
ANNEX III-A: DETAILED ANALYSIS OF CORPORATE KEY PERFORMANCE INDICATORS

1. Under the corporate results framework for 2017–2021, management performance is measured through two categories of key performance indicators (KPIs). Category I KPIs reflect WFP's corporate performance and measure management performance that contributes to the implementation of the strategic plan. Category II KPIs analyse progress against corporate priorities set by WFP's leadership, multilateral arrangements and externally governed commitments. Targets for both categories are set and approved in the management plan and used for assessing performance against the KPIs. This is the final year of reporting on the corporate results framework for 2017–2021 in accordance with programmatic and country reporting. From next year onwards, management performance will be measured from the corporate management results and the respective output-level KPIs set in the corporate results framework for 2022–2025.

Category I key performance indicators

2. There are three KPIs in category I. KPI 1 measures progress in overall country strategic plan (CSP) implementation, KPI 2 assesses emergency preparedness and response and KPI 3 reflects overall achievement of management performance standards. The results for KPI 1 and KPI 2 are presented in detail in section III of this annual performance report for 2022; the background to and methodology for KPI 1 and the component indicators under KPI 3 are the focus of this annex.

KPI 1: Background and methodology

3. Outputs for KPI 1 are marked as achieved or on track to being achieved if their total value is at least 75 percent of the planned value, once the values of all the relevant indicators are aggregated at the strategic outcome level. Outcomes are marked as achieved or on track to being achieved if the actual value is at least 80 percent of the annual target.
4. Output indicators measure WFP's performance against needs-based targets in terms of beneficiaries assisted, food distributed, cash-based assistance transferred and other outputs delivered.¹ Outputs are a key element in the network of factors that affect changes in people's food security and nutrition status.
5. In addition, outcome indicators reflect the broader goals of WFP, which include helping to change people's nutrition status and contributing to their food security at both the individual and household levels. The achievement of outcome goals often has a longer time horizon than the achievement of outputs, so outcome achievements are commonly lower than output achievements.

KPI 3: Overall achievement of management performance standards

6. KPI 3 is composed of 20 component indicators covering ten standard functional areas. Performance under those indicators is assessed against targets, and results are aggregated at the functional area level.² Based on the specific performance thresholds indicated in the

¹ When calculating overall output achievement under KPI 1, beneficiaries, food, cash-based transfers and other outputs are all weighted equally and the extent of the achievement of each measurement as a percentage of the planned value is not taken into account.

² Unless otherwise noted, aggregated indicators have equal weight in the final index.

methodological notes, component indicators that have a green rating show strong performance against the targets, those with an amber rating show that progress is on-track towards achievement of the targets, and those with a red rating show room for improvement and a potential risk to the function concerned. Performance in the ten functional areas showed mixed results in 2022.

Management

7. In the management functional area, performance is measured through three component indicators. The indicators related to outstanding audit recommendations and percentage of overdue audit recommendations measure the extent to which management at headquarters, regional bureaux and country offices is responding effectively and in a timely manner to the Office of the Inspector General's recommendations from internal audits. The number of outstanding agreed actions decreased from 180³ at the end of 2021 to 171 at the end of 2022, and 134 recommendations were closed in 2022⁴ compared with 126 closed in 2021.
8. However, the number of overdue recommendations increased from 30 in 2021 to 70 in 2022. Of those overdue recommendations, 73 percent are headquarters-directed actions. In response, the Office of the Chief of Staff reinstated the monthly tracking of outstanding audit actions in September 2022 and has flagged such tracking as a high priority to the senior management group. For additional information on internal audit recommendations, please refer to the library⁵ of internal audit reports of the Office of the Inspector General.
9. The gender representation indicator allows WFP to monitor the gender balance in its workforce. A commitment to achieving gender parity is prominent in WFP's strategies for becoming a workplace where staff diversity is valued and people feel involved and respected. In 2022, this indicator reached a value of 39 percent, almost attaining the target of 42.5 percent.

