<b>11 088</b>	<b>19 546</b>

\* Approved operational needs as of 31 December 2022, excluding direct and indirect support costs.

227. The 2022 expenditures by focus area were broadly in line with the levels estimated in the implementation plan and updated operational requirements, as shown in table 8. Despite the funding levels, the acuteness of the needs was such that country offices, while engaging in critical priority resilience activities, had to orient the majority of their resources to crisis response. Crisis response expenditures accounted for 103 percent of the original implementation plan, reflecting the high prioritization of emergency, life-saving work.

**Table 8: Direct operational expenditures by focus area, 2022 (USD million)**

Focus area	Original implementation plan (with % funded)	Direct operational expenditures (with % funded)	Updated operational requirements (with % funded)*
Crisis response	9 258 (81)	9 525 (86)	16 331 (84)
Resilience building	1 667 (15)	1 233 (11)	2 627 (13)
Root causes	444 (4)	329 (3)	588 (3)
<b>Total</b>	<b>11 369 (100)</b>	<b>11 088 (100)</b>	<b>19 546 (100)</b>

\* Approved operational needs as of 31 December 2022, excluding direct and indirect support costs.

## 5. Part V: Looking forward

228. At the beginning of 2023, the worst global food crisis in 70 years deteriorated even further following the tragic earthquake in the Syrian Arab Republic and Türkiye and the ongoing risks to food systems from persistent conflicts, record high prices and other shocks. This fragile situation worsened dramatically following the April 2023 outbreak of conflict in the Sudan, which caused WFP to temporarily halt its operations assisting millions of people at risk of acute hunger. Recognizing that the expected increase in food assistance needs may not be matched by the same level of resources as in 2022, the new vision of the Executive Director for 2023 focuses on increasing resource mobilization while continuing to improve WFP's partnerships and effectiveness.
229. These circumstances underscore the importance, as set out in the strategic plan for 2022–2025, of ensuring that WFP's workforce, programmes and systems are equipped to work efficiently in complex, rapidly changing situations, while enabling local, national and international actors to implement effective solutions to hunger and malnutrition. [WFP's management plan for 2023–2025](#) estimates that WFP will reach 150 million people in 2023 with projected operational requirements of USD 19.7 billion aimed at avoiding further suffering and loss of life from crisis-induced hunger and famine. However, actual implementation of the plan will be affected by the amount of funding received.
230. In 2023, WFP's performance will be reported against the WFP strategic plan for 2022–2025, which articulates WFP's contribution to SDGs 2 and 17 under five strategic outcomes and four cross-cutting priorities, focusing on the linkages between saving lives and changing lives. Throughout 2022, an extensive retrofitting exercise was carried out to align CSPs to the new strategic plan and the related CRF by 1 January 2023.
231. Remaining issues to be addressed in order to ensure full implementation of the CRF for 2022–2025 include improving analytical approaches and data disaggregation to capture diverse food security outcomes by the age, sex and disability status of the targeted women, girls, boys and men most vulnerable to food insecurity and malnutrition. Ongoing work will include the validation of approaches for measuring cross-cutting results and counting indirect beneficiaries so as to improve the targeting and planning of, and accountability for, WFP's wider contributions to the achievement of the SDGs. As a vital step towards collective outcomes, country offices will report on the common and complementary indicators in the CRF that contribute to SDGs 2, 16 and 17 through the United Nations reporting system, UN INFO.

## Acronyms

CBT	cash-based transfer
CCI	critical corporate initiative
COVID-19	coronavirus disease 2019
CRF	corporate results framework
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
IPL	internal project lending
IRA	Immediate Response Account
KPI	key performance indicator
PSA	programme support and administrative (budget)
SDG	Sustainable Development Goal
UNCDF	United Nations Capital Development 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
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women



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# SECTION I

## Executive Board

First regular session

Rome, 28 February–3 March 2022

Distribution: General

Date: 3 March 2022

Original: English

Agenda item 11

WFP/EB.1/2022/11

Verification of adopted decisions and  
recommendations

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

## Decisions and recommendations of the 2022 first regular session of the Executive Board

### Executive Board Bureau

President: **H.E. Md. Shameem Ahsan**  
(Bangladesh)

Alternate: **Mr Hyungsik Kim**  
(Republic of Korea)

Vice-President: **H.E. Artur Andrzej Pollok**  
(Poland)

Alternate: **H.E. Zsolt Belánszky-Demkó**  
(Hungary)

Member: **H.E. Youssef Balla**  
(Morocco)

Alternate: **H.E. Dr. Papa Abdoulaye Seck**  
(Senegal)

Member: **H.E. Carlos Bernardo Cherniak**  
(Argentina)

Alternate: **H.E. Mario Arvelo Caamaño**  
(Dominican Republic)

Member: **H.E. Marcel Beukeboom**  
(Netherlands)

Alternate: **Ms Jette Michelsen**  
(Denmark)

Rapporteur: **Mr Khalid Atlasi**  
(Morocco)

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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.

The Board hereby decided that, due to the COVID-19 pandemic, and consistent with WFP Executive Board Rule of Procedure I.4, it would hold its first regular session of 2022 by digital means from 28 February to 2 March 2022.

*28 February 2022*

### **Adoption of the agenda**

The Board adopted the agenda.

*28 February 2022*

### **Election of the Bureau and appointment of the Rapporteur**

In accordance with its rules of procedure the Board unanimously elected H.E. Md. Shameem Ahsan (Bangladesh, List B) to serve as President for a one-year term.

The Board also unanimously elected H.E. Youssef Balla (Morocco, List A); H.E. Carlos Bernardo Cherniak (Argentina, List C); and H.E. Marcel Beukeboom (Netherlands, List D) to serve as members of the Bureau for one-year terms and H.E. Papa Abdoulaye Seck (Senegal, List A); Mr Hyungsik Kim (Republic of Korea, List B), H.E. Mario Arvelo Caamaño (Dominican Republic, List C); Ms Jette Michelsen (Denmark, List D) and H.E. Zsolt Belánszky-Demkó (Hungary, List E) to serve as alternate members of the Bureau for one-year terms.

