
ANNEX IV A: ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS BY MANAGEMENT RESULT

This annex provides the underlying evidence base for the reporting on management performance in the annual performance report (APR) for the year 2025, categorized by management result and management result outputs. Details on the successes and challenges met in achieving the targets for these management results are outlined in Part IV, section 4.1 of the APR. The analysis is a quantitative performance assessment of achievements by key performance indicator (KPI) value, output and management result.

The performance assessment methodology leverages individual KPI value measurements to provide a structured basis for the performance assessment of the management result outputs which are related to an overall management result. It is applied as follows: firstly, each KPI is evaluated and assigned a numerical score based on whether it exceeds (3), achieved (2), or did not achieve (1) its end-of-year target. Secondly, the output level score is calculated by averaging the scores of related KPIs and assigning a rating of exceeds (3), achieved (2), or not achieved (1). Finally, the overall management result score is determined by averaging the output scores, providing an overall rating of exceeds (3), achieved (2), or not achieved (1) for the management result. All seven management results were achieved overall. Of the 21 outputs that contribute to the overall management results, 18 were achieved or exceeded expectations in 2025, while 3 were not achieved.

For most KPIs an increase represents progress, while for some a decrease represents progress. For this reason, two rating scales are needed and are as follows:

For indicators where an increase in the value represents an improvement, the following rating scale is applied:

- **Exceeds (3):** KPI value > Target + 2.5% of the target
- **Achieved (2):** KPI value falls within Target \pm 2.5% of the target
- **Not achieved (1):** KPI value < Target - 2.5% of the target

For indicators where a decrease in the value represents an improvement, the following rating scale is applied:

- **Exceeds (3):** KPI value < Target - 2.5% of the target
- **Achieved (2):** KPI value falls within Target \pm 2.5% of the target
- **Not achieved (1):** KPI value > Target +2.5% of the target

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Management Result 1: Effectiveness in emergencies				Achieved
Output 1.1: Emergency and surge capacity				Achieved
Number of days Emergency Operations Division staff deployed in response to emergencies	3 796	4 200	1 795	Not achieved
Percentage of critical emergency surge requests directed to the Emergency Operations Division that are fulfilled (through remote or in-person temporary duty assignments)	93%	≥85%	98%	Exceeded
Output 1.2: Ensure timely (pre-emptive) “no regrets” emergency response				Achieved
Percentage of surge support requests coordinated and supported in corporate scale-up	93%	≥85%	99%	Exceeded
Percentage of corporate alert system countries having benefited from advance financing (Immediate Response Account)	53%	≥90%	47%	Not achieved
Output 1.3: Enhanced emergency processes (includes revised emergency protocols and Integrated Road Map emergency mechanisms)				Not achieved
Number of corporate alert system reports issued	6	≥6	3	Not achieved
Management Result 2: People management				Achieved
Output 2.1: Nimble and flexible people management practices delivered				Exceeded
Percentage of the workforce employed on short-term contracts	44%	≤46%	42%	Exceeded
Output 2.2: Performing and improving workforce promoted and safeguarded				Achieved
Percentage of country offices that have implemented organizational sexual exploitation and abuse (SEA) prevention and outreach tools aimed at employees, cooperating partners and front-line workers and provided by the Ethics Office	84%	≥75%	82%	Exceeded

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Percentage of country offices with designated protection from sexual exploitation and abuse (PSEA) focal points who have successfully completed the Ethics Office PSEA WeLearn course for PSEA focal points on prevention and response to SEA	81%	≥85%	73%	Not achieved
Percentage of employees completing mandatory training on both "Prevention of fraud, corruption and SEA at WFP (PSEA)" and "Preventing and responding to abusive conduct at WFP"	96%	≥95%	98%	Exceeded
Percentage of offices that have an action plan in place to align their people management practices with WFP's people policy and its enabling initiatives	N/A	N/A	N/A	N/A
Percentage of offices that have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees	100%	≥90%	100%	Exceeded
Performance and competency enhancement compliance rate	88%	100%	82%	Not achieved
Output 2.3: Diversity of the workforce increased				Achieved
Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) indicators met or exceeded (quadrennial comprehensive policy review (QCPR)) (common with the United Nations Children's Fund (UNICEF))	44%	≥45%	50%	Exceeded
Percentage of women among international professional and national staff (QCPR) (common with UNICEF and the United Nations Population Fund)	42%	≥47%	42%	Not achieved
WFP meets or exceeds the United Nations disability inclusion strategy entity accountability framework standards concerning employment (QCPR)	Meets	Meets	Meets	Achieved
Output 2.4: Caring and supportive work environment is provided				Achieved
Percentage of compliance with the WFP security management policy and framework of accountability	89%	≥90%	92%	Achieved

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Management Result 3: Engage in effective partnerships				Exceeded
Output 3.1: Enhanced collective action is aimed at the achievement of the Sustainable Development Goals (SDGs)				Exceeded
Number and dollar value of national government/international financial institution (IFI)/WFP agreements signed				
Number	108	≥60	125	Exceeded
USD	1 030 000 000	≥750 000 000	850 872 448	Exceeded
Number of school meals distributed through private sector partnerships	1 344 000 000	≥660 000 000	1 240 000 000	Exceeded
Number of WFP programmes undertaken in collaboration with a United Nations partner agency, fund or programme	91	≥100	111	Exceeded
Percentage of country strategic plan (CSP) development outlines that are aligned with United Nations sustainable development cooperation frameworks	88%	100%	85%	Not achieved
Output 3.2: Country-level partnerships are aimed at reaching the most vulnerable				Achieved
Percentage of outputs achieved within partnerships	47%	≥90%	52%	Not achieved
Percentage of WFP funding to cooperating partners awarded as directly as possible to local and national responders	44%	≥25%	59%	Exceeded
Number of WFP country offices adopting the United Nations Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners	61	≥74	74	Achieved
Output 3.3: South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17				Exceeded
Number of partners mobilized in the provider country to support WFP-facilitated South-South and triangular cooperation, disaggregated by type	82	≥30	88	Exceeded

