

ANNEX VI

Corporate high-level targets, management result key performance indicators and cost per beneficiary

Overview

1. The [WFP corporate results framework \(CRF\) for 2022–2025](#) is the operational tool for guiding the implementation of the new strategic plan, defining the programmatic outcomes and outputs that WFP intends to deliver, and how they will be achieved, in terms of seven management results that are based on the six organizational enablers defined in the strategic plan for 2022–2025. For the first time, the CRF defines high-level targets for each of the five outcomes established in the strategic plan in addition to the key performance indicators (KPIs) associated with each management result. Supplemented by the policy on country strategic plans (CSPs), the CRF provides a performance and accountability framework that enables WFP to measure and demonstrate its response to humanitarian need and its contribution to the strengthening of national governments in their work towards achieving the 2030 Agenda for Sustainable Development. In the interest of accountability, this annex provides an analysis of the daily cost of serving each WFP direct beneficiary.

Corporate high-level targets

2. The corporate high-level targets (HLTs) define WFP's level of ambition across the five strategic outcomes of the strategic plan for 2022–2025. The output- and outcome-level indicators used to measure performance against the HLTs are presented in the CRF. Each strategic outcome has between three and five high-level indicator targets, which give an indication of balance and prioritization among all of WFP's strategic outcomes. A full description of the strategic outcomes and related HLTs is set out in the [CRF for 2022–2025](#).

Strategic outcome 1 – People are better able to meet their urgent food and nutrition needs

3. WFP commits to undertake all preventive and response measures within its capabilities and influence to bring the number of countries with populations experiencing famine to zero (HLT 1). This requires WFP to provide assistance to affected populations before hunger reaches catastrophic levels and to work closely with organizations addressing other critical life-saving needs. The related indicators measure the speed, focus and quality of WFP assistance. The target for the share of acutely food-insecure people who receive emergency assistance from WFP will increase from 44 percent in 2023 to 50 percent in 2025 (HLT indicator 1.2), requiring WFP to extend its emergency assistance in line with needs while continuing to acknowledge the complementary response of governments and partners in the humanitarian system.
4. WFP's contribution to the prevention and treatment of malnutrition through its emergency responses is represented by HLT indicator 1.2. The aim is to progressively reach the 2025 target of providing WFP services for 70 percent of women and children in need, in accordance with WFP's commitments to the Global Action Plan on Child Wasting.¹ To improve the quality of its responses and align with the targets established at the 2021 Nutrition for Growth Summit, WFP aims to progressively increase the share of nutritionally adequate in-kind food transfers from 50 percent in 2023 to 80 percent in 2025 (HLT indicator 1.3). Between 2023 and 2025, WFP plans to double the number of countries where it is implementing cash-based operations that respond to people's essential needs

¹ [Global Action Plan on Child Wasting](#).

(HLT indicator 1.4), once a new cash-based transfer (CBT) policy and an essential needs analysis directive have come into effect. The target of commencing transfers within three days of a sudden-onset emergency event holds WFP accountable to the humanitarian programme cycle benchmarks developed by the Inter-Agency Standing Committee (IASC) (HLT indicator 1.5).

HLT indicator	2021 baseline	2023 target	2025 target
1. Number of countries with populations experiencing famine	4*	0	0
1.1 Percentage of acutely food-insecure people receiving emergency assistance by WFP	38	44	50
1.2 Percentage of women and children in need who benefit from WFP services to prevent and treat wasting	N/A	60	70
1.3 Percentage of WFP in-kind transfers that are nutritionally adequate	N/A	50	80
1.4 Number of countries with cash operations responsive to people's essential needs	N/A	25	50
1.5 Median time for the first WFP transfer to reach people after a sudden-onset emergency	4 days (2020–2021)	3 days	3 days

* This baseline includes countries with populations in phase 5 of the Integrated Food Security Phase Classification, "famine-like conditions".

Strategic outcome 2 – People have better nutrition, health and education outcomes

5. By scaling up services to address the immediate and underlying causes of malnutrition and operational and advocacy efforts aimed at ensuring that all hungry children have access to nutritious school meals, WFP contributes to addressing structural vulnerabilities and building human capital.
6. The lead HLT for strategic outcome 2 reflects the importance of access to the right nutrition during the first 1,000 days of life in averting malnutrition and its long-term impacts. At the same time, recognizing that the nutrition of children requires investments that extend to the first 8,000 days of life, WFP implements school feeding activities linked to school health programmes, which improve education systems and learning while strengthening child health and nutrition. WFP commits to providing 57.9 million children with access to improved health, nutrition and education services (the sum of direct beneficiaries under HLT indicators 2.1 and 2.2) by 2023. The target for 2023 is higher than the 2025 target of 46 million because of the increased need arising from the current global food security crisis. If need continues to rise, the HLT indicator 2 target for 2025 may be revised accordingly.
7. WFP aims to work with governments and partners to reach 91 million children² with nutritious meals through national school feeding programmes in 2023, rising to 100 million in 2025. It also aims to increase the percentage of national programmes delivering comprehensive school health and nutrition services from 61 percent in 2023 to more than 80 percent in 2025.