With regard to the appointment of the Vice-President, lack of consensus among the members of List E on a single nominee led to a vote in which the Board chose between two candidates from that list. As a result of the vote, H.E. Artur Andrzej Pollock was elected to serve as Vice-President for a one-year term.

In accordance with rule XII of its rules of procedure, the Board appointed Mr Khalid Atlassi (Morocco, List A) to serve as Rapporteur for the current session.

*1 March 2022*

## **Current and future strategic issues**

### **2022/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.

*1 March 2022*

## **Policy issues**

### **2022/EB.1/2      WFP corporate results framework (2022-2025)**

Having approved WFP's strategic plan for 2022–2025 (WFP/EB.2/2021/4-A/1/Rev.2), the Board approved the corporate results framework for 2022–2025 (WFP/EB.1/2022/4-A/Rev.1).

2 March 2022

### **2022/EB.1/3      WFP gender policy 2022**

The Board approved the WFP gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1) and took note of the policy implementation plan set out in annex III of the policy.

2 March 2022

### **2022/EB.1/4      WFP evaluation policy 2022**

The Executive Board approved the WFP evaluation policy 2022 set out in document WFP/EB.1/2022/4-C.

2 March 2022

## **Administrative and managerial matters**

### **2022/EB.1/5      Appointment of one member to the Independent Oversight Advisory Committee**

The Board approved the renewal of the term of one member to the Independent Oversight Advisory Committee as follows:

- Mr Robert Samels, from 1 March 2022 to 28 February 2025.

1 March 2022

## **Eastern Africa portfolio**

### **2022/EB.1/6 Burundi interim country strategic plan (2022–2024)**

The Board approved the Burundi interim country strategic plan (2022–2024) (WFP/EB.1/2022/7-A/1) at a total cost to WFP of USD 257,962,470.

3 March 2022

## **Resource, financial and budgetary matters**

### **2022/EB.1/7 Utilization of the Programme Support and Administrative Equalization Account reserve**

Having considered the document entitled Utilization of the Programme Support and Administrative Equalization Account reserve (WFP/EB.1/2022/5-A/1), the Board approved the allocation from the Programme Support and Administrative Equalization Account of USD 30.0 million to the Immediate Response Account.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.1/2022/5-A/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.1/2022/5-A/3).

3 March 2022

## **Evaluation reports**

### **2022/EB.1/8 Summary report on the strategic evaluation of WFP's use of technology in constrained environments and management response**

The Board took note of the summary report on the strategic evaluation of WFP's use of technology in constrained environments (WFP/EB.1/2022/6-A) and management response (WFP/EB.1/2022/6-A/Add.1/Rev.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

3 March 2022

**2022/EB.1/9      Summary report on the evaluation of the WFP response to the COVID 19 pandemic and preliminary management response**

The Board took note of the summary report on the evaluation of the WFP response to the COVID19 pandemic (WFP/EB.1/2022/6-B) and encouraged management to give careful thought to the items for consideration set out in the report, taking into account the views expressed by Board members during their discussion of the matter. The Board noted that management's response to the evaluation would be presented in two stages, with a broad, strategic narrative response presented at the Board's 2022 first regular session and a complete response, in the usual format, presented at the Board's 2022 annual session.

3 March 2022

**Southern Africa portfolio**

**2022/EB.1/10      Summary report on the evaluation of the country strategic plan for Zimbabwe (2017–2021) and management response**

The Board took note of the summary report on the evaluation of the country strategic plan for Zimbabwe (2017–2021) (WFP/EB.1/2022/6-E) and management response (WFP/EB.1/2022/6-E/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

2 March 2022

**Latin America and the Caribbean portfolio**

**2022/EB.1/11      Summary report on the evaluation of the country strategic plan for El Salvador (2017–2021) and management response**

The Board took note of the summary report on the evaluation of the country strategic plan for El Salvador (2017–2021) (WFP/EB.1/2022/6-C) and management response (WFP/EB.1/2022/6-C/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

2 March 2022

**2022/EB.1/12 Summary report on the evaluation of the country strategic plan for Honduras (2018–2021) and management response**

The Board took note of the summary report on the evaluation of the country strategic plan for Honduras (2018–2021) (WFP/EB.1/2022/6-D/Rev.1) and management response (WFP/EB.1/2022/6-D/Add.1/Rev.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

2 March 2022

**2022/EB.1/13 Caribbean multi-country strategic plan (2022–2026)**

The Board approved the Caribbean multi-country strategic plan (2022–2026) (WFP/EB.1/2022/7-A/3) at a total cost to WFP of USD 69,515,111.

2 March 2022

**Western Africa portfolio**

**2022/EB.1/14 Cameroon country strategic plan (2022–2026)**

The Board approved the Cameroon country strategic plan (2022–2026) (WFP/EB.1/2022/7-A/2) at a total cost to WFP of USD 729,604,853.

2 March 2022

**Administrative and managerial matters (continued)**

**2022/EB.1/15 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.1/2022/9-B/Rev.1) and endorsed the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

3 March 2022

**Summary of the work of the Executive Board**

**2022/EB.1/16 Summary of the work of the 2021 second regular session of the Executive Board**

The Board approved the draft summary of the work of its 2021 second regular session, the final version of which would be embodied in document WFP/EB.2/2021/13.

3 March 2022

### 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**
4. **Policy issues**
  - a) Corporate results framework (2022–2025) *(for approval)*
  - b) WFP gender policy 2022 *(for approval)*
  - c) WFP evaluation policy 2022 *(for approval)*
  - d) Compendium of policies relating to the strategic plan *(for information)*<sup>1</sup>
  - e) Oral update on WFP's role in the follow-up to the United Nations food systems summit *(for information)*\*
5. **Resource, financial and budgetary matters**
  - a) Utilization of the Programme Support and Administrative Equalization Account reserve *(for approval)*
  - b) Increase of strategic financing authority ceilings *(for information)*
6. **Evaluation reports** *(for consideration)*
  - a) Summary report on the strategic evaluation of WFP's use of technology in constrained environments and management response
  - b) Summary report on the evaluation of the WFP response to the COVID-19 pandemic and preliminary management response
  - c) Summary report on the evaluation of the country strategic plan for El Salvador (2017–2021) and management response

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<sup>1</sup> Items marked with an asterisk are to be presented for information only but will nevertheless be discussed during the session.

