

World Food Programme

UPDATE

#### WFP Annual Performance Report 2019

**Briefing to the Executive Board** 

Corporate Planning and Performance Division | 27 May 2020

SAVING LIVES CHANGING LIVES

# ABOUT THE 2019 APR

#### **Key improvements**

- Builds on lessons and achievements of 2018 APR
- Strikes a balance between more focused reporting and the request for further performance details
- Reports against only one results framework
- Provides in-depth analyses on financial performance – a new area introduced in the 2017 APR
- Increased focus on measuring efficiency gains
- Revamped communication strategy including the release of thematic reports

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Executive Board documents are available on W	
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#### **Reflects the Management Plan**

- The APR informs WFP's achievements against plans as articulated in the WFP MP (2019-2021)
  - Overall narrative embeds explanation and analysis on needs and their dynamic nature/evolution throughout the year as represented in the MP
  - Reports on expenditures against:
    - Operational requirements (presented to the EB in MP as of November 2018)
    - Latest annual approved version of the needs-based plan as of December 2019
  - Reports by focus area and region
  - Measures performance through KPIs and five management results pillars

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WFP Mana	gement Plan (2019-20	021)
Executive		
people in 2017 highest for nea climate change	, estimated at 821 million or arly ten years. Increasing ins	rd consecutive year. The number of undernourished close to 11 percent of the world's population, was the tability and large-scale conflict, the consequences of its, large-scale migration resulting from conflict and to the worsening situation.
growing instab declared WFP	ility. However, the complexity emergencies, coupled with	organization, WFP has an essential role in a world of of its operations and the unprecedented number of significant resource constraints, – despite attaining from reaching the people most in need.
possible numb (2017-2021) at Sustainable De	er of beneficiaries. To reali nd contribute to the achi velopment, WFP must say	mployed effectively, to efficiently reach the largest ze the vision articulated in the WFP Strategic Plan evernent of the goals of the 2030 Agenda for re lives and change lives by implementing the orated in the Integrated Road Map framework.
support and ad programme ex transformative The Manageme	Iministrative (PSA) budget. It is xcellence, underpinned by country strategic plans ent Plan (2019–2021) addre	ut the core resource allocations in the programme enews WFP's focus on leadership in emergencies and a workforce that must be equipped to deliver at the humanitarian-development-peace nexus. sees the need for completing the rollout of the ments in oversight for improved learning and greater
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Focal points:	ement Department	Mr.S. O'Brien Director Budget and Programming Division tel.: 066513-2682
Mr M. Juneja Assistant Executi		
Mr M. Juneja Assistant Executi Resource Manag and Chief Financ tel.: 066513-2885 Mr C. Gardner Chief	5 udgeting Service	Mr D. Vidal Chief Programme Officer Project Budget and Programming Service tel: 0665132595

#### **ABOUT THE 2019 APR**

#### **Structure of the Report**



# INTRODUCTION

#### State of food insecurity



135M people in 55 countries



were in crisis conditions or worse compared to 113M people in 53 countries in 2018





 requiring a corporate or regional emergency response

highest ever in 60 years (compared to **16 emergencies** in 2018)

#### **Implications for WFP**





countries under severe threat



~X2 number reported in the Global Report on Food Crises 2020 (135M)





potential funding reduction from donors as they focus on national response



challenges to WFP supply chain being able to reach beneficiaries life-saving programmes remain a priority at the cost of development programmes

#### INTRODUCTION

#### **UN Development System Reform**

- Business Operations Strategy
  - Common back offices for all UNCTs by 2021
  - 50% of WFP's country offices are already part of an approved Business Operations Strategy
- Common premises
  - Seeks to achieve 50% common premises by 2021
  - In countries where WFP operates, some 25% of its facilities are currently in common premises
- Disaster Risk Reduction
  - 71% of country offices that responded to WFP's QCPR survey reported providing support to host government in formulating or updated their DRR/M strategy



# INTRODUCTION: Q&A

#### FINANCIAL RESOURCES AND FUNDING

World Food

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#### Needs grow and funding gap widens to over 4 billion