TABLE 1: MANAGEMENT FUNCTION COMPONENT INDICATORS			
	Number of outstanding audit recommendations	% of overdue internal audit recommendations	Gender representation (%)
2022 value	171	41	39
2022 target	Fewer than previous year (180 in 2021)	Up to 10	42.5*
2022 rating			

* The target for 2022 is based on the calculation used to define quarterly targets as the new targets are pending approval.

³ Adjusted to include five recommendations from the [Internal Audit of WFP Operations in Lebanon \(Internal Audit Report AR/21/21\)](#) issued in December 2021.

⁴ Please note that the report was issued internally on 17 December 2021 and, in accordance with the disclosure policy, posted publicly 30 days later on 17 January 2022.

⁵ [Internal audit reports.](#)

Programme

10. Progress in the programme functional area is assessed through two component indicators. The indicator relating to the implementation of evaluation recommendations measures the extent to which the recommendations made in WFP centralized and decentralized evaluation reports are implemented in a timely manner. In 2022, 66 percent of 206 evaluation recommendations originally due in 2022 were implemented on time; a lower share of recommendations from centralized evaluations were implemented on time (44 percent) than of those from decentralized evaluations (76 percent).
11. The second indicator measures the progress made against planned outputs in activities implemented with partners (in terms of beneficiaries reached, metric tons distributed or other outputs, depending on the activity). The value of the indicator is heavily dependent on the alignment of WFP operations with original planning. In 2022, this indicator did not reach the target. Variations were attributed to changes in humanitarian contexts and in programme implementation, and resourcing constraints and pipeline breaks also affect the final quantitative measurement.

TABLE 2: PROGRAMME FUNCTION COMPONENT INDICATORS		
	% of implemented evaluation recommendations	% of outputs achieved within partnerships
2022 value	66	50
2022 target	100	55
2022 rating		

Supply chain

12. The percentage of post-delivery losses indicator measures all of the food losses (calculated in metric tons) incurred from when the food is delivered to the WFP country office (at the point in the recipient country where external or overland transport ends) until its delivery to cooperating partners. At 0.21 percent, the global value of post-delivery losses in 2022 is well below the critical target, showing effective food management. The percentage of tonnage uplifted by the agreed date indicator evaluates the performance of transporters based on the quantity dispatched within the established deadlines and showed moderate progress against the target in 2022.
13. Two corporate systems – the country office tool for managing effectively (COMET) and the Logistics Execution Support System (LESS) – account for and monitor commodity movements in WFP. LESS tracks commodities from food procurement to reception from supplier, storage and handover to cooperating partners. COMET tracks the commodities managed by cooperating partners from when they are received from WFP until their distribution to beneficiaries. As the two systems do not operate on the same platform, reconciliation of the data from both is required to ensure that the data flow is correct and accurate. Data reconciliation is crucial for financial, operational, corporate and donor reporting purposes. The percentage of metric tons unreconciled indicator showed strong performance in 2022 as it remained well below the target of 5 percent.

TABLE 3: SUPPLY CHAIN FUNCTION COMPONENT INDICATORS			
	% of post-delivery losses	% of tonnage uplifted as per agreed date	% of metric tons not reconciled
2022 value	0.21	85	2
2022 target	Up to 2	95	Up to 5
2022 rating			

Budget and programming

14. The indicator for the budget and programming functional area measures the financial performance of all the CSPs and the extent to which country offices follow good practice in budget planning and fund consumption/expenditure. The calculation is based on the original implementation plan and the CSP annual expenditures. In 2022, this indicator was 87 percent, which is below the target of 90 percent. The 2022 KPI value has been negatively affected by the low rating (59 percent) of the limited emergency operation for the Ukraine crisis, WFP's third-largest operation in 2022.