- d) Summary report on the evaluation of the country strategic plan for Honduras (2018–2021) and management response
- e) Summary report on the evaluation of the country strategic plan for Zimbabwe (2017–2021) and management response

## **7. Operational matters**

- a) Country strategic plans (*for approval*)
  - 1. Burundi interim country strategic plan (2022–2024)
  - 2. Cameroon country strategic plan (2022–2026)
  - 3. Caribbean multi-country strategic plan (2022–2026)
- b) Revisions of country strategic plans and corresponding budget increases approved by the Board by vote by correspondence (*for information*)
  - 1. Afghanistan country strategic plan (2018–2022)
  - 2. Namibia country strategic plan (2017–2022)
- c) Crisis response revisions of country strategic plans and corresponding budget increases approved by the Executive Director or by the Executive Director and the Director-General of the Food and Agriculture Organization of the United Nations, following comment by Member States (*for information*)
  - 1. Madagascar country strategic plan (2019–2024)
- d) 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 jointly by the Executive Director and the Director-General of the Food and Agriculture Organization of the United Nations (1 July–31 December 2021)
- e) Oral global overview of humanitarian needs and operational concerns and priorities (*for information*)\*

## **8. Organizational and procedural matters**

- a) Biennial programme of work of the Executive Board (2022–2023) (*for information*)

**9. Administrative and managerial matters**

- a) Appointment of one member to the Independent Oversight Advisory Committee  
*(for approval)*
- b) Reports by the Joint Inspection Unit relevant to the work of WFP *(for consideration)*

**10. Summary of the work of the 2021 second regular session of the Executive Board**  
*(for approval)*

**11. Verification of adopted decisions and recommendations**



World Food Programme  
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## SECTION II

### Executive Board

Annual session

Rome, 20–24 June 2022

Distribution: General

Date: 24 June 2022

Original: English

Agenda item 13

WFP/EB.A/2022/13

Verification of adopted decisions and  
recommendations

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

## Decisions and recommendations of the 2022 annual session of the Executive Board

### Executive Board Bureau

President: **H.E. Md. Shameem Ahsan**  
(Bangladesh)

Alternate: **Mr Hyungsik Kim**  
(Republic of Korea)

Vice-President: **H.E. Artur Andrzej Pollok**  
(Poland)

Alternate: **H.E. Zsolt Belánszky-Demkó**  
(Hungary)

Member: **H.E. Youssef Balla**  
(Morocco)

Alternate: **H.E. Dr. Papa Abdoulaye Seck**  
(Senegal)

Member: **H.E. Carlos Bernardo Cherniak**  
(Argentina)

Alternate: **H.E. Mario Arvelo Caamaño**  
(Dominican Republic)

Member: **H.E. Marcel Beukeboom**  
(Netherlands)

Alternate: **Ms Jette Michelsen**  
(Denmark)

Rapporteur: **Mr Manash Mitra**  
(Bangladesh)

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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 the session.

*20 June 2022*

### **Appointment of the Rapporteur**

The Board appointed Mr Manash Mitra (Bangladesh, List B) to serve as Rapporteur for the current session.

*20 June 2022*

## **Current and future strategic issues**

### **2022/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.

*20 June 2022*

## **Annual reports**

### **2022/EB.A/2      Annual performance report for 2021**

The Board approved the annual performance report for 2021 (WFP/EB.A/2022/4-A/Rev.1), 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, resolution E/2013/L.17 of the United Nations Economic and Social Council and the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requested that the annual performance report for 2021 be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization, along with the present decision and the Board's decisions and recommendations for 2021.

*21 June 2022*

**2022/EB.A/3      Annual report of the Ethics Office for 2021**

The Board took note of the annual report of the Ethics Office for 2021 (WFP/EB.A/2022/4-B).

*21 June 2022*

**2022/EB.A/4      Annual report of the Office of the Ombudsman and Mediation Services  
for 2021 and management note**

The Board took note of the annual report of the Office of the Ombudsman and Mediation Services for 2021 (WFP/EB.A/2022/4-C).

The Board also took note of the management note to the annual report of the Office of the Ombudsman and Mediation Services for 2021 (WFP/EB.A/2022/4-C/Add.1).

*21 June 2022*

**Policy issues**

**2022/EB.A/5      Country capacity-strengthening policy update**

The Board approved the country capacity-strengthening policy update (WFP/EB.A/2022/5-A).

*21 June 2022*

**2022/EB.A/6      Update on WFP's role in the collective humanitarian response (2021)**

The Board took note of the update on WFP's role in the collective humanitarian response in 2021 (WFP/EB.A/2022/5-B).

*21 June 2022*

**Resource, financial and budgetary matters**

**2022/EB.A/7      Annual report of the Independent Oversight Advisory Committee**

The Board took note of the annual report of the Independent Oversight Advisory Committee (WFP/EB.A/2022/6-E/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

*22 June 2022*

**2022/EB.A/8 Audited annual accounts, 2021**

The Board:

- i) approved the 2021 annual financial statements of WFP, together with the report of the External Auditor, pursuant to general regulations XIV.6 (b);
- ii) noted the funding from the General Fund of USD 208,331.60 during 2021 for the ex-gratia payments and the write off of cash losses and receivables;
- iii) noted losses of commodities and other losses during 2021 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 of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

*22 June 2022*

**2022/EB.A/9 Report of the External Auditor on the management of cooperating partners and WFP management response to the External Auditor's recommendations**

The Board took note of the report of the External Auditor on the management of cooperating partners (WFP/EB.A/2022/6-H/1) and the management response (WFP/EB.A/2022/6-H/1/Add.1) and encouraged further action on the External Auditor's recommendations, 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 of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

