
ANNEX III-A: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS, ANALYSIS OF REGIONAL BUREAU AND HEADQUARTERS SERVICE PROVISION (PERFORMANCE BY PILLAR)

This annex provides detailed information on all three corporate key performance indicators. Please refer to part III of the APR for analysis of overall management performance.

1. In July 2020, WFP launched a key performance indicator (KPI) review exercise, a rigorous and systematic initiative aimed at assessing the KPIs in the corporate results framework (CRF), revising targets and ensuring clear and consistent methodologies. As a result of the review, 21 KPIs were slightly revised, seven were significantly revised and six new indicators were added, better reflecting WFP's performance management goals.
2. At present, WFP divides its KPIs into two categories. Category 1 KPIs are related to the CRF, while category 2 KPIs reflect corporate and leadership group priorities. Category 1 KPIs are fixed for the duration of the strategic plan, while category 2 KPIs can be adjusted annually to capture changes in corporate priorities. For both categories of KPIs, revisions of component indicators, targets and methodologies are common, and longitudinal analyses of these metrics should be carried out with care.

Category 1 key performance indicators

3. The CRF provides three KPIs for assessing performance management: KPI 1 measures overall progress in the implementation of country strategic plans (CSPs); KPI 2 assesses emergency preparedness and response; and KPI 3 reflects overall management performance in ten functional areas.

KPI 1: Overall progress in country strategic plan implementation

4. Headquarters and regional bureaux provide country offices with support for the implementation of their CSPs. KPI 1 results reflect management's ability to support country office operations through the availability, allocation and prioritization of resources and the tracking of operational performance. Assessments of resources and performance are broken down into outputs and outcomes. In 2020, these indicators, each with a unique identifier (see table 1), were revised as a part of the KPI review exercise and indicators of implementation are now based on output and outcome statements.
5. In addition, implementation is now assessed based on planned and actual resources (instead of indicator baseline and follow-up values). The revised indicators of achievement now consider corporate indicators only, and are assessed through reference to baseline, target and follow-up values, providing a lower level of granularity than the use of annual targets and follow-up values allowed. As these indicators were revised significantly as a part of the revision exercise, it is not possible to compare them directly with data from previous years.

Table 1: KPI 1 component indicators, percentages implemented or achieved in 2020

	Implementation output statement (b.IMP.9)*	Implementation outcome statement (b.IMP.8)	Achievement output indicator (b.MON.8)	Achievement outcome indicator (b.MON.3)
2020 value	96.3	95.7	59.5	66
2020 target	90	95	80	85
2020 rating				

* The symbols in brackets are the unique identifiers referred to in paragraph 4. They facilitate tracking in cases where an indicator name remains the same but the method for calculating its value changes.

6. It is expected that in any given year, outcomes will have higher values for performance than outputs because outcomes cover a longer timeframe than outputs and are more likely to attain an “on track” rating throughout the course of a five-year CSP. With their shorter periods of coverage, output indicators are more likely to be assessed in any given year as achieved or not achieved rather than “on track”.

KPI 2: Emergency preparedness and response

7. Emergency preparedness and response is assessed using a collection of indicators that reflect various aspects of WFP’s work in ensuring that staff and offices are prepared for emergencies. As a part of the KPI review exercise, these component indicators have been revised significantly for the 2020 APR: the five component KPIs were replaced by three new KPIs that better reflect WFP’s performance.

Table 2: KPI 2 component indicators

	% of countries in corporate alert status that benefited from advance financing (b.EPR.20)	% of training areas with the target number of training events in emergency response (b.EPR.21)	% of learning objectives met in emergency response training events (b.EPR.22)
2020 value	88	100	93
2020 target	90	100	85
2020 rating			

8. Advance financing refers to funds from immediate response requests, the Immediate Response Account and the Immediate Response Account for Preparedness, and the 2020 target was based on extrapolation from the 2019 baseline of 84 percent. With regard to training, in 2020, WFP held one rapid start induction course, one health emergency training course, seven webinars related to emergencies and two training courses in operational information management. Overall, WFP met its targets for numbers of training events (with one additional webinar) while exceeding its targets for learning objectives met.

KPI 3: Overall achievement of management performance standards

9. KPI 3 is a collection of component indicators designed to reflect how well WFP offices manage their available resources for facilitating implementation of CSP activities. For each of WFP's ten functional areas, a set of several component indicators are combined into an index of performance in that area for the year. As programme needs and technologies change over time, so do the component indicators for each functional area. For example, WFP no longer reports on "Favourable media coverage" as it is working with a new partner that provides other, more detailed metrics. It is important to consider such adaptation in yearly trend analysis and comparisons.
10. Functional area indicator values that fall into the green zone are considered as showing good performance against targets, while values in the amber zone reflect room for improvement and those in the red zone highlight potential risks to WFP. Overall, WFP is delivering the intended results in management performance, with no areas requiring attention.

Management

11. In the management functional area, there are three component indicators. Independent oversight is a core component of WFP's oversight framework, and the consistent engagement of management provides critical assurance to the Executive Director and Executive Board that WFP is fulfilling its commitments. The indicators of number of outstanding audit recommendations and percentage of audit recommendations that are overdue measure the extent to which management at headquarters, regional bureaux and country offices is ensuring effective and timely response to recommendations from the Office of the Inspector General in its internal audit reports, proactive integrity reviews and field inspection reports. As part of the KPI review exercise, these indicators have been slightly revised. Although outstanding audit recommendations still comprise a large percentage of overall recommendations, WFP met its target by lowering that percentage in 2020. It also came very close to achieving the target of less than 10 percent of audit recommendations being overdue. The gender representation indicator enables WFP to monitor the gender balance of its workforce. Commitment to achieving gender parity is prominent in WFP's strategies aimed at becoming a workplace where staff diversity is valued and where people feel involved and respected. It is expected that every office will make progress according to its situation. As part of the KPI review exercise, this indicator has been slightly revised and aligned with the gender monitoring tool.

