



**31 January 2020**

**Management Comments to the Internal Audit Report of Performance Management and Appraisal in WFP (AR/19/22)**

WFP Management appreciates the observations made by the Office of the Inspector General (OIG) in audit report AR/19/22 on the Internal Audit Report of Performance Management and Appraisal, covering the period between 1 January 2016 to 30 April 2019.

WFP is currently the Co-Chair of the UN working group on Performance Management and Engagement. Following the internal benchmarking completed by the working group, WFP is regarded as *primus inter pares* amongst the UN agencies. Some areas where WFP, compared to other UN organizations, stands out positively are the application of the same tool and process to different contract modalities, high performance appraisal completion rate (i.e. 96-98%), no inflation at the higher ratings, and the steps the organization has taken to identify and address underperformance.

As the audit acknowledges, over the last years WFP has taken significant steps and made improvements in the performance management area.

There is nevertheless room for further progress, which is outlined in the three high priority and four medium priority observations. WFP Management therefore acknowledges the overall conclusion of partially satisfactory/major improvement needed.

The observations of the Internal Audit report focus on performance management-process related recommendations and most importantly, elements related to WFP's performance management culture, such as the quality of the capability assessments, the quality of the feedback provided to staff members, and ensuring that the performance management results are effectively used for talent-related decisions.

WFP had already planned significant enhancements to the process and tools for the 2020 performance cycle, which will address many of the highlighted observations from the Internal Audit.

WFP management is committed to ensure that these technical changes are accompanied by the required guidance, awareness raising and skills development across the organization to ensure behavioral change in this area.

The implementation of several of these observations has already started and all will be fully implemented by 30 June 2021.

WFP Management wishes to thank OIG for its meaningful support and collaboration.