



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

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

Distribution: General

Agenda item 4

Date: 2 June 2020

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

Original: English

Annual reports

* *Reissued for technical reasons
on 19 June 2020*

For approval

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

Annual performance report for 2019

Draft decision*

The Board approves the annual performance report for 2019 (WFP/EB.A/2020/4-A), noting that it provides a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/2013/L.17 of the United Nations Economic and Social Council and to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2019 be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization, along with the present decision and the Board's decisions and recommendations for 2019.

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

Focal points:

Mr A. Abdulla
Deputy Executive Director
tel.: 066513-2401

Mr M. Juneja
Assistant Executive Director
Resource Management Department and
Chief Financial Officer
tel.: 066513-2885

Ms V. Guarnieri
Assistant Executive Director
Programme and Policy Development Department
tel.: 066513-2200

Ms U. Klamert
Assistant Executive Director
Partnerships and Advocacy Department
tel.: 066513-2005

Mr G. Barrett
Chief of Staff and Director,
Office of the Executive Director
tel.: 066513-2009

Ms J. Pearce
Director
Performance Management and Reporting Division
tel.: 066513-2525

Table of contents

	Page
Draft decision*	1
Foreword by the Executive Director	4
Executive summary	8
Part I: Introduction	16
Global context: 2019 state of the world, climate change and analysis of food security	16
WFP response	20
Part II: Financial resources and funding	21
Overview of financial position	21
Flexible funding trends and opportunities	24
Financial strategy and improvements	31
Cost per ration analysis	32
Part III: Programme and operation performance	36
WFP's reach and coverage	36
WFP's response in 2019	39
Highlights in key programme areas	47
Programme results against SDGs 2 and 17	51
Strategic Objective 1: End hunger by protecting access to food	55
Strategic Objective 2: Improve nutrition	59
Strategic Objective 3: Achieve food security	63
Strategic Objective 4: Support SDG implementation	68
Strategic Objective 5: Partner for SDG results	72
Cross-cutting results	77
Part IV: Management performance	85
Overview: Overall achievements in management performance	85
Section I: Overall progress in country strategic plan implementation (KPI 1)	87
Section II: Overall management services – performance by functional area	88
Section III: Regional bureaux and headquarters services – performance by pillar	90
Section IV: Senior management priorities for 2018–2019 – performance against category II indicators	94
Section V: Management review of significant risk and control issues	97
Section VI: Evidence from evaluations	99
Part V: Going forward	103
Impacts of the COVID-19 pandemic and WFP response	103
Going forward: WFP priorities in action	105

ANNEXES	Page
ANNEX I: 2019 KEY FIGURES	113
ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2019 (USD)	115
ANNEX II-B: FUNDING BY DONOR 2017–2019 (USD)	118
ANNEX III-A: RESULTS AGAINST PROGRAMMATIC OUTPUT AND KPI TARGETS	122
ANNEX III-B: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE AND CROSS-CUTTING RESULTS	124
ANNEX III-C: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTCOME AND CROSS CUTTING PERFORMANCE)	127
ANNEX III-D: CORPORATE PERFORMANCE RESULTS AGAINST THE REVISED CORPORATE RESULTS FRAMEWORK (OUTPUT PERFORMANCE)	145
ANNEX IV-A: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS	158
ANNEX IV-B: DETAILED ANALYSIS OF REGIONAL BUREAU AND HEADQUARTERS SERVICE PROVISION (PERFORMANCE BY PILLAR)	168
ANNEX IV-C: DETAILS OF ACHIEVEMENTS UNDER PARTNERSHIP AGREEMENTS (PILLAR D)	178
ANNEX IV-D: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)	181
ANNEX V: WFP EMPLOYEES AS AT 31.12.2019	184
ANNEX VI: THE GENDER AND AGE MARKER	185
ANNEX VII: WFP FOOD PROCUREMENT IN 2019	186
ANNEX VIII-A: DIRECT EXPENDITURES BY COUNTRY, REGION AND FOCUS AREA (USD thousand)	189
ANNEX VIII-B: DIRECT EXPENDITURES ¹ BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2017–2019 (USD thousand)	194
ANNEX IX: 2019 COLLABORATION WITH NGOS AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT	196
ANNEX X: UN SWAP	197
Acronyms	198

Foreword by the Executive Director

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

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

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

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

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

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

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

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

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

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

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

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

While we have achieved a lot in 2019, WFP's battle plan for moving forward in 2020 and beyond calls for even greater efforts and smarter ways of working. Effective partnerships and collaboration will be critical, so WFP will refine its programme design even further to better align its interventions with the priorities of donors. I want WFP to be positioned as the development partner of choice for donor governments, with programmes that deliver cost savings and positive returns on investments. The work we are doing on school feeding, climate resilience, community sustainability and peace building are just exciting glimpses of the future – there is a whole lot more to come.

