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PROGRESS REPORT ON RESULTS-BASED MANAGEMENT, OCTOBER 2001

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Note to the Executive Board



This document is submitted for information to the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Chief, Policy Service (SPP): Mr A. Jury tel.: 066513-2601

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



Executive Summary

This note is provided to the Executive Board for information as requested at the Third Regular Session of the Board in 2000. It provides information on the steps taken and proposed for the further development of results-based management (RBM) in WFP in support of the new governance arrangements approved by the Board in 2000.

RBM changes the way an organization operates, making improving performance the focus. WFP has been developing its RBM approach since 1997, when the Board approved RBM's introduction through the Strategic and Financial Plan (SFP) 1998–2001. WFP's RBM approach has been shaped by implementation of the measures to strengthen governance that were approved by the Board in 2000. These measures enable the Board to set WFP's strategic direction, assess its implementation plan and resource allocations, and annually assess performance against results indicators.

In support of strengthened governance, the RBM approach will provide WFP with an increased ability to:

- operationalize strategies by setting clear goals and objectives for the organization and for individual programmes and operations;
- plan operations and allocate resources to implement strategic objectives;
- manage programmes and operations;
- learn from experience; and
- report on and be accountable for its achievements.

These advantages depend upon the specification, collection and analysis of results data for each field and support operation. These data will be aggregated and analysed by country offices, regional bureaux and Headquarters units to provide a timely flow of information that informs governance and management decision-making and learning from experience, and demonstrates accountability to WFP's Board and the Executive staff. This is shown diagrammatically in Annex III.

The results data for WFP's performance as an organization were approved by the Board in 2001 in the Strategic and Financial Plan (2002–2005). This document was a first attempt to provide the information needed by the Executive Board, and the indicators specified will require testing and possible amendment to ensure their cost-effectiveness and practicality. For ease of reference the objectives and indicators from the SFP are provided in Annex II.

WFP plans to have RBM functioning fully in support of the governance measures by 2004, when the first WFP Annual Performance Report (APR) is to be considered under the new governance arrangements, thus concluding the first cycle of: (i) Strategic Plan (strategy) to (ii) Management Plan (planned operations and resource allocation) to (iii) Annual Performance Report (results achieved).

Significant steps have already been taken by WFP to implement RBM through:



- reviewing the approaches and experience of other organizations;
- raising staff awareness of RBM;
- introducing RBM elements as key procedures, manuals and other documents are reviewed;
- institutionalizing RBM in support of governance and management; and
- framing the documents that will implement the new governance arrangements in the context of RBM.

These steps are described in paragraphs 14–30 of this document, under “RBM Implementation in WFP to Date” and are summarized in a table in Annex I.

Future steps to fully operationalize and institutionalize RBM will build upon this progress to better define the expected results and indicators; expand the use of logical planning techniques; improve data collection and analysis; and harmonize WFP, national governments, donors and the RBM approaches of the United Nations Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF). These steps are outlined in paragraphs 41–47, under “Future Actions”, and in Annex I.

In conjunction with reports on the new governance arrangements, WFP will inform the Board annually of progress in its implementation of RBM.

Draft Conclusion



The Board took note of the information on the steps taken and proposed for the further development of results-based management in WFP, as outlined in document WFP/EB.3/2001/4-A.



INTRODUCTION

1. At its Third Regular Session in 2000, the Executive Board asked the Secretariat to submit a document outlining progress made by WFP in introducing results-based management. This document responds to that request. Starting in 2002, WFP will inform the Annual Session of the Board of progress in implementing RBM.

BACKGROUND

What Is RBM?

2. Result-based management (also known as *results-based budgeting*, and *performance assessment*) is a management tool that promotes greater effectiveness, transparency and efficiency in the work of an organization. RBM changes the way an organization operates, making improving performance (achieving results) the organization's focus. RBM emphasizes the tangible improvements a development or relief organization and its stakeholders want to see in the lives of that organization's beneficiaries. Accordingly, under RBM, planned results will be the focus of planning, implementing and managing operations.
3. A results orientation has been increasingly present in the work of WFP and other development and relief agencies for some years. The recent adoption of RBM by national governments and organizations has strengthened the call for its more extensive use in operational and support areas of international organizations.
4. To be useful, RBM has to be tailored to the business of each individual organization. At the same time, each organization's approach also must be cost-effective and harmonized with those of partner organizations and governments.

