

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

- 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.

Category I key performance indicators

- 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.

KPI 1: Overall progress in country strategic plan implementation

- KPI 1 tracks operational performance in terms of outputs and outcomes. It is used to measure the proportion of outcome and output indicators (for which there are sufficient monitoring data) that have been achieved or are on track towards achievement.
- In 2021, similar to 2020, 58 percent of outcome indicator targets were achieved or on track towards achievement,¹ meaning that the actual value was at least 80 percent of the annual target, and 63 percent of output indicators were achieved or on track towards achievement, meaning that when the relevant indicators were aggregated at the strategic outcome level, the total value was at least 75 percent of the planned value. When the threshold is lowered to 50 percent of the planned value, the percentage of output indicators achieved or on track towards achievement in 2021 was 75 percent. More details on KPI 1 can be found in part III of the main document.

	% of output indicators achieved or on track	% of outcome indicators achieved or on track
2021 value	63	58
2021 target	80	85
2021 rating		

¹ In line with the methodology enhancements presented in part II of the main document in the subsection on performance by strategic objective, for KPI 1, the revised formula was applied, with indicator values collected at the end of the year being compared against annual targets and the most recent baselines to determine the extent to which results were achieved and to provide context for assessment of the extent to which WFP's interventions are effective.

KPI 2: Emergency preparedness and response

5. Emergency preparedness and response is assessed using component indicators that reflect the priority countries identified in the corporate alert system, the training events provided in various areas of emergency response and the learning objectives set and met. In 2021, emergency training events increased in frequency and scope. WFP met and exceeded its targets for the numbers of training events held and learning objectives met. It also reported that 97 percent of countries in the corporate alert system benefited from advance financing compared with 88 percent in 2020.

	% of corporate alert system countries having benefited from advance financing*	% of training areas with the target number of training events in emergency response	% of learning objectives met across emergency response training events
2021 value	97	100	95
2021 target	90	100	85
2021 rating			

* Through an immediate response request or from the Immediate Response Account or the immediate response account for preparedness.

KPI 3: Overall achievement of management performance standards

6. KPI 3 measures performance in the ten standard functional areas. 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, and those with a red rating show room for improvement and a potential risk to the function. Performance in the ten functional areas showed moderate to strong results, with some areas on track towards achievement of the targets and none posing a risk or requiring special attention.

Management

7. In the management functional area, performance is measured through three component indicators. The outstanding audit recommendations and percentage of overdue audit recommendations indicators 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, proactive integrity reviews and field inspection reports. Of the 175 internal audit recommendations outstanding at the end of 2021, 136 had been issued in 2021 and 17 percent were overdue (30 recommendations). The number of outstanding high-risk audit recommendations was 70 compared with 71 in 2020.
8. 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 for becoming a workplace where staff diversity is valued and people feel involved and respected. Every office is expected to make progress according to its situation. In 2021, the gender representation indicator was 39.3 percent, almost reaching the global target of 40.6 percent.

Table 3: Management function component indicators			
	Number of outstanding audit recommendations	% of overdue internal audit recommendations	Gender representation (%)
2021 value	175	17	39
2021 target	Fewer than previous year (156 in 2020)	Up to 10	Milestone-specific
2021 rating			

Programme

9. Progress in the programme functional area is assessed through two component indicators. The first indicator measures the actual versus the planned outputs achieved within partnerships. This indicator achieved the target of 55 percent of outputs achieved. The percentage of implemented evaluation recommendations indicator measures the extent to which the recommendations made in WFP centralized and decentralized evaluation reports are implemented in a timely manner. Of the 190 recommendations due in 2021, 58 percent were implemented while implementation of the 198 recommendations due in 2020 had increased to 78 percent from 56 percent. The implementation status of evaluation recommendations report for 2021 covers 1,005 recommendations due for implementation between 2016 and 2021, which corresponds to the period covered by WFP's evaluation policy for 2016–2021. By the end of 2021, 84 of those recommendations were implemented, with similar rates for the recommendations from centralized (84 percent) and decentralized (82 percent) evaluations. The least progress was observed in CSP evaluations and decentralized impact and pilot evaluations.²

Table 4: Programme function component indicators		
	% of evaluation recommendations implemented	% of outputs achieved within partnerships
2021 value	58	56
2021 target	100	55
2021 rating		

Supply chain

10. Three indicators measure progress in the supply chain functional area. The percentage of post-delivery losses indicator measures how efficiently WFP performs between the food delivery point and the final point at which the food is distributed to beneficiaries. This indicator showed strong performance in 2021 with a value of less than 2 percent. The percentage of tonnage uplifted as per agreed date indicator evaluates transporters' performance based on the quantity dispatched within the agreed deadlines, and showed moderate progress against the target in 2021.