*22 June 2022*

**2022/EB.A/10 Report of the External Auditor on oversight by management and WFP management response to the External Auditor's recommendations**

The Board took note of the report of the External Auditor on oversight by management (WFP/EB.A/2022/6-I/1) and the management response (WFP/EB.A/2022/6-I/1/Add.1) and

encouraged further action on the External Auditor's recommendations, 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 of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

22 June 2022

**2022/EB.A/11 Report on the utilization of WFP's advance financing mechanisms  
(1 January–31 December 2021)**

The Board took note of the report on the utilization of WFP's advance financing mechanisms for the period 1 January–31 December 2021 (WFP/EB.A/2022/6-B/1) and approved:

- a) the maintenance of the Immediate Response Account target at USD 200 million for 2022;
- b) an increase in the internal project lending ceiling to USD 950 million (which reflected a ceiling to reserve leverage ratio of 10:1 against the current reserve of USD 95.2 million) with the aim of enabling WFP's effective response in case of scale-up; and
- c) an increase in the Global Commodity Management Facility ceiling to USD 950 million (which was 10 percent of WFP's 2022 current contribution forecast), with the aim of enhancing WFP's ability to respond quickly to sudden emergencies in the current highly volatile context.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

22 June 2022

**2022/EB.A/12 Classification of private sector donors as non-traditional donors under  
General Rule XIII.4 (c)**

Having considered the document entitled "Classification of private sector donors as non-traditional donors under General Rule XIII.4 (c)" (WFP/EB.A/2022/6-C/1/Rev.1), the Board decided that private sector donors should be classified as non-traditional donors for the purposes of application of WFP General Rule XIII.4 (c), except that no resort to the WFP Fund nor to monetization should be made,

thereby ensuring that the principle of full cost recovery is ultimately still achieved by all private sector contributions.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

22 June 2022

### **2022/EB.A/13      Update on the WFP management plan (2022–2024)**

Having considered the update on the WFP management plan (2022–2024) (WFP/EB.A/2022/6-D/1), the Executive Board,

- a) *took note* of the 2022 approved needs-based plan of USD 17.1 billion as of 31 March 2022, representing an increase of USD 4.2 billion compared with the projected operational requirements for 2022 in the WFP management plan for 2022-2024;
- b) *took note* of the increased contribution forecast for 2022 from the USD 8.4 billion reported in the WFP management plan for 2022–2024 to USD 9.5 billion;
- c) *took note* of the USD 1.1 billion increase in the contribution forecast for 2022 and the increase in the complexity of operations, and noted that the Executive Director was considering releasing additional funding for programme support and administrative costs of up to 2 percent of the increase in the contribution forecast;
- d) *took note* of the proposal to expand the application of a reduced indirect support cost rate;
- e) *decided* to revise General Rule XIII.4 (e), which would read as follows:

“The Board shall set the indirect support cost rate applicable to contributions from:

- (i) governments of developing countries and countries with economies in transition, as determined by the Board;
- (ii) governments for contributions to programmes in their own countries; and
- (iii) international financial institutions under such conditions as shall be determined by the Board.”

- f) *requested* the Secretariat to propose, for Board approval, eligibility requirements for contributions to be received under General Rule XIII.4 (e) (iii), and decided that, until such requirements had been approved by the Board, contributions from international financial institutions that were certified by such institutions as being made directly to WFP due to the absence of an internationally recognized or eligible government in the location to which funding was allocated would be charged an indirect support cost rate of 4 percent;
- g) *decided* that a 4 percent indirect support cost rate would apply retroactively to the funding provided by the Asian Development Bank through the “Sustaining Essential Services Delivery Project [Support for Afghan People]”;
- h) *approved* the use of USD 23.4 million from the programme support and administrative equalization account as follows:
- i) USD 8 million as thematic funding for the Special Account for Wellness Programmes fund for the joint United Nations COVID-19 response covering the Medevac framework, first line of defence and vaccination programme; and
  - ii) USD 15.4 million for a critical corporate initiative aimed at aligning planning and reporting tools and platforms with the strategic plan and corporate results framework for 2022–2025;
- i) *approved* the use of USD 185 million from the unearmarked portion of the General Fund as follows:
- i) USD 100 million to strengthen the Immediate Response Account;
  - ii) USD 55 million to establish a changing lives transformation fund (CLTF), provided that WFP management committed to:
    - ensuring that country offices have the capacity to prioritize humanitarian assistance so the allocation of funds to the CLTF would not result in trade-offs or a diversion of resources away from humanitarian programmes;
    - reporting on the CLTF in the annual performance report, including on projects approved and progress made in them;
    - evaluating the CLTF after three years or before new replenishments were considered; and

- presenting to the Board at its 2022 second regular session a more detailed framework for the fund, including prioritization of countries, envisioned activities, the selection and allocation mechanism, key performance indicators (KPIs) designed to measure programme results and impact, and how cooperation with other partners, in particular development partners, would be ensured;
- iii) USD 30 million to replenish the Emerging Donor Matching Fund;
- j) *took note* of the updates on the bottom up strategic budgeting exercise.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

24 June 2022

**2022/EB.A/14      Annual report of the Inspector General and note by the Executive Director**

The Board took note of the annual report of the Inspector General for 2021 (WFP/EB.A/2022/6-F/1) and noted that, based on the risk-based oversight work performed and reported in 2021, 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 of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

22 June 2022

**2022/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/2022/6-J/1/Rev.1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

*22 June 2022*

**2022/EB.A/16      Management review of significant risk and control issues, 2021**

The Board took note of the management review of significant risk and control issues in 2021 (WFP/EB.A/2022/6-G/1/Rev.1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.A/2022/6-(A,B,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/2022/6-(A,B,C,D,E,F,G,H,I,J,K)/3).