RBM in WFP

5. WFP has been formally investigating RBM approaches and introducing RBM elements since RBM's adoption was approved in the Strategic and Financial Plan (2000–2003). Through the use of RBM, WFP expects to enhance its performance in the achievement of its objectives. It will also be better able to demonstrate the results it achieves in implementing its mandate. In particular, WFP expects that through RBM it can demonstrate the effectiveness of food aid in enabling the development of hungry poor people, saving lives in emergencies and assisting hungry people in crisis to establish more food secure livelihoods.
6. Results-based management is the means by which the Board and the Secretariat will set clear objectives for all aspects of WFP's work, plan its activities to achieve those objectives, manage implementation of those activities, and report the achievement of results. RBM will thereby provide to managers and the Board a timely and relevant flow of performance information, that will inform their strategic and operational decision-making. This in turn will enable identification of the structural or procedural changes necessary to increase the effectiveness and efficiency of WFP's operations.



What Is RBT and Its Relation to RBM?

7. WFP has used the term *results-based thinking* (RBT) in addition to RBM to connote the change in attitude required of all staff to implement a results orientation. In all other aspects of RBM, WFP has retained the standard terms and concepts widely used throughout the United Nations system, other organizations and governments.

Key Elements of WFP's RBM Approach

8. In order for RBM to function and enable the introduction of the Strategic Plan, Management Plan and Annual Performance Report by 2004, WFP is implementing an RBM approach comprising the following elements:
 - a results-oriented culture instilled throughout the Programme, so that all staff are focused on the results to be achieved: demonstrable positive affects on the lives of WFP's beneficiaries;
 - clearly defined results planned for in WFP's:
 - ◇ organizational strategy
 - ◇ cost centre workplans
 - ◇ programmes and projects
 - resource requirements linked to expected results through planned activities;
 - programme, project and cost centre results monitored in order to have accurate knowledge of WFP's performance in implementing its strategy;
 - results information used for:
 - ◇ management decision-making
 - ◇ learning from experience
 - ◇ accountability reporting.
9. Annex I summarizes the actions taken by WFP to construct its RBM approach, and the proposed further steps required to have RBM sufficiently institutionalized by the end of 2002 to produce the first Annual Performance Report in 2004.
10. The key elements listed above provide the framework for RBM. Clear objectives enable the identification of indicators for measuring the objectives' achievement, and these are then used to collect results information for each WFP project through monitoring and evaluations. Project support activities such as resourcing and financing will also be monitored. All of this information will be used by partners and WFP country offices to manage projects.
11. Country offices will aggregate their operations' information and provide it to their respective regional bureaux, which will send it on to the Operations Department at Headquarters and to Executive staff in regular reports and through entry in the WFP Information Network and Global System (WINGS). Aggregation of results information at these levels will allow administrative and technical lessons to be identified and incorporated in management decisions. Lesson identification and application will take place at each level of the organization, from the Board's setting of strategy and policy to the day-to-day management of operations by WFP and its partners.



12. The performance information in WINGS will be available to contribute to the generation of reports for accountability, such as the Annual Performance Report to the Board and Standard Project Reports.
13. An outline of the flow and use of RBM information and decision-making is depicted graphically in Annex III.

RBM IMPLEMENTATION IN WFP TO DATE

14. WFP's strategy for the introduction of RBM has been to review the relevant approaches and experience of other organizations; raise staff awareness of RBM; introduce RBM elements as key procedures, manuals and other documents are reviewed; and prepare for the full-scale introduction of RBM to support the new governance arrangements. As of September 2001, WFP had undertaken RBM measures in inter-agency activities, staff training and awareness, and internal mechanisms. These are described below.

Inter-agency Fora and Visits

15. In April 2000, WFP sent a high-level RBM mission to North America. The delegation was briefed, and they then reviewed RBM approaches used by the Canadian International Development Agency (CIDA), the United Nations Development Programme (UNDP) and the United Nations Children's Fund (UNICEF). Subsequently, WFP participated in a one-week UNDP staff workshop to review that organization's experience with RBM.
16. Representatives of CIDA, the International Fund for Agricultural Development (IFAD) and UNDP have visited WFP to share with staff their organizations' RBM experiences.
17. WFP helped found and continues to participate in periodic meetings of an informal RBM group. This group comprises representatives of the International Committee of the Red Cross (ICRC), non-governmental organizations (NGOs) and United Nations organizations—including the Food and Agriculture Organization (FAO) and IFAD—that meet to exchange ideas and share problems encountered and solutions found in tailoring RBM to serve their organizations. The latest meeting of this group was hosted by WFP in February 2001.

Training and Awareness

18. RBM awareness-raising sessions have been conducted at WFP Headquarters and in regional centres to promote understanding of the concept of RBM, alternative approaches and their implications for WFP. These sessions have been augmented by the posting of RBM materials on the Intranet and their distribution in hard copy and by the publication of a regular RBM column in the in-house monitoring and evaluation publication, *The Indicator*.
19. WFP's Executive staff and senior managers have participated in briefings and discussions of RBM and its applicability to WFP's work. The Executive Board members and other representatives were briefed on RBM and its use in WFP in April 2001. RBM is also included in management training and Enabling Development policy training and workshops.