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

1

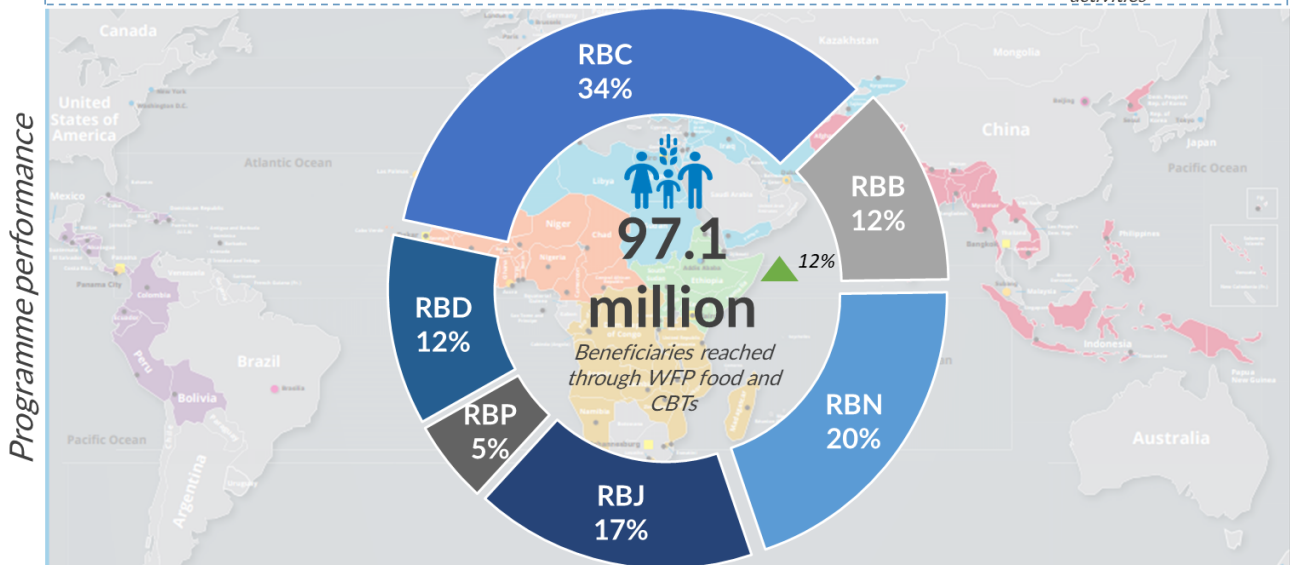
WFP 2019 REACH AT A GLANCE

Saving Lives, Changing Lives

4.2 million ▲ 8%
Food provided (mt) to targeted beneficiaries

2.1 billion ▲ 21%
Transferred (USD) through CBT and commodity vouchers

▲ increase from 2018
610 million ▲ 31%
Invested in capacity strengthening/service delivery activities



SCHOOL FEEDING
17.3 million ▲ 5%
School children reached through schoolfeeding interventions

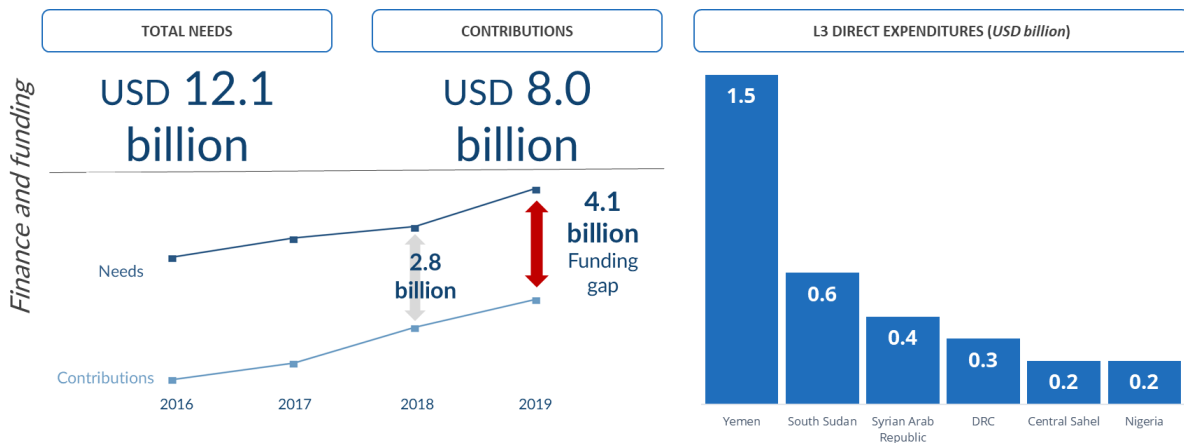
NUTRITION
17.2 million ▲ 9%
People reached through malnutrition prevention and treatment programmes

ASSET CREATION
9.6 million ▼ 4%
People reached through food assistance for assets and training

370,000 ▲ 57%
Fortified food provided (mt)



287,000 ▼ 11%
Specialized nutritious food provided (mt)



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

Executive summary

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

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

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

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

Part I: Introduction

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

Complexity of response efforts. WFP responded effectively to the challenging rise in the number, duration and complexity of crises in 2019. These crises were driven primarily by violent conflicts, which affected more people than in any of the previous 20 years, protracted conflicts in countries including Afghanistan, the Democratic Republic of the Congo, Somalia, the Syrian Arab Republic and Yemen, and the adverse impacts of climate change on agricultural production and food

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_3479

