

# FLEXIBLE FUNDING 2022

Annual Report  
on Impact of  
Flexible Resources



World Food  
Programme





## Summary

In 2022, the world faced the worst hunger catastrophe in more than 70 years. The United Nations World Food Programme (WFP) managed to remain agile and stepped up the provision of vital food assistance to combat malnutrition and hunger for nearly 160 million people – more than ever before.

This was made possible by our partners' record support. In 2022, the WFP received **US\$1.3 billion in flexible funding**, including unearmarked multilateral contributions, contributions to the Immediate Response Account (IRA) – and for the first time, also softly earmarked contributions that allow flexibility within a specific region or a thematic area. The share of WFP's total contributions represented by flexible funds increased to **9.2 percent**.

The ability to prioritize efficiently, anticipate and optimize responses has become invaluable as we strive to break the cycle of increasing humanitarian needs. In 2022, flexible contributions, combined with predictable, multi-year funding, allowed WFP to make strategic and timely life-saving responses across all regions while in parallel, investing in longer-term activities that help reduce needs over time.

**This report tells the story of the people who you helped survive and thrive in 2022, with your generous flexible support.**

## Highlights from 2022

→ WFP advanced a record US\$385 million from the **Immediate Response Account (IRA)** to 36 country operations. Somalia received more than a quarter of this amount to stave off famine brought about by the worsening drought and other concurrent shocks. Crucially, the resources through the IRA allowed addressing rapidly deteriorating humanitarian situations that threatened to overwhelm WFP operations in countries like Afghanistan, Haiti, and Nigeria.

→ In total, WFP directed US\$500 million of **multilateral resources** to support 84 country operations across all regions. Sixty percent of multilateral resources served in crisis response to support refugees and the people facing the highest levels of vulnerability, while thirty percent supported building communities' resilience and addressing root causes of hunger. The top operations that benefited from multilateral resources were Yemen, the Syrian Arab Republic, Somalia, South Sudan and Ethiopia.

→ WFP introduced a new **softly earmarked funding** category, which identifies contributions that are earmarked at the thematic or regional level. Softly earmarked funding amounted to 53 percent of the total flexible funding. The majority, 90 percent of softly earmarked funds, were directed by donors regionally to country budgets providing WFP with the flexibility to allocate resources between several operations. The rest were softly earmarked to extrabudgetary thematic funds, of which climate and innovation funds were the most supported.

→ The predictability provided by **multi-year funding** – representing 10 percent of all contributions in 2022 – 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.





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**Did you know?**  
Visit  
[wfp.org/flexible-funding](https://wfp.org/flexible-funding)  
any time of the year for live data on flexible contributions and how they have been used, as well as for previous years' statistics and annual reports.



# W F O R E R D



In today's world of plenty, hunger is the reality of many. Across 80+ countries and territories where WFP operates, a record 349 million people were struggling to survive in 2022, unable to reliably access or grow food. They were affected by a combination of conflict, instability, economic or climatic shocks, slow-onset or sudden disasters, and the ripple effects of COVID-19.

This alarming surge in frequency, intensity and complexity of multi-layered crises – and their compounding impacts that made acute food insecurity surpass 2021 levels by a third in 2022 – threatens to undo headway made by investments of the last decades in humanitarian response, recovery and development.

2022 was all hands-on deck. Thanks to donors' unprecedented generosity, WFP assisted a record 160 million people worldwide, giving millions of women, children and men in dire straits a new lease on life.

Whether it is staving off famine in Somalia, scaling up in record time food and nutrition assistance in Afghanistan or preparing communities in Nepal ahead of annual floods, flexible resources have enabled WFP to bring concrete results for the world's most vulnerable people.

When visiting our key operations in 2022, such as in Yemen, I witnessed the critical lifesaving and resilience work that WFP teams have done to reduce hunger and malnutrition, as well as to provide communities with positive adaptation options, and building resilience amidst uncertainty.

In Yemen, I also witnessed the incredibly difficult conditions our staff operate in and the truly inhumane choices they have to make on who receives support and who does not when directed resources run out. I have seen how flexible funding enables timely allocations that allow for effective prioritization and help mitigate the worst impact when those choices need to be made.

With the increasing gap between the unprecedented needs ahead of us and the available resources to address them, WFP must remain ever more agile, innovative and efficient on the spectrum from emergency response to resilience-building, getting the most out of every dollar and using it according to context where it makes the biggest difference.

Flexible and predictable funding helps us do that. It allows WFP to maximise the effectiveness of resources by acting early, ensuring continuity of operations in highly complex – and continuously shifting – environments, and more agile contextualised prioritisation so that more lives are saved and changed over time.

Flexible and predictable financing was a game changer for our operations in 2022. It optimised our ability to provide smart solutions in complex fragile contexts. From sudden onset emergencies to protracted crises, from early recovery to development, WFP can provide

greater sustainability to the people we serve, ensuring our lifesaving and lifechanging interventions are integrated, streamlined and more effectively connected across time and space to reduce needs, risks and vulnerabilities.

Ending hunger and malnutrition is not only the right thing to do, it is increasingly becoming an economic and a security imperative. Your trust in WFP's expertise to deliver where needs are highest means that some social and economic stability, and hope, is extended to conflict-ridden, vulnerable communities, often at the frontlines of the climate crisis. WFP's solutions for Zero Hunger can be realized through your commitment and support. Together, and only together, can we eradicate hunger and malnutrition.

Thank you,

**Ute Klamert**

WFP Assistant Executive Director  
Partnerships and Advocacy Department



# Record-breaking year: Your generosity helped us save and change lives, more than ever before

2022 was a turning point in modern history. Conflict returned to Europe. Soaring food, fuel and fertiliser costs drove many into poverty. Intense droughts and floods destroyed crops and escalated acute food insecurity. Localised fighting destabilised communities. All these factors culminated in a global hunger crisis and the fear of famine. Our world has never changed as fast.

In this global context, to leave no one behind is a commitment that the United Nations World Food Programme (WFP) makes every day to reach the world's hungry and undernourished across 120 countries and territories. Thanks to our partners'

support, people can rely on us to help them survive during times of crisis and thrive in times of peace.

However, food and nutrition needs across the globe have continued to surpass the resources available, outstripping the capacity of aid organizations and the humanitarian community to respond. WFP and partners must therefore find innovative ways to maximize the impact of every dollar spent.

**To do this, flexibility and predictability of financing are key.**



**In Afghanistan, WFP shielded vulnerable populations from widespread famine. A dramatic scale-up of emergency food and nutrition assistance as well as climate adaptation livelihoods support was made possible through flexible funding. As hunger and malnutrition soared amid economic turmoil, earthquakes, drought and floods, WFP Afghanistan faced a critical funding gap which flexible funds helped to fill, enabling unconditional resource transfers and specialised nutrition supplements for 2.2 million people facing extreme hunger.**

# You were with us all the way: From onset emergencies to neglected crises and building communities' resilience

To help us tackle the entangled, dynamic and mutually reinforcing crises, our partners came through with a record US\$14.1 billion in 2022, the highest in WFP's history. Of this, **a remarkable US\$1.3 billion – 9 percent – was flexible financing from donor governments and private sector partners** including charities, foundations, corporates and individuals around the world. The share of flexible funds of the total contributions to WFP almost doubled from the previous year. This was thanks to the increased level of unearmarked funds as well as the new contribution reporting category softly earmarked funding introduced in 2022. For the first time, this category enables WFP to provide due recognition for contributions allowing great flexibility within a thematic area or a region.

Unlike earmarked funding, which is designated for specific operations, projects or activities, flexible funding allows WFP to prioritize between countries and activities based on the most urgent needs, enabling optimized and timely interventions whether in sudden onset emergencies or in the context of a protracted crisis.

Flexible and predictable funding mechanisms reflect the fast-paced realities on the ground and allow WFP to remain in touch with communities' most pressing needs. They enable the organization to adapt its interventions in real-time, responding to emerging complex and evolving humanitarian crises, unforeseen circumstances, and shifting priorities.

This ensures that the organization has the agility and resource availability necessary not only for rapid delivery of lifesaving assistance in

emergencies but also for uninterrupted support to vulnerable populations in neglected crises.

In parallel, especially if complemented by reliable and predictable funding, flexible funding empowers WFP to take a holistic and comprehensive approach to address the root causes of hunger and build sustainable food security. Longer-term budget planning and multi-year funding agreements make it possible to implement programmes that address not only immediate food needs but also support longer-term solutions such as livelihood development, nutrition, and resilience-building initiatives. This approach fosters sustainable development, helping communities become self-reliant and reducing their vulnerability to future crises.

Flexible and predictable funding are essential ingredients for the organization to plan effectively, build stable partnerships, and maximize the impact of its programmes to help reduce humanitarian needs over time.



**In Somalia, flexible funds allowed us to work with partners to scale up food and nutrition assistance to stop famine in its tracks, preventing mass starvation that could have resulted from the deepening drought.**



# Why invest: Your flexible support brings the most impact for people in crisis

Whether it is an earthquake on top of a long running conflict, or inflation on top of a pandemic, with flexible and predictable resources, WFP is better able to bridge between immediate needs and longer-term support to bolster people's resilience. We act on two fronts swiftly: saving those whose lives are at risk while providing a foundation for communities to meet their own food needs and have the tools to recover from future shocks.

Without this agility to respond to changing needs as they arise and redirect resources as required, people's lives as well as the gains we have achieved through resilience building are at risk. Eventually, this means that an even higher price needs to be paid to support the displaced, rebuild societies and recover from these setbacks.

Through flexible funding, your trust in our know-how and knowledge of local contexts on the ground ensures efficient and lasting results for the people we serve together.



In **Somalia's** Puntland state where severe drought makes water scarce and life extremely difficult, multilateral funding kept small holder farmers like Maryan Hirsi Barre thriving despite the harsh desert conditions. WFP worked with community members in the Laacdeere livelihoods site to combat hunger

and malnutrition by training them in farming best practices and providing them with tools to grow their own food. The farmers quickly grew more food by working with WFP's experts in agriculture and adopting best farming practices.

## STRATEGIC POSITION IN THE HUMANITARIAN SECTOR

WFP is uniquely positioned to act as the first responder at scale. Your flexible support combined with our field capacity and global footprint allows us to lead when conflict erupts or disaster strikes. We reach the most remote and fragile corners of the world. We utilise our emergency preparedness and response systems, our innovative digital tools on food security and our expert staff for the collective benefit of the humanitarian community and to serve people in need.



In **Burkina Faso**, WFP oversaw a serious connectivity challenge that kept the town of Djibo disconnected and out of reach for many months when armed conflict erupted. As the Head of Information and Communication Technologies (ICT) for WFP in Burkina Faso, Banabas Nunoo installed VSAT connection to bridge the communication gap between the local population and the humanitarian community, with help from the wider country team and partners. This connectivity enabled WFP operations to switch from paper vouchers to digital assistance via SCOPE, providing local retailers in Djibo with a secure connection before, during and after voucher distributions.

*“Flexible funding helped WFP put Djibo back on the map after the conflict disrupted our food assistance operations. We worked tirelessly to bring this critical service not only to the people of Djibo but also to enable our sister agencies and partners on the ground.”*



 **NORWAY**

**H.E. Anne Beathe Kristiansen Tvinnereim,**  
Minister of International Development of Norway

*“The WFP is a cornerstone of the international humanitarian response and a most valued partner for Norway in the fight against hunger. We are committed to providing flexible, un-earmarked humanitarian financing and to bridging the gap between long-term development and humanitarian assistance. We want our humanitarian partners to respond quickly, adjust to rapidly shifting needs and lay the foundations for more resilience against future crisis for affected populations. We firmly believe that un-earmarked, flexible funding is key to ensure this. Norway encourages others to prioritize upfront quality funding.”*



## RAPID AND EARLY RESPONSE

Flexible funds allow timeliness and agility. They enable rapid scale-up and early action in response to emerging humanitarian needs while the processes of donor decision-making and confirmation of contributions take their course, after an emergency declaration, for instance. WFP's commitment to reprioritize funding and immediately deploy resources without waiting for more precise details on response plans is crucial. It includes the deployment of personnel at the onset of a crisis as well as the mobilization of resources for ongoing emergencies to minimize critical disruptions in life-threatening situations.