	Number of outstanding audit recommendations	% of audit recommendations overdue	Gender representation (% women)
Weight in the function	25	25	50
2020 value	71	12	43
2020 target	Fewer than previous year	<10	Achievement of milestones
2020 rating			N/A
Country offices achieving target	N/A	N/A	47

Programme

12. WFP's progress in the programme functional area is assessed using two component indicators. The percentage of outputs achieved in partnerships measures the actual outputs achieved versus the planned outputs. As part of the KPI review exercise, this indicator has been revised to calculate the percentage of outputs for which achievement is at least 80 percent. The percentage of evaluation recommendations implemented measures the extent to which the recommendations made in WFP centralized and decentralized evaluation reports are implemented in a timely manner. Overall, 56 percent of the 198 recommendations issued were fully implemented or closed with partial implementation by the end of the year. Implementation rates were similar for centralized (51 percent) and decentralized (57 percent) evaluations. A review of the implementation of recommendations from evaluations of strategic and global themes will be conducted in 2021. As part of the KPI review exercise this indicator has been revised to measure implementation at the recommendation level instead of the action level.

Table 4: Programme function component indicators

	% of evaluation recommendations implemented	% of outputs achieved in partnerships
Weight in the function	50	50
2020 value	56	45
2020 target	100	N/A*
2020 rating		
Offices achieving target	38	N/A

* Following significant revision in 2020, this KPI does not have a baseline value from which to set a target. The 2020 value will provide the baseline for future measures. For the purposes of overall assessment, this target for this indicator was deemed to be met in 2020.

Supply chain

13. The supply chain functional area is assessed using three indicators of equal weight. The percentage of post-delivery losses measures how efficiently WFP performs in the delivery of food between the point of delivery in the recipient country where transport ends and the final distribution to beneficiaries. The percentage of tonnage uplifted by agreed dates evaluates transporters' performance based on the quantity dispatched within agreed deadlines. These indicators have been slightly revised to better reflect the calculations involved. The percentage of metric tons not reconciled measures the total tonnage related to CSP activities and partnership that is subject to discrepancies between supply chain and monitoring data. The target for this indicator has been revised from 10 percent in 2019 to 5 percent in 2020.

Table 5: Supply chain function component indicators			
	% of post-delivery losses	% of tonnage uplifted by agreed date	% of tonnage not reconciled
Weight in the function	33	33	33
2020 value	0.33	82.84	5
2020 target	Up to 2	95	5
2020 rating			
Country offices achieving target	97	33	74

Budget and programming

14. In the budget and programming functional area, there is one indicator. The percentage of actual CSP expenditures versus the implementation plan indicates whether the country office follows good practices in budget management and fund consumption and has a healthy budgetary situation. This indicator will be revised in 2021.

Table 6: Budget and programming function component indicators	
	% of CSP expenditures versus implementation plan
2020 value	80
2020 target	80
2020 rating	
Country offices achieving target	27

Human resources

15. In the human resources functional area, there are two indicators. The rate of compliance with the performance and competency enhancement system (PACE) provides an indication of how effectively WFP is implementing PACE. While completion of a PACE exercise on schedule reflects clarity of purpose and good management practices in an office, PACE completion continues throughout the second quarter of the year, which will result in a higher final value. This indicator has been revised to reflect a change in PACE phases. The rate of compliance with mandatory training requirements measures the percentage of eligible employees who have completed all the mandatory courses recorded on WeLearn. The target for this indicator has been revised from 100 percent in 2019 to 95 percent in 2020, in recognition of the time that new employees require to complete the training.

Table 7: Human resources function component indicators		
	PACE compliance rate (%)	Mandatory training compliance rate (%)
Weight in the function	70	30
2020 value	90	81
2020 target	100	95
2020 rating		
Country offices achieving target	40	34

Administration

16. In the administration functional area, there are two indicators. The percentage of WFP fixed assets physically counted and verified measures the extent to which WFP offices conduct physical counts of and verify the fixed assets in WFP custody and reconcile the results with records in the WFP Global Equipment Management System. This indicator has been slightly revised to incorporate more elements. The percentage of internal controls implemented in the administration function measures the percentage of recommended internal control elements that are in place and implemented in a WFP office as part of administrative work related to travel, asset management, light vehicle management, facilities, accommodation, building leases, engineering works and environmental impact monitoring. The target for this indicator has been increased by 5 percent and additional areas of internal control have been incorporated into the methodology.

Table 8: Administration function component indicators		
	% of WFP fixed assets physically counted and verified	% of internal control elements that are in place and implemented as part of administration
Weight in the function	50	50
2020 value	98	73
2020 target	100	75
2020 rating		
Country offices achieving target	81	51

Finance

17. In the finance functional area, there is one indicator. The percentage of enhanced risk items measures the percentage of the items included in the financial dashboard of each WFP office that are identified as enhanced or high risk to WFP. The dashboards are updated monthly and cover basic financial indicators in four key areas of finance: cash management, accounts receivable (vendor and staff) management, accounts payable management, and upstream procurement management. This indicator has been slightly revised.

Table 9: Finance function component indicators	
	% of enhanced risk items in the financial dashboard
2020 value	6.10
2020 target	< 7
2020 rating	
Country offices achieving target	83

Information technology

18. There is one indicator in the information technology (IT) functional area. The percentage of compliance with IT security standards measures the extent to which managers fulfil their responsibility for ensuring compliance with the IT security baseline for hardware and software related to clients and servers. This indicator remains the same as for 2019.

Table 10: Information technology function component indicators	
	% of compliance with IT security standards
2020 value	88.77
2020 target	100
2020 rating	
Country offices achieving target	N/A

Security

19. The indicator in the security functional area is the percentage of compliance with the WFP security management policy and framework of accountability, which reflects the extent to which managers fulfil their responsibility regarding compliance with the United Nations security management system and WFP's policies and procedures related to safety and security, and indicates the level of adherence to the United Nations security management system and WFP's framework of accountability. As part of the KPI review exercise, this indicator has been revised to align with a new survey platform for engaging country offices and to clarify the calculation method used.