20. The use of a rational management and design technique, such as the logical framework, is now required for Country Programmes and is being introduced for all development programmes and projects. This technique helps to ensure the formulation of clear objectives, the selection of suitable project activities and the gathering of performance data. Core skills training to implement the Enabling Development policy has included a module on logical framework analysis. WFP is currently examining the greater use of this technique in the design of emergency operations (EMOPs), protracted relief and recovery operations (PRROs) and Special Operations (SOs).
21. An explanation of the logical framework and associated concepts and terms has been included in the Programme Design Manual, together with advice on monitoring performance and identifying indicators.
22. Training in the use of the logical framework has been conducted through the Enabling Development training and in country office workshops for field and Headquarters staff. Further needs for logical framework training are being assessed.

Internal Mechanisms

23. WFP has begun implementing RBM in all of its key operational areas, including project planning, monitoring, evaluation, reporting and management.

⇒ *Planning*

24. The SFP 2002–2005, approved by the Executive Board at its Annual Session in 2001, incorporates an RBM goal, objectives, indicators (see Annex II) and a results framework. That document will form the basis for RBM in WFP, as the document defines the results WFP will seek to measure and report during the period 2002–2005. As this is an initial attempt to define key operational results, WFP expects to modify the proposed indicators in light of feedback from the Board, partners and its own implementing staff.
25. The Projected 2001 and 2002 Needs for WFP Projects and Operations (Blue Book) defines expected results at the output level. An important planning document in terms of WFP's resource needs, the Blue Book establishes a link between the allocation of resources and the results to be obtained by using those resources.
26. The proposed biennial programme support and administrative (PSA) budget (2002–2003) was prepared using the RBM approach. Each cost centre has stated its expected results, the activities it needs to undertake to achieve those results, the resources required to implement the activities and the indicators it proposes for internal management to measure its performance.

⇒ *Monitoring and Evaluation (M&E)*

27. Following a review of WFP's monitoring practices in 2000, the Office of Evaluation (OEDE) translated the review's findings and recommendations into results-oriented monitoring and evaluation guidelines. These guidelines set the framework for monitoring and evaluation in the field and provide hands-on guidance to staff on how to develop results-oriented systems based on a rational planning approach. The guidelines will facilitate a more consistent collection and analysis of results information. Training will be provided to all staff on the new guidelines. The guidelines implement a new M&E policy that emphasizes WFP's results orientation and links project-based reporting to corporate reporting.



⇒ **Reporting**

28. A review of the regular reports of country offices to their respective bureaux and to Headquarters is being conducted to incorporate reporting based on RBM indicators. The progressive connection of country offices to WINGS will enable the rapid use of results information for the preparation of performance reports, such as the Standard Project Reports and the Annual Performance Report.
29. A self-evaluation component has been added to the Country Office Report. Country offices will undertake an assessment at the end of a project or prior to the design of an extension. This self-evaluation focuses on reviewing, analysing and reporting the results achieved.

⇒ **Management**

30. All levels of WFP management have adopted a stronger results orientation. The shift from focusing on inputs and processes to focusing on key results for WFP's operations has been organization wide. Managers are aware that they must "manage for results", and that they will be accountable for the achievement of results within their areas of responsibility.

THE RESULTS WFP WILL DOCUMENT AND REPORT

31. The SFP 2002–2005 specifies the core results by programme category (in the "Objectives and Indicators" section). These are reproduced in Annex II for ease of reference. The indicators are mostly for outputs achievement but will be extended to cover outcomes for development projects by 2004. As noted, this is a first attempt to provide the information needed by the Executive Board, and the indicators will require testing and possible amendment to ensure their cost-effectiveness and practicality.

A FRAMEWORK FOR USING RESULTS INFORMATION

32. The governance measures approved by the Board in 2001 are being implemented over the period 2000–2004. Some of these measures are designed to enable the Executive Board to direct the work of WFP through three main groups of decision-making and information documents known as "governance tools". WFP is developing these tools by modifying existing Board documents, with the incorporation of RBM. These tools, the Strategic Plan, the Management Plan, and the Annual Performance Report, are all described below.