When record floods plunged one third of **Pakistan** under water, WFP acted on two fronts: reaching more than three million survivors with emergency food assistance and expanding its livelihood support in flood-hit areas where possible.

To handle the onset emergency in real time despite temporary budgetary constraints, WFP



Pakistan utilised flexible funds to launch the initial phases of its emergency relief response. Flexible funding paid for all the stages of the emergency operation to reach millions of people experiencing the worst floods in their country's history.

*"Pakistan experienced one of the most devastating floods in its history, affecting 33 million people across 94 districts. In the face of this rising humanitarian needs, WFP Pakistan, working alongside the Government of Pakistan, provided vital support in the form of food and cash assistance, nutrition support for children, and pregnant and breastfeeding mothers and logistics support to handle incoming relief cargo. Initially, we were able to reach 169,000 individuals, a number that has now expanded to 3.8 million people. This remarkable progress would not have been possible without the generous contributions from our donors to the Immediate Response Account,"*

**Rathi Palakrishnan,**  
Deputy Country Director of WFP in Pakistan.

## SWITZERLAND

**H.E. Patricia Danzi,**

Ambassador, Director General of Switzerland Agency for Development and Cooperation

*"Switzerland supports WFP's Immediate Response Account (IRA), which supports flexible action for the most urgent and under-funded operations. IRA contributions have the advantage of reducing transaction costs and delivering fast impact. Addressing the global food crisis requires vision and involving local actors from the start. The rights of affected communities remain at the heart of our concerns."*

## GERMANY

**Ms. Susanne Fries-Gaier,**

Director for Humanitarian Assistance at the German Federal Foreign Office;

and

**Dr. Elke Löbel,** Commissioner for Refugee Policy and Director for Displacement and Migration; Crisis Prevention and Management at the German Federal Ministry for Economic Cooperation and Development

*"WFP is Germany's most important multilateral partner in fighting hunger worldwide. Unfortunately, the number of people suffering from hunger worldwide is constantly growing, accelerated by the terrible global impact of the Russian war of aggression against Ukraine and the rise in food prices. This, as well as the increasing number of conflicts and the challenges of climate change, require a joint response across the Humanitarian-Development-Peace Nexus. Given the rising needs, flexible funding is more important than ever to maintain efficiency and effectiveness in humanitarian emergencies and strengthen resilience of the most vulnerable. Germany has been one of the top donors of flexible funding, even exceeding the Grand Bargain commitments. We encourage others to follow this good practice, to ensure that WFP can continue to provide urgently needed assistance to the most vulnerable in a fast and effective manner."*

## PROACTIVE PLANNING

WFP needs to keep thinking ahead and to be prepared to help. If we see that an emergency is looming, we can lessen the impact. Flexible funds enhance WFP's capacity to procure and preposition food and other critical resources in strategic locations for better preparation and a quicker response. Extra supplies can be ordered in advance and moved by trucks and ships, rather than by air. This saves time, money, and most importantly, lives.





## HELPING US REDUCE NEEDS OVER TIME

Flexible funding is an investment in Zero Hunger with a whole system approach. It gives WFP the flexibility to bridge between urgent food and food-related needs and longer-term investments that build resilience, address root causes of hunger, foster stability and contribute to preventing recurring conflicts. This way, flexibility of funding contributes to the sustainability of results and eventually, helps us reduce needs for humanitarian assistance in the long run.

In **Yemen**, flexible funding was a game changer. With swift access to flexible funds at a time when WFP Yemen was stretched, we bridged an inevitable halt in our critical programme to prevent acute malnutrition, which is the best way to reduce the suffering of children and the most effective path to long-lasting results. Flexible funding also helped us continue our treatment programme for moderate acute malnutrition, without which vulnerable children would slip into more severe forms of malnutrition that are more costly to address.



### FINLAND

**H.E. Ville Skinnari,**

Minister for Development Cooperation and Foreign Trade of Finland

*"Finland has provided WFP flexible multi-year core funding to enable efficient answer to the global food crises as well as possibility to address unexpected urgent needs globally. Finland underlines the importance of putting special emphasis to the needs of the most vulnerable."*

## STRONGER PARTNERSHIPS

Flexibility is essential to help WFP engage in more stable and strategic relationships with partners, such as host governments and non-governmental organizations. Predictability and flexibility of financing is critical to maintaining a stable workforce that can build relationships and allows for longer-term planning to ensure a robust and more secure commitment to the people we serve, hand in hand with our partners.

Partnerships are at the heart of WFP. They enable us to leave no one behind by extending our reach in all corners of the globe to stem the tide of hunger and malnutrition. In **Mozambique**, WFP utilized flexible funding for anticipatory action against climate hazards. Our teams worked hand in hand with the Government of Mozambique to set up early warning systems for forecasting. We advised the government on policy and financial strategy to put in place its own national budget for emergency action ahead of an imminent climate disaster.

Months of high-level engagement and knowledge exchange culminated in the Government of Mozambique adopting a national Financial Protection Plan against climate shocks and approving its first government-led drought anticipatory action plan. Another win was the Maputo Declaration on the Commitment to enhance Early Warning and Early Action, which member states of the Southern African Development Community (SADC) adopted in 2022. Flexible funds made these milestones in climate adaptation policy possible.



### DENMARK

**H.E. Dan Jørgensen,**

Minister for Development Cooperation and Global Climate Policy of Denmark

*"The climate crisis is a food crisis. Humanitarian, development and climate action must go hand in hand to tackle climate change that undermines food security and accelerates fragility for the most vulnerable."*



## MAKING THE MOST OF EVERY DOLLAR

As a multilateral organization with unmatched deep field presence, WFP benefits from flexible funding mechanisms also by being able to prioritize strategically between needs and available resources at the global level. Flexibility helps avoid fragmentation of support and ensures balanced delivery of assistance. With flexibility, such prioritization can be delivered based on global needs assessments and live data on resourcing requirements, ensuring that each injection of our donors' valuable support has the greatest possible impact.



### CANADA

**H.E. Jenny Hill**, Head of the Office of the High Commission of Canada in Zambia, former Ambassador of Canada to South Sudan

*"WFP is Canada's longstanding partner in many of the world's troubled spots where vulnerable communities, national governments and the humanitarian community benefit from WFP expertise to deliver much needed humanitarian assistance and provide resilience programmes that make a difference in people's lives. As one of WFP's top donors, Canada seeks to provide the right mix of flexible funding, thematic funding and programme-specific funding to enable WFP to deliver on all fronts in complex humanitarian contexts. While on a field visit with WFP in Warrap State, South Sudan to see the impact of Canada's support, I was reminded again of WFP's versatility and ability to tackle complex crises in diverse settings through multiple approaches. Life-saving food assistance,*



*essential logistics services to support a rapid and efficient humanitarian response, school meals for children, and support to vulnerable communities to build resilience to shocks, all while seeking to empower women and girls, are priorities for Canada in South Sudan, which WFP delivers on with impact. Through our partnership, and Canada's continued commitment, WFP is able to work flexibly and efficiently to bring solutions to those most in need."*

Nyaluede, displaced by floods that destroyed her original home, prepares WFP's food for her children in Unity state, **South Sudan**. She is one of more than 5 million people that flexible funds helped WFP reach in South Sudan in 2022.

*"The floods destroyed our houses and our plantations. We lost all the sorghum. Before we had our own farm, we had the food, we had the animals. Now we depend on WFP's assistance."*



### QATAR

**H.E. Khalifa Jassim Al-Kuwari**, Director General of the Qatar Fund for Development, Qatar

*"As of today, there are individuals who have been forgotten in a world ridden with a high magnitude of humanitarian crises. It is crucial to support efforts that provide communities with decent and dignified lives. Qatar Fund for Development commend the active role of the WFP which consistently advocates for addressing humanitarian needs. As of 2022, QFFD has contributed up to US\$10 million in flexible funding towards the WFP's Immediate Response Account (IRA). The IRA is crucial to the WFP's ability to ensure proactive planning and early response to funding the forgotten. QFFD is proud to be part of the WFP's significant efforts in providing continued provision to people in need, which amplifies QFFD's vision of giving hope and promoting peace and justice through sustainable and inclusive development."*



## FUNDING THE FORGOTTEN

Flexibility enables WFP to direct resources to neglected crises, helping fill the gaps in critical operations that arise from insufficient levels of earmarked funding. This provides essential continuity of funding in protracted crises and support for so-called forgotten crises that often receive little media attention.



In **Algeria**, growing domestic needs due to pressing global challenges have made it hard for WFP to access subsidized wheat flour for our food assistance operations for Sahrawi refugees in the five Tindouf-based camps. A drastic increase of 310 percent in the price of unsubsidized wheat flour left WFP Algeria with a critical funding gap

of US\$2 million. Flexible funds enabled WFP to purchase from local markets enough wheat flour for a full ration to cover the needs of 134,000 Sahrawi refugees. For those refugees, WFP's monthly food assistance remains the main lifeline.



### FRANCE

**H.E. Céline Jurgensen,**

Ambassador, Permanent Representative of France to the United Nations in Rome

*"As humanitarian crises are increasingly complex and needs are desperately growing, flexible fundings are critical to enable WFP to respond rapidly and efficiently. That is why, France decided in 2022 to multiply by four its annual flexible contributions allocated to WFP. This is crucial to ensuring the most effective use of resources available."*

## INNOVATION

Flexibility in funding also promotes innovation and encourages experimentation, allowing the organization to test and scale up new approaches, technologies, and partnerships that enhance the effectiveness and efficiency of its operations.

WFP's anticipatory work in **Nepal** helped prevent the greatest food security risks for communities prior to, during and after the flood-prone country was hit hard by floods in 2022. To prepare for this inevitable extreme weather event, WFP set up a forecast-based programme to provide unconditional cash to vulnerable families. This was done based on measurable indicators of flood forecast triggers, such as a river's water level or the amount of rainfall: If thresholds are passed, activation is triggered and assistance is rolled out.

Our experts trained and worked hand-in-hand with national government officials and partners to set up the forecast system, design the warning communications outreach to sensitize communities ahead of anticipated natural disasters, and finally to roll out anticipatory cash transfers and post-flood peak cash transfers.

*"In Nepal – a country extremely prone to climate-related disasters, WFP's anticipatory action approach offers a new and effective way of supporting communities not only to cope with, but also adapt to the impact of the climate crisis. We are grateful for the strong technical and funding support from WFP – an important ally in responding to the increasing threat of the climate crisis."*

**Dipesh Tharu,**  
Mayor of Radhapur Municipality,  
Bardiya District



### HUNGARY

**H.E. Péter Szijjártó,**

Minister of Foreign Affairs and Trade of Hungary

*"The basic principle of Hungary's humanitarian policy is that help must be taken to where trouble occurs. Thanks to the flexible funding WFP ensures just that, it provides efficient and rapid response to those in need wherever they may be. We are proud to enhance our longstanding partnership with WFP during these challenging times by supporting the establishment of the WFP Global Business Solutions Centre in Budapest."*



# Ways to provide flexibility: You choose how to help us save and change lives

WFP is fully voluntarily funded by governments, private donors, foundations, charities, institutions, corporates and corporate foundations as well as individuals who support our work. We rely on your generosity and commitment to humanity to help us end hunger and malnutrition – and highly value each individual partnership we have.

WFP offers a variety of complementary funding tools that contribute to more timely and efficient use of resources to feed sustainability and help reduce needs over time. Active dialogue with our donors is key. It allows us to find the modalities that serve best both the donor's and the recipient's needs within the framework of each partnership and operational context.

## How WFP defines levels of earmarking

Before 2022, WFP's contribution reporting on flexible funding was limited to unearmarked multilateral funding and funding to the Immediate Response Account (IRA). In 2022, WFP introduced a **new contribution category "softly earmarked" funds** that is now reported under the umbrella of flexible funding. This is to better align with the Grand Bargain definition of flexible funding and to provide due recognition to contributions that are flexible beyond one country at a thematic or regional level.