TABLE 4: BUDGET AND PROGRAMMING FUNCTION COMPONENT INDICATOR	
	% of CSP expenditures versus implementation plan
2022 value	87
2022 target	90
2022 rating	

Human resources

15. In the human resources functional area, the performance and competency enhancement system (PACE) compliance rate provides an indication of how effectively WFP is implementing PACE, which enables employees to discuss performance and progress, assess individual and team performance and identify strengths and areas for improvement. In 2022, the compliance rate was 86 percent.
16. The mandatory training compliance rate indicator measures the percentage of eligible employees who have completed all the mandatory courses recorded on WeLearn, WFP's learning platform. The global mandatory compliance rate was 4 percent lower than in 2021 owing to the launch of two new courses in 2022, on preventing and responding to abusive conduct at WFP in May and on cybersecurity awareness in October. In particular, the launch of the latter course led to a drop in global compliance to below 30 percent only two months before the end of the year. However, WFP's ability to increase compliance by more than 40 percentage points in the short timeframe available demonstrates the organization's strong commitment to mandatory training.

TABLE 5: HUMAN RESOURCES FUNCTION COMPONENT INDICATORS		
	Performance and competency enhancement compliance rate (%)	Mandatory training courses compliance rate (%)
2022 value	86	84
2022 target	100	95
2022 rating		

Administration

- In the administration function, the percentage of WFP fixed assets physically counted and verified indicator measures the extent to which WFP offices keep track of the fixed assets that are under WFP's custodianship and how they reconcile the results of that exercise with records in the WFP global equipment management system. With 99 percent achievement of the target, some countries are investigating the missing fixed assets recorded in the system.
- The second indicator in the administration function measures the percentage of internal control elements implemented in WFP offices in the areas of accommodation, asset management, WFP office lease management, premises lease data recording, facilities management, occupational safety and health, engineering, environmental sustainability, light and armoured vehicles, mobility and carpooling and travel. The target for this indicator was achieved in 2022.

TABLE 6: ADMINISTRATION FUNCTION COMPONENT INDICATORS		
	% of WFP fixed assets physically counted and verified	% of internal controls in administration in place and implemented
2022 value	99	79
2022 target	100	78
2022 rating		

Finance

- The percentage of enhanced or high-risk items included in the financial dashboard indicator measures the number of enhanced or high-risk open items as a share of the total number of open items identified by each WFP office in the country office financial dashboard in four key areas of finance: cash management, accounts receivable management, accounts payable management, and upstream procurement management. In 2022, the global target was achieved despite a significant increase in the number of accounting transactions that resulted from the increase in WFP's volume of operations, indicating satisfactory management and oversight of financial reporting risks.

TABLE 7: FINANCE FUNCTION COMPONENT INDICATOR	
	% of enhanced or high-risk items in the financial dashboard
2022 value	8
2022 target	Up to 9
2022 rating	

Information technology

20. The percentage of compliance with information technology security standards indicator measures the extent to which managers ensure compliance with the information technology security baseline for hardware and software related to clients and servers. Underperformance is driven by the time it takes to update all devices to the constantly changing standards for the operating system. The technology services team worked with information technology officers in the field to leverage existing technology and advocate higher rates of compliance, but because the operation systems are updated twice a year, the achievement of 100 percent compliance continued to prove challenging.

TABLE 8: INFORMATION TECHNOLOGY FUNCTION COMPONENT INDICATOR	
	% of compliance with information technology security standards
2022 value	92
2022 target	100
2022 rating	

Security

21. The percentage of compliance with the WFP security management policy and framework of accountability indicator reflects the extent to which managers fulfil their responsibilities regarding compliance with the security policies, safety and security procedures and the framework of accountability of the United Nations Security Management System and WFP. Due to the high value in 2021, and in line with best practice, the Security Division increased compliance requirements in 2022 in order to further enhance WFP security effectiveness in the field. The lower value in 2022 is thus a product of higher standards, not decreased performance compared to 2021.