*23 June 2022*

**Evaluation reports**

**2022/EB.A/17      Annual evaluation report for 2021 and management response**

The Board took note of the annual evaluation report for 2021 (WFP/EB.A/2022/7-A) and the management response (WFP/EB.A/2022/7-A/Add.1) and encouraged further action on the recommendations set out in the report taking into account the considerations raised by the Board during its discussion.

*23 June 2022*

**2022/EB.A/18      Implementation status of evaluation recommendations**

The Board took note of the report on the implementation status of evaluation recommendations (WFP/EB.A/2022/7-F).

*23 June 2022*

**2022/EB.A/19      Summary report on the review of the implementation of recommendations from thematic evaluations of a strategic/global nature and management response**

The Board took note of the summary report on the review of the implementation of recommendations from thematic evaluations of a strategic/global nature (WFP/EB.A/2022/7-D) and the management response (WFP/EB.A/2022/7-D/Add.1) and encouraged further action on the recommendations set out in the report taking into account the considerations raised by the Board during its discussion.

*23 June 2022*

**2022/EB.A/20      Comprehensive management response to the evaluation of the WFP response to the COVID 19 pandemic**

The Board took note of the comprehensive management response (WFP/EB.A/2022/7-E/Rev.2) to the recommendations set out in the summary report on the evaluation of the WFP response to the COVID-19 pandemic (WFP/EB.1/2022/6-B) and encouraged further action on the recommendations set out in the report taking into account the considerations raised by the Board during its discussion.

*23 June 2022*

**Western Africa portfolio**

**2022/EB.A/21      Country strategic plan – Togo (2022–2026)**

The Board approved the Togo country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/4) at a total cost to WFP of USD 17,653,978.

*23 June 2022*

**Southern Africa portfolio**

**2022/EB.A/22      Summary report on the evaluation of the country strategic plan for Mozambique (2017–2021) and management response**  
**Country strategic plan – Mozambique (2022–2026)**

The Board took note of the summary report on the evaluation of the country strategic plan for Mozambique (2017–2021) (WFP/EB.A/2022/7-B) and the management response (WFP/EB.A/2022/7-B/Add.1) and encouraged further action on the recommendations set out in the report taking into account the considerations raised by the Board during its discussion.

The Board approved the Mozambique country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/3) at a total cost to WFP of USD 819,286,358.

*23 June 2022*

**2022/EB.A/23      Summary report on the evaluation of the country strategic plan for the United Republic of Tanzania (2017–2021) and management response**

**Country strategic plan – United Republic of Tanzania (2022–2027)**

The Board took note of the summary report on the evaluation of the United Republic of Tanzania country strategic plan (2017–2021) (WFP/EB.A/2022/7-C) and the management response (WFP/EB.A/2022/7-C/Add.1) and encouraged further action on the recommendations set out in the report taking into account the considerations raised by the Board during its discussion.

The Board approved the United Republic of Tanzania country strategic plan (2022–2027) (WFP/EB.A/2022/8-A/5) at a total cost to WFP of USD 338,295,023.

*23 June 2022*

**2022/EB.A/24      Country strategic plan – Zimbabwe (2022–2026)**

The Board approved the Zimbabwe country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/6) at a total cost to WFP of USD 593,533,095.

*23 June 2022*

**Latin America and the Caribbean portfolio**

**2022/EB.A/25      Country strategic plan –El Salvador (2022–2027)**

The Board approved the El Salvador country strategic plan (2022–2027) (WFP/EB.A/2022/8-A/2) at a total cost to WFP of USD 129,202,890.

*23 June 2022*

**Operational matters**

**2022/EB.A/26      Country strategic plan – China (2022–2025)**

The Board approved the China country strategic plan (2022–2025) (WFP/EB.A/2022/8-A/1/Rev.1) at a total cost to WFP of USD 15,652,925.

*24 June 2022*

## **Administrative and managerial matters**

### **2022/EB.A/27      Appointment of one member to the Independent Oversight Audit Committee**

The Board approved the appointment of Ms Bettina Tucci Bartsiotas (Uruguay) as a member of the Independent Oversight Advisory Committee for a three-year term to begin on 15 November 2022.

*24 June 2022*

## **Summary of the work of the Executive Board**

### **2022/EB.A/28      Summary of the work of the 2022 first regular session of the Executive Board**

The Board approved the draft summary of the work of its 2022 first regular session, the final version of which would be embodied in document WFP/EB.A/2022/12.

*24 June 2022*

### Agenda

1. **Adoption of the agenda** *(for approval)*
2. **Appointment of the Rapporteur**
3. **Opening remarks by the Executive Director**
4. **Annual reports**
  - a) Annual performance report for 2021 *(for approval)*
  - b) Annual report of the Ethics Office for 2021 *(for consideration)*
  - c) Annual report of the Office of the Ombudsman and Mediation Services for 2021 and management note *(for consideration)*
5. **Policy issues**
  - a) Country capacity-strengthening policy update *(for approval)*
  - b) Update on WFP's role in the collective humanitarian response (2021) *(for consideration)*
  - c) Update on WFP's response to HIV and AIDS *(for information)*
  - d) Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system) *(for information)*<sup>1</sup>
6. **Resource, financial and budgetary matters**
  - a) Audited annual accounts, 2021 *(for approval)*
  - b) Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2021) *(for approval)*
  - c) Classification of private sector donors as non-traditional donors under General Rule XIII.4(c) *(for approval)*
  - d) Update on the WFP management plan (2022–2024) *(for approval)*
  - e) Annual report of the Independent Oversight Advisory Committee *(for consideration)*

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<sup>1</sup> Items marked with an asterisk are to be presented for information only but will nevertheless be discussed during the session.