As of 2022, flexible funding consists of unearmarked and softly earmarked funds which both allow use of funds across several countries and as such, help WFP respond with speed and balance strategically between operations.

Earmarked contributions are assigned to a certain country. Allowing flexibility within the scope of one of WFP's country operations still empowers us with the agility to adapt to changing situations and to optimize the use of resources in that specific context.

FLEXIBLE FUNDING	<h3>Unearmarked Funding</h3> <p>Cash contributions that WFP can use for any country operation or activity based on its own internal prioritization. This money is managed and directed in two ways:</p> <ol style="list-style-type: none"> <li>1) Multilateral Funding for any context;</li> <li>2) Immediate Response Account (IRA) specifically for life-saving activities in an emergency context.</li> </ol>
	<h3>Softly Earmarked Funding (New for 2022)</h3> <p>Cash contributions that allow flexibility beyond country level while not being fully flexible, such as regional and thematic contributions. This includes also direct donor contributions to the Programme Support and Administration (PSA) Budget. The PSA Budget provides indirect support to WFP's activities by ensuring that WFP has a global workforce, the equipment and the corporate capacity necessary to carry out its operations.</p>

### Earmarked Funding

Cash contributions for a specific country that can be allocated to any activity within the Country Strategic Plan.

### Tightly Earmarked Funding

Cash contributions directed to a specific project in a specific country and may include further restrictions for the use of funds such as procurement limitations. Includes in-kind contributions.

## Shades of flexible funding

### MULTILATERAL FUNDING

As one of WFP's flexible funding features, multilateral contributions allow WFP to determine the country and the activities for which the contribution will be used based on the organization's internal prioritization process, managed by WFP's Multilateral Budget Committee. This helps to avoid fragmentation of assistance and enhances our response capacity and agility. We can prioritize strategically, guarantee operational continuity in neglected crises, and cover needs in a balanced manner from immediate to longer-term activities – helping us reduce needs over time.

Read more about the prioritization of multilateral funds on page 44.

### IMMEDIATE RESPONSE ACCOUNT

The Immediate Response Account (IRA) ensures resources are immediately available to save lives. The IRA is WFP's emergency reserve for the immediate allocation of flexible, replenishable, revolving funding to critical life-saving activities across the emergency response cycle – when there is no immediate viable funding source. It is not intended to fully fund an emergency, but rather to enable WFP to initiate an urgent response to save lives while seeking additional funding. WFP uses the IRA for mitigation, preparedness, response and recovery in any crisis.

Read more about the Immediate Response Account on page 48.

### SOFTLY EARMARKED CONTRIBUTIONS

While not being fully unearmarked, softly earmarked funds provide a high-level flexibility allowing WFP to decide on the recipient country and on the activities within a specific scope of WFP's core mandate and operations. Such contributions can be softly earmarked to a certain thematic initiative or to a specific geographical region making the use of resources between operations needs-based, strategic and agile.



## Predictability through multi-year and long-duration funding

Predictability through multi-year funding and flexible validity periods help us plan strategically, make timely interventions, and ensure stability of assistance. Predictability of funding from multi-year agreements also makes WFP a reliable partner for governments and for our local cooperating partners.

Until 2022, WFP has defined multi-year grants as contributions confirmed up-front for more than 12 months. Programming, implementation and expenditures of these funds happen in the specific future year.

Long-duration contributions have a validity of more than 12 months, but unlike the multi-year commitments, the funds are recorded under one fiscal year and can be used at any point in time within the grant validity, all at once or across the years, according to programming needs.

Predictability can be supported also by other effective means such as **multi-year partnership agreements**, by allowing advanced start dates for the validity period of contributions, and by providing funding commitments early in the year.



### BELGIUM

**H.E. Caroline Gennez,**

Minister of Development Cooperation and of Major Cities, Kingdom of Belgium

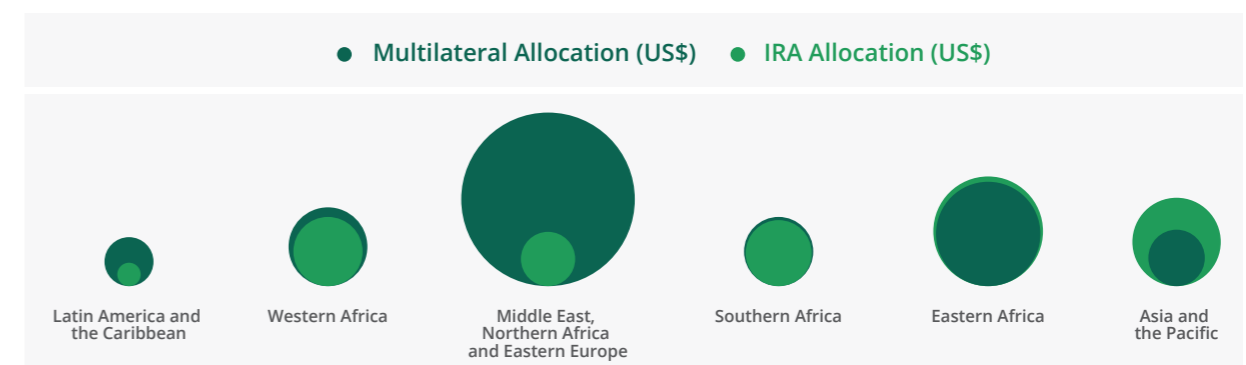
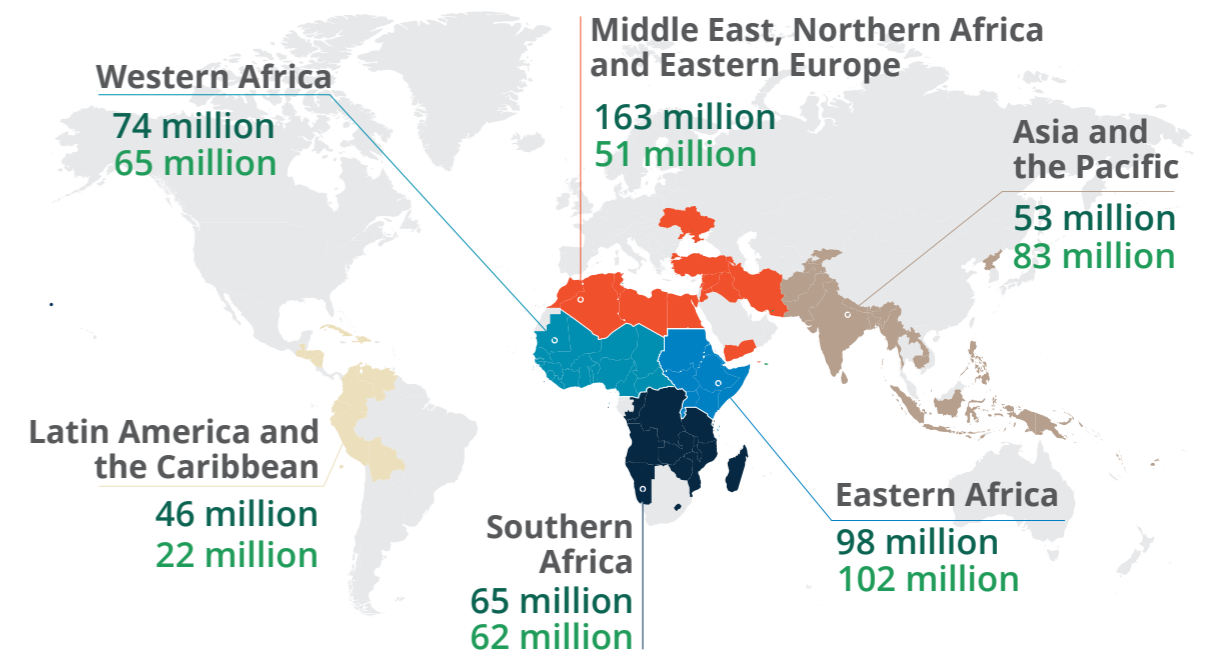
*"The collaboration between Belgium and WFP is based on a longstanding and fruitful partnership allowing WFP to reach millions of people in the world. Our common goal is a world with zero hunger. Belgium is convinced that predictable and flexible contributions are key to ensuring an effective and immediate response to humanitarian crises. The efficiency and rapidity of the Immediate Response Account-assistance (IRA), which can be deployed within 24 hours of the onset of a crisis, play a crucial role in very complex humanitarian disasters."*

## How we used the funding: Your contributions at work in 2022

Throughout 2022, WFP used flexible funds tactically in its operations to maximise value for money: to respond with speed when and where it mattered the most, to boost impact for people in need, and to innovate for sustainable results.

Your generous support bolstered our agility as we endeavoured to assist **160 million people** across the globe with food and nutrition assistance while working to prevent famine.

### Use of multilateral and IRA resources by region in 2022



For a full list of multilateral and IRA allocations by recipient country in 2022, see Annex 1 at the end of this report.



In 2022, WFP allocated US\$500 million of multilateral resources to support 84 country operations across all regions. The countries that received the most **multilateral resources** in 2022 are Yemen, Syria, Somalia, South Sudan and Ethiopia. Having these flexible, multilateral funds meant that WFP could invest in activities that reduce humanitarian needs over time while also conducting its lifesaving crisis response. This layering effect is only possible when flexible and predictable funds are available because they allow for optimized prioritization between needs and effective planning beyond the immediate pipeline.

Sixty percent of multilateral resources were allocated to crisis response activities with a focus on refugees and people facing the highest levels of hunger and vulnerability. Over thirty percent of multilateral resources, up from 24 percent in 2021, funded resilience building and tackling root causes programmes of WFP's changing lives mandate. An additional US\$50 million of multilateral resources were allocated to the Immediate Response Account (IRA).



### Live data at WFP.org

WFP shares live data on its flexible funding allocations at [wfp.org/flexible-funding](https://wfp.org/flexible-funding). Visit this page any time of the year for timely information on flexible contributions and how they have been used. You will also find links to previous years' statistics and annual reports.

### Use of multilateral resources by focus area in 2022



## SOMALIA Aiming high

Safiyo Mohamoud Said and her neighbours held up their produce of onions and maize, proudly showcasing the fruits of their labour after working their arid land in Laacdehere, a small community nestled in the drought-stricken desert in Somalia.

Unfazed by the harsh desert and armed with training and knowledge from WFP on farming best practices, Safiyo and her fellow participants learned how to grow their own food and tend to their crops using tools WFP provided such as wheelbarrows, rakes, and spades.

Their success was nothing short of a miracle. Somalia has been hit hard by severe drought that destroyed livelihoods, killed livestock and displaced many. But WFP support to smallholder farmer producer groups, including women like Safiyo at the Laacdeere livelihoods site, has enabled them to cope and thrive.

*"We benefited a lot from this program, learning how to plant in green houses, appreciating the benefits of solar and drip irrigation installations. The drought brought us all here. It has not rained here for one and half years. But thanks to a solar powered borehole, we can get water to grow our food,"* said Safiyo.

During the planting season, WFP teams provided Safiyo and others with ration cards and WFP specialist teams provided climate-smart water infrastructure such as drip irrigation and solar-powered water pumps to expand the local community's production capacity.

Multilateral flexible funding made such headway possible, allowing Safiyo and her affected community to flourish despite the odds, and even dream bigger:

*"The effects of the drought are enormous, but the farm is doing well. We are all working hard,"* she said. *"Now, we need equipment we cannot afford such as tractors and tippers so we can become fully self-reliant."*





WFP's **Immediate Response Account (IRA)** remained as an indispensable component of WFP's frontline role in the initial response to multiple crises while reinforcing key principles of timeliness, predictability, and flexibility. Due to the unprecedented humanitarian needs, the use of the IRA facility dramatically increased. Overall, WFP utilized 75 percent more funds from the IRA than in 2021, advancing a record US\$385 million to 36 operations.