Table 11: Security function component indicators	
	% compliance with the WFP security management policy and framework of accountability
2020 value	94
2020 target	90
2020 rating	
Country offices achieving target	83

Resource mobilization, communications and reporting

20. In the resource mobilization, communications and reporting functional area, there are four indicators. The percentage of needs-based plan funded for country operations measures the effectiveness of resource mobilization efforts in raising funding for operations against targets. Specifically, it measures the annual resources allocated to a CSP against the annual requirements forecast in the needs-based plan. As part of the KPI review exercise, this indicator was revised to clarify the automation of the method used. The “monthly target media penetration” indicator measures the proportion of the global online press and media outlets targeted by WFP that covered stories featuring WFP at least once a month throughout the year. WFP’s list of target media comprise 460 outlets identified by the communications, advocacy and marketing teams in WFP regional bureaux. The “story exploration” indicator measures the level of interest that web articles published by WFP attract each month over the year by calculating the average number of pages viewed per visit. The social engagement score measures the level of engagement in WFP’s global media channels (Facebook, Twitter, Instagram, LinkedIn) each month over the year, in terms of the number of “likes”, comments, “shares”, etc. The score allows the Communications, Advocacy and Marketing Division to measure and compare performance across different channels and audiences, and reflects the diverse characteristics of each social media platform and its unique functionalities of interaction. As part of the KPI review exercise, these three indicators have replaced the “percentage of favourable stories” indicator.

	% of needs-based plan funded for country operations	Monthly target media penetration (%)	Story exploration (page views per visit)	Social engagement score (%)
Weight in the function	25	25	25	25
2020 value	91	30	2.40	3.4
2020 target	80	32	2.40	3.8
2020 rating				
Country offices achieving target	76	N/A	N/A	N/A

Category 2 key performance indicators

21. Category 2 KPIs are based on priorities that are established by senior management and generally do not change substantially over their lifespans (a major revision would likely result in a new indicator). As these indicators are stable and are not comprised of component indicators, indicator values for 2020 can be compared with those for previous years.

Table 13: WFP senior management priorities, 2020					
	2018	2019	2020	Target	Rating
United Nations system and coordination					
Percentage of UN SWAP 2.0 indicators achieved	81	75	81.25	88	
Percentage of cluster user surveys that reach their satisfaction targets	100	100	100	100	
Thematic priorities					
Percentage of employees completing mandatory training on sexual harassment and abuse of power and prevention of sexual exploitation and abuse	79	91	82	95	
Percentage of country offices with a functioning community feedback mechanism	69	66	53	60	
Percentage of WFP cash-based transfers supported digitally	37	72*	71	80	
Percentage of WFP countries implementing environmental management systems	Not reported	Not reported	8	20	
Percentage of funding directed at the strategic outcome level or above	Not reported	Not reported	26	30	

* This number differs from the number reported in the Annual Performance Report for 2019 to reflect minor data amendments made since that report was published.

22. As noted in part III of the main document, the percentage of WFP cash-based transfers supported digitally was greatly affected by a reduction of the volume transferred through Turkey's Emergency Social Safety Net (ESSN), which declined by USD 350 million, from USD 487 million in 2019 to USD 136 million in 2020 out of an overall total of USD 2.1 billion each year. If transfers through the ESSN are excluded, the percentage of WFP cash-based transfers supported digitally increased from 62 percent in 2019 to 69 percent in 2020.
23. The percentage of cluster user surveys that reached their satisfaction targets was 100 percent for 2020. The percentages of user satisfaction with the services of clusters were 93 percent for the food security cluster, against a target of 85 percent; 92 percent for the emergency telecommunications cluster, against a target of 80 percent; and 91 percent for the logistics

cluster, against a target of 80 percent. As part of the KPI review exercise, this indicator was disaggregated into three component indicators, with one for each cluster.

24. In 2020, thanks to its established outreach, the emergency telecommunications cluster worked with national ministries of health and other partners in five countries to set up jointly operated helplines for combatting misinformation about COVID-19. The cluster also extended these services to communities by integrating culturally responsive chatbots in local languages that provided 24-hour access to country-specific vital health and safety information. Country capacity strengthening services were strengthened through transfers of WFP's technology expertise to governments and other partners.
25. The services of the food security cluster in coordinating life-saving assistance for the people in greatest need have rarely been more essential than in 2020 with its record levels of emergencies and humanitarian crises. The COVID-19 pandemic, climate shocks and conflicts all threaten to lead to record numbers of severely hungry people and have devastated livelihoods around the world. Food security cluster teams have been tireless in coordinating food security assistance for more people and to greater effect than ever before. They were rapid in adopting innovative coordination tools, keeping communication channels flowing despite travel bans and the need to work remotely. Under the Global Humanitarian Response Plan for COVID-19, cluster partners worked together on sustaining and scaling up life-saving responses in 45 countries, up from 31 before the pandemic. Despite the operational challenges, cluster partners reached more than 90 million people in 2020, 20 percent more than in 2019. Fast adaptation was crucial for this achievement: switching assistance modalities, distributing two-month rations as a way of reducing physical contacts with and among affected populations, expanding assistance in urban areas where needs grew exponentially, and adopting innovative IT to monitor and analyse the food security situation (e.g., WFP's mobile vulnerability analysis and mapping (VAM) and virtual analyses for Integrated Food Security Phase Classification). Intersectoral integration was also boosted, with food security cluster partners working hand-in-hand with health and water, sanitation and hygiene (WASH) actors, making humanitarian operations safer and more effective for beneficiaries (e.g., joint food security and WASH distributions), while supporting the recovery of affected people (e.g., by providing hot meals for quarantined people).
26. Regarding functioning community feedback mechanisms (CFMs), 83 percent of tier one country offices responded to the annual CFM survey in 2020, down from 91 percent in 2019. Of those responding, 53 percent were found to have functional CFMs. The drop of 13 percentage points compared with 66 percent in 2019 can be attributed to a reduction in the number of country offices responding and – as part of the KPI review exercise – a change in the method used to calculate the KPI value based on the CFM standardization initiative, on which country offices were assessed for the first time in 2020.