- f) Annual report of the Inspector General (*for consideration*) and note by the Executive Director (*for consideration*)
- g) Management review of significant risk and control issues, 2021 (*for consideration*)
- h) Report of the External Auditor on the management of cooperating partners (*for consideration*) and WFP management response to the External Auditor's recommendations (*for consideration*)
- i) Report of the External Auditor on oversight by management (*for consideration*) and WFP management response to the External Auditor's recommendations (*for consideration*)
- j) Report on the implementation of the External Auditor's recommendations (*for consideration*)
- k) Report of the Executive Director on contributions, reductions and waivers of costs under General Rule XIII.4 (f) in 2021 (*for information*)

**7. Evaluation reports** (*for consideration*)

- a) Annual evaluation report for 2021 and management response
- b) Summary report on the evaluation of the country strategic plan for Mozambique (2017-2021) and management response
- c) Summary report on the evaluation of the country strategic plan for the United Republic of Tanzania (2017-2021) and management response
- d) Summary report on the review of the implementation of recommendations from thematic evaluations of a strategic/global nature and management response
- e) Comprehensive management response to the evaluation of the WFP response to the COVID-19 pandemic
- f) Implementation status of evaluation recommendations

**8. Operational matters**

- a) Country strategic plans (*for approval*)
  1. China (2022-2025)
  2. El Salvador (2022-2027)
  3. Mozambique (2022-2026)
  4. Togo (2022-2026)

5. United Republic of Tanzania (2022–2027)
6. Zimbabwe (2022–2026)
- b) Oral global overview of humanitarian needs and operational concerns and priorities  
*(for information)\**
- 9. *Organizational and procedural matters***
  - a) Biennial programme of work of the Executive Board (2022–2023) *(for information)*
- 10. *Administrative and managerial matters***
  - a) Appointment of one member to the Independent Oversight Advisory Committee  
*(for approval)*
  - b) Address by staff representative bodies to the Board
  - c) Report on global losses for the period 1 January–31 December 2021 *(for information)*
  - d) Update on food procurement *(for information)\**
  - e) Statistical report on international professional staff and higher categories at  
31 December 2021 *(for information)*
  - f) Security report *(for information)*
- 11. *Summary of the work of the 2022 first regular session of the Executive Board (for approval)***
- 12. *Other business***
  - a) Oral report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS,  
UNICEF, UN-Women and WFP *(for information)*
  - b) Update on the United Nations Humanitarian Air Service *(for information)\**
- 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, 14–17 November 2022

Distribution: General

Date: 17 November 2022

Original: English

Agenda item 11

WFP/EB.2/2022/11

Verification of adopted decisions and  
recommendations

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

## Decisions and recommendations of the 2022 second regular session of the Executive Board

### Executive Board Bureau

President: **H.E. Md. Shameem Ahsan**  
(Bangladesh)

Alternate: **Mr Hyungsik Kim**  
(Republic of Korea)

Vice-President: **H.E. Artur Andrzej Pollok**  
(Poland)

Alternate: **H.E. Zsolt Belánszky-Demkó**  
(Hungary)

Member: **H.E. Youssef Balla**  
(Morocco)

Alternate: **H.E. Dr. Papa Abdoulaye Seck**  
(Senegal)

Member: **H.E. Carlos Bernardo Cherniak**  
(Argentina)

Alternate: **H.E. Mario Arvelo Caamaño**  
(Dominican Republic)

Member: **H.E. Marcel Beukeboom**  
(Netherlands)

Alternate: **Ms Jette Michelsen**  
(Denmark)

Rapporteur: **H.E. Miguel Jorge Garcia Winder**  
(Mexico)

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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 the session.

*14 November 2022*

### **Appointment of the Rapporteur**

In accordance with rule XII of its rules of procedure, the Board appointed H.E. Miguel Jorge García Winder (Mexico, List C) as Rapporteur for its 2022 second regular session.

*14 November 2022*

## **Current and future strategic issues**

### **2022/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.

*14 November 2022*

## **Western Africa portfolio**

### **2022/EB.2/2      Country strategic plan – Guinea-Bissau (2023–2027)**

The Board approved the Guinea-Bissau country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/3) at a total cost to WFP of USD 131,074,054.

*15 November 2022*

## Policy issues

### **2022/EB.2/3      Compendium of policies relating to the strategic plan**

The Board took note of the compendium of policies relating to the strategic plan (WFP/EB.2/2022/4-A).

The Executive Board repeated its request for a written analysis of normative work that needed to be adapted or drafted to ensure the implementation of the strategic plan and requested to present this analysis no later than the second regular session of the Executive Board in November 2023.

*15 November 2022*

### **2022/EB.2/4      Update on collaboration among the Rome-based agencies**

The Board took note of the update on collaboration among the Rome-based agencies (WFP/EB.2/2022/4-B).

*15 November 2022*

## Resource, financial and budgetary matters

### **2022/EB.2/5      WFP management plan (2023–2025)**

Having considered WFP's management plan for 2023–2025 (WFP/EB.2/2022/5-A/1/Rev.1), the Board:

- i. noted that the 2023 programme support and administrative appropriation assumes a funding level of USD 11 billion in 2023;
- ii. took note of the projected operational requirements of USD 19.7 billion for 2023 and the provisional implementation plan of USD 12 billion for 2023 to align the activities of WFP with anticipated funding, as outlined in section III of the management plan for 2023-2025;
- iii. approved a 2023 programme support and administrative appropriation of USD 576.3 million, to be allocated as follows:

strategy and direction	USD 113.7 million
services to operations	USD 293.3 million
governance, independent oversight and fundraising	USD 169.3 million
<b>Total</b>	<b>USD 576.3 million</b>