² Based on data from the *State of School Feeding Worldwide 2020* report.

HLT indicator	2021 baseline	2023 target	2025 target
2. Number of children with access to improved health, nutrition and education services with WFP assistance (million)	32.3 (2020)	57.9	46
2.1 Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the first 1,000 days of life (million)	17.3	33.8	25
2.2 Number of children that receive nutritious meals in schools as a contribution to the next 7,000 days (million)			
– from WFP	15	24	21
– from governments and partners	91	91	100
2.3 Percentage of national school feeding programmes delivering a comprehensive package of school health and nutrition services thanks to WFP and partners' support	61	61	>80

Strategic outcome 3 – People have improved and sustainable livelihoods

8. WFP will contribute to changing lives and saving lives through risk-informed and integrated programmes that help to build more resilient households and communities in rural and urban settings. WFP commits to assisting 20 million people seeking to develop more resilient livelihoods by 2023, gradually increasing from 14 million people assisted in 2021 to 23 million in 2025. The lead HLT indicator for outcome 3 tracks progress towards the development of more resilient livelihoods by combining three supporting indicators: HLT indicator 3.1, the number of people benefiting from initiatives that strengthen their livelihood asset base, HLT indicator 3.2, the number of smallholders benefiting from WFP-supported market and value-chain enhancing services, and HLT indicator 3.3, the number of people covered by WFP-supported climate risk insurance or forecast-based financing programmes. The targets for all the HLT 3 indicators will increase every year between 2021 and 2025.

HLT indicator	2021 baseline	2023 target	2025 target
3. Number of people having more resilient livelihoods in the face of risks and shocks through WFP assistance (million)*	14	20	23
3.1 Number of people that benefit from resilience building initiatives that strengthen the livelihood asset base, including ecosystems (million)	10	12.5	15
3.2 Number of smallholders benefiting from WFP support that improved value chains and strengthened market services (million)	0.41	1	1.5
3.3 Number of people with financial protection from climate hazards (million)	3.5	6.5	9

* In line with WFP's commitment to pursue integrated, sequenced and layered humanitarian and development activities, the lead indicator target considers that people can benefit from an integrated package of activities, therefore accounting for an overlap of 1.5 million people (300,000 smallholder farmers and their families) who receive assistance as measured by HLT indicators 3.1 and 3.2, and 1.1 million people who receive assistance as measured by HLT indicators 3.1 and 3.3.

Strategic outcome 4 – National programmes and systems are strengthened

9. This outcome reflects WFP's commitments to working through and strengthening national emergency preparedness and response, social protection and food security programmes and systems, including as a broker of South–South and triangular cooperation arrangements.
10. WFP will strengthen national programmes and systems in 52 countries by 2023 and aims to reach 56 countries by 2025. The lead HLT 4 indicator is the number of SDG-related national policies, strategies, programmes and other system components that are enhanced by WFP's capacity strengthening support. The lead indicator is complemented by indicators on the number and effects of WFP's support for national emergency preparedness and response systems (HLT indicator 4.1), social protection systems (HLT indicator 4.2) and food systems (HLT indicator 4.3) and the number of countries committed to increasing support for school feeding in their national policies and budgets (HLT indicator 4.4). The 2023 targets for all HLT indicators under strategic outcome 4 reflect linear progression between the 2021 baseline values and the 2025 target values.

HLT indicator	2021 baseline	2023 target	2025 target
4. Number of countries that have strengthened programmes and systems with WFP support	49	52	56
4.1 Number of countries better prepared for and able to respond to emergencies through national systems	30	32	35
4.2 Number of countries whose national social protection systems better contribute to people's food security, healthy diets and ability to meet essential needs and/or manage risks	47	53	60
4.3 Number of countries where WFP contributes to making food systems more sustainable and resilient	36	40	45
4.4 Number of countries that have committed and/or increased their commitments to school feeding programmes in their:			
– national policies	41	41	49
– budgets	0	1	5

Strategic outcome 5 – Humanitarian and development actors are more efficient and effective