The IRA was especially critical in preventing

interruptions in our operations in Somalia in the face of the deepening drought and other concurrent shocks, all of which led to a rise in extreme acute hunger. More than a quarter of the funds advanced from the IRA in 2022 were allocated to Somalia. **Only through this allocation could WFP postpone famine in Somalia.** Other allocations from the IRA allowed WFP to address rapidly deteriorating humanitarian situations which threatened to overwhelm WFP operations in countries like Afghanistan, Yemen, Madagascar, Nigeria and Haiti.



## LUXEMBOURG

**H.E. Franz Fayot,**  
Minister for Development Cooperation and Humanitarian Affairs of Luxembourg

*"Luxembourg is a proud adherent to the IRA mechanism as it enables immediate live-saving assistance to populations in need. With our flexible and multi-year funding, I am delighted to see that our long-standing partner the WFP receives the necessary support to implement their rapid and efficient humanitarian assistance."*

## YEMEN In the nick of time

In Yemen, where hunger stalks millions and malnutrition rates are amongst the highest globally, WFP stands as one of the last remaining barriers between vulnerable children and the threat of malnutrition. Our programmes have aimed to prevent, detect and treat acute malnutrition among children in the most fragile contexts. Through proactive preventative care, we protected children at risk from slipping into malnutrition and its complications.

But funding shortages in late 2021 and early 2022 forced WFP to make tough decisions which included taking nutrition supplementary food from children at risk of malnutrition and rerouting this assistance to more vulnerable children who suffered from moderate acute malnutrition.

Despite efforts to find the necessary resources to bridge the gap, WFP had to prioritize the most critical needs. In the fragile context of Yemen, funding gaps can critically impact even less vulnerable populations who can easily slip into deeper hunger and malnourishment.

For Nima Mohammed, whose six-month-old daughter could no longer receive WFP's preventive complementary supplements, an already difficult life became even more challenging. Kayan, who could no longer receive WFP nutritional support to prevent malnutrition, began to lose weight.

*"My heart sank as I watched my daughter lose weight so quickly. I feared losing her. At the clinic they told me she became malnourished,"* said Nima, 27, who struggled with her husband to feed their five children in the rural areas of Al Dhale'e governorate in south Yemen. *"We cannot afford food all the time and I would give Kayan complementary supplements for lunch."*

Our donors' support to the Immediate Response Account (IRA) made it possible for WFP to make a timely allocation from the account and bridge the gap in food and nutrition assistance and resume its prevention of malnutrition programme. To Nima, her daughter Kayan and countless other families, this renewed lifeline made a world of difference.

*"My daughter got a second chance,"* said Nima, relieved and overjoyed after a volunteer at the nutrition clinic informed her that Plumpy 'Nut supplement would be provided once again.

Getting Kayan and many other children back on the prevention of malnutrition programme was the best way to safeguard their food security and health – saving lives and money by reducing the need for treatment.





Moreover, of the US\$672 million received as **softly earmarked contributions**, 90 percent were directed by donors to country budgets providing WFP with the flexibility to allocate resources freely between several operations. The rest, 10 percent were softly earmarked to thematic areas managed through extrabudgetary funds.

The most supported thematic areas in 2022 were **climate** and **innovation**.

Flexibility also helped us choose the **most effective modalities** of intervention in each specific context – while also contributing to local markets. WFP sent over **US\$3 billion in cash-based transfers** (CBT) to people in 72 countries throughout 2022. This is a record figure and an increase of 42 percent compared to the same period in 2021. Up to 80 percent of total CBT assistance we gave were distributed in emergency operations. Notably, WFP purchased 51 percent of all food locally or regionally, injecting **US\$1.62 billion into local economies**.



It's a wrap! WFP teams pose with members of the Government of **Mozambique** and our partners in 2022 after the launch of the country's first government-led Anticipatory Action Plan to facilitate climate action solutions for people on the frontlines of natural disasters. This unique

collaboration, funded by flexible funds, extends into 2023 as we continue to work with our government counterparts on testing the early warning systems when the next rainy season hits.



## ICELAND

**H.E. Þórdís Kolbrún Reykþjörð,**  
Minister for Foreign Affairs of Iceland

*"With the unprecedented rise in complex crises and humanitarian needs, flexible and predictable funding to humanitarian partners has never been more important. By prioritizing core contributions and multi-year commitments to the World Food Programme, Iceland strives to be a reliable partner in addressing the needs of the world's most vulnerable."*

## MOZAMBIQUE Getting out ahead of climate change

In Mozambique, one of the world's most vulnerable countries to climate change, flexible funding commitments translated into a new innovative policy to protect millions of people living on the frontlines of cyclones, droughts, and floods before an emergency strikes.

Steady advocacy and strong collaboration with the Government of Mozambique on the need for anticipatory action culminated in a new policy to establish the nation's first government-led Anticipatory Action Plan for Drought – a groundbreaking policy that aims to anticipate and mitigate the impact of drought in the country.

The Government of Mozambique recently approved the Financial Protection against natural disasters in which forecast-based financing and anticipatory action was mentioned as a tool to mitigate the impact of disasters. To bolster these milestones, WFP facilitated the inclusion of cash-based social protection schemes in the national Anticipatory Action Plan for Drought. Before a drought climate emergency hits, the government would have mechanisms in place to forecast the natural disaster and kickstart the needed response or assistance to deal with it.

*"If we want reduce the need for humanitarian assistance, having in place innovative approaches such as forecast-based financing and integrating them into a government's national policy is the highest achievement,"*

said Benvindo Nhanchua, WFP's Activity Manager for Disaster Risk Financing in Mozambique, who worked closely with counterparts in government and the humanitarian community to lay the groundwork for contingency plans.

This consisted of developing and approving Mozambique's first drought Anticipatory Action Plan to operationalize the early warning system and anticipatory actions for drought. WFP provided technical capacity building and training to government staff who learned how to apply the innovative tools of early warning systems and early action.

Softly earmarked, flexible funding financed these foundational steps, the presence of specialists in meteorology and emergency preparedness and data analysis as well as the fruitful collaboration between WFP and its partners in government, academia, and the humanitarian community in Mozambique. Thanks to your contributions, the people of Mozambique will be better prepared ahead of the storm.

*"The Government of Mozambique and WFP are making history. This new and innovative approach will help us deal with the impact of inevitable disasters to save lives and make people resilient,"* said Paulo Tomas, National Director for the Development of Arid and Semi-Arid Areas, National Institute of Disaster Risk Management and Reduction of Mozambique.

Ahead of the next climate crisis in Mozambique, WFP and the Government are taking concrete steps through a technical working group to implement this first ever drought early warning system to be prepared before disaster, during and after it occurs.



# Resources in 2022

In 2022, the year of unprecedented needs was met with unprecedented support from WFP's partners. WFP received a record level of contributions – **US\$14.1 billion** – an increase of nearly 50 percent compared with 2021, meeting

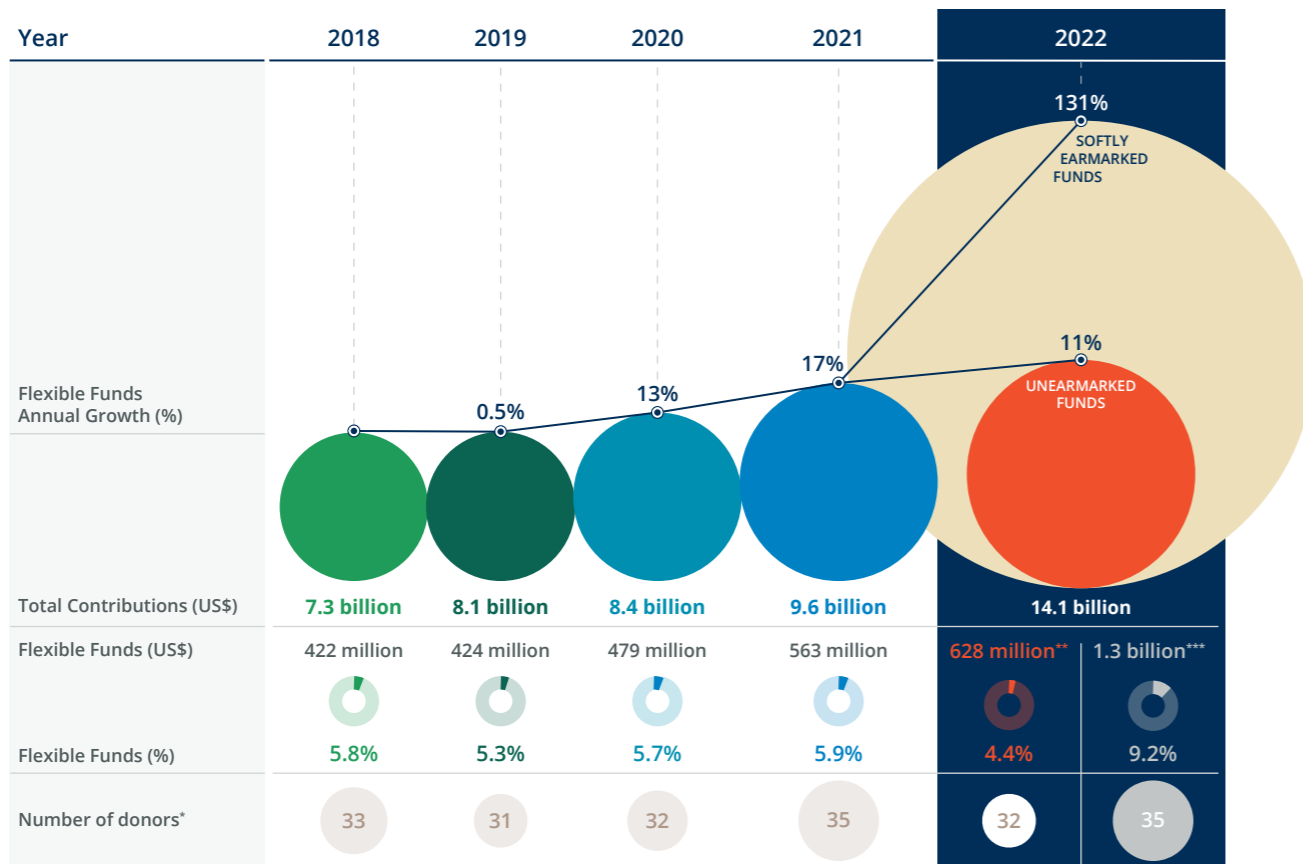
two-thirds of its operational requirements. Every dollar received was critical in ensuring that WFP had the capacity to reach a record 160 million people around the world.

## Flexible funding

With the new definition of flexible funding applied, WFP received a record **US\$1.3 billion in flexible funds**, including unearmarked contributions, contributions to the Immediate

Response Account (IRA) and softly earmarked contributions. This represents **9.2 percent** of WFP's total contributions in 2022.

### Flexible funds by year



\*Private sector included, counted as one.

For more details on private sector, see Spotlight on page 33.

\*\*only unearmarked funds

\*\*\*softly earmarked funds included

The increase in total flexible funds is thanks to both the donors' increased unearmarked contributions to the multilateral and the Immediate Response Account pots as well as the new category of softly earmarked funding.

Focusing on unearmarked multilateral and IRA funds only, as in the previous years, the absolute value of **unearmarked contributions increased by 11 percent** in 2022. However, the share of unearmarked funds of WFP's total revenue decreased from 5.6 percent in 2021 to 4.4 percent in 2022.

Within this pot of unearmarked funds, donors' direct contributions to the **IRA achieved a record level in 2022** with US\$98 million derived from directed contributions, a 46 percent increase compared to 2021.

**Softly earmarked funding** amounted to US\$672 million in 2022, **half of the total flexible funds**.

Similarly to previous years, flexible funding was provided by 34 government donors, by individuals and by private sector partners.

## Making your support visible

Your support is the reason why we can make a difference in people's lives. Throughout the year, WFP staff across countries and offices are making this impact visible and ensuring that the role of our partners is highlighted strategically in communications at all levels from local representations to global venues,

through platforms varying from corporate reports to online publications, and from high-level advocacy to social media.