- iv. approved the replenishment of the Immediate Response Account in the amount of USD 50 million from the programme support and administrative equalization account to ensure sustainability and improve the availability of funds for Immediate Response Account allocations;
- v. approved a transfer in the amount of USD 6.1 million from the programme support and administrative equalization account to the Afghanistan and Yemen operations to correct an indirect support cost revenue error made in 2021;
- vi. approved an allocation of USD 27 million from the programme support and administrative equalization account for the second year of the critical corporate initiative “investing in WFP people” to support WFP’s ongoing efforts to shape the workforce as required to fulfil the organization’s mandate, support employee health and well-being and build improved, respectful and inclusive workplaces;
- vii. approved an allocation of USD 13.6 million from the programme support and administrative equalization account for the second year of the critical corporate initiative “strategic plan and corporate results framework implementation” to strengthen performance planning, monitoring and reporting by emphasizing activities that enhance evidence and learning and leverage technology;
- viii. approved an allocation of USD 3.2 million from the programme support and administrative equalization account for a new one-year critical corporate initiative “country office support model optimization and simplification” to enable country offices to focus their efforts on carrying out operations by improving the effectiveness and efficiency of support provided by global headquarters through more efficient organizational structures and reporting lines;
- ix. approved an allocation of USD 6.6 million from the programme support and administrative equalization account for the first year of a new critical corporate initiative “United Nations Sustainable Development Group efficiency road map” to cover activities aimed at ensuring that WFP has the capacity to prepare for, participate in, deliver and lead United Nations development system reform efforts;
- x. approved a standard indirect support cost recovery rate of 6.5 percent for 2023 for all contributions except for such contributions received pursuant to General Rule XIII.4(e), for which an indirect support cost recovery rate of 4 percent shall apply;

- xi. approved the transfer of USD 34.8 million from the unearmarked portion of the General Fund to increase the operational reserve to USD 130 million to support the internal project lending facility;
- xii. approved an increase in the ceiling for corporate services financing from USD 147 million to USD 200 million to respond to increased demand associated with growth in WFP's operations since the corporate services financing mechanisms were adopted;
- xiii. approved a new Immediate Response Account target level of USD 400 million for 2023;
- xiv. approved the change in ceilings of the internal project lending facility and the Global Commodity Management Facility from a fixed United States dollar amount to a level of up to 10 percent of the prevailing global contribution forecast for each facility at any given time. The ceiling of the internal project lending facility, however, shall not exceed the operational reserve ratio of 10:1; and
- xv. 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 global contribution forecast 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 of the United Nations (WFP/EB.2/2022/5-(A,B,C)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2022/5-(A,B,C)/3).

*15 November 2022*

**2022/EB.2/6      Update on the Changing Lives Transformation Fund**

The Board took note of the update on the Changing Lives Transformation Fund (WFP/EB.2/2022/5-B/1).

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions of the United Nations (WFP/EB.2/2022/5-(A,B,C)/2) and the Finance Committee of the Food and Agriculture Organization of the United Nations (WFP/EB.2/2022/5-(A,B,C)/3).

*16 November 2022*

## **Organizational and procedural matters**

### **2022/EB.2/7      Biennial programme of work of the Executive Board (2023–2024)**

The Board approved the biennial programme of work of the Executive Board (2023–2024) as set out in document WFP/EB.2/2022/8-A and as proposed by the Bureau and the Secretariat.

*16 November 2022*

## **Asia and the Pacific portfolio**

### **2022/EB.2/8      Summary report on the evaluation of the country strategic plan for India (2019–2023) and management response**

#### **Country strategic plan – India (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for India (2019–2023) (WFP/EB.2/2022/6-D) and management response (WFP/EB.2/2022/6-D/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the India country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/5) at a total cost to WFP of USD 27,606,713.

*16 November 2022*

### **2022/EB.2/9      Summary report on the evaluation of the country strategic plan for the Kyrgyz Republic (2018–2022) and management response**

#### **Country strategic plan – Kyrgyz Republic (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Kyrgyz Republic (2018–2022) (WFP/EB.2/2022/6-F) and management response (WFP/EB.2/2022/6-F/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Kyrgyz Republic country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/7) at a total cost to WFP of USD 90,939,116.

*16 November 2022*

**2022/EB.2/10      Summary report on the evaluation of the country strategic plan for Pakistan (2018–2022) and management response**

**Country strategic plan – Pakistan (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Pakistan (2018–2022) (WFP/EB.2/2022/6-G) and management response (WFP/EB.2/2022/6-G/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Pakistan country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/9/Rev.1) at a total cost to WFP of USD 780,786,414.

*16 November 2022*

**2022/EB.2/11      Summary report on the evaluation of the country strategic plan for Sri Lanka (2018–2022) and management response**

**Country strategic plan – Sri Lanka (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Sri Lanka (2018–2022) (WFP/EB.2/2022/6-J) and management response (WFP/EB.2/2022/6-J/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Sri Lanka country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/12) at a total cost to WFP of USD 74,871,830.

*16 November 2022*

**2022/EB.2/12      Summary report on the evaluation of the country strategic plan for Tajikistan (2019–2024) and management response**

**Country strategic plan – Tajikistan (2023–2026)**

The Board took note of the summary report on the evaluation of the country strategic plan for Tajikistan (2019–2024) (WFP/EB.2/2022/6-L) and management response (WFP/EB.2/2022/6-L/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Tajikistan country strategic plan (2023–2026) (WFP/EB.2/2022/7-A/13) at a total cost to WFP of USD 91,900,725.

*16 November 2022*

**2022/EB.2/13      Summary report on the evaluation of the country strategic plan for Afghanistan (2018–2022) and management response**

The Board took note of the summary report on the evaluation of the country strategic plan for Afghanistan (2018–2022) (WFP/EB.2/2022/6-A) and management response (WFP/EB.2/2022/6-A/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

*16 November 2022*

**2022/EB.2/14      Country strategic plan – Timor-Leste (2023–2025)**

The Board approved the Timor-Leste country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/14) at a total cost to WFP of USD 13,973,015.

*16 November 2022*

**Eastern Africa portfolio**

**2022/EB.2/15      Summary report on the evaluation of the interim country strategic plan for South Sudan (2018–2022) and management response**

**Country strategic plan – South Sudan (2023–2025)**

The Board took note of the summary report on the evaluation of the interim country strategic plan for South Sudan (2018–2022) (WFP/EB.2/2022/6-I) and management response (WFP/EB.2/2022/6-I/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the South Sudan country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/11) at a total cost to WFP of USD 3,770,722,263.