Pillars

27. The support provided to country offices by regional bureaux and headquarters is conceptualized according to five pillars: strategy and direction; business services for operations; policy, guidance and quality assurance; advocacy, partnerships, fundraising and United Nations coordination; and governance and independent oversight. Summaries of performance under each pillar are included in Part III of the main document, while the following paragraphs expand in detail on WFP's activities and contributions under each pillar.

Results pillar A – strategy and direction

28. This pillar relates to the decisions taken by management at the director and higher levels, and the implementation of those decisions. The decisions concerned have a high level of impact and significant, long-term implications that chart the future of a division, a department or the organization.
29. The alignment of divisions with WFP's people strategy and corporate priorities was a common theme throughout WFP in 2020. Guided by its vision of being a strategic business partner that supports the strategic shift of WFP, the Corporate Finance Division identified its people as being crucial in supporting a transformation of its role in WFP. The division then undertook the monumental task of drafting a strategic workforce plan that supports the finance strategy for 2019–2024. Work included an extensive review of the effectiveness of WFP's finance function globally, which had the objectives of assessing the position and effectiveness of the function in its various enabling roles in WFP's headquarters units, regional bureaux and country offices; and using quantitative and qualitative reviews to benchmark and assess the structure and performance of the finance function's processes, systems and human capital resources as part of an international humanitarian organization. Development of a people strategy for the finance function, aligned with WFP's people strategy and corporate priorities, was prioritized with a view to aligning the finance workforce with the strategic and operational priorities of the finance strategy (2019–2024) by determining the internal demand of the function, the gap between this demand and the current internal supply, and the most suitable solutions for bridging this gap.
30. WFP used experience-based evidence to inform the building of strategic field-level workforces. The Human Resources Division completed a two-year organizational alignment project, which aligned the staffing structures of 51 country offices with the needs of their CSPs, and launched a strategic workforce planning exercise aimed at identifying the skills needed and setting up a staffing structure appropriate to those needs.
31. While people were at the core of these efforts, WFP also made policy improvements, including finalization of delegations of authority in the Integrated Road Map implementation workstream, and renewed its focus on future workforce planning and organizational performance through the global management meeting follow-up exercise.

Results pillar B – business services for operations

32. The “business” is defined as the WFP offices and functional units that are direct recipients of outcomes or results that enable country offices and divisions to deliver on their mandate.
33. Business continuity during the COVID-19 pandemic: core activities were not disrupted in 2020, despite the global pandemic. Surge capacity remained highly functional and responsive, even though headquarters (the main source of surge capacity) was the first WFP office to be affected. The way in which the organization safeguarded the wellbeing of its employees also merits attention, with swift action ensuring that all staff were able to continue delivering assistance through remote working methods, where feasible.
34. The Security Division adapted its workforce rapidly in response to the COVID-19 emergency. The sudden pandemic forced the division to expand its surge capacity to ensure the availability of personnel who could be deployed at very short notice in order to avoid disruption of current operations. The recruitment process helped the Security Division to enhance its partnerships with non-traditional entities and diversify its recruitment sources by leveraging expertise in the private sector, the United Nations roster and government bodies, with the aim of finding the

best fit for WFP's operational needs. The new surge approach is 100 percent data-driven and visualization dashboards offer roster data at a glance, allowing efficient and fast selection of surge candidates for deployment. During 2020, the division increased its surge capacity by at least 25 percent, ensuring the availability of security personnel ready for deployment to WFP operations. In the same year, USD 405,000 was disbursed to provide security support for Level 2 and Level 3 operations.

35. Over the course of 2020, WFP responded to an unprecedented need for surge deployment. Through the surge special account, an agile and centralized funding process, WFP deployed more than 500 staff members to 71 countries in response to the global pandemic, despite access constraints and travel restrictions; 40 percent of these staff members were women. The dedication of the Global Surge Coordination Unit and a proactive approach to human resources policy were critical in ensuring WFP's capacity to "stay and deliver". Through the new global surge platform, WFP was able to mobilize staff globally in order to augment capacity or provide coverage for field-based colleagues on leave.
36. To manage its global response to the COVID-19 crisis, WFP enhanced its global coordination structures to unprecedented levels, with a regular global operational task force spanning all regions, a headquarters crisis management team, working groups on staff wellness and supply chains, a global common services cell embedded in the World Health Organization (WHO), a cross-divisional COVID-19 information management cell, and a cross-functional analytical group.
37. WFP also published its first "WFP global response to COVID-19" report in June, with updates in September and November providing a global overview of the measures WFP put in place to sustain and scale up its operations and support governments during the unprecedented crisis.

WFP's supply chain function: maintaining deliveries and reaching targets despite COVID-19-related challenges

38. In what was an exceptional year, WFP's Supply Chain Operations Division responded to a global emergency on an unprecedented scale, providing support to governments and the humanitarian community by leveraging its expertise and assets in enabling others. Despite the supply chain challenges posed by COVID-19-related restrictions and the provision of global common services in support of the health and humanitarian community, WFP's supply chain function managed to support the organization in reaching more people than in 2019.
39. COVID-19 has created an emergency on an unprecedented global scale. However, WFP has continued to deliver and managed to reach the same number of people in only nine months of 2020 as throughout the whole of 2019. This has been possible thanks to decades of experience in working in some of the most challenging environments and operational settings, and to WFP's strong relationships with host governments and commercial partners. The organization also supported governments with technical assistance in supply chains and logistics infrastructure and services. Mobile storage units have been donated to countries around the world in order to augment storage capacity for COVID-19 response items such as personal protective equipment, serve as sites for COVID-19 screening at major entry points and, in South Sudan, provide space for expanded bed capacity at the John Garang Infectious Diseases Unit in Juba.