Find here some **highlights of visibility for flexible funds in 2022**: <https://rb.gy/9a5tu>





## Donors of flexible funding in 2022

DONOR	FLEXIBLE FUNDING				Share of flexible funds of total contribution
	Total Flexible	of which multilateral	of which IRA	of which softly earmarked	
GERMANY	697,182,759	126,282,392	34,482,759	536,417,608	39%
SWEDEN	145,649,236	98,282,097		47,367,139	57%
NETHERLANDS	75,400,367	75,400,367			70%
NORWAY	59,498,923	44,208,665		15,290,259	35%
UNITED KINGDOM	59,346,213	50,568,900		8,777,313	14%
PRIVATE DONORS	31,201,922	22,660,697	8,541,225		6%
DENMARK	31,028,294	27,391,428		3,636,866	50%
CANADA	29,253,692	19,592,476	2,270,233	7,390,983	7%
AUSTRALIA	28,984,297	27,855,153	2,172	1,126,972	26%
FRANCE	23,764,985		3,260,870	20,504,115	14%
SWITZERLAND	23,203,370		21,579,994	1,623,377	21%
IRELAND	19,144,144	13,513,514		5,630,631	56%
USA	16,550,000		16,550,000		0.2%
FINLAND	16,213,273	8,403,361		7,809,912	46%
ITALY	8,885,717		1,813,059	7,072,658	14%
BELGIUM	8,639,978	6,067,961	2,572,016		32%
LUXEMBOURG	7,239,635		1,313,604	5,926,031	35%
QATAR	5,000,000		5,000,000		96%
SPAIN	4,916,497	213,220		4,703,278	32%
REPUBLIC OF KOREA	4,103,539	4,103,539			3%
NEW ZEALAND	3,771,213	3,771,213			29%
HUNGARY	3,520,000	20,000		3,500,000	100%
ICELAND	1,619,217	1,470,992		148,225	33%
SLOVENIA	1,028,807			1,028,807	67%
POLAND	1,000,000			1,000,000	63%
CZECH REPUBLIC	339,847			339,847	12%
CHINA	200,000		200,000		2%
LIECHTENSTEIN	101,112		101,112		20%
ESTONIA	56,306	56,306			100%
KAZAKHSTAN	30,000	30,000			100%
CYPRUS	21,505	21,505			14%
CHILE	20,000	20,000			100%
MONACO	10,288	10,288			0.7%
PORTUGAL	10,000	10,000			5%
PANAMA	1,000	1,000			0.5%
<b>GRAND TOTAL</b>	<b>1,306,936,138</b>	<b>529,955,075</b>	<b>97,687,043</b>	<b>671,731,320</b>	

## Spotlight on the Private Sector and Individual Giving

For the first time in WFP's history, private donors became our fourth largest overall contributor in 2022, in a remarkable show of solidarity with WFP's fight against hunger and malnutrition. Thank you for partnering with us to bring hope to the millions of women, children and men who count on WFP every day to survive and thrive.

In 2022, WFP raised US\$540 million from private donors, representing more than a five-fold increase in total income. There was growth in all private sector fundraising categories: of the US\$540 million, US\$276 million came from private

foundations and charities, US\$160 million from corporates and corporate foundations, and US\$104 million from individual fundraising (IF).

This trend demonstrates the growing trust in the WFP brand and our core values of agility, prowess, innovation and commitment to go the distance for the people we serve. It builds on the Executive Board's approval and launch of the Private Sector Partnerships and Fundraising Strategy 2020-2025, following which the income raised from the private sector has increased significantly in its first 3 years.





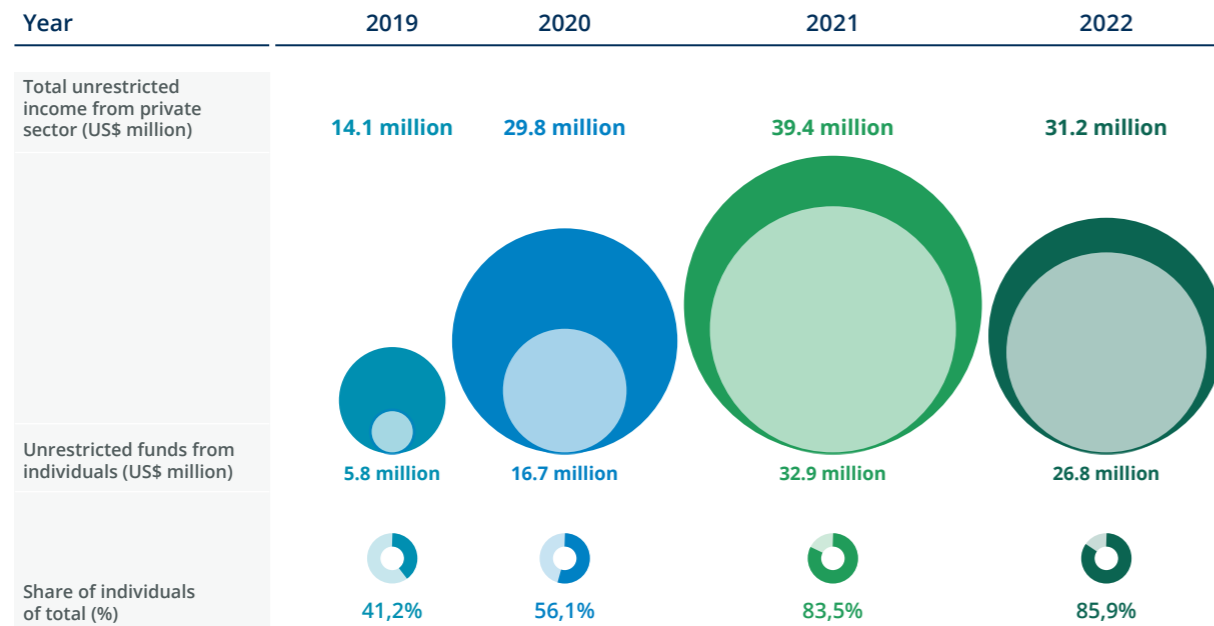
## Flexible funding from private donors

In 2022, WFP raised US\$31.2 million in flexible funds from both individuals and private partners. The majority – 85.9 percent or US\$26.8 million – were provided by WFP’s individual supporters.

The value of flexible funds from the private sector has slightly decreased compared to 2021, mostly due to a year of unprecedented global crises such as the conflict in Ukraine

that led to more individuals and partners earmarking their contributions towards specific causes. Typically, WFP receives donations from individual supporters both rapidly and flexibly for immediate use in response to humanitarian crises. However, the proportion of funds that came from individuals over all within the flexible funding category has kept increasing.

## Flexible funds from private sector and individuals’ share (US\$ million and %)



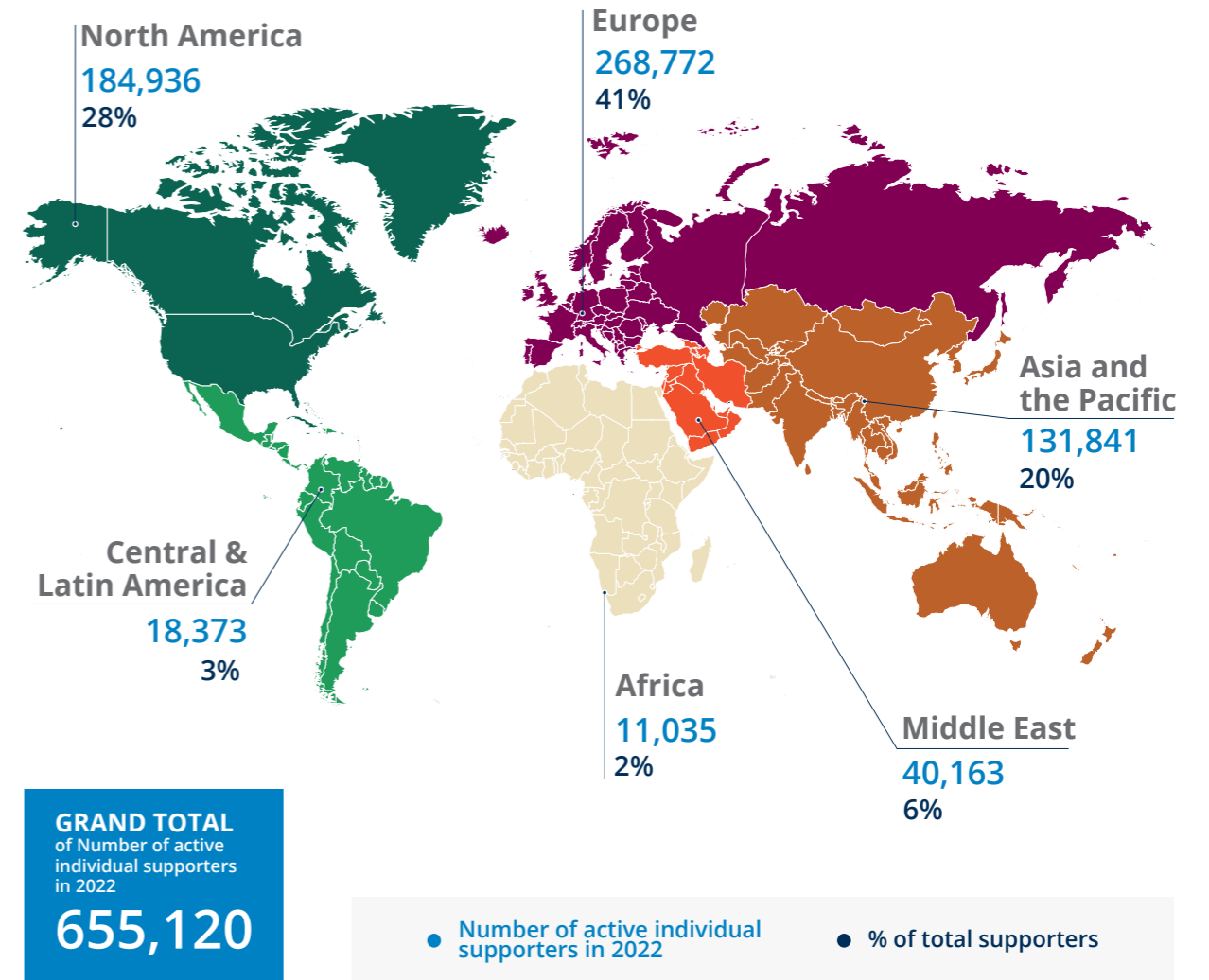
Of the flexible funds received through WFP’s individual giving mechanisms, the largest contributors were the WFP HQ-based individual giving programme, WFP’s fundraising app ShareTheMeal, and the individual giving programmes run by WFP’s Friend organization WFP USA and by the Japan Association for WFP.

By following a digital-first approach, WFP received

donations from more than 655,120 supporters based in 235 territories – the top five of which were the USA, Japan, UK, Germany and France.

Moreover, 13 of WFP’s private sector partners contributed to unrestricted funding in 2022. The corporate partners represented slightly above US\$5 million, or 14 percent of the total funds that came from the private sector.

## Individual giving: Active supporters and the share of total supporters in each region in 2022



For every dollar donated by an individual to WFP, 64 percent go directly to programmes supporting hungry people. Meanwhile, 2 cents are used to process donations, 6 cents towards operational

costs and 28 cents go towards raising the next US\$1 all of which will average out at 22 cents between 2020-2030 according to our ten-year plan.

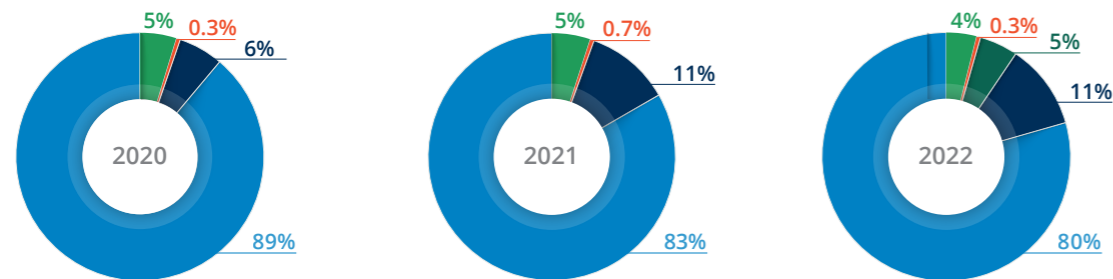


## Earmarking levels

Overall, flexibility of contributions has slightly increased over the past three years. Looking at the earmarking levels in 2022, 11 percent of WFP's total contribution revenue – a level similar to 2021 – were flexible at the country level, allowing WFP to decide how to use the resources within a certain country operation. Flexibility at the country level, in addition to predictable, multi-year funding, comes with many benefits. It enables WFP to improve planning, foster operational continuity, remain agile in rapidly changing environments, and build more stable partnerships.