11. Under strategic outcome 5, WFP commits to providing “mandated” and “on-demand” services and solutions to 50 countries by 2023 and to 60 countries by 2025. A country is counted towards the target when at least one WFP service or solution has been used by the government or partners in the country. WFP is committed to meeting IASC-endorsed United Nations country team requests for mandated services, as reflected in the HLT 5.1 target of 100 percent. Given WFP's role as a system-wide provider to humanitarian and development partners of services in such areas as supply chains, CBTs, data and analytics, technology, administration and engineering, the HLT 5.2 target is 50 countries in 2023, increasing to 60 countries in 2025. WFP also commits to delivering good-quality services, as reflected in the target of an 80 percent user satisfaction rate (HLT 5.3) throughout the duration of the strategic plan.

TABLE A.VI.5: CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 5			
HLT indicator	2021 baseline	2023 target	2025 target
5. Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions	N/A	50	60
5.1 Share of countries in which governments or partners avail themselves of WFP “mandated” services out of all countries where the United Nations country team requests “mandated” services (<i>percentage</i>)	N/A	100	100
5.2 Number of countries in which governments or partners request and benefit from WFP “on-demand” solutions and services	N/A	50	60
5.3 Percentage of users satisfied with the services provided	80	80	80

Management results

12. WFP has identified seven management results: effectiveness in emergencies; people management; engage in effective partnerships; effective funding for zero hunger; evidence and learning; leverage technology; and leverage innovation. These management results are derived mainly from the corporate priorities and six enablers³ described in the strategic plan for 2022–2025, and an additional area. The seven management results and their related outputs concentrate on the areas of management focus for 2022–2025 selected from within WFP’s five results pillars. Together, they support effective implementation of the strategic plan at the country, regional and global levels.
13. The targets established under each management result constitute the basis for strategic discussions and are reflected in WFP’s main corporate performance management tools: the management plan and the annual performance report. The targets included in the management plan reflect the most recent planning figures and the latest organizational developments.

Key performance indicators

14. Management results are measured through management KPIs comprising a strategic mix of WFP corporate metrics and United Nations common and complementary indicators, such as those included in the General Assembly resolution on the quadrennial comprehensive policy review (QCPR), which reflect the overarching priority of supporting the achievement of collective results at the country level.
15. The management results and related KPIs will support performance management and accountability throughout the planning, implementation, monitoring, evaluation and reporting cycle. They also define the standards to which WFP management is accountable in implementing the strategic plan and supporting programme performance. Each management result is broken down into a limited number of outputs to which KPIs have been assigned. Table A.VI.6 presents the majority of the KPIs defined in the new CRF against each management result (and their targets), which will be assessed at the end of the year in the annual performance report.

³ The six enablers are people, partnerships, funding, evidence, technology and innovation.

TABLE A.VI.6: MANAGEMENT RESULT KEY PERFORMANCE INDICATORS*				
Output	Key performance indicator	2021 baseline	2022 target	2023 target
Management result 1: Effectiveness in emergencies				
Emergency and surge capacity	Number of days Emergency Operations Division staff deployed in response to emergencies	3 400	3 600	3 800
Ensure timely (pre-emptive) “no regrets” emergency response	Percentage of surge support requests coordinated and supported in corporate scale-up	64	69	74
Enhanced emergency processes	Percentage of corporate alert system countries having benefited from advance financing	88	90	90
Management result 2: People management				
Nimble and flexible people management practices delivered	Percentage of the workforce employed on short-term contracts	60	55	49
Performing and improving workforce promoted and safeguarded	Percentage of employees completing mandatory training on both protection from sexual exploitation and abuse and preventing and responding to abusive conduct at WFP	N/A**	95	95
	Percentage of offices which have implemented corporate prevention of abusive conduct and outreach tools aimed at employees	50	90	90
Diversity of the workforce increased	Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women indicators met or exceeded	81	88	88
Caring and supportive work environment is provided	Percentage of compliance with the WFP security management policy and framework of accountability	95	95	95
Management result 3: Engage in effective partnerships				
Enhanced collective action is aimed at the achievement of the SDGs	Percentage of CSP development outlines that are aligned with the United Nations sustainable development cooperation framework	65	75	85
Country-level partnerships are aimed at reaching the most vulnerable	Percentage of WFP funding to cooperating partners, awarded as directly as possible to local and national responders	50	50	55
South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17	Number of partners mobilized in the provider country to support WFP-facilitated South-South and triangular cooperation, disaggregated by type	16	17	20