- Record level contributions of USD 8 billion compared to USD 7.2 billion in 2018
- Upsurge reflects donors' acknowledgement of the increasing need for assistance

USD 4.1 billion funding gap compared to USD 2.8 billion in 2018 as rising food insecurity outstripped contributions

#### **Top 5 donors by contributions**



- 76% of total contributions came from the top 5 donors
- USD 3.4 billion contributed by the USA represented 42% of all contributions in 2019
- WFP heavily relies on a limited pool of donors, in line with previous years
- Poses a strategic risk that may lead to operational constraints during times of contribution volatility

#### L3 & L2 emergencies account for 2/3 of contribution revenue



- More than 35% of contribution revenue was earmarked to L3 operations in South Sudan, Syria and Yemen
- L3 emergencies were adequately funded, with the majority receiving over 90% of requirements from available contributions
- Yemen remained the largest operation, registering an increase of 41% in contributions over 2018

#### 10 countries account for 65% of total direct expenditures



- Yemen amounts to 20% of total expenditures in
- All countries in the top 10 received an increase compared with 2018
- Largest increases in noted in Yemen, Syria

#### **Direct expenditures by Strategic Result**



SR 01 accounted for 78% of 2019 earmarked funds showing a clear donor preference for directing funds towards this SR

- SR 02 received a mere
   6% of earmarked funds
- SR 06 and 07 operated under limited resource environments
- Lack of flexible funding makes it difficult for country offices to plan for multi-year and long-term engagement

# A more rigorous approach to measuring efficiency gains

- The Global Commodity Management Facility enabled a 73% lead-time gain, with 1.9 million metric tonnes of food transferred to 45 country offices in an average of 32 days as compared to 120 days needed under "conventional" procurement
- Spent on average 6.6% of transfer value on transfer costs, lower than in 2018, yielding cost savings of USD 0.9 million
- In South Sudan, reduced supply chain costs by more than USD 400 per metric ton of food prepositioned, saving USD 100 million
- Through QUANTUM, decreased the time required for processing payroll activities by 42% and generated time savings of 5 full-time equivalents



#### FINANCIAL RESOURCES AND FUNDING: Q&A



# PROGRAMME PERFORMANCE

#### **People assisted nears 100 million**



#### % increase from 2018 4.2M mt 8% food provided 2.1B 17% • • • transferred (USD)

through CBT & commodity vouchers

610M

31%

invested in capacity strengthening/service delivery activities

Achievements against output targets

		2019 Target	2019 Actual	% Achieved
	TOTAL QUANTITY OF <b>FOOD PROVIDED</b> (MT) TO TARGETED BENEFICIARIES	5.6M	4.2M	75%
	TOTAL AMOUNT OF <b>VALUE TRANSFERRED</b> (USD) THROUGH CBTs AND COMMODITY VOUCHERS	3.3B	2.1B	65%
	TOTAL VALUE OF <b>CAPACITY STRENGTHENING</b> TRANSFERS (USD)	425M	262M	62%
×	PERCENTAGE OF <b>UNHAS PASSENGERS</b> SERVED AGAINST NUMBER REQUESTED	95%	92%	97%
Ťi	TOTAL NUMBER OF <b>BENEFICIARIES</b> TARGETED THROUGH WFP FOOD AND CBTs	78.8M	97.1M	123%

#### **People assisted through operations**



#### **Key results per thematic area**



#### **Focus on Yemen**

In early 2019, 80% of the population – 24 million people – were in need of humanitarian assistance or protection.

WFP launched its fastest-ever scaleup of food and nutrition assistance while overcoming complex security, access and supply constraints. This involved doubling food distributions to the worst-hit areas where the combination of conflict and economic collapse reduced nearly 240,000 people to famine-like conditions.



## Focus on South Sudan

By the end of 2019, continued insecurity and extreme poverty in South Sudan forced nearly 13 million people to rely on humanitarian assistance for survival.

The situation was exacerbated by flooding that devastated large parts of the country during the second half of the year, particularly in former Jonglei and Upper Nile States.