² Please refer to the [2021 implementation of evaluation recommendations report](#) for more information.

11. Two corporate systems – the country office tool for managing effectively (COMET) and the Logistics Execution Support System (LESS) – track 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 in order 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 2021 as it remained below the target of 5 percent.

Table 5: Supply chain function component indicators			
	% of post-delivery losses	% of tonnage uplifted as per agreed date	% of metric tons unreconciled
2021 value	0.31	83	4
2021 target	Up to 2	95	Up to 5
2021 rating			

Budget and programming

12. The indicator for the budget and programming functional area measures whether country offices follow good practice in budget management and funds consumption and have healthy budgetary situations. Comparisons are against the original implementation plan. The 2021 value was 91 percent, achieving the target.

Table 6: Budget and programming function component indicators	
	% of CSP expenditures versus implementation plan
2021 value	91
2021 target	90
2021 rating	

Human resources

13. 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. In 2021, the global PACE compliance rate was 89 percent. WFP management extended the deadline for PACE completion for the significant number of staff members providing support as part of ongoing emergency operations.
14. The mandatory training compliance rate indicator measures the percentage of eligible employees who have completed all mandatory courses recorded on WeLearn, WFP's learning platform. The below-target compliance rate against this indicator is mainly due to the requirement for retraining in the prevention of sexual exploitation and abuse course. Compliance with this requirement was 89 percent, despite multiple targeted

communications to non-compliant users. The average compliance rate for all other courses was 96 percent.

Table 7: Human resources function component indicators		
	Performance and competency enhancement compliance rate (%)	Mandatory training courses compliance rate (%)
2021 value	89	89
2021 target	100	95
2021 rating		

Administration

15. 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. At 98 percent achievement of the target, this indicator showed no progress in 2021 compared with 2020.
16. 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 2021.

Table 8: Administration function component indicators		
	% of WFP fixed assets physically counted and verified	% of internal controls in administration in place and implemented
2021 value	98	76
2021 target	100	75
2021 rating		

Finance

17. The percentage of enhanced or high-risk items included in the financial dashboard indicator measures the number of items identified by each WFP office as enhanced or high risk in the monthly financial dashboard, which reports on basic financial indicators in four key areas of finance: cash management, accounts receivable management, accounts payable management, and upstream procurement management. In 2021, this indicator remained within the 7 percent target.

Table 9: Finance function component indicators	
	% of enhanced or high-risk items in the financial dashboard
2021 value	7
2021 target	Up to 7
2021 rating	

Information technology

18. 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. With the adoption or increase in remote working arrangements resulting from the COVID-19 pandemic, more WFP personnel started working away from the office, often using their own computers, tablets and smartphones. This meant that some WFP stock computers were installed but not used, which affected WFP's ability to meet the target.

Table 10: Information technology function component indicators	
	% of compliance with information technology security standards
2021 value	91
2021 target	100
2021 rating	

Security

19. 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 framework of accountability of the United Nations Security Management System and WFP. This indicator exceeded the target for 2021. The COVID-19 pandemic has slowed down WFP operations in some countries, resulting in an extension of the deadline for compliance with recommendations in the eTREM security platform.

Table 11: Security function component indicators	
	% of compliance with the WFP security management policy and framework of accountability
2021 value	95
2021 target	90
2021 rating	

Resource mobilization, communications and reporting

20. 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. The amount used for calculating the funding rate is based on the available contributions, which include funds carried over from the previous year. This indicator exceeded the 2021 target.
21. The monthly target media penetration indicator measures the average proportion of WFP's official global online press target media outlets (a database of 460 media publications) 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 over 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 of these indicators achieved their 2021 targets.
22. The monthly story exploration (page views per visit) indicator measures the average extent of consumption that WFP's web articles generate each month over the year. In 2021, the Communications, Advocacy and Marketing Division migrated its media materials from WFP's "Medium" site, which represented the only source of benchmarking data, to wfp.org/stories, which is a very different digital platform and environment. The 1.9 page views per visit for 2021 against a target of 2.4 should therefore be seen as a positive sign that the content has maintained a score close to two pages per visit.

Table 12: 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 (%)
2021 value	97	34	1.9	4.6
2021 target	80	32	2.4	3.8
2021 rating				

Category II key performance indicators

23. 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.