TABLE 9: SECURITY FUNCTION COMPONENT INDICATOR	
	% of compliance with the WFP security management policy and framework of accountability
2022 value	76
2022 target	95
2022 rating	

Resource mobilization, communications and reporting

22. There are four indicators in this functional area. The percentage of needs-based plans funded at the country operation level indicator measures the resources that are allocated to each CSP against the annual needs-based plan. In 2022, this indicator reached a value of 93 percent, which included contributions allocated in 2022 and balances carried forward from previous years and available for use⁶ in 2022. The level of needs resourced in 2022 is in line with previous years (with a minor decrease from 96.6 percent in 2021) despite a steep increase in the absolute dollar value of annual needs.
23. The monthly target media penetration indicator measures the average proportion of WFP's official global online press target media outlets that covered the WFP "brand" each month over the year. The monthly social engagement score measures the average degree of engagement that WFP generates through its global channels (Facebook, Twitter, Instagram and LinkedIn) each month, throughout the year. The engagement score also allows WFP to measure and compare performance across different channels and audiences and reflects the various characteristics and unique functionalities of interaction of each social media platform. Both indicators achieved their 2022 targets. The 50 percent penetration of target media shows strong progress given that the number of target outlets grew from 555 to 768 by the end of the year.
24. The monthly story exploration (page views per visit) indicator measures the average extent of consumption of WFP's web articles each month. In 2022, WFP's web content maintained a score close to two pages per visit and the stories are now hosted on wfp.org/stories.
25. In addition, focused messaging resulted in a 14 percent increase in WFP coverage in top tier target media in 2022. Twenty-six percent of respondents in sample populations in six donor capitals recalled seeing or hearing about WFP in the previous month, an increase of 6 percentage points over 2021.

TABLE 10: RESOURCE MOBILIZATION, COMMUNICATIONS AND REPORTING FUNCTION COMPONENT INDICATORS

	% of needs-based plan funded in country operations	Monthly target media penetration (%)	Monthly story exploration (page views per visit)	Monthly social engagement score (%)
2022 value	93	50	1.8	4.65
2022 target	80	34	2.4	4.00
2022 rating				

Category II key performance indicators

26. Category II KPIs reflect the priorities established by senior management and fall into two main areas: indicators related to the United Nations system and coordination; and indicators related to executive thematic priorities.

⁶ The annualized value of allocated contributions available, consisting of the yearly allocation of contributions plus the unspent balance of allocated contributions carried forward from previous years.

TABLE 11: CATEGORY II INDICATORS			
United Nations system and coordination-related performance indicators	2021 value	2022 target	2022 value
Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0 indicators met or exceeded	81	88	81
Percentage of cluster user surveys that reach their satisfaction targets (emergency telecommunications, logistics and food security clusters)	100	100	100
Executive thematic priorities			
Percentage of employees completing mandatory training on the prevention of fraud, corruption and sexual exploitation and abuse at WFP, and preventing and responding to abusive conduct at WFP	89	95	91
Percentage of country offices with a functioning community feedback mechanism	63	70	73
Percentage of WFP cash-based transfers supported digitally	74	80	89
Percentage of WFP countries implementing environmental management systems	14	40	27
Percentage of funding directed to the strategic outcome level or above	29	30	23