Enabling remote work

40. WFP underwent two years' worth of digital transformation in two months as staff moved from working in offices to full-remote work owing to the COVID-19 outbreak. Technology teams had to adjust quickly to the "new normal" as WFP staff leveraged digital collaboration platforms to stay connected. The Technology Division securely published IT services on the web, allowing users to access platforms easily from home without having to connect to WFP's internal network.
41. Customer support was completely redesigned with the adoption of new tools and techniques to make it fully remote. Ninety percent of the Technology Division's support staff provided excellent assistance from home, with only 10 percent present in offices ensuring that WFP's IT infrastructure operated at 99.999 percent availability.
42. In partnership with the Innovation and Knowledge Management Division (INK), the Technology Division designed the remote working toolkit: an online source of inspiration on how to collaborate effectively during these difficult times. The partnership sets the baseline for continuous collaboration into the future.
43. Innovative solutions were implemented to reduce paper use, enhance automation and streamline processes end-to-end. The roll-out of a digital signature solution was completed, facilitated by an onboarding process for users. An automated IT onboarding form cuts the time required for new IT service provision from days to minutes, and WFP technology experts offered trainings on IT tools, especially those for chat, document sharing and co-editing.
44. WFP continued to innovate the IT infrastructure despite remote working, offering cutting-edge disaster recovery and cloud technology to the many offices in the field. Virtual desktops were made available for staff who joined after the COVID-19 outbreak and did not have access to a WFP computer.

Alignment of business and IT via digital transformation

45. A total of 15 roadmaps were approved by WFP directors in 2020, with progress on 14. Regular director-level meetings have helped to ensure that business teams now view automation, simplification and data alignment as a key joint effort.
46. The Demand Assessment Board met every month in 2020, providing a well-established demand management process. The board's new terms of reference were approved in 2020, which will help to ensure a single overview on all aspects of demand covering the full breadth of digital demand across WFP including, demand to be scheduled in the Technology Division, requests for procurement, product evolution and the field software development network.
47. Automation in the Global System for Mobile Technology and the WFP self-service platform of more than 146,000 requests that were previously manually uploaded or paper-based has resulted in process time saving, reducing the administrative burden and creating more time for value-adding activities from service providers, easier tracking and visibility and quicker turnaround times for requests from end users. Examples of efficiency gains include reductions in processing times for human resources separation forms, from 14 to 10 days and remote working forms, from five to one day, while in the Corporate Finance Division, lead times for vendor creation have declined by 120 hours and the vendor change process by 48 hours.

48. Service provision through WFP's internal system, DOTS led to enhanced analysis and better procurement. During the COVID-19 emergency response, WFP introduced the common service control tower and the emergency service marketplace, which provided support to a number of organizations and a single contact point that facilitated coordination of the global emergency response and service requests from partners.
49. Focused on business outcomes, DOTS enables better decision making based on access to insights from data governance and management, breaking "silos" and creating learning opportunities by fostering cross-functional sharing of information.
50. The emergency service marketplace facilitates WFP transition from an ad-hoc to a global service provider, providing external partners with end-to-end, streamlined management of service delivery. Services can be requested online using the Symmetric Multiprocessing Platform which replaces the existing email system.
51. The SAP upgrade brings guaranteed platform maintenance with SAP software until 2027. The upgrade resulted in a more modern appearance and feel, providing users with an easier and more intuitive experience, additional services and applications that provide more support to business units throughout WFP and the ability to complete transactions in the WFP Information Network and Global System from a mobile device.

Recruitment of medical officers and scale-up of medical support in the Staff Wellness Division

52. COVID-19 prevention measures for all country offices and global monitoring and contact tracing of WFP employees and dependents have been made possible through the central procurement and global shipment of personal protective equipment and office hygiene items to all country offices, with funding of USD 8 million from the special account for wellness programmes (SAWP) and donations from Germany's Federal Ministry for Economic Cooperation and Development (BMZ). Items shipped included personal protective equipment for WFP personnel with high exposure to the public (e.g., drivers, health screeners and food monitors), and office hygiene items such as thermometers, masks, disinfectant wipes and hand sanitizer.
53. WFP employees and their families have been protected through "first line of defence" health measures at duty stations and COVID-19 medical evacuations. During a pandemic, access to primary healthcare becomes more critical than ever. With financial support from SAWP and donations from BMZ, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) established primary care clinics in Maungdaw (Myanmar), Cox's Bazar (Bangladesh) and Lilongwe (Malawi). In Afghanistan, where adequate COVID-19 treatment facilities were lacking, the country office established its own medical treatment facility for United Nations personnel with COVID-19. SAWP funds also allowed WFP to be the only United Nations agency that procured and shipped pulse oximeters (for monitoring the level of oxygen in the blood) to all its country offices. With medical evacuations constituting one of the biggest challenges during a pandemic, the United Nations has developed global framework that provides for COVID-19-related medical evacuations for personnel of all contract types and their dependants, and to which WFP is contributing its aviation assets and operational capabilities.

The Regional Bureau for the Middle East and Northern Africa and the Staff Wellness Division ensuring adequate and resilient first line of defence health and wellness measures

Wellness staff capacity was increased through the recruitment of medical doctors and counsellors to support wellness initiatives, including in two Level 3 operations (Syrian Arab Republic and Yemen). By increasing accessibility to wellness services, the Regional Bureau for the Middle East and Northern Africa was able to meet increased needs whether staff required support within the evolving workplace structure or on individual, personal challenges. These ongoing initiatives fostered dialogue amongst colleagues and an enhanced sense of community across the region.

Through collaboration among United Nations agencies, a COVID-19 treatment facility was established in Cairo, providing medical services for United Nations staff and their dependants and care for patients with mild COVID-19 symptoms. This ensured that staff and their families received essential care when local healthcare services were overwhelmed or unavailable.