The Strategic Plan

33. The strategic direction for WFP will be set by the Board through a Strategic Plan that will cover a rolling four-year period and will be submitted for the Board's approval in alternate years. The Strategic Plan will include a goal, a strategy, objectives and indicators at the organizational level to be achieved within the parameters provided by the policies approved by the Board.
34. The Strategic Plan will include analysis of strengths, weaknesses, opportunities and threats based on quantifiable performance data. Based on the analysis, the Plan will set WFP's strategic direction through RBM objectives and indicators. Preparation of the Strategic Plan



will be coordinated by the Strategic Planning Service (SPS). The Board will first consider the Plan in 2003, following consultations with the Bureau on the Plan's structure and content.

The Management Plan

35. Approval of the Strategic Plan will be followed by submission of a Management Plan that will outline the proposed measures, programmes, projects and operations to implement the strategy over the subsequent two years of the period covered by the Strategic Plan. The Management Plan will link these measures, programmes, projects and operations to its resource projections and indicative resource allocations in proposing the WFP budget for the subsequent biennium.
36. The Office of Budget (OEDB) will lead a task force to prepare the Management Plan. The Secretariat will consult with the Board's Bureau to decide on the format and content of the Management Plan well in advance of that Plan's first submission to the Board in 2003.

The Annual Performance Report

37. The Secretariat will be accountable to the Board for the Programme's performance against the objectives set out in the Strategic Plan and the Management Plan through the Annual Performance Report. The APR will compare the Management Plan's intended results with those achieved in the previous year, using the indicators established in the Strategic Plan.
38. The APR will be prepared by an SPS-led task force, and will be submitted to the Board for the first time in 2004, following consultations with the Bureau on the APR's format. The structure and content of the APR will be subject to periodic review in order to ensure coverage of the results required by the Board and other stakeholders.

Other Reports

39. Standard project reports (SPRs) currently contain largely input, process and financial information. A review of SPRs is being carried out, one objective of which is to incorporate key results information from project monitoring. This information will show projects' progress against the indicators approved in the Strategic Plan, and should be available annually through the WINGS database.
40. Various "oversight" reports submitted to the Board to enable it to assess WFP's performance will be reviewed by a task force led by the Office of Evaluation (OEDE). In consultation with the Board's Bureau, the review will examine how these reports may be consolidated or incorporated in the APR.

FUTURE ACTIONS

41. Based on the corporate-level indicators specified in Annex II, WFP needs to determine how operation-level results can be measured, collected and reported. This will be an ongoing feedback process, with constant adjustments made based on experience.

Logical Planning

42. As discussed above, RBM is dependent upon the use of a logical framework or a similar technique that clearly defines the results chain in all WFP field activities (development,



EMOP, PRRO, SO). The framework is useful at all stages (planning, monitoring, reporting and evaluation) of an activity. Its central role in RBM will necessitate further training, especially in relation to relief projects.

Data Collection and Processing

43. Testing of mechanisms to collect, process and report results information will be carried out during 2002–2003 (with subsequent revision as appropriate). The suitability of the mechanisms will be assessed, based on the results information they provide against the Strategic Plan indicators.
44. Ongoing improvement of **data collection** will involve training and education of WFP staff, government counterparts and implementing partners. It is expected that this training can be integrated into existing training programmes to minimize additional costs. Mechanisms for data collection will have to be built into new projects.
45. **Data/information processing** will depend heavily on WINGS' being refined and utilized as the main data handling mechanism. A feedback flow needs to be established among country offices, regional bureaux, the Operations Department (OD), Support Services and OEDE, ensuring a timely and adequate supply of results data. Reporting mechanisms (in addition to the Country Office Report and the SPRs) need to be standardized and routines for review instituted. It is also expected that further training will be required to ensure the timely receipt of the right information and its use in management decision-making.

Mainstreaming RBM

46. RBM is expected to become the dominant way of working within WFP. To institutionalize RBM, WFP is taking the following measures:
 - The Deputy Executive Director is the organization's RBM focal point.
 - The Strategic Planning Service will be WFP's in-house unit coordinating the implementation of RBM. SPS will coordinate planning and reporting (with OD), operational aspects (with OD, regional bureaux and country offices), budgeting (with the OEDB and the Programming Service [ODP]), and monitoring and evaluation (with OEDE and OD).
 - Progress in implementing RBM and governance measures will be reported to the Board annually.
 - Corporate and individual commitment to RBM will be enhanced.
 - WFP's approach to RBM will be harmonized with national governments, donors, other United Nations agencies and the CCA/UNDAF.
47. When RBM is institutionalized, the full benefits of the approach will be realized in the even more effective, efficient and accountable governance and management of WFP.