The majority – 80 percent – of WFP's contributions remain earmarked to specific activities or outcomes within a certain operation. However, this is still an improvement compared to the previous years. While highlighting the value of added flexibility and predictability, WFP also wishes to thank its partners for the active dialogue in which earmarked contributions are negotiated – based on the most urgent needs.

### Earmarking of contributions



● Unearmarked multilateral  
● Immediate Response Account  
● Softly earmarked (regional/thematic)\*  
● Country Level  
● Earmarked to a specific outcome or activity in a certain country

\*Softly earmarked introduced starting 2022

*“Conflict, climate extremes such as droughts and floods, economic crises and rising costs of food and energy led to record levels of hunger in Eastern Africa in 2022.*”

*The flexibility of donor contributions and predictability of resources are critical in allowing WFP to save lives and to provide a foundation for communities to meet their own food needs.”*

*Flexible funding helped to avert famine in Somalia by enabling WFP to support record numbers of drought-affected people with both emergency assistance and longer-term climate adaptation solutions.*

**Michael Dunford,**  
WFP's Regional Director for Eastern Africa



### SLOVENIA

**H.E. Samuel Žbogar, State Secretary,**  
Ministry of Foreign and European Affairs of Slovenia

*“Slovenia fully supports the efforts for effective development cooperation and humanitarian aid, and recognizes the critical role of the World Food Programme as one of our most important partners in providing life-saving assistance to those in need. This is why, in accordance with the Grand Bargain, we strive to keep our contributions flexible, while minimizing the level of earmarking to ensure maximum impact of humanitarian aid. By taking this approach, we can foster food and water security as crucial components for meeting the current global humanitarian needs.”*



### CZECH REPUBLIC

**Mr. Jiří Kozák,**  
First Deputy Minister for Foreign Affairs and Junior Minister for Development, Czech Republic

*“Anticipating and responding to food crises as well as building food security and resilience have been a long-term priority for the Czech humanitarian and development action. During the Czech EU Presidency in June–December 2022, Czechia in close partnership with WFP advanced the global work on humanitarian diplomacy and humanitarian-development-peace nexus for food security as well as on climate-adaptive food production. In all these topics, flexible funding and innovative partnerships are essential.”*



## Predictability of funds

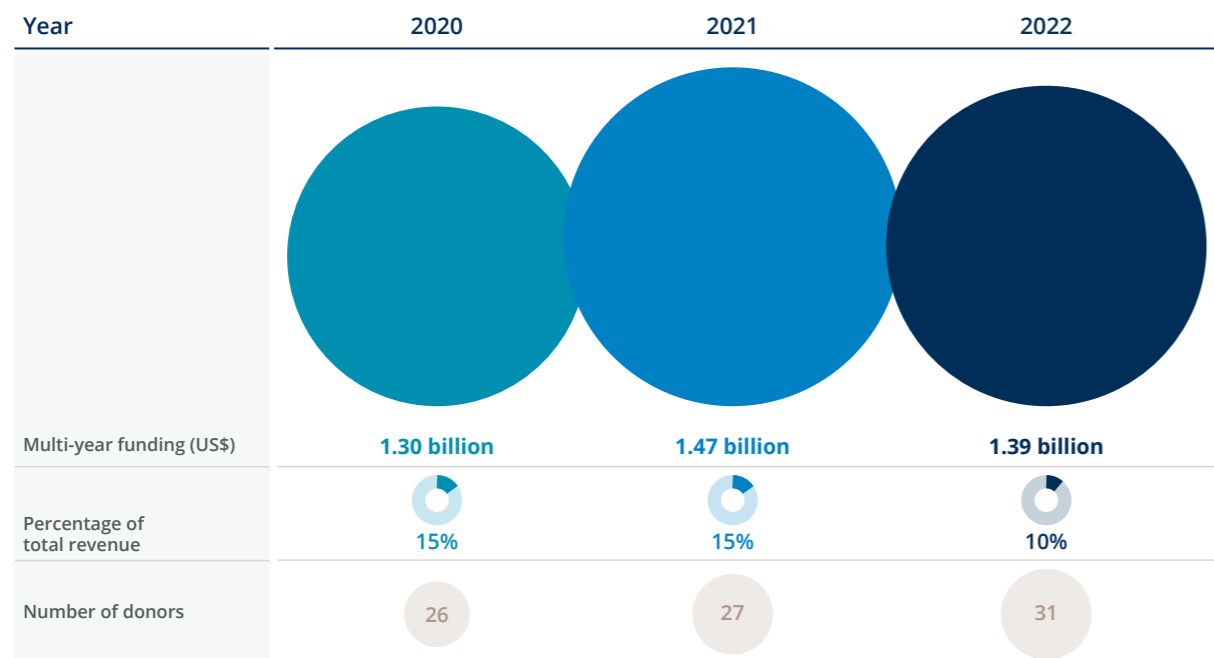
As WFP is funded entirely through voluntary contributions, the predictability and timeliness of funding is critical to enable effective planning and support timely and stable interventions.

The predictability provided by **multi-year funding** allowed WFP to invest in anticipatory actions and longer-term resilience building and capacity strengthening activities while reducing transaction costs through single agreements. Moreover, predictable funds acted as an enabler

for localization, as they facilitate planning and enhance trust with governments and cooperating partners. In 2022, WFP received US\$1.4 billion, or 10 percent of its contributions, as multi-year funding from 31 donors, a decrease of 5 percent compared with 2021.

The benefits of multi-year funding can be maximized when flexibility is also maximized. In 2022, 30 percent of WFP's multi-year funds were also unearmarked or softly earmarked.

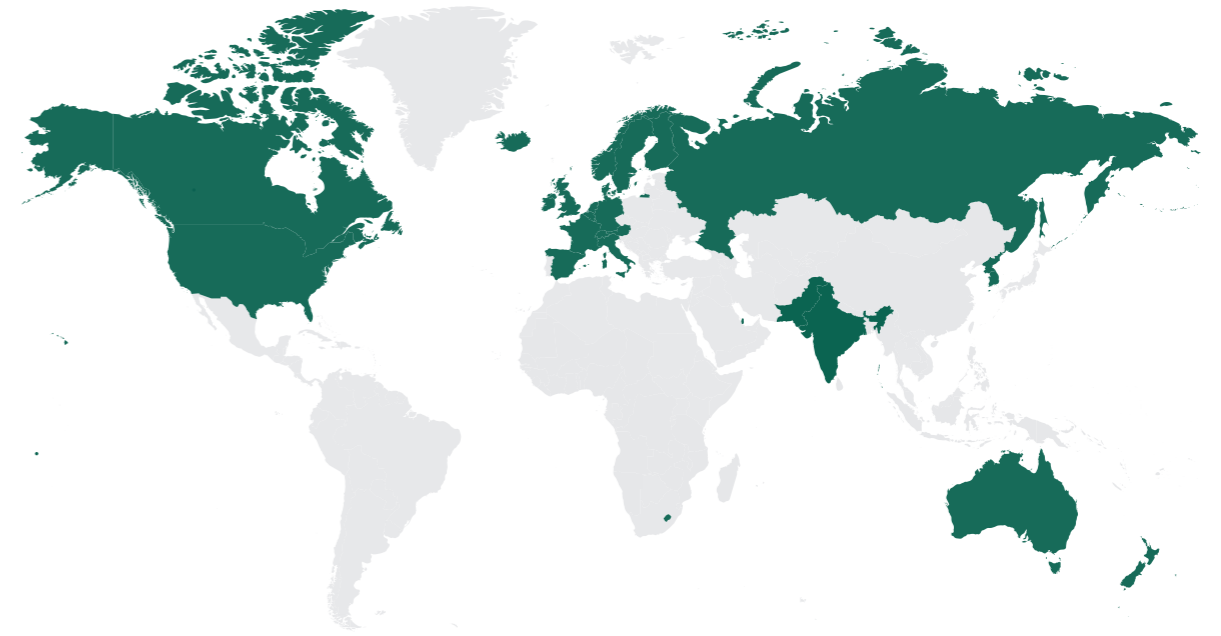
## Global trend of multi-year funding



Looking at the duration of implementation period allowed by confirmed contributions, over half of WFP resources came with a longer than one-year validity period. In 2022, the share of funds that can be used over **a period longer than 24 months** represented 26 percent of WFP's total contribution revenue, up from 19 percent in 2021. These agreements were signed with 91 donors.

Funding commitments early in the year – and allowing **advanced start dates** – improve WFP's ability to deliver timely assistance because such early commitments help reduce lead time of procurement and preposition food strategically in the most food insecure settings. In total, US\$2.5 billion, or nearly 18 percent of contributions to WFP were made available in the first quarter of 2022.

## Donors of multi-year funding in 2022



Australia	Germany	Monaco	Russian Federation
Austria	Iceland	Netherlands	Spain
Belgium	India	New Zealand	Sweden
Canada	Ireland	Norway	Switzerland
Denmark	Italy	Pakistan	UN Other Funds and Agencies
European Commission	Lesotho	Private Donors	UN Peacebuilding Fund
Finland	Liechtenstein	Qatar	United Kingdom
France	Luxembourg	Republic of Korea	USA

This list includes donors of unearmarked and earmarked multi-year funding as well as those partners who have signed a multi-year strategic partnership agreement with WFP. For the definitions by funding type, please visit pages 20-23.



### MONACO

**H.E. Isabelle Berro-Amadeï**,  
Minister of Foreign Affairs and Cooperation of Monaco

*"WFP, Monaco's first cooperation partner, is a key player in saving and transforming lives. Monaco is pleased to be at WFP's side to strengthen food and nutrition security for the most vulnerable populations, through powerful tools such as school canteens. Monaco will continue its flexible and multi-year support to WFP for the effective implementation of its strategy and its effectiveness."*



## NEPAL Weathering the storm



Amrita Kami's heart raced as she read the text message on her phone. It was from the early warning system put in place by the Government of Nepal with training and capacity building from WFP as part of its anticipatory action intervention project in Nepal. Amrita felt a mix of fear and relief as she realized that the message was warning her of an impending flood.

Without hesitation, she sprang into action. She had a few days before the monsoon floods would hit. She quickly moved her goats and buffalos to higher ground, packed her precious wheat into smaller containers and built a temporary shelter using bricks and wooden planks, just in case.

Nepal is one of the world's most disaster-prone countries, facing the threat of devastating floods, landslides, glacial lake floods and earthquakes. As such, preparedness, anticipatory and early action is vital to prevent, reduce and mitigate the impact of such threats on communities at risk.

As she worked, Amrita felt a sense of empowerment she had never experienced before. For years, she had lived in fear of the floods that could come at any moment, leaving her and her family vulnerable and unprotected. But now, thanks to the early warning system, she had the chance to prepare, protect herself and her family.

When the floods hit, they were fierce and unforgiving. The water level rose quickly. But Amrita was ready. Having secured her belongings in advance, she had the energy to return to her rice paddy field after the flood to drain it and save what she could. Two days later, she received some cash support through WFP to make ends meet.

Using softly earmarked, flexible funding WFP worked with partners to put in place this early warning system and pull together the financial resources needed to support interventions to people like Amrita who were at risk of predicted severe monsoon flooding. WFP provided early warning communication and messaging, multipurpose cash assistance and robust evidence generation.

When the triggers were activated, WFP and the local government had cash grants ready to disperse, thanks to flexible funding. People at risk were already registered on WFP's SCOPE, which uses data to gauge people's exposure to flood risks as well as socio-economic vulnerabilities.