TABLE A.VI.6: MANAGEMENT RESULT KEY PERFORMANCE INDICATORS*				
Management result 4: Effective funding for zero hunger				
Maintain positioning of WFP and a strong funding base for the organization	Percentage of contributions received vs WFP programme of work	65	56	56
	Score in the International Aid Transparency Initiative aid transparency index	99	99	99
	Percentage of CSP expenditures versus implementation plan	90	90	90
Effective and efficient planning and allocation of resources to organizational priorities of strategic importance	Percentage of flexible funding sourced	6	8	8
	Percentage of resources available by earmarking level: CSP level	12	20	20
	Percentage of resources available by earmarking level: strategic outcome level	17	25	25
	Percentage of resources available by earmarking level: activity level	70	55	55
Effective leveraging of WFP's programmatic offerings for development-related activities	Share of voluntary funding for development-related activities (<i>percentage</i>)	16	18	18
Management result 5: Evidence and learning				
Overall progress in CSP results achievement	Percentage of outcome indicators achieved or on track	58	70	75
	Percentage of output indicators achieved or on track	63	80	85
Utilization of audit and evaluation recommendations	Number of outstanding audit recommendations	175	< 175	< 2022 end value
	Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	58	100	100
	Percentage of WFP draft policies and draft CSPs which refer explicitly to evaluation evidence	89***	85	90
Management result 6: Leverage technology				
More and better data for strategic and operational decision making	Percentage of compliance with information technology security standards	92	100	100
Improved technology solutions in support of beneficiary management	Percentage of WFP cash transfers supported digitally	74	80	80

TABLE A.VI.6: MANAGEMENT RESULT KEY PERFORMANCE INDICATORS*

Management result 7: Leverage innovation				
WFP's programmes are enhanced through innovation	Number of beneficiaries reached via innovations	9 million	15 million	25 million

* The table shows the KPIs that highlight the most relevant high-level measures against the management results.

** The sexual harassment and abuse of power training course was inactive during 2021 and a new course was introduced in mid-2022.

*** This KPI was not collected in 2021 because it was introduced in the new CRF. The baseline value is from mid-year 2022.

Cost per beneficiary

16. The 2023 operational requirements are projected to deliver 38.2 billion rations at an average daily cost per beneficiary of USD 0.45 (see table A.VI.7). That figure is a global weighted average that reflects a range of activities with varying expected daily costs per beneficiary, such as school-based programmes (USD 0.27), nutrition activities (USD 0.34), community and household asset creation (USD 0.62) and unconditional resource transfers (USD 0.49), the last of which is expected to constitute more than 66 percent of all WFP daily transfers.
17. The daily cost per beneficiary varies based on programme objectives and target group. For example, owing to their relatively small ration size, school-based programmes and nutrition activities have a lower cost per beneficiary than activities that provide a full daily ration of approximately 2,100 kilocalories. On the other hand, the higher transfer value per assistance day that is associated with activities such as community and household asset creation, household and individual skill and livelihood creation and actions to protect against climate shocks tends to increase the daily cost per beneficiary.

TABLE A.VI.7: DAILY COST PER BENEFICIARY – OPERATIONAL REQUIREMENTS 2023

Activity category	Food		CBTs		Commodity vouchers		Total	
	Number of daily rations (million)	Average daily cost per beneficiary, including indirect support costs (USD)	Number of daily entitlements (million)	Average daily cost per beneficiary, including indirect support costs (USD)	Number of daily entitlements (million)	Average daily cost per beneficiary, including indirect support costs (USD)	Number of daily rations or entitlements (million)	Average daily cost per beneficiary, including indirect support costs (USD)
Unconditional resource transfers	15 681.2	0.42	8 092.5	0.66	1 533.3	0.33	25 307.0	0.49
Nutrition activities	5 268.1	0.31	541.7	0.60	29.2	0.54	5 839.0	0.34
School-based programmes	3 241.0	0.23	671.9	0.42	342.4	0.36	4 255.3	0.27
Community and household asset creation	450.5	0.60	1 374.3	0.62	4.2	0.56	1 829.0	0.62
Household and individual skill and livelihood creation	176.5	0.63	235.6	0.65	0.2	1.22	412.4	0.64
Action to protect against climate shocks	104.3	0.53	216.7	0.70	6.0	0.94	327.0	0.65
Social protection sector support	50.8	0.22	153.5	0.32	1.9	1.00	206.1	0.30
Smallholder agricultural market support programmes	40.9	0.39	28.8	0.76	6.5	0.45	76.1	0.54
Emergency preparedness and early action	1.3	0.47	1.8	0.53	-	-	3.1	0.51
All activities	25 014.6	0.38	11 316.8	0.64	1 923.7	0.34	38 255.0	0.45