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Management Result 4: Effective funding for zero hunger				Achieved
Output 4.1: Maintain positioning of WFP and a strong funding base for the organization				Achieved
Percentage of total funds received from donor groups				
- IFI sources	2.9%	≥9%	9.2%	Achieved
- Innovative financing arrangements	0.16%	≥0.3%	0.03%	Not achieved
- IFI direct only	0.90%	≥5%	5.2%	Exceeded
- Non-Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) governments	8%	≥6.4%	6.8%	Exceeded
- OECD-DAC governments	85%	≤80%	80%	Achieved
- Others	0.03%	≥0.2%	0.01%	Not achieved
- Private sector (common with UNICEF)	3.4%	≥3.0%	4.77%	Exceeded
- United Nations partnerships and joint programmes	2.8%	≥3.0%	3.9%	Exceeded
Percentage growth of WFP programme of work vs. percentage growth of funding level	37%	≤18%	21%	Not achieved
Percentage of contributions received vs WFP programme of work	54%	≥40%	41%	Achieved
Percentage of CSP expenditures versus implementation plan	77%	≥90%	88%	Achieved
Percentage of funds from top five donors	72%	≤65%	64%	Achieved
Score in the International Aid Transparency Initiative aid transparency index (QCPR) (common with UNICEF)	99%	≥99%	99%	Achieved
Total (USD) funds received during the year	9 800 000 000	6 400 000 000	6 500 000 000	Achieved

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Output 4.2: Effective and efficient planning and allocation of resources to organizational priorities of strategic importance				Achieved
Percentage of resources available by earmarking level				
- Activity level	73%	≤69%	75.8%	Not achieved
- CSP level	12%	≥15%	16.5%	Exceeded
- SDG level	1.71%	≥1%	1.1%	Exceeded
- Strategic outcome level	13%	≥15%	9.1%	Not achieved
Percentage of flexible funding sourced	11%	≥8%	13%	Exceeded
Percentage of funds made available for advance financing mechanisms	45%	≥65%	35%	Not achieved
Percentage of funds made available on a multi-year basis	13%	≥17%	19%	Exceeded
Percentage of funds received during quarter 1	20%	≥19%	26%	Exceeded
Output 4.3: Effective leveraging of WFP's programmatic offerings for development-related activities				Achieved
Percentage of resources for development-related activities channeled through inter-agency pooled funds (funding compact) (common with UNICEF)	0.51%	≥1%	1.12%	Exceeded
Share of voluntary funding for development-related activities (funding compact)	17%	≥18%	18%	Achieved

Management Result 5: Evidence and learning				Achieved
Output 5.1: Overall progress in CSP results achievement				Not achieved
Percentage of outcome indicators achieved or on track	56%	≥85%	48%	Not achieved
Percentage of output indicators achieved or on track	65%	≥85%	83%	Achieved
Output 5.2: Utilization of audit and evaluation recommendations				Achieved
Number of joint and system-wide evaluations in which WFP engaged in the reference period (QCPR) (common with UNICEF)	9	8	11	Exceeded

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Number of outstanding internal audit recommendations	392	≤392	482	Not achieved
Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	61%	≥80%	52%	Not achieved
Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence	100%	100%	100%	Achieved
Output 5.3: More systematic knowledge-sharing in support of evidence-based decision-making				Achieved
Evaluation products accessed	4.2%	20%	16.5%	Not achieved
Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices	11	≥4	18	Exceeded
Percentage increase in knowledge-sharing to support decision-making	276%	≥25%	153%	Exceeded
Percentage of completed evaluations that are made publicly available in a timely way	82%	100%	96%	Not achieved
Percentage of country offices reporting at least 80 percent of beneficiary-related indicators, disaggregated by sex	100%	≥95%	99%	Exceeded

Management Result 6: Leverage technology				Achieved
Output 6.1: More and better data for strategic and operational decision-making				Not achieved
Number of countries where WFP uses/contributes to UN INFO (QCPR)	75	≥83	78	Not achieved
Number of data standards being implemented from the United Nations Financial Data Cube (QCPR) (common with UNICEF)	100%	100%	86%	Not achieved
Percentage of compliance with information technology security standards	95%	100%	99%	Achieved

KPI Title	2024 Actual	2025 Target	2025 Actual	Achievement
Output 6.2: Improved technology solutions in support of beneficiary management				Exceeded
Percentage of cash-based transfers by value (USD) supported by trusted digital systems	86%	≥80%	86%	Exceeded
Management Result 7: Leverage innovation				Exceeded
Output 7.1: Expanded profile as a trusted provider of operational technology solutions, innovation and advice				Exceeded
Number of external innovation programmes run (including repeat requests)	17	≥12	13	Exceeded
Value of acceleration programmes signed with external customers	26 675 000	6 000 000	17 200 000	Exceeded
Output 7.2: WFP's programmes are enhanced through innovation				Exceeded
Number of beneficiaries reached via innovations	61 100 000	≥45 000 000	132 400 000	Exceeded
Number of innovation projects funded (in early stage and scaling phase)	86	≥60	84	Exceeded
Output 7.3: WFP's operations and management are enhanced through innovation				Achieved
Number of new efficiency projects launched (last year)	7	40	31	Not achieved
WFP efficiency gains (measured on a yearly basis)	169 900 000	169 900 000	235 597 107	Exceeded