As she looked out at the flooded landscape around her, Amrita felt a renewed sense of hope and determination. Although the floods would come again, she also knew that she would not be alone in this struggle but was part of a larger community that worked to make her world safer and more predictable. With the support from WFP, Amrita was confident she could face any challenge that came her way.







## How WFP prioritizes resources for maximized benefit

WFP has built a strong reputation on putting its mission and the people we serve at the heart of what we do. This applies across WFP programming as well as in the design of our resource mechanisms to ensure that we have the capacity to efficiently mobilize resources when and where they are most needed.

WFP's unearmarked funds are managed through two different mechanisms: The use of unearmarked multilateral funds is managed by WFP's Multilateral Budget Committee together with Regional Bureaus and with the approval

of WFP's Executive Director. In addition, WFP has a critical reserve for immediate resourcing needs through its revolving Immediate Response Account which ensures that assistance can be deployed within 24 hours of the onset of a crisis.

Over 93 percent of every contribution received by WFP go to direct implementation of our programmes and activities. As approved by WFP's Executive Board, only 6.5 percent is allocated to indirect support costs, the lowest headlined rate among major UN agencies.



*"2022 was a year of unprecedented humanitarian needs and hunger-driven suffering in Yemen. WFP rose to those challenges thanks in part to crucial flexible funding contributions that enabled our operations to scale up quickly where the needs were highest and to maintain crucial programmes in emergency contexts to enable self-reliance and resilience. Flexible funding is instrumental in keeping WFP agile and highly responsive, able to bridge gaps between urgent food needs*

*and longer-term resilience interventions the result of which is stability and sustainability for communities on the frontlines of crises. We thank our donors for their continued trust and commitment in helping WFP strive towards a world without hunger."*

**Richard Ragan,**  
Country Director for WFP in Yemen



## Multilateral funding – investment in Zero Hunger as a whole

Multilateral contributions allow WFP to decide on the operation and the activity where the funding is to be used, based on WFP’s expertise and data on the most urgent and strategic needs. These contributions are managed by WFP’s Multilateral Budget Committee and allocated by the approval of the Executive Director across WFP’s country operations. Allocation decisions are based on the strategic direction provided by the WFP Leadership Group and on the prioritization model developed to assess and identify WFP operations with most urgent need for funding.

The Multilateral Budget Committee can allocate multilateral resources to:

- i) WFP’s country operations, targeting either crisis response or the focus areas of resilience building and root causes;
- ii) The Immediate Response Account (IRA);
- iii) Only on an exceptional basis, if prioritized by WFP’s Senior Leadership and approved by the donor, to core initiatives (Trust Funds and Special Accounts) managed at the HQ or regional level. Such examples include situations like unforeseen and sudden global crises requiring dedicated resources, as experienced at the onset of the COVID-19 pandemic.

Multilateral allocations are made throughout the year providing availability of resources. It also allows for provision of additional resources for the WFP Immediate Resource Account to address immediate needs.

The allocation of multilateral resources between WFP operations is driven by assessments that look at the value for money in each operational

context to maximize the efficiency achieved with these flexible resources. The prioritization of needs behind each allocation proposal is based on a set of quantitative and qualitative criteria:

The quantitative criteria focus on the resourcing situation and the estimated funding shortfall of the operation through pipeline reports and the six-month Net Funding Requirements for crisis response activities and twelve-month Net Funding Requirements for resilience and root causes activities. The allocation proposals to each country operation should be sizeable enough to make an impact.

The qualitative analysis looks at operations of the highest concern for leadership attention based on data from the global sources, such as the Integrated Food Security Phase Classification (IPC), the Corporate Alert System, and the Global Hunger Index. These criteria ensure life-saving support, while allowing for strategic prioritization that help to reduce needs in line with the WFP Strategic Plan.

While the membership of the Multilateral Budget Committee comprises directors at WFP’s headquarters, all allocation proposals are shared with the Regional Bureaus for review and endorsement, prior to being presented by the Committee for the final endorsement by the WFP Executive Director.

Once funds are released, country offices have a maximum of three months to programme and six months to commit multilateral allocations to crisis response activities. For allocations to resilience activities, this period is nine months.

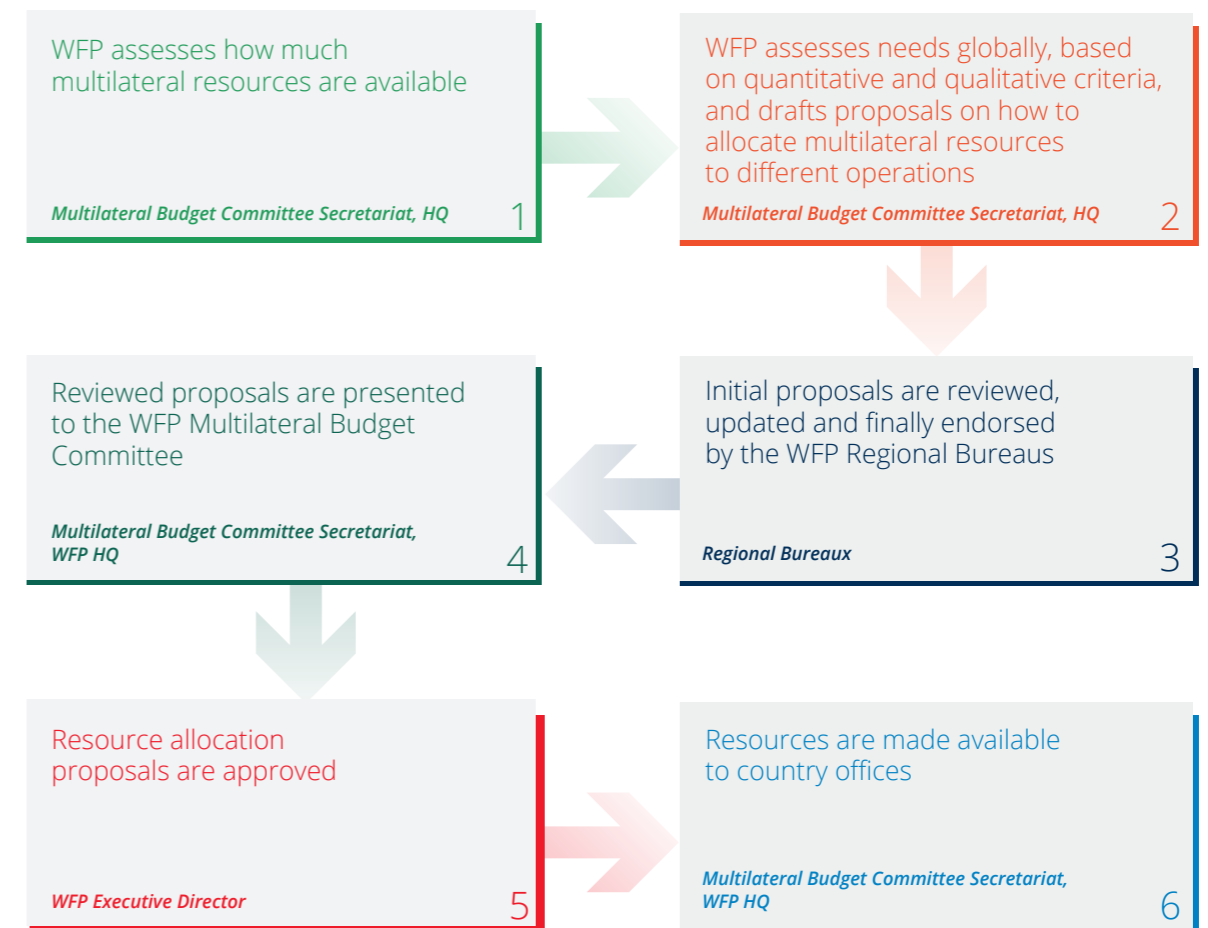


### PORTUGAL

H.E. Francisco André,  
Secretary of State for Foreign Affairs and Cooperation, Portugal

*“The negative impact of armed conflicts, climate change and rising fertilizer and energy costs on global food security is undeniable. Portugal highly values its partnership with the World Food Programme in addressing humanitarian crises. As a trusted ally with unique capabilities in supporting food security, nutrition and resilience, the WFP plays a crucial role in addressing the Humanitarian, Development and Peace challenges, namely through its holistic approach. The HDP Nexus, which is also clearly imbedded in the 2030 Portuguese Development Cooperation Strategy, is a key element in the implementation of the 2030 Agenda for Sustainable Development.”*

### Multilateral Resources prioritization process





## SOUTH SUDAN New beginnings

The world's youngest nation has faced many challenges. The most dramatic have been record breaking floods that have destroyed homes, precious crops and displaced hundreds of thousands of people. To help communities navigate their changing climate, WFP identified top priority areas where people face severe food insecurity and poverty. In Aweil South, inhabitants of the flood-prone village of Warchum were able to remain in their homes for the first time in years after WFP helped locals build critical community assets to keep the floodwaters at bay. WFP trained locals in building a dyke and a road and provided them with tools and equipment to construct and maintain these lifesaving and lifechanging community assets. For Abuk Deng Garang, this project was transformational, giving the single mother of eight children relative stability and a new start.

*"The dyke and road changed our lives and have helped me a lot. My children can go to school and I am no longer worried about them slipping in the water and drowning. They can freely walk on the constructed road to reach their school,"* said Abuk, who trained with WFP to help construct the dyke and road. Her homestead, small land and crops no longer drown.

Multilateral flexible funding has made this transformation possible. Flood-protective measures and access solutions brought back life to the village, which had struggled with increasingly worsening floods due to the climate crisis. Parents like Abuk have been



sending their children to school, taking their elders to the nearby clinic and accessing the market to buy their necessities.

*"When I found out that I could participate in this WFP project, I was very happy. Before that life was very difficult and I would worry about my life and my children. Sometimes I would feel hopeless. This WFP communal activity brought life into the community and made me and others very happy."*

*"My life has changed to the better after WFP introduced this dyke and road activity. Before that, I used to worry a lot on how I would be able to get my children what they ask of me, but now that I work in the construction and maintenance of road and dyke, there is cash by the end of the month which I use to go to the market to buy food and other things for my family."*

In 2022, an onslaught of extreme weather events struck Asia and the Pacific over and over. The cascade of floods, typhoons, earthquakes, volcanic eruptions, heat waves, and droughts make this region the world's most disaster-prone. When disaster struck in Pakistan, WFP deployed operational experts and provided immediate support in the following ways: Our teams provided strategic guidance and were able to reach vulnerable communities in some of the most inaccessible locations through our supply chain capacity, helping reduce delivery times and cost on food and cash deliveries.

*"It was truly inspiring to see women and men rebuilding their lives, despite the devastation and record monsoon floods, through WFP's resilience and Food for Training programmes. Women felt more empowered, eager to become entrepreneurs and learn how to manage businesses and projects. Men supported this societal shift and saw it as necessary for their communities' growth."*

**Omneya Makhoul**  
WFP Emergency Programme Officer  
deployed to Pakistan in 2022 via SURGE



## CYPRUS

**H.E. Petros Xenophonos,**

Minister of Agriculture, Rural Development and Environment of Cyprus

*"Cyprus highly values the excellent level of WFP and is committed to providing predictable and flexible funding. Unearmarked funding allows WFP to take anticipatory action, quickly deliver to the maximum of its abilities to save and change the lives of millions of people in vulnerability and address the increasingly complex humanitarian crises that we face today. Cyprus is proud to have increased its multilateral contribution and will remain a devoted partner of WFP in the fight against hunger and malnutrition."*



## Immediate Response Account – ensuring timely response in crises

The WFP's Immediate Response Account (IRA) is an indispensable instrument of WFP's frontline role in the initial response to multiple crises that reinforces the key principles of timeliness, predictability, and flexibility.

The IRA is a vital funding facility for early, pre-emptive and anticipatory action. In sudden onset emergencies, it has a service level target of less than 72 hours from identification of need, request, approval to programming of funds.