WFP ACTIONS TO IMPLEMENT RESULTS-BASED MANAGEMENT BY 2004



RBM Element	Related Governance Tool	Actions Taken	Future Actions
1. Results-oriented culture		<ul style="list-style-type: none"> ➤ Programme of RBM awareness-raising and training in RBM terms and concepts undertaken for staff at Headquarters and in regions through regional meetings, management training, Enabling Development training, and planning workshops ➤ Senior management review of RBM approaches of CIDA, UNDP and UNICEF undertaken ➤ CIDA, IFAD and UNDP presentations made to WFP staff on their organization's RBM approach ➤ RBM publications made available in library and on Intranet and distributed to staff in hard copy ➤ Regular in-house newsletter column for staff information published ➤ Regular informal inter-organization group meetings held on RBM issues ➤ The Member States representatives briefed on RBT and the issues being addressed by WFP 	<ul style="list-style-type: none"> ➤ Continued RBM awareness-raising and training ➤ Continued informal liaison with NGOs, United Nations agencies and governments on RBM issues ➤ Continued information dissemination through newsletters and sessions within regional meetings ➤ Production of a basic guide to RBM for WFP staff ➤ Expansion of available RBM-related materials ➤ Training programmes for specific elements of RBM ➤ The Executive Board will be informed annually of the RBM developments in WFP ➤ Under the direction of the Contact Group on Governance and RBM (chaired by the Deputy Executive Director), the WFP Strategic Planning Service will be the focal point for institutionalizing RBM in WFP
2. Clearly defined results expected from WFP's:			
a) organizational strategy	a) Strategic Plan	a) In 2001, WFP's goal, objectives and indicators for programme categories and support activities approved by the Executive Board in the SFP 2002–2005	a) <ul style="list-style-type: none"> ➤ Output indicators for all programme categories and support activities to be tested and refined; outcome indicators for development to be developed, tested and refined ➤ With the Board's Bureau, the Strategic Plan 2004–2007 is to be revised and prepared for consideration by the Board in 2003, using performance data ➤ WFP's RBM approach to be harmonized with those of partner organizations and governments

WFP ACTIONS TO IMPLEMENT RESULTS-BASED MANAGEMENT BY 2004

RBM Element	Related Governance Tool	Actions Taken	Future Actions
b) cost centre workplans c) programmes and projects	b) Management Plan c) Approval of programmes and projects by Executive Board	b) Expected results for each cost centre developed in preparing the WFP 2002–2003 budget c) <ul style="list-style-type: none"> ➤ Expected results for each operation incorporated in Blue Book on resource needs in 2000 and 2001 ➤ Expected results included in Country Programmes and project proposals in 2001 using the logical framework for development projects ➤ Baseline studies and expected results statements are being prepared for school feeding projects ➤ Performance indicator menu made available to staff for all types of operations 	b) Budget preparation requirements to be refined and institutionalized; cost centres to be supported in applying RBM to their work programmes and MAPs (Management and Appraisal of Performance System) c) <ul style="list-style-type: none"> ➤ Board to review the process of programme and project review ➤ The use of logical frameworks in relief activity design to be investigated ➤ Findings to be introduced and staff trained in application
3. Resource requirements linked to results	Management Plan	<ul style="list-style-type: none"> ➤ Cost analysis study undertaken of projects to identify item common cost ranges and assist in cost containment. ➤ Cost centres' expected results, activities and resource requirements linked in preparing the WFP 2002–2003 budget 	<ul style="list-style-type: none"> ➤ In proposed project budgets, evaluation of costs to be linked to expected results ➤ Cost centres' resource requirements to be linked to expected results through planned activities ➤ Format and content of the Management Plan 2004–2005 that will be considered by the Board in 2003 to be developed



WFP ACTIONS TO IMPLEMENT RESULTS-BASED MANAGEMENT BY 2004

RBM Element	Related Governance Tool	Actions Taken	Future Actions
4. Monitoring of programme, project and cost centre results	"Oversight Reports" information and decision reports received by the Board	<ul style="list-style-type: none"> ➤ Based on a review of M&E in 2000, the results-oriented M&E policy includes an emphasis on performance information collection ➤ Draft results-oriented monitoring and evaluation guidelines prepared (2001) 	<ul style="list-style-type: none"> ➤ SFP indicators to be included in the required country office reporting and the WINGS data storage facility ➤ Results reporting mechanisms to be standardized ➤ WINGS to be extended to support easy data entry and analysis for results reporting ➤ M&E guidelines to be field-tested and finalized; training in their application to be provided to WFP staff and partners ➤ Indicators at output level for all programme categories to be reviewed periodically for appropriateness and practicality ➤ Outcome indicators for development projects to be determined, tested and implemented ➤ The Programme Review Committees to examine critically the monitoring proposals for new programmes and projects
5. Use of results information for:			
a) management decision-making		a) The country office reports to regional bureaux reviewed and the SFP indicators incorporated	a) <ul style="list-style-type: none"> ➤ Regular review of summary performance reports at the country offices and regional bureaux and at the division and Executive staff levels to be reviewed regularly ➤ Regular information needs by level of management to be determined and procedures established to ensure the information flow ➤ WFP to work with other United Nations agencies and governments to develop harmonized RBM approach at the field level ➤ WFP to participate in efforts to strengthen RBM in CCA/UNDAFs