The floods affected close to 1 million people, destroyed an estimated 73,000 mt of cereal and caused significant livestock losses.



million people supported with food CBTs and commodity vouchers

percent reduction from 2018 in the proportion of crisisaffected residents and IDPs with poor food consumption levels

USD million costefficiency gains generated due to access to new areas and reduction of reliance on airdrops and airlifts

percent of the planned budget was available for nutrition programming for residents and IDPs

#### **Programme performance by Strategic Objective**



• Four out of five Strategic Objectives met or were on track to meet their respective targets

 Strategic Objective 1 – everyone has access to food – remained consistent in performance

 Methodology for assessing programme performance changed in 2019 to align with other corporate reporting initiatives

#### PROGRAMME PERFORMANCE: Q&A

#### MANAGEMENT PERFORMANCE

### Three corporate Category I KPIs

CSP Implementation

Measures the proportion of outcome and output indicators for which activities have been implemented vs achieved Emergency Preparedness and Response

Assesses using five standards of qualitative emergency response and preparedness measurements Management Performance Standards

Indicates performance across all functional areas e.g. supply chain, HR, security, IT, finance, etc.

#### **KPI 1: Overall progress of CSP** implementation



 Country offices performed well in terms of the average number of output and outcome indicators for which there is implementation

 Country offices also had good results in the average number of output and outcome indicators in terms of performance

 The overall value of output indicators achieved or on track is low compared to outcome indicators achieved or on track, due to longer-term outcomes being more likely to retain an "on track" rating over the course of a five-year CSP

## **KPI 2: Effective emergency preparedness and response**

Percentage of Minimum Preparedness Actions that were implemented

- Measures WFP's performance against five emergency preparedness and response standards
- In terms of preparedness, 95% of country offices reported using the EPRP implemented by WFP
- At the end of 2019, 77% of Minimum Preparedness Actions were implemented, closely reaching the annual target and an improvement from the 63% reported in 2018
- Concepts of Operations, which outline WFP's operational analysis and priorities, were developed within the first four days of the activation of emergency responses

# **KPI 3:** Overall achievement of management standards



- Demonstrates how WFP manages human, physical and financial resources to facilitate implementation of CSP activities
- Medium to high achievement on most component indicators
- Management and Security observe reduction to prior year performance
- Human Resources remains an area for opportunity
- Resource mobilization, communications and reporting had the most significant improvement since 2018

#### WFP senior management priorities Category II KPIs

UN system and coordination related performance indicators



- Reduction in achievement in QCPR reflects the changes being made to instruments introduced in 2019 and still being rolled out
- Cluster survey satisfaction was high for all clusters in 2019

#### WFP senior management priorities Category II KPIs



 Substantial progress made in the percentage of WFP cash beneficiaries supported digitally and completion of the prevention of sexual abuse and exploitation training by employees

Decline in the percentage of country offices with a functioning complaint and feedback mechanism (CFM) was due to a greater number of participating country offices compared to 2018 and a change in indicator definition from existence of CFMs to existence of "functioning CFMs"

#### Six centrally managed evaluations presented to EB



northern Nigeria

Ethiopia

evaluations in Africa

35

# MANAGEMENT PERFORMANCE: Q&A

#### **GOING FORWARD**

#### **GOING FORWARD**

#### Impacts of COVID-19 pandemic and WFP response

#### **Global response plan**

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

#### **Common services plan**

- Enables health partners to access critical medial supplies
- Ensures those furthest behind continue to receive assistance
- Provides duty of care for WFP staff and the broader humanitarian community



#### Medium-term response

 Focus on four areas of intervention: national social protection systems; national food systems; national health systems; and national education and school-based systems

#### Inter-agency collaboration

- Collaboration with WHO to establish and implement a global strategy to ensure access to critical and life-saving supplies
- Global Logistics Cluster collaborating with governments to optimize the use of reparation flights for transport of humanitarian cargo

#### WFP's six corporate priorities to guide the way forward



#### **GOING FORWARD: Q&A**



WFP World Food Programme

