
ANNEX III-B: METHODOLOGIES FOR ASSESSING PERFORMANCE AGAINST OUTPUTS, OUTCOMES AND CROSS-CUTTING PRIORITIES

1. This annex describes the methodologies used by WFP to assess its results in terms of output, outcome and cross-cutting indicators for operations that are active and monitored during the reporting year. Results reflect the latest available data for 2023 at the time of reporting.
2. As described in WFP's performance and accountability framework, CRF for 2022–2025,¹ outputs “reflect WFP's sphere of control and accountability” and are thus the focus of the analysis of WFP's programmatic performance as reported in the APR. Outcomes complete the picture of WFP's progress towards each of its five strategic outcomes and, together with the results of its cross-cutting commitments spanning programmatic and management dimensions, reflect WFP's contributions to the achievement of SDGs, with a special focus on SDGs 2 and 17.
3. When presenting performance against output, outcome and cross-cutting indicators, the APR reports only those results from CSPs that are aligned with the CRF for 2022–2025.² This entails using only the indicators considered as “core”³ (those that are included in the main body of that CRF) for analysis at the corporate level. Annual country reports continue to be available and also provide the results from CSPs aligned with the previous CRF and for all non-core and country-specific indicators.
4. For various operational reasons, country offices may sometimes measure and report output and outcome indicator results under strategic outcomes or standard outputs that are not aligned with those specified in the current CRF for 2022–2025. Annex III-C, which aims to provide a representative overview of WFP's output, outcome and cross-cutting results, presents all of the results aligned with the CRF for 2022–2025 and other results that are not aligned with that CRF but that account for at least 10 percent of the indicator's overall actual or planned value (in the case of output indicators) or at least 10 percent of the number of countries reporting the indicator (in the case of outcome indicators).

Assessing WFP's performance against output indicators

5. WFP captures programmatic results concerning the products and services it delivers through its activities by using output indicators to measure progress towards each of its 12 corporate standard outputs. In addition to the numbers of beneficiaries assisted and transfers distributed, output indicators can measure many other results such as the number of smallholder farmer aggregation systems supported, or the number of assets built, restored or maintained by targeted households and communities.
6. Data on the planned figures for output indicators come from the latest validated planning documents, while data for actual figures come from distribution and completion reports and monitoring sources. The planned and actual values are then aggregated to report the value of the indicator for that standard output or strategic outcome.

¹ The CRF is the operational tool for guiding the implementation of the strategic plan for 2022–2025. It defines what WFP will deliver in terms of programmatic outcomes and outputs, and how those results will be achieved in terms of management results based on organizational enablers.

² For some cross-cutting indicators that focus on management dimensions, results reflect performance in all the applicable country offices, irrespective of whether or not their CSPs are aligned with the CRF.

³ A small minority of output indicators that are still undergoing methodological revisions have been excluded from the analysis and are not reported on in this APR. Those revisions are expected to be completed in time for the 2024 APR reporting cycle.

7. When an increase in the indicator value represents an improvement, the following formula is applied to compare the actual value against the planned value in order to arrive at a percentage of the planned value achieved:

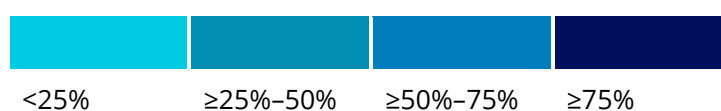
$$Performance = \frac{Actual}{Planned}$$

8. When a decrease in the indicator represents an improvement, the following formula is applied:

$$Performance = 1 - \frac{Actual - Planned}{Planned}$$

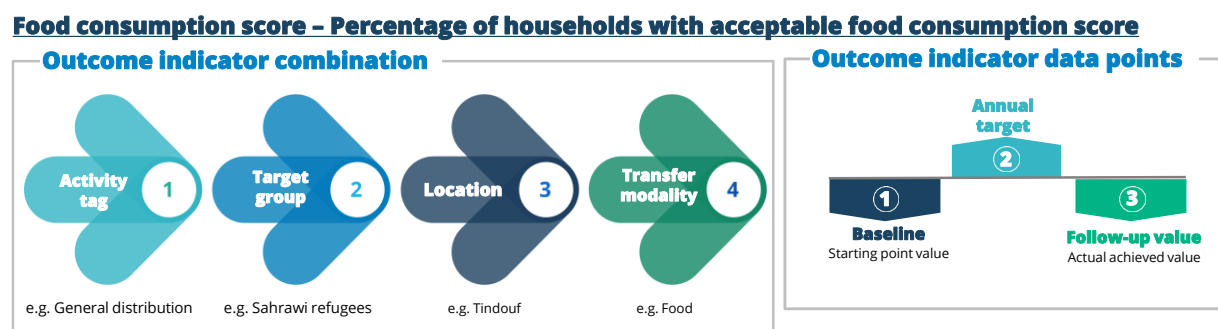
9. To provide a visual summary of performance, indicator values can be classified into four colour-coded groups using the thresholds shown in figure 1. An indicator is considered “not applicable” when the aggregated actual value for that indicator is greater than zero but the planned value is zero, or when both values are zero. In those cases, the indicator value is reported as “N/A” in annex III-C and the indicator is excluded from the relevant visual representation.