WFP ACTIONS TO IMPLEMENT RESULTS-BASED MANAGEMENT BY 2004

RBM Element	Related Governance Tool	Actions Taken	Future Actions
<p>b) learning from experience</p> <p>c) accountability reporting</p>	<p>c) Annual Performance Report</p>	<p>b) The WFP evaluation memory system revised</p> <p>c) Standard Project Reports are being reviewed and results information will be included in the new format</p>	<p>b)</p> <ul style="list-style-type: none"> ➤ The Board to review annually the APR and evaluations for policy lessons ➤ The need for a document to support the Executive Board's review of the APR to be discussed with the Executive Board Bureau ➤ Country offices and regional bureaux to develop a mechanism for reviewing reports and learning from experience <p>c)</p> <ul style="list-style-type: none"> ➤ APR containing results information to be submitted to Executive Board annually, from 2004 ➤ The format and content of the APR to be discussed with the Executive Board Bureau in preparation for first presentation to the Executive Board in 2004 ➤ WFP to develop a mechanism for learning from the evaluation of CCA/UNDAFs ➤ SPRs to be produced annually in the revised format emphasizing results achieved



ANNEX II

THE SFP 2002–2005 GOAL, OBJECTIVES, AND INDICATORS

The Goal for 2002–2005 Is:

Excellence in providing food assistance that enables all planned beneficiaries of WFP relief activities to survive and maintain healthy nutritional status, and enabling the social and economic development of at least 30 million hungry people every year.

I. DEVELOPMENT PROGRAMMES AND PROJECTS

Indicative Resource Availability
2002–2003 US\$633 million
2004–2005 US\$638 million

Objectives	Annual Indicators of Results
<p>I.A. Annually to have enabled at least 30 million targeted hungry poor people to participate in development opportunities by removing hunger as a constraint:</p> <ul style="list-style-type: none"> ➤ Within the ratio of 50 percent for least-developed countries (LDCs): 90 percent for low income, food deficit countries (LIFDCs) and 10 percent for other countries ➤ With the planned ration, within the approved budget and timetable ➤ Targeting the poorest of the poor ➤ With at least 75 percent of beneficiaries being women and children ➤ Giving control of the food assistance to women ➤ Enabling the creation of personal and community developmental assets in the categories of: mother and child health, education and training, physical infrastructure, disaster mitigation and natural resource management (at least 25 percent of assets created will be controlled by women) 	<p>I.A. Total number of beneficiaries:</p> <ul style="list-style-type: none"> ➤ Ratio of WFP development expenditure for LDCs, LIFDCs and other countries ➤ Percentage of activities implemented as planned regarding (i) ration size distributed, (ii) expenditure commitment level, and (iii) timing of distributions ➤ Percentage of beneficiaries earning less than US\$1 per day ➤ Percentage of women and children beneficiaries ➤ Percentage of females on local food/activity committees in charge of distribution ➤ Number of beneficiaries who gained a personal or community asset by asset category, gender and age group ➤ Quantity of assets created and controlled by beneficiaries in each asset category, by gender and age group
<p>I.B. To have aligned all activities with the Enabling Development policy and guidelines by 2003:</p> <ul style="list-style-type: none"> ➤ To have ensured partnerships for the provision of essential non-food inputs 	<p>I.B. Percentage of activities aligned with the Enabling Development policy and guideline requirements, by expenditure:</p> <ul style="list-style-type: none"> ➤ Number and percentage of projects with partner inputs by partnership type and value of resources contributed
<p>I.C. To have had output- and outcome-level results for the following percentages of the development portfolio: 50 percent (2002), 75 percent (2003), 90 percent (2004), 100 percent (2005)</p>	<p>I.C. Percentage of activity standard project reports containing output and outcome results</p>



II. EMERGENCY OPERATIONS

Indicative Resource Availability
2002–2003 US\$1.3 billion
2004–2005 US\$1.2 billion