The IRA is WFP's last source of immediately available resources to save lives from an imminent threat or respond to a shock. Funds are only allocated to life-saving emergency assistance

such as in-kind food rations, cash-based transfers and other forms of emergency assistance.

Operating under the 'no-regrets' principles of the Interagency Standing Committee since it was established in 1991, the IRA rapidly allocates funds for emergency assistance when donor contributions are not yet available or forecasted, which enables WFP to provide pre-emptive and immediate assistance in emergencies. A no-regrets approach means WFP will take actions that are justifiable from a humanitarian perspective in response to an emergency before having all the facts and before it worsens, preferring to mobilize capacity and resources rather than risk failing to meet the most urgent needs of people in crisis.



In Somalia, allocation from the IRA helped WFP achieve a massive scale-up in its operations during a critical time of severe drought and mass displacement and loss of livelihoods.

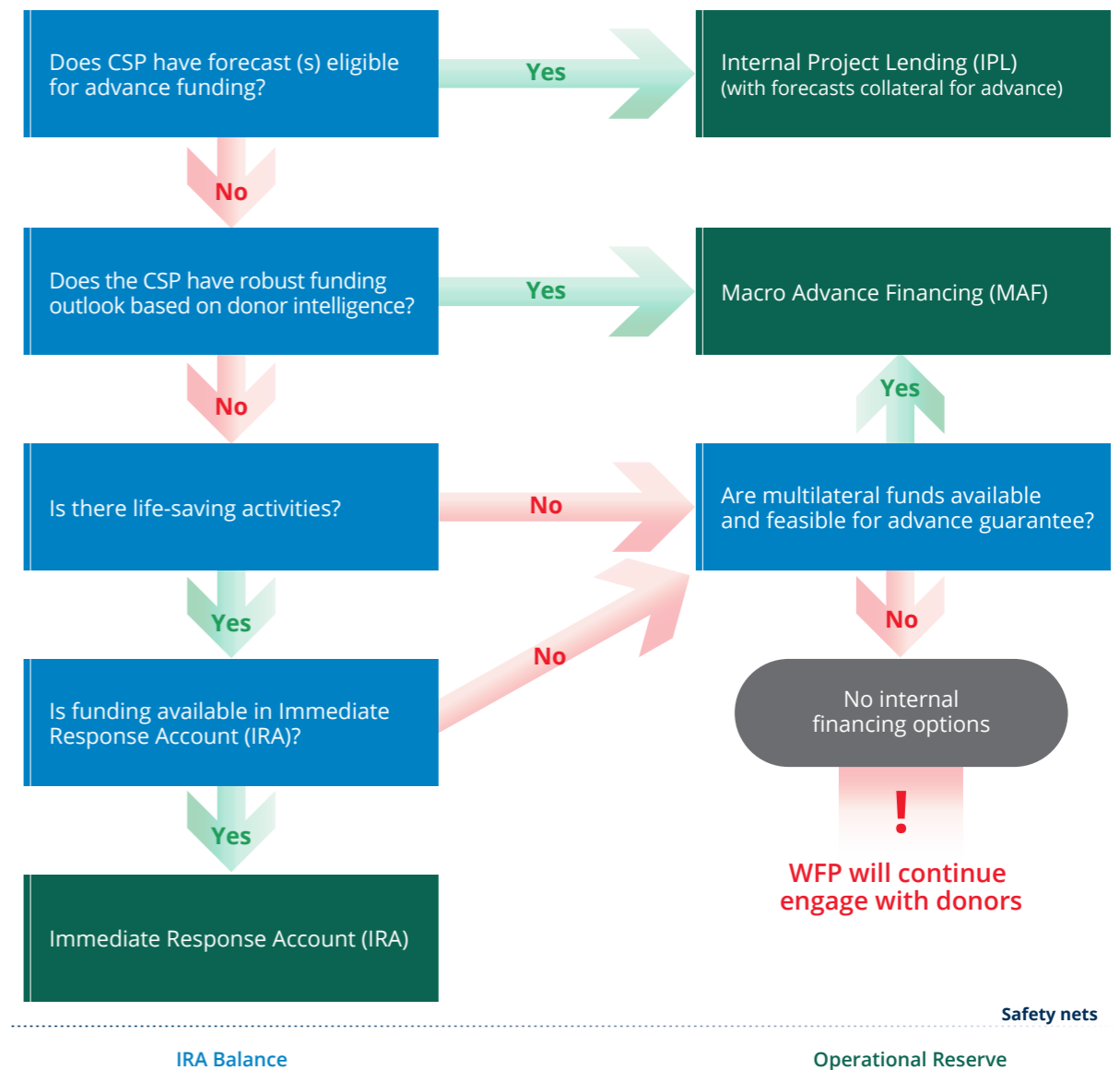
Through WFP's beneficiary information management platform SCOPE, WFP registered displaced Somalis like Malyun Abdullai Abdi in Dolow camp where she received mobile money to cover her family's basic needs.

*"Initially I assumed that this was money that was sent to us by mistake then the camp leaders informed us that this was WFP assistance. We were very happy that we got our life back. I bought food and beds. Before, I used to sleep on the ground. There was no roof or plastic sheet, or bed and the rains and winds used to affect me."*

The IRA is a revolving fund, meaning that allocations from the IRA are returned to the account by the recipient country offices to the extent possible when other resources become available. The term revolving means attributing donor contributions to the costs funded by the immediate IRA allocation made in response to the life-saving emergency assistance. Contributions

that are used for this purpose are reported under the operations to which they were directed adhering to terms and conditions of the contribution. Ideally, the revolving fund in this account is used to support various emergencies around the clock. However, to be able to keep doing so, the IRA relies on generous donor support.

### Immediate Response Account prioritization process









## Photo credits:

**Page 2:** Baraka is pleased with the quality of tomatoes he harvested. Now his family can have a diversified diet. WFP has connected farmers directly to buyers, which has increased the share of revenue going to farming households. Photo: WFP/Imani Nsamila

**Page 4:** A WFP barge on the way to deliver food to Duk Island in South Sudan to the most remote villages living around the Sudd, one of the biggest swamps in the world. Photo: WFP/Gabriela Vivacqua

**Page 6:** Bhagiram Sunaha, a fisherman from Rajapur in Bardiya district in Nepal is one of many flood survivors who received support from WFP's anticipatory cash assistance. Photo: WFP/Srawan Shrestha

**Page 8:** An Afghan woman in the remote village of Skazor in Badakhshan Province relies on WFP food assistance to survive in the middle of the harsh winter. Photo: WFP/Sadeq Naseri

**Page 9:** A Somali mother holds the hands of her daughter, suffering from moderate acute malnutrition, at the WFP funded malnutrition clinic in Kabasa IDP site. Photo: WFP/Samantha Reinders

**Page 10:** Maryan Hirsi Barre weeds onions planted at the WFP-supported Laacdehere livelihoods site in Somalia, where climatic and manmade shocks have driven up hunger and malnutrition affecting millions. Photo: WFP/Patrick Mwangi

**Page 11:** Banabas Nunoo, WFP's Head of Information and Communication Technologies (ICT) in Burkina Faso, installed critical, lifesaving and lifechanging VSAT connection in the remote town of Djibo to help connect communities that had been cut off from humanitarian assistance due to insecurity.

**Page 12:** Rathi Palakrishnan, Deputy Country Director of WFP in Pakistan visits some of the flood-affected communities receiving lifesaving and resilience-building assistance from WFP in the devastating floods.

**Page 13:** A Bangali child attends to her studies in her family's home on the island of Kutubdia in the Bay of Bengal, home of one of the fastest observed sea level rises in the world. In 20 years, Kutubdia lost half of its land area. WFP supports vulnerable families in Kutubdia through livelihoods activities. Photo: WFP/Sayed Asif Mahmud

**Page 14:** Kayan, 1.5 years old, smiles and plays with her mother inside their house in Yemen where WFP runs critical nutrition programmes for mothers and children to prevent and treat moderate acute malnutrition. Photo: WFP/Alaa Noman

**Page 15:** In Cabo Degado, Mozambique, WFP CBT team distributes food and hygiene items to IDPs through Cash-Based Transfers. Photo: WFP/Falume Bachir

**Page 16:** H.E. Jenny Hill, Head of the Office of the High Commission of Canada in Zambia and former Ambassador of Canada in South Sudan on a visit with WFP to the field in Warrap State, South Sudan to witness livelihoods activities that have helped communities maintain food security throughout the year. Photo: WFP/Marwa Awad

**Page 17:** Nyalue, displaced by record floods in South Sudan, prepares a meal for her children using WFP's food assistance. Photo: WFP/Gabriela Vivacqua

**Page 18:** Sahrawi refugee women receive WFP monthly dry food rations in Algeria where WFP has been supporting refugees from Western Sahara since 1986. Photo: WFP/Abderezak Bouhaceine

**Page 19:** Dipesh Tharu, Mayor of Radhapur Municipality, Bardiya District in Nepal. Photo: WFP/Skanda Gautam

**Page 22:** In China's Xiangxi in Hunan Province, children take part in the Preschool Nutrition Improvement Project provided by WFP.

**Page 24:** Ms. Rabia, in her sixties, relies on Cash-based Transfers from WFP in Afghanistan to buy essential food items from her local market, where prices have skyrocketed following the country's economic collapse a year earlier. Photo: WFP/Sadeq Naseri

**Page 25:** from left to right, Safiyo Mohamoud Said, Farhiyo Said Warsame and Maryan Hirsi Barre are three of the smallholder farmers at the WFP-supported Laacdehere livelihoods site. Photo: WFP/Patrick Mwangi

**Page 26:** A WFP officer in Yemen engages with a child recipient of WFP's nutrition programme in Al Azariq district, Ad Dali governorate. Photo: WFP/Ashwaq Rashid

**Page 27:** Kayan, one and half years old, is screened for malnutrition using MUAC at a WFP-supported health centre in Al Azariq district, Ad Dali governorate in Yemen. Photo: WFP/Alaa Noman

**Page 28:** In Mozambique, WFP, partners and the National Government launch the country's first government-led Anticipatory Action Plan to facilitate climate action solutions. Photo: WFP/Archives.

**Page 31:** Anne Poulsen, Director of WFP Nordic Office, together with partners at the Danish democracy meeting Folkemødet advocating for the importance of flexible

funding for anticipatory action. Photo: WFP/Camille Fogtdal

**Page 33:** 17-year-old Narendra Kisku and his family in Nepal receive emergency cash support after the floods as part of WFP run Forecast-based Financing programme. Photo: WFP/Srawan Shrestha

**Page 37:** Michael Dunford, WFP's Regional Director for Eastern Africa, visits IDPs living in the Xaliye DIP camp in Beletweyne, Somalia. Photo: WFP/Geneva Costopulos

**Page 41:** 17-year-old Narendra Kisku plucks tea in his local village where WFP runs a Forecast-based Financing programme in Nepal. Photo: WFP/Srawan Shrestha

**Page 42:** A South Sudanese woman and recipient of WFP livelihoods and food assistance programmes in Jonglei State helps her community offload WFP sorghum bags near a food distribution point. Photo: WFP/Marwa Awad

**Page 43:** Richard Ragan, Country Director for WFP in Yemen, meets with local leaders in Hodeidah where a key Yemeni port on the Red Sea coast is the country's lifeline. Yemen imports 90 percent of its food needs. Photo: WFP/Mohammed Awadh

**Page 46:** Abuk Garang takes part in maintaining a community asset canal and dyke built with support from WFP to protect the flood-prone village from drowning. Photo: WFP/Hugh Rutherford

**Page 47:** Omneya Makhlof WFP Emergency Programme Officer during SURGE deployment to Pakistan to support communities living on the frontlines of the climate crisis. Photo: WFP/Archives

**Page 48:** Malyun Abdullahi Abdi receives cash through SCOPE to purchase food from designated shops in Kaharey camp in Dolow. Photo: WFP/ Gabrielle Menezes

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**World Food Programme**

Via Cesare Giulio Viola 68/70,  
00148 Rome, Italy - T +39 06 65131

**wfp.org**