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

1. This annex provides the underlying evidence base for the reporting on management performance in the annual performance report for 2024, categorized by management result and management result output. Details of the successes and challenges met in working towards the targets for these management results are provided in part IV, section 4.1 of this document. The following analysis is a quantitative performance assessment of achievements based on the measured values of KPIs related to outputs and management results.
2. The performance assessment methodology uses the measured values of individual KPIs to provide a structured basis for assessing performance in terms of the outputs related to each of the overall management results. The methodology is applied as follows: first, each KPI value is evaluated and assigned a numerical score based on whether it exceeds its year-end target, and obtains a score of 3; has achieved the target, for a score of 2; or has not achieved it, for a score of 1. Second, the output-level score is calculated by averaging the scores of all the KPIs related to that output and assigning an overall score using the same rating system – 3 for exceeds targets overall, 2 for has achieved targets overall, and 1 for has not achieved targets overall. Finally, the overall management result score is determined by averaging the output scores and applying the same scoring system. In 2024, of the seven management results, six were achieved overall. Of the 21 outputs that contributed to the management results, 14 achieved or exceeded their targets overall, while seven did not.
3. For most KPIs, an increase in the value represents progress, while for some a decrease does. For this reason, two rating scales are needed, and are as follows:
4. For indicators where an increase in the value represents an improvement the following rating scale is applied:
 - *exceeds (3)*: KPI value is at least 2.5 percent higher than the target;
 - *achieved (2)*: KPI value falls within 2.5 percent above or below the target; and
 - *not achieved (1)*: KPI value is at least 2.5 percent lower than the target.
5. For indicators where a decrease in the value represents an improvement the following rating scale is applied:
 - *exceeds (3)*: KPI value is at least 2.5 percent lower than the target;
 - *achieved (2)*: KPI value falls within 2.5 percent above or below the target; and
 - *not achieved (1)*: KPI value is at least 2.5 percent higher than the target.

KPI title	2024 target	2024 actual	Achievement
Management result 1: Effectiveness in emergencies			Achieved
Output 1.1: Emergency and surge capacity			Exceeds
Number of days Emergency Operations Division staff deployed in response to emergencies	≥3,800	3,796	Achieved
Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)	≥80%	93%	Exceeds
Output 1.2: Ensure timely (pre-emptive) “no regrets” emergency response			Achieved
Percentage of surge support requests coordinated and supported in corporate scale up	≥74%	93%	Exceeds
Percentage of corporate alert system countries having benefited from advance financing (IRA)	≥90%	53%	Not achieved
Output 1.3: Enhanced emergency processes (includes revised emergency protocols and Integrated Road Map emergency mechanisms)			Achieved
Number of corporate alert system reports issued	≥6	6	Achieved
Management result 2: People management			Achieved
Output 2.1: Nimble and flexible people management practices delivered			Exceeds
Percentage of the workforce employed on short-term contracts	≤49%	44%	Exceeds
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	≥65%	84%	Exceeds
Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA WeLearn course for PSEA focal points on prevention and response to SEA	≥85%	81%	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”	≥95%	96%	Achieved
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	≥90%	N/A	N/A

KPI title	2024 target	2024 actual	Achievement
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	≥90%	100%	Exceeds
Performance and competency enhancement compliance rate	≥100%	88%	Not achieved
Output 2.3: Diversity of the workforce increased			Not achieved
Percentage of UN-SWAP indicators met or exceeded (QCPR) (common with UNICEF)	≥88%	44%	Not achieved
Percentage of women among international professional and national staff (QCPR) (common with UNICEF, UNFPA)	≥45%	42%	Not achieved
WFP meets or exceeds UNDIS entity accountability framework standards concerning employment (QCPR)	Meets or Exceeds	Meets	Achieved
Output 2.4: Caring and supportive work environment is provided			Not achieved
Percentage of compliance with the WFP security management policy and framework of accountability	≥95%	89%	Not achieved
Management Result 3: Engage in effective partnerships			Exceeds
Output 3.1: Enhanced collective action is aimed at the achievement of the SDGs			Exceeds
Number and dollar value of national government/IFI/WFP agreements signed			
Number	≥40	108	Exceeds
USD	≥700,000,000	1,030,000,000	Exceeds
Number of school meals provided through private sector partnerships ¹	≥660,000,000	1,344,000,000	Exceeds
Number of WFP programmes undertaken in collaboration with a United Nations partner agency, fund or programme	≥127	91	Not achieved
Percentage of CSP development outlines that are aligned with UNSDCF	≥85%	88%	Exceeds

¹ This KPI was originally "Number of beneficiaries reached through private sector partnerships". However, the metric has changed to number of school meals provided.