*16 November 2022*

**2022/EB.2/16      Summary report on the evaluation of the country strategic plan for Sudan (2019–2023) and management response**

The Board took note of the summary report on the evaluation of the country strategic plan for the Sudan (2019–2023) (WFP/EB.2/2022/6-K) and management response (WFP/EB.2/2022/6-K/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

*16 November 2022*

**Middle East, Northern Africa and Eastern Europe portfolio**

**2022/EB.2/17      Summary report on the evaluation of the country strategic plan for Jordan (2020–2022) and management response**

**Country strategic plan – Jordan (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Jordan (2020–2022) (WFP/EB.2/2022/6-E) and management response (WFP/EB.2/2022/6-E/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Jordan country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/6) at a total cost to WFP of USD 996,677,249.

*17 November 2022*

**2022/EB.2/18      Country strategic plan – Lebanon (2023–2025)**

The Board approved the Lebanon country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/8) at a total cost to WFP of USD 5,311,257,433.

*17 November 2022*

**2022/EB.2/19 Country strategic plan – Republic of Türkiye (2023–2025)**

The Board approved the Republic of Türkiye country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/15) at a total cost to WFP of USD 94,770,000.

*17 November 2022*

**2022/EB.2/20 Interim country strategic plan – Yemen (2023–2025)**

The Board approved the Yemen interim country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/16) at a total cost to WFP of USD 8,557,991,940.

*17 November 2022*

**Latin America and the Caribbean portfolio**

**2022/EB.2/21 Summary report on the evaluation of the country strategic plan for the Plurinational State of Bolivia (2018–2022) and management response**  
**Country strategic plan – Plurinational State of Bolivia (2023–2027)**

The Board took note of the summary report on the evaluation of the Plurinational State of Bolivia country strategic plan (2018–2022) (WFP/EB.2/2022/6-B) and management response (WFP/EB.2/2022/6-B/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Plurinational State of Bolivia country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/1/Rev.1) at a total cost to WFP of USD 18,841,728.

*17 November 2022*

**2022/EB.2/22      Summary report on the evaluation of the country strategic plan for Ecuador (2017–2021) and management response**

**Country strategic plan – Ecuador (2023–2027)**

The Board took note of the summary report on the evaluation of the country strategic plan for Ecuador (2017–2021) (WFP/EB.2/2022/6-C) and management response (WFP/EB.2/2022/6-C/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Ecuador country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/2) at a total cost to WFP of USD 144,353,752

*17 November 2022*

**2022/EB.2/23      Summary report on the evaluation of the country strategic plan for Peru (2018–2022) and management response**

**Country strategic plan – Peru (2023–2026)**

The Board took note of the summary report on the evaluation of the Peru country strategic plan (2018–2022) (WFP/EB.2/2022/6-H) and management response (WFP/EB.2/2022/6-H/Add.1) and encouraged further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

The Board approved the Peru country strategic plan (2023–2026) (WFP/EB.2/2022/7-A/10) at a total cost to WFP of USD 73,821,586.

*17 November 2022*

**2022/EB.2/24      Country strategic plan – Honduras (2023–2027)**

The Board approved the Honduras country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/4) at a total cost to WFP of USD 634,635,721.

*17 November 2022*

## **Summary of the work of the Executive Board**

### **2022/EB.2/25 Summary of the work of the 2022 annual session of the Executive Board**

The Board approved the draft summary of the work of its 2022 annual session, the final version of which would be embodied in document WFP/EB.A/2022/14.

*17 November 2022*

## Agenda

1. **Adoption of the agenda** *(for approval)*
2. **Appointment of the Rapporteur**
3. **Opening remarks by the Executive Director**
4. **Policy issues**
  - a) Compendium of policies relating to the strategic plan *(for consideration)*
  - b) Update on collaboration among the Rome-based agencies *(for information)*<sup>1</sup>
5. **Resource, financial and budgetary matters**
  - a) WFP management plan (2023–2025) *(for approval)*
  - b) Update on the Changing Lives Transformation Fund *(for consideration)*
  - c) Workplan of the External Auditor *(for information)*
6. **Evaluation reports**
  - Summary evaluation reports on country strategic plans and management responses *(for consideration)*
    - a) Afghanistan (2018–2022)
    - b) Bolivia (Plurinational State of) (2018–2022)
    - c) Ecuador (2017–2021)
    - d) India (2019–2023)
    - e) Jordan (2020–2022)
    - f) Kyrgyz Republic (2018–2022)
    - g) Pakistan (2018–2022)
    - h) Peru (2018–2022)
    - i) South Sudan (2018–2022)
    - j) Sri Lanka (2018–2022)

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<sup>1</sup> Items marked with an asterisk are to be presented for information only but will nevertheless be discussed during the session.

- k) Sudan (2019–2023)
- l) Tajikistan (2019–2024)

## **7. Operational matters**

- a) Country strategic plans (*for approval*)
  - 1. Bolivia (Plurinational State of) (2023–2027)
  - 2. Ecuador (2023–2027)
  - 3. Guinea-Bissau (2023–2027)
  - 4. Honduras (2023–2027)
  - 5. India (2023–2027)
  - 6. Jordan (2023–2027)
  - 7. Kyrgyz Republic (2023–2027)
  - 8. Lebanon (2023–2025)
  - 9. Pakistan (2023–2027)
  - 10. Peru (2023–2026)
  - 11. South Sudan (2023–2025)
  - 12. Sri Lanka (2023–2027)
  - 13. Tajikistan (2023–2026)
  - 14. Timor-Leste (2023–2025)
  - 15. Türkiye (2023–2025)
  - 16. Yemen (2023–2025)
- b) 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 jointly by the Executive Director and the Director-General of FAO (1 January–30 June 2022)
  - 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 2022)

- c) Oral global overview of humanitarian needs and operational concerns and priorities  
*(for information)\**

**8. Organizational and procedural matters**

- a) Biennial programme of work of the Executive Board (2023–2024) *(for approval)*

**9. Summary of the work of the 2022 annual session of the Executive Board** *(for approval)*

**10. Other business**

- a) Report on the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP *(for information)*
- b) Oral report on the field visit of the WFP Executive Board *(for information)\**

**11. Verification of adopted decisions and recommendations**