27. In 2022, 81 percent of the UN-SWAP indicators were met or exceeded, a lower value than the target. However, WFP achieved strong performance under several UN-SWAP 2.0 performance indicators, including by reaching the “exceeds” rating for the first time in the area of its gender architecture. The new gender policy adopted by the Board in 2022 and its implementation plan reiterated WFP’s intention of complying with, and working towards exceeding, the UN-SWAP requirements in the remaining areas, including through actions aimed at improving performance in areas where structural barriers continue to limit progress, such as gender parity and financial resource allocation and tracking.
28. The emergency telecommunications, logistics, and food security clusters set their own targets for their cluster survey satisfaction rates. In 2022, the targets for all three clusters were met, so the indicator measuring the overall percentage of the clusters meeting their individual satisfaction targets was 100 percent. The services of the emergency telecommunications cluster achieved an overall average of 91 percent user satisfaction across seven operations. The results are 5 percentage points higher than the total satisfaction rate in 2021. All operations recorded a user satisfaction rate of between 80 and 97 percent, exceeding the target of 80 percent. Users of protracted emergency telecommunications cluster operations in Nigeria, the Syrian Arab Republic and Yemen reported a satisfaction rate of over 90 percent. Sudden-onset emergency telecommunications cluster operations in Tonga and Ukraine in 2022 also exceeded the target, achieving 93 percent and 97 percent respectively. These achievements reflect the efforts of local teams to provide useful and effective telecommunications services and activities in challenging situations.
29. In the responses received from 14 operations, the level of user satisfaction with logistics cluster services was 93 percent, exceeding the target of 80 percent, and the level of satisfaction with food security cluster services was 89 percent, exceeding the target of

85 percent. Of the overall responses received from 40 operations, 51 percent rated the food security cluster's performance as "satisfactory" and 38 percent as "strong".

30. In 2022, the percentage of employees completing mandatory training courses on the prevention of fraud, corruption and sexual exploitation and abuse and on preventing and responding to abusive conduct was 91 percent. Compliance with this requirement was affected by the timing of the launch of the new "Preventing and responding to abusive conduct at WFP" course in May and by the recurring need for periodic retraining⁷ of employees on the protection from sexual exploitation and abuse course since it was introduced.
31. A country office is considered to have a functioning community feedback mechanism if it meets three of five criteria related to the design of the mechanism, data protection, resources, the number of cases closed and programme adaptations. Based on a self-reported survey administered at all WFP country offices worldwide, 73 percent of the 74 country offices that responded were found to have a functioning community feedback mechanism, exceeding the target for that indicator.
32. The percentage of WFP cash-based transfers supported digitally reached 89 percent, exceeding the target and demonstrating strong progress compared with 2021. WFP's digital beneficiary information and transfer management platform (SCOPE) served more than 39 million beneficiaries and reached a milestone by handling USD 2.8 billion. More than 22 solution updates to the SCOPE platform and associated products were rolled out in 56 countries, resulting in increased digitization for faster and better services that meet the needs in the field. In Ukraine, WFP used digital products that enabled families to self-enrol for cash-based transfers, receive money within 48 hours and be updated about their entitlements through daily SMS communications. By the end of 2022, more than 2 million beneficiaries in Ukraine had received cash assistance totalling USD 350 million.
33. In 2022, WFP almost doubled the percentage of countries implementing environmental management systems, with 27 percent compared with 14 percent in 2021. Those country offices cover a large percentage of WFP's staff.⁸ In total, 51 percent of WFP's employees work in the 31 countries where an environmental management system is being implemented. WFP's systematic approach to such systems resulted in the implementation of an increasing number of related waste management and decarbonization projects in country offices, even those where a system has not yet been launched, by building on lessons learned from successful projects elsewhere.
34. The percentage of funding directed to the strategic outcome level or above was 23 percent, compared with 29 percent in 2021. The decrease was driven mainly by the near doubling of contributions from the United States of America, from USD 3.8 billion in 2021 to USD 7.2 billion in 2022. Accounting for 51 percent of total 2022 revenue, funds from the United States of America were earmarked almost entirely at the activity level (99 percent), resulting in an overall reduction in the share of contributions directed to strategic outcome level and above.

⁷ Certificate for the protection from sexual exploitation and abuse course has a validity of three years. After that period the course must be re-taken (periodically relative certificates will be marked as "expired" in WeLearn and in PACE records).

⁸ "Staff coverage" reflects the total number of WFP employees working in WFP locations where an environmental management system is being implemented.