Considering the increasing number of cases among WFP staff across the region and the urgent need for proper follow-up and guidance on self-isolation, self-quarantine and safe processes for staff's return to office, the regional bureau medical team identified medical colleagues in country offices at high risk from COVID-19 who could take on the role of contact tracers in their offices. This trained medical personnel has the capacity to make decisions regarding the screening and health management of staff with symptoms of or exposure to COVID-19 and determine appropriate response measures, such as quarantine, care at home or case management if symptoms deteriorate. This has helped to reduce the burden on local health care systems (especially where access to medical care is limited or facilities are overwhelmed), breaking the chain of COVID-19 transmission among staff and their dependants and ensuring referral to appropriate medical care when needed.

Results pillar C – Policy, guidance and quality assurance

54. This pillar comprises activities that are not directly attributable to a single operation and that provide the frameworks, guidance and policies for delivering on WFP strategies.
55. Continued investment is required in strengthening WFP's emergency workforce, institutionalizing good practice and ensuring that WFP has a continuously replenished pool of qualified staff available for immediate deployment to emergency responses. WFP is developing this workforce through training, simulation exercise and one-on-one mentoring. So far, 1,400 staff members have registered for online emergency learning initiatives and 1,640 for online self-paced training courses. By connecting surge requirements and learning activities, WFP can monitor staff capacity to enhance the impact of emergency deployments.

Executive Director assurance exercise and statement on internal control

56. In 2020, 127 WFP senior management was surveyed and the results were analysed to inform:
 - a) a management review of significant risk and control issues, with a report submitted to the Board's annual session in 2020 (available on the restricted Membership area of the Executive Board's web portal); and
 - b) the annual statement on internal control (publicly shared).

57. The analysis draws on a review of the feedback provided by global management through the 2019 Executive Director assurance exercise and references evidence from internal oversight bodies. It summarizes the actions that WFP management has and will continue to take to mitigate the risks identified, which are covered in the corporate risk register, and ensure the most efficient and effective use of WFP's resources and the safeguarding of its assets. This has helped to generate:
- a) tangible and open feedback on significant risk and control issues faced in the field and at headquarters for highlighting and sharing with the Board and the Audit Committee; and
 - b) exercises such as the Executive Director's COVID-19 controls inquiry and the definition of minimum controls for managing third-party risks; in addition, the Enterprise Risk Management Division provided country offices with guidance and support for the development of COVID-19-related risk registers in the first and second quarters of 2020, and supported the Emergencies Operations Division in the development of a corporate COVID-19 risk register.

Results pillar D – advocacy, partnerships, fundraising and United Nations coordination

58. This pillar represents WFP's engagement with external bodies for coordination, fundraising or implementation purposes.
59. INK serves as the Secretariat for the United Nations reform critical corporate initiative (CCI), which is aimed at ensuring that WFP has the capacity to prepare for and support the Secretary-General's reform of the United Nations development system. In particular, the division supports the cross-divisional governance team, which ensures that WFP develops an integrated and common vision and approach for enabling service delivery throughout the organization, and the change management support team, which facilitates and supports evidence-based decision-making by the governance team.
60. In 2020, INK organized regular meetings for discussing progress made in CCI management, deliverables, fund consumption and reprioritization. This work included consolidation of inputs from various divisions and regional bureaux, preparation of facilitation materials, follow-up on identified actions and document management.
61. In 2020, INK provided support for internal analysis of the effectiveness and efficiency of service delivery, reviewing current service approaches at the global and country levels and informing decision making regarding the services to offer to or purchase from other agencies.
62. Notable results from 2020 include the following:
- a) Fifty of WFP's 84 country offices have finalized business operations strategies.
 - b) WFP is close to achieving the Secretary General's goal of having 50 percent common premises by the end of 2021. In November 2020, WFP revised the baseline for the percentage of common premises to be aligned with the common premises roll-out plan of the United Nations Development Coordination Office (DCO) and the baseline for premises database of the inter-agency Task Team on Common Premises and Facilities Services. WFP currently has 447 premises that fall within the scope of this initiative, 207 of which are shared with other United Nations agencies, equivalent to 46.31 percent. (As this percentage is based on the revised baseline, it is not comparable with data from previous years.)

63. In collaboration with the Legal Office, INK supported operationalization of the mutual recognition principle by mapping the key processes and services that WFP plans to offer to other agencies (e.g., the fleet centre and mobility services).
64. INK provides support to the United Nations Digital Solutions Centre, which is a pilot project through which WFP and UNHCR support digital transformation throughout the United Nations. The project's goal is to spark innovation, leverage modern technologies and support inter-agency collaboration, with a focus on improving internal management processes for better delivery on United Nations mandates. INK supports the Digital Solutions Centre through stakeholder engagement via presentations, meetings, workshops and webinars. INK also supports the process for selecting new solutions. In early 2020, it contributed to the Digital Solutions Centre's virtual bootcamp by running application selection, leading bootcamp planning and managing delivery of the multi-day bootcamp. INK supports DCO in advanced data analytics related to business operations strategies, common back offices and common premises.
65. In 2020, the finance team of the Private Partnerships and Fundraising Division (PPF) developed and implemented tools that track overall budgets and investments for enhancing efficiency, transparency and oversight of finances related to scaling up and expanding private sector fundraising activities. The team also developed a KPI tracking tool that measures and reports on performance in fundraising from individual giving and allows the timely tracking and analysis of results.
66. Regarding the use of external data in data-driven decision making, in 2020 PPF successfully participated in the annual data exercise of the International Fundraising Leadership Forum (IFL Forum), to which 17 international NGO peers contribute comparative fundraising results. As a result, WFP staff members involved in fundraising have had access to invaluable comparative data showing trends disaggregated by market and region. Such insights have been used by PPF and WFP friends organizations to compare the market performance of peers and enhance fundraising strategies. The IFL Forum's ad hoc COVID-19 impact study showed that member organizations adapted to the challenges posed by COVID-19, mainly by giving prominence to digital channels, and raised higher amounts of funding (totalling USD 508 million) in the first half of 2020 than throughout 2019.
67. In 2020, PPF partnerships, headquarters individual giving team, ShareTheMeal and friends organizations exceeded targets for private sector income, with registered contributions of USD 161 million – 60 percent more than in 2019. In particular, income from individual giving (headquarters and ShareTheMeal) increased nearly threefold to USD 34.7 million.
68. In response to the COVID-19 crisis, the Communications, Advocacy and Marketing Division at headquarters spearheaded an advocacy initiative that brought together United Nations agencies and leading international NGO networks at a meeting of Inter-Agency Standing Committee (IASC) principals in April 2020. The desired outcome was to generate public and political attention for the critically important role that WFP plays in the global health and humanitarian COVID-19 response through common services.
69. The WFP advocacy strategy sought to galvanize existing partnerships around a common cause (the removal of restrictions and the enhancement of funds) in order to achieve a joint goal of reaching affected populations and helping WFP to mitigate the impact and spread of COVID-19.