Objectives	Annual Indicators of Results
<p>II.A. To have fed 100 percent of the hungry people targeted in approved EMOPs:</p> <ul style="list-style-type: none"> ➤ With the planned ration, within the approved budget and timetable ➤ With at least 80 percent of recipients being women and children ➤ Giving control of the food assistance to women ➤ Enabling targeted people to sustain themselves without emergency assistance 	<p>II.A. Percentage of total planned beneficiaries in approved EMOPs who received WFP food assistance:</p> <ul style="list-style-type: none"> ➤ Percentage of total planned beneficiaries who received the planned ration within the approved budget and timetable ➤ Number of women and children beneficiaries ➤ Percentage of local food aid distribution committees/structures/mechanisms managed or controlled by women ➤ Percentage of former EMOP beneficiaries no longer requiring emergency food assistance
<p>II.B. To have designed phase-out strategies, or PRROs where necessary, to help people transition from EMOP assistance to development</p>	<p>II.B. Percentage of concluded EMOPs with a phase-out strategy and/or transition to another programme category</p>
<p>II.C. To have had output-level results for the following percentages of the EMOP portfolio: 50 percent (2002), 75 percent (2003), 90 percent (2004), 100 percent (2005)</p>	<p>II.C. Percentage of EMOP programme by expenditure, for which output monitoring information was available</p>



III. PROTRACTED RELIEF AND RECOVERY OPERATIONS

Indicative Resource Availability
2002–2003 US\$880 million
2004–2005 US\$828 million

Objectives	Annual Indicators of Results
<p>III.A. To have fed 100 percent of the hungry people targeted by approved PRROs annually:</p> <ul style="list-style-type: none"> ➤ With the planned ration, within the approved budget and timetable ➤ With at least 80 percent of recipients being women and children ➤ Giving control of the food assistance to women ➤ Enabling targeted people to sustain themselves without emergency assistance ➤ With WFP partners, whenever conditions allow, enabling their creation of personal and community developmental assets in the categories of: mother and child health, education and training, physical infrastructure, disaster mitigation and natural resource management (with at least 25 percent of assets created controlled by women) 	<p>III.A. Number of beneficiaries of PRRO assistance compared with planned number in approved proposals for each year:</p> <ul style="list-style-type: none"> ➤ Percentage of beneficiaries who received the planned ration within the planned budget and timetable ➤ Number of women and children beneficiaries ➤ Percentage of females on local food/activity committees in charge of distribution ➤ Number of former PRRO beneficiaries no longer requiring emergency food assistance ➤ Number of beneficiaries who have gained a personal or community asset in each priority category of development assistance ➤ Quantity of assets created and controlled by beneficiaries in each priority category
<p>III.B. For each PRRO, to have assessed the need for continued food assistance and designed (i) a phase-out strategy, (ii) a “graduation to development” strategy, or (iii) a PRRO expansion strategy as required</p>	<p>III.B. Percentage of PRROs with a phase-out, graduation or expansion strategy</p>
<p>III.C. To have had output- and where possible outcome-level results for the following percentages of the PRRO portfolio: 50 percent (2002), 75 percent (2003), 90 percent (2004), 100 percent (2005)</p>	<p>III.C. Annual percentage of PRROs by expenditure for which output and/or outcome results data were available</p>



IV. SPECIAL OPERATIONS

Indicative Resource Availability
2002–2003 US\$42 million
2004–2005 US\$42 million

Objectives	Annual Indicators of Results
<p>IV.A. To have designed and implemented an effective and cost-effective logistics and transport infrastructure repair or rehabilitation operation:</p> <ul style="list-style-type: none"> ➤ Whenever this was viable and essential for ensuring that adequate food assistance reached people targeted by WFP's approved EMOPs and/or PRROs 	<p>IV.A. Percentage of SOs funded to at least 70 percent of requirements:</p> <ul style="list-style-type: none"> ➤ Percentage change in delivery cost due to SOs ➤ Percentage change in volume of WFP tonnage transported through SO-improved facilities ➤ Number of delivery mechanisms made possible by an SO
<p>IV.B. To have provided a full-cost recovery logistics and transport service to the international humanitarian community on request for the provision of non-food items for EMOPs and PRROs</p>	<p>IV.B. Number of logistics support service operations provided to organizations other than WFP by category: United Nations, donors, NGOs, governments</p>