Table 13: WFP senior management priorities, 2021			
United Nations system and coordination-related performance indicators	2020 value	2021 target	2021 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	100	100	100
Executive thematic priorities			
Percentage of employees completing mandatory training on the prevention of fraud and corruption, and protection from sexual exploitation and abuse*	82	100	89
Percentage of country offices with a functioning community feedback mechanism	53	65	63
Percentage of WFP cash-based transfers supported digitally	71	80	74
Percentage of WFP countries implementing environmental management systems	8	30	14
Percentage of funding directed at strategic outcome level or above	26	30	29

* The training course on addressing sexual harassment and abuse of power was not delivered during 2021 and has been excluded from the calculation.

24. In 2021, 81 percent of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women indicators were met or exceeded; 100 percent of cluster user surveys reached their satisfaction targets; and user satisfaction with food security cluster services was 93 percent, exceeding the target of 85 percent. Of the 1,072 cluster performance monitoring responses received from 36 operations, 54 percent rated the food security cluster's performance as "satisfactory" and 39 percent as "strong".
25. The percentage of user satisfaction with the emergency telecommunications cluster services was 86 percent compared with a target of 80 percent. In 2021, user satisfaction surveys on the services deployed by the emergency telecommunications cluster or sector in seven emergencies (Bangladesh, Central African Republic, Ethiopia, Libya, Nigeria, Syrian Arab Republic and Yemen) showed an average satisfaction rate of 86 percent, exceeding the target of 80 percent, with protracted cluster operations in Bangladesh, Libya and Nigeria once again reporting a user satisfaction rate of over 90 percent. Such results reflect the use and effectiveness of the communications services provided to humanitarian responders and affected populations on the ground by the emergency telecommunications cluster and sector. The percentage of user satisfaction with the logistics cluster services was 88 percent, exceeding the target of 80 percent.
26. In 2021, the percentage of employees completing mandatory training on the prevention of fraud and corruption and protection from sexual exploitation and abuse was 89 percent, an improvement on 2020. As mentioned previously, the need to repeat this training course affected the overall compliance rate, which was below the average for all other mandatory courses.

27. In 2021, 96 percent of country offices with tier 1 beneficiaries³ reported on the indicator on functioning community feedback mechanisms through the broader annual “health check” on community engagement, feedback and response. This was the highest response rate ever, demonstrating considerable improvement in the quality of reporting. Of the 73 country offices that responded, 63 percent (46) were found to have functional community feedback mechanisms as defined in the KPI methodology, 10 percentage points more than in 2020, but lower than the 2021 target of 65 percent. WFP will be on track to meet the KPI target in 2022 if the 2021 trend continues. Since 2020, the survey tool used to calculate the KPI has undergone minor changes to ensure alignment with the community engagement for accountability to affected populations strategy for 2022–2026, but questions used for KPI calculations are comparable with those used for previous calculations. The main changes involved the provision of evidence to validate the statement that at least 80 percent of feedback received through the mechanisms was addressed in full. The survey also broadened the scope of some questions, from “community feedback mechanisms” to “community engagement” activities, of which community feedback mechanisms are a component.
28. The percentage of WFP cash-based transfers supported digitally showed moderate progress compared with 2020. In 2021, 2.9 million SCOPE cards were used, 16.2 million beneficiaries were digitally assisted via cash-based transfers, 4.4 million via commodity vouchers, and 4.8 million via in-kind food transfers.
29. The percentage of WFP countries implementing environmental management systems increased in 2021, with systems being implemented in 15 of the 105 countries where WFP was “physically present”, according to WFP’s annual International Public Sector Accounting Standards-compliant financial report covering the organization’s portfolio of premises. Scale-up of the implementation of environmental management systems to target levels continued to be hampered by the ongoing COVID-19 pandemic in 2021. In the Democratic Republic of the Congo, Eswatini, Haiti, Italy, Peru, South Africa, the Sudan and the United Republic of Tanzania, WFP is now more systematically managing the environmental impacts of its support operations through improved energy efficiency and decarbonization, better waste management and more sustainable procurement practices. Solutions developed to improve environmental stewardship in those countries are being replicated in other locations and progress on WFP’s implementation of environmental management systems is reported externally through the Greening the Blue platform.

³ KPI b.AAP.1 on accountability to affected populations was measured for 76 tier 1 country offices. The country offices for Bhutan, Cuba and India were omitted from the list provided by the cluster performance monitoring team as they did not have tier 1 beneficiaries in 2021. The Democratic People’s Republic of Korea has been omitted from historical KPI calculation exercises, and multi-country CSPs were also excluded, with the exception of the one from Latin America, which is for the Bolivarian Republic of Venezuela only.