70. The resultant collaborative plan led to the issuance of an open letter through the IASC, which was signed by the principals of the Food and Agriculture Organization of the United Nations, the International Federation of Red Cross and Red Crescent Societies, the International Organisation for Migration, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Human Rights, the United Nations Population Fund, UNHCR, the United Nations Children's Fund, the United Nations Development Programme, WFP and WHO and three leading NGO networks – the International Council of Voluntary Agencies, Inter-Action and the Steering Committee for Humanitarian Response. The open letter was featured in an article in the United Kingdom's *Guardian* newspaper, which called on the donor community to provide financial contributions to enable WFP to ramp up its global humanitarian transport systems – or “common services” – for the humanitarian sector. The primary goal was to secure the continuation of essential humanitarian support for the most vulnerable people. The letter and the article resulted in 153 additional mentions in the media, with a total potential reach of 8.74 million users and 14,000 “shares” through social networks.
71. In large part owing to WFP's leadership, advocacy and coordination efforts with OCHA, the coming together of multiple organizations generated significant media interest, mobilizing considerable funds within a week of publication.
72. WFP worked with OCHA on a short report on progress in the global humanitarian response plan, including common services, which was published at the end of June, disseminated to all permanent missions in New York and Geneva through the IASC mailing list, and posted on ReliefWeb.
73. In 2020, 1.5 million people were reached via global social media channels, with 48 posts having an average engagement score of 1.86 percent. Total mentions of WFP and COVID-19 in 13 languages (English, French, Spanish, Portuguese, Danish, Swedish, Norwegian, German, Italian, Korean, (simplified) Chinese, Japanese and Arabic) reached 372,508 (contributed by 126,892 authors).

Results pillar E – governance and independent oversight

74. This pillar comprises activities related to the work of the Board, independent oversight functions such as evaluation and audit, and individual transparency initiatives.
75. Moving from 100 percent in-person interaction to “hybrid diplomacy”, which combines face-to-face and online meetings, has been a great challenge for the Executive Board Secretariat owing to the need for rapid and efficient alternative online solutions and adaptation of traditional diplomacy.
76. The protocol and ceremonial unit led the reshaping of some aspects of traditional diplomacy (e.g., order of precedence, presentation of credentials and other high-level events), turning adversity into opportunity. In this regard, virtual means played a key role in the successful management of online meetings, along with the collaboration among the conference servicing unit, the protocol and ceremonial unit and the front office. It is worth mentioning the success of the high-level event held at the Board's second regular session in 2020, with the participation of United Nations Secretary-General António Guterres and the largest number of special guests and high-level government participants of any recent Board meetings. Such attendance was made possible by digital solutions that overcome the challenge of having a limited number of seats in the meeting room.

77. The high-level event was managed by the protocol and ceremonial unit completely online, ensuring that the rules of diplomatic hospitality and etiquette and diplomatic protocol were as fully respected as they would have been on-site.
78. The protocol and ceremonial unit went from organizing a total of 159 high-level bilateral meetings in 2019, to organizing fewer than 80 in 2020, including bilateral meetings held on- and off-site. This represents an overall decrease in hosted events of approximately 50 percent from last year. The same trend has been observed for both Board and non-Board meetings.
79. The Executive Board Secretariat maintained operational continuity by providing virtual conference services, including interpretation in six languages, despite the difficulties faced by professional interpreters in adapting their working practices and the Secretariat in managing recruitment. All hosted events also became much more labour-intensive, as strict COVID-19 prevention protocols had to be implemented.
80. In collaboration with the Technology Division, the Enterprise Risk Management Division drafted the first Executive Director's circular on digital signatures, which provided guidance on remote approval processes during the pandemic and ways of improving and simplifying business processes.
81. The annual Executive Director assurance exercise was revised, simplified and digitized through a thorough review and using the R2 risk management system to automate the process:
 - a) 1,064 evaluation recommendations and 2,270 follow-up actions were moved to the R2 system to digitize and simplify the process; and
 - b) the Enterprise Risk Management Division conducted a detailed exercise that prioritized audit issues in WFP.

Cost per beneficiary

82. The cost per beneficiary metric provides the average costs of serving tier 1 beneficiaries.
83. This metric is calculated for the duration of assistance in the year and as the daily average. It is based on the allocation of expenditures (transfer values and transfer costs) for each programme area. The metric takes into account the fact that beneficiaries can receive a combination of assistance in more than one programme area and through more than one modality of assistance – recorded as cash-based transfers and commodity vouchers (CBTs) or food transfers (food) – in accordance with the integration of programmes in the CSP.
84. Cost per beneficiary analysis excludes implementation costs, capacity strengthening costs, service delivery costs, direct support costs and indirect support costs.
85. In line with CSP programme design, some of the activity costs recorded under an activity category may not correspond to the same programme area. To accurately assess the cost per programme area, it is therefore necessary to estimate the proportion of costs that do not fall in the correct activity category for the CSP. This estimate is calculated based on the amounts of food in metric tons and CBTs distributed to beneficiaries through each programme. The commodity costs are calculated based on the procurement rate.