KPI title	2024 target	2024 actual	Achievement
Output 3.2: Country-level partnerships are aimed at reaching the most vulnerable			Achieved
Percentage of outputs achieved within partnerships	≥60%	47%	Not achieved
Percentage of WFP funding for cooperating partners, awarded as directly as possible to local and national responders	≥25%	44%	Exceeds
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	61	Achieved
Output 3.3: South–South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17			Exceeds
Number of partners mobilized in the provider country to support WFP-facilitated South–South and triangular cooperation, disaggregated by type	≥20	82	Exceeds

Management Result 4: Effective funding for zero hunger			Not 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	≥9%	2.9%	Not achieved
Innovative financing arrangements	≥0.30%	0.16%	Not achieved
International financial institution direct only	≥5.0%	0.90%	Not achieved
Non-OECD-DAC governments	≥17%	8%	Not achieved
OECD-DAC governments	≤70%	85%	Not achieved
Others	≥0.20%	0.03%	Not achieved
Private sector (common with UNICEF)	≥2.9%	3.4%	Exceeds
United Nations partnerships and joint programmes	≤3.0%	2.8%	Exceeds
Percentage growth of WFP programme of work vs percentage growth of funding level	≤18%	-37%	Exceeds

KPI title	2024 target	2024 actual	Achievement
Percentage of contributions received vs WFP programme of work	≥44% ²	54%	Exceeds
Percentage of CSP expenditures versus implementation plan	≥90%	77%	Not achieved
Percentage of funds from top five donors	≤65%	72%	Not achieved
Score in the International Aid Transparency Initiative aid transparency index (QCPR) (common with UNICEF)	≥99%	99%	Achieved
Total (USD) funds received during the year	≥8,000,000,000 ³	9,800,000,000	Exceeds
Output 4.2: Effective and efficient planning and allocation of resources to organizational priorities of strategic importance			Not achieved
Percentage of resources available by earmarking level			
Activity level	≤55%	73%	Not achieved
CSP level	≥20%	12%	Not achieved
SDG level	N/A	1.71%	N/A
Strategic outcome level	≥25%	13%	Not achieved
Percentage of flexible funding sourced	≥8%	11%	Exceeds
Percentage of funds made available for advance financing mechanisms	≥65%	45%	Not achieved
Percentage of funds made available on a multi-year basis	≥17%	13%	Not achieved
Percentage of funds received during quarter 1	≥30%	20%	Not achieved
Output 4.3: Effective leveraging of WFP's programmatic offerings for development-related activities			Not achieved
Percentage of resources for development-related activities channelled through inter-agency pooled funds (funding compact) (common with UNICEF)	≥1.00%	0.51%	Not achieved
Share of voluntary funding for development-related activities (funding compact)	≥18%	17%	Not achieved

² Based on the revised operational requirements of USD 18 billion, and adjusted contribution forecast of USD 8 billion, as per the update to the WFP management plan (2024–2026).

³ The target was set based on the forecasted funding level of USD 10 billion in the original management plan for 2024–2026, which was adjusted to USD 8 billion in the middle of the year.

KPI title	2024 target	2024 actual	Achievement
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	≥75%	56%	Not achieved
Percentage of output indicators achieved or on track	≥85%	65%	Not 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)	≥8	9	Exceeds
Number of outstanding internal audit recommendations	≤318	392	Not achieved
Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	≥85%	61%	Not achieved
Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence	≥90%	100%	Exceeds
Output 5.3: More systematic knowledge-sharing in support of evidence-based decision making			Achieved
Evaluation products accessed	≥20%	4.2%	Not achieved
Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices	≥4	11	Exceeds
Percentage increase in knowledge-sharing to support decision-making	≥25%	276%	Exceeds
Percentage of completed evaluations that are made publicly available in a timely way	≥100%	82%	Not achieved
Percentage of country offices reporting at least 80 percent of beneficiary-related indicators, disaggregated by sex	≥90%	100%	Exceeds

KPI title	2024 target	2024 actual	Achievement
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) ⁴	≥84	75	Not achieved
Number of data standards being implemented from the United Nations Financial Data Cube (QCPR) (common with UNICEF)	≥100%	100%	Achieved
Percentage of compliance with IT security standards	≥100%	95%	Not achieved
Output 6.2: Improved technology solutions in support of beneficiary management			Exceeds
Percentage of cash-based transfers by value (USD) supported by trusted digital systems	≥80%	86%	Exceeds
Management Result 7: Leverage innovation			Exceeds
Output 7.1: Expanded profile as a trusted provider of operational technology solutions, innovation and advice			Exceeds
Number of external innovation programmes run (including repeat requests)	≥12	17	Exceeds
Value of acceleration programmes signed with external customers	≥6 000 000	26 675 000	Exceeds
Output 7.2: WFP's programmes are enhanced through innovation			Exceeds
Number of beneficiaries reached via innovations	≥25 000 000	61 100 000	Exceeds
Number of innovation projects funded (in early stage and scaling phase)	≥60	86	Exceeds
Output 7.3: WFP's operations and management are enhanced through innovation			Exceeds
Number of new efficiency projects launched (last year)	≥3	7	Exceeds
WFP efficiency gains (measured on a yearly basis)	N/A	169 900 000	N/A

⁴ The 2023 reported value has been corrected from 82 to 76 country offices.