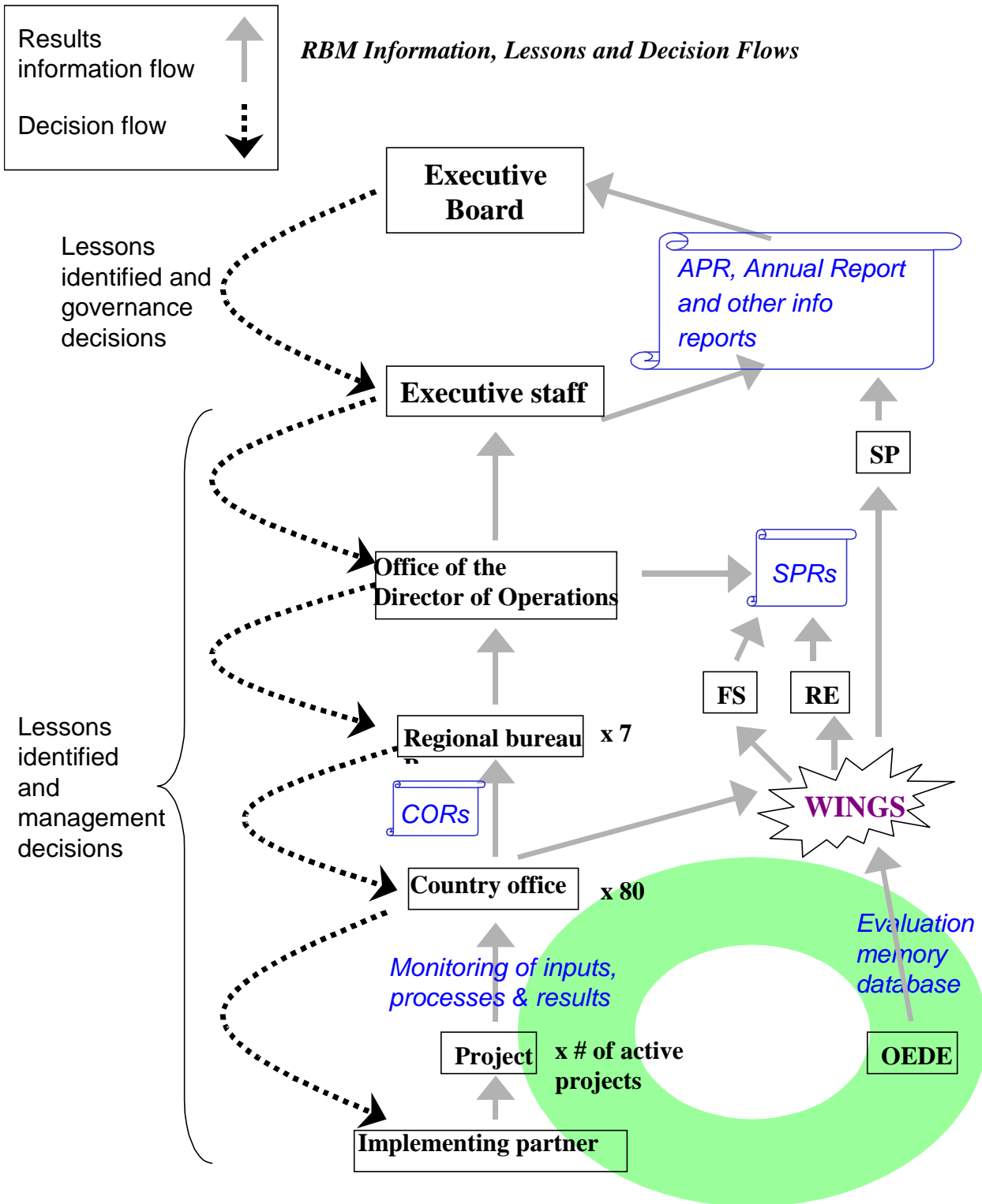
V. SUPPORT ACTIVITIES

Indicative Budget Allocation
2002–2003 US\$437 million
2004–2005 US\$420 million

Objectives	Annual Indicators of Results
<p>V.A. To have provided the necessary outputs (goods and services) required to support the identification, design, appraisal, funding, financing, implementation, monitoring, evaluation, management and accountability of the activities undertaken in the four programme categories</p>	<p>V.A.</p> <ul style="list-style-type: none"> ➤ Regular periodic management reports made by Division Directors for the Executive Staff using key quantitative indicators of current performance ➤ Effectiveness of support services' outputs assessed by country offices ➤ Unqualified Audited Biennial Accounts noted by the Executive Board ➤ Standard project reports received in a timely fashion by donors



ANNEX III



ACRONYMS USED IN THE DOCUMENT

APR	Annual performance report
CCA	Common country assessment
CIDA	Canadian International Development Agency
EMOP	Emergency operation
IFAD	International Fund for Agricultural Development
LDC	Least developed country
LIFDC	Low income, food deficit country
M&E	Monitoring and evaluation
NGO	Non-governmental organization
OD	Operations Department
OEDB	Office of Budget
OEDE	Office of Evaluation
PRRO	Protracted relief and recovery operation
RBM	Results-based management
RBT	Results-based thinking
SFP	Strategic and Financial Plan
SO	Special operation
SPR	Standard project report
SPS	Strategic Planning Service
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WINGS	WFP Information Network and Global System