Table 14: Daily average cost per beneficiary for food and cash-based transfer assistance						
Programme area	CBTs		Food		Total	
	Number of daily CBTs	Daily average cost per CBT (USD)	Number of daily food rations	Daily average cost per food ration (USD)	Number of daily rations and CBTs	Weighted average daily cost per ration/CBT (USD)
Asset creation and livelihoods	348 314 897	0.54	281 025 100	0.44	629 339 997	0.49
Climate change adaptation and risk management	46 113 249	0.41	1 701 480	0.82	47 814 729	0.43
Emergency preparedness	32 319 524	0.37	36 195 714	0.08	68 515 238	0.22
Nutrition prevention	91 153 298	0.45	1 240 999 273	0.26	1 332 152 571	0.27
Nutrition treatment	2 842 608	0.53	869 528 772	0.37	872 371 380	0.37
School feeding	198 793 713	0.29	1 163 722 237	0.18	1 362 515 950	0.20
Smallholder agricultural market support activities	722 912	1.04	4 273 224	0.18	4 996 136	0.30
Unconditional resource transfers	4 692 325 787	0.41	8 228 933 017	0.34	12 921 258 804	0.36
Total	5 412 585 988	0.42	11 826 378 817	0.32	17 238 964 805	0.35

Table 15: Annual average cost per beneficiary for food and cash-based transfer assistance

Programme area	CBTs		Food		Total	
	Number of CBT beneficiaries	CBT cost per beneficiary	Number of food beneficiaries	Food cost per beneficiary	Number of beneficiaries	Weighted average cost per beneficiary
Asset creation and livelihoods	4 486 532	42	3 253 838	38	7 653 681	40
Climate change adaptation and risk management	2 407 111	8	56 639	25	2 463 750	8
Emergency preparedness	340 690	35	766 834	4	1 110 046	13
Nutrition prevention	606 371	67	7 756 755	42	8 361 738	44
Nutrition treatment	39 215	38	9 036 831	35	9 076 046	35
School feeding	2 797 789	21	15 082 112	14	17 331 601	16
Smallholder agricultural market support activities	18 195	41	30 118	25	48 313	31
Unconditional resource transfers	30 712 688	63	55 683 594	50	82 853 003	57
Total	38 406 317	59	82 080 605	46	115 545 898	52

Risk management

86. In 2020, WFP gathered feedback from internal and external oversight bodies and applied and tracked lessons learned in managing its risk portfolio. WFP created anti-fraud anti-corruption guidance, updated the anti-fraud anti-corruption policy and trained 2,987 staff members in addressing fraud risks during emergencies and more than 200 annual country report focal points in risk management.
87. WFP developed a fraud prevention handbook, which applies a risk management “lens” that generates practical understanding of fraud risks and mitigation. It covers all functional areas relevant to programme design, execution and support and provides good practices in fraud prevention, mitigation and detection and risk assessment.
88. In addition, WFP conducted training on addressing fraud risks during emergencies through a series of webinars on how to address fraud and corruption in various functional areas. The contents of the webinars will be tailored to reflect common fraud risks in each functional area, with an overview (presented by a representative of the function concerned) of existing process-level controls and how they help to prevent and detect fraud.

89. The updated anti-fraud and anti-corruption policy will be presented for approval at Board's annual session in 2021 and outlines WFP's approach to the prevention and detection of, and response to, incidents of fraud and corruption. The policy and the procedures outlined in it are based on and reflect the principles set out in the Staff Regulations and Rules of the United Nations, the WFP Financial Regulations and Rules, the Standards of Conduct for the International Civil Service, the WFP Code of Conduct and other relevant WFP issuances. The policy also reflects the principles underlying the United Nations Convention against Corruption and the best prevailing practices for management in the humanitarian sector.
90. To facilitate country offices' efforts in generating robust, timely and relevant evidence, the Research, Assessment and Monitoring Division has developed tools and guidance notes that focus on the monitoring function in the field. The joint VAM, monitoring and evaluation planning and budgeting tool has been developed in collaboration with the Office of Evaluation and regional monitoring advisors. The tool is designed to be as useful as possible for country offices in the planning, budgeting and monitoring of VAM, monitoring and evaluation activities; and in enhancing the visibility of resourcing needs and facilitating efforts to raise funds for evidence generation with donors. All data and information are made available through an internal version of the on-line WFP Dataviz Platform. More than 70 country offices are using the joint VAM, monitoring and evaluation planning and budgeting tool.
91. The tools and guidance notes for the risk-based monitoring framework have been developed in consultation with the Enterprise Risk Management Division, addressing the need for systematic and consistent risk management processes that support the planning, execution and oversight of the monitoring function in regional bureaux and country offices. In addition, data quality guidance has been developed in consultation with technical teams from the Programme and Policy Development Department (including in capacity strengthening, CBTs, food procurement, regional procurement, nutrition and school feeding), addressing the need for systematic and consistent practices that ensure that WFP monitoring systems produce high-quality data that measures the outputs, outcomes, cross-cutting priorities and processes of WFP programmes at the country office level.
92. The Regional Bureau for Southern Africa has been at the forefront of digital transformation by extensively rolling out mVAM to deliver real-time food security data via mobile technology at the onset of the COVID-19 pandemic. The scale-up of near real-time remote monitoring in priority vulnerable countries in southern Africa facilitates tracking of the impacts of the outbreak on households, markets and supply chains and the coverage and impacts of WFP and partner programmes. In addition, most country offices have developed user-friendly dashboards for improved data visualisation in support of evidence generation.
93. Starting in May 2020, household food security monitoring has been set up and expanded in eight countries: Angola, the Democratic Republic of the Congo, Madagascar, Malawi, Mozambique, the Congo, the United Republic of Tanzania and Zambia, with plans for expanding remote mobile monitoring in Eswatini, Lesotho, Namibia and Zimbabwe towards the end of 2021. As a result, WFP was able to scale up its programmes in good time, providing life-saving assistance.