Figure 1: Thresholds for categorizing indicator performance



Assessing WFP’s performance against outcome indicators

10. WFP uses outcome indicators for each of its five strategic outcomes to capture programmatic performance in terms of advancing system and institutional changes at scale and/or changing behaviours, practices and beliefs. In addition to measuring the food security and nutrition status of beneficiaries, outcome indicators can measure many other results, such as households’ perception of their resilience to climate variability and weather-related shocks, or the number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs that have been enhanced by WFP’s capacity strengthening support.
11. Outcome indicators are measured for each target group, location and modality in each programme. An outcome indicator measurement is considered “complete” when a baseline, an annual target and a follow-up value for that indicator are reported, as shown in figure 2. If one of those values is missing, the outcome indicator measurement is excluded from the analysis. If more than one follow-up value is recorded for the reporting year, only the most recent value is included in the analysis. While this helps WFP to avoid drawing conclusions from incomplete data, it means that the performance rating might not reflect the performance of all of WFP’s operations or the total number of all the beneficiaries whom WFP assists, and may instead reflect performance in only a subset of operations. This is partly the result of gaps in monitoring data as WFP can report only on those aspects of its operations for which sufficient monitoring data are collected. To mitigate these issues, the performance rating for each indicator includes a reference to the number of countries included in the analysis. Ratings should be read in conjunction with the accompanying narrative explanations, which provide a more holistic overview of performance.

Figure 2: Example of an outcome indicator measurement

12. When an indicator has more than one sub-indicator category, one or several of the categories are excluded in order to avoid double-counting in the measurement of performance. For example, the food consumption score has three sub-indicator categories – acceptable, borderline and poor – but only the “acceptable” and “poor” categories are retained and are reported on separately.
13. Outcome performance is assessed by comparing the annual follow-up value of an outcome indicator with its annual target and most recent baseline. An indicator measurement has improved or remained stable if its follow-up value is greater than or equal to its baseline, for measurements that are meant to increase, or less than or equal to its baseline, for measurements that are meant to decrease. To determine whether a measurement has met or exceeded its target, the annual follow-up value is compared with the annual target. A measurement has met or exceeded its target if its follow-up value is greater than or equal to its annual target, for measurements that are meant to increase, or less than or equal to its annual target, for measurements that are meant to decrease.
14. To provide a visual summary of performance in terms of outcome indicators, the percentage of measurements that have improved or remained stable and the percentage that have met or exceeded their targets are classified into the four colour-coded groups shown in figure 1.

Assessing WFP’s performance against cross-cutting indicators

15. WFP uses specific indicators to capture its performance in advancing its four cross-cutting priorities,⁴ which are designed to help the organization maximize the quality, effectiveness and sustainability of its programmes. Cross-cutting indicators measure the extent to which WFP is mainstreaming and achieving its policy objectives in each of the four cross-cutting priority areas in all of its activities. Cross-cutting indicators include, for example, the percentage of beneficiaries who report experiencing no barriers to their access to food and nutrition assistance.
16. The assessment of performance against cross-cutting indicators follows the same methodology as the assessment of performance against outcome indicators described in paragraphs 10–14, with the following additional considerations:
 - a) Cross-cutting indicators can be measured at various levels, including the global, country office, CSP, activity and sub-activity levels. Although in some cases indicators may be measured at multiple levels for monitoring or other purposes, for most indicators the APR considers only those measurements that apply to the level specified in the indicator’s description.

⁴ WFP strategic plan for 2022–2025 defines four cross-cutting priorities: protection and accountability to affected populations; gender equality and women’s empowerment; environmental sustainability; and nutrition integration.

- b) For many cross-cutting indicators, the global target is not an aggregation of the targets of individual measurements but is set globally or corporate-wide.
- c) The formulas used to assess output performance (see paragraphs 7 and 8) are also used to compare the actual value of each cross-cutting indicator with its target value. Performance in terms of cross-cutting priorities can be presented visually using the approach shown in figure 1.
- d) For the reasons outlined in the previous two bullet points, a cross-cutting indicator measurement can be considered complete and be included in the analysis only if a follow-up value is reported.⁵ However, a target is often not required, such as when an indicator has a globally set target; and a baseline value is never required.

⁵ For some indicators for which 2023 is the first year that data have been collected, the value collected serves as the follow-up value for the purposes of reporting actuals, while also establishing a baseline for future years.