

**WFP'S DRAFT 2014–2017
STRATEGIC RESULTS FRAMEWORK**



**Third Informal Consultation
on the Strategic Results Framework:
Introduction to the Performance Management System**

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World Food Programme
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WHAT IS THE STRATEGIC RESULTS FRAMEWORK?

1. WFP's 2014–2017 Strategic Results Framework (SRF) is a normative instrument for project design, monitoring and reporting, and serves to operationalize the Strategic Plan (2014–2017). The SRF serves several salient purposes: i) it aligns outcomes and outputs with the higher level Strategic Objectives of the Strategic Plan, thereby translating the organization's high level objectives into actionable results and deliverables; ii) it provides a normative framework around which all WFP projects are designed; iii) it provides a list of corporate indicators used by all offices for outcome and output monitoring; iv) it informs corporate reporting with achievement values for the indicators in the SRF being included in WFP's Standard Project Reports (SPRs) and the Annual Performance Report (APR).
2. In serving these varied purposes, the SRF is a core element of WFP's performance management system and ensures harmonized approaches to project design, monitoring and reporting across WFP operations. The framework also helps WFP demonstrate its contributions to the Millennium Development Goals, in particular to MDGs 1, 2 and 4. The SRF is complemented by WFP's Management Results Framework (MRF), which captures WFP's managerial results and indicators, and by Country Strategies, which describe WFP's strategic orientation at country level.

PROCESS FOR DEVELOPING THE SRF

3. The SRF has been developed through a robust consultative process. In addition to the engagement of WFP managers and technical staff at Headquarters, Regional Bureaux and Country Offices, the SRF has been developed in consultation with other United Nations funds, programmes and agencies in line with the Quadrennial Comprehensive Policy Review (QCPR), particularly UNDP, UNICEF, UNFPA and UN-Women, and with other sister agencies and stakeholders including FAO, IFAD, UNHCR, WHO, UNAIDS, OCHA, ICRC and ISDR. This collaborative process has improved the quality of the SRF and strengthened harmonization with sister agencies, while avoiding gaps and redundancies in work with key partners.

STRUCTURE OF THE SRF

4. In line with the QCPR, WFP has agreed with other UNDG agencies, funds and programmes to take steps towards converging strategic planning, particularly with respect to results frameworks. Consequently, WFP's SRF relies on the same results chain and the same definitions included in the UNDG RBM Guidelines.
5. The structure of the SRF reflects the four Strategic Objectives of the 2014–2017 Strategic Plan:
 - strategic Objective 1: Save Lives and Protect Livelihoods in Emergencies;
 - Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies;
 - Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs;
 - Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger.
6. For each of the four Strategic Objectives, the goals included in the 2014–2017 Strategic Plan are listed. Also included under each Strategic Objective is the set of outcomes and outputs that have been developed for 2014–2017. Each of the outcomes is linked to one or more outputs, with the output statements describing the tangible deliverables WFP can be held accountable for. Outcomes are linked upwards to the Strategic Objectives and downward to outputs. Outputs, in turn, are linked downwards to activities and inputs (not shown in the SRF). This hierarchical linkage from inputs through to Strategic Objectives describes the WFP results chain.

CONTENT OF THE SRF

7. The Strategic Plan (2014–2017) does not purport to chart a new direction but aims to consolidate the shift from food aid to food assistance described in the 2008-2013 Strategic Plan. In line with the new Strategic Plan, the SRF aims to better reflect WFP's efforts to prepare and respond to shocks, restore and rebuild lives and livelihoods, reduce vulnerability and build lasting resilience. The mainstreaming of capacity development work (previously under Strategic Objective 5) into the four Strategic Objectives, reflects the intent to strengthen capacity development across all Strategic Objectives. The 2014–2017 SRF also

integrates gender, protection¹, accountability to affected populations and partnership work by including a set of cross-cutting results and indicators.

8. The SRF is a compendium of WFP's outcomes and outputs. Each of the outcomes and outputs included in the SRF has at least one corporate indicator. The indicators included in the SRF are restricted to those which: i) are deemed to be of relevance to most WFP operations; and ii) are considered to be of strategic importance. Other indicators not meeting these two criteria are considered 'project-specific', and are available to WFP staff in a Project-specific indicator compendium.

BUSINESS RULES FOR USING THE SRF

9. Application of the following business rules will ensure harmonized approaches to project design, monitoring and reporting at all WFP locations:
 - i) The SRF shall be used for the design of all WFP projects.
 - ii) The design of project logframes shall begin with the selection of the Strategic Objective(s) described in the narrative section of the project document. Depending on the operational context and programmatic scope, a project may contain only one Strategic Objective or multiple Strategic Objectives.
 - iii) Each project objective in the narrative section must be aligned to only one Strategic Objective.
 - iv) For each Strategic Objective selected for the project, at least one outcome must be selected from the SRF.
 - v) For each outcome selected, the corresponding Key Outcome Indicators (KOIs) (those in bold font) must be selected from the SRF.² All other outcome indicators of relevance to the project should also be selected. For those outcomes that do not have corresponding KOIs, at least one outcome indicator must be selected.
 - vi) For each outcome selected, at least one linked output must also be selected from the SRF.
 - vii) For each output selected, all linked output indicators of relevance to the programme must be selected from the SRF.

¹ For WFP, protection means carrying out food assistance activities that do not increase the protection risks faced by food-insecure populations, but rather contribute to the safety, dignity and integrity of those we seek to assist.

² For the nutrition outcome indicators, further guidance is being developed and will be shared with country offices and regional bureaux.

- viii) Indicators selected from the SRF can be complemented by indicators from the Project-specific indicator compendium.
- ix) Baselines must be established for all outcome indicators as part of the project development process, or if this is not possible, within three months of the start of project implementation.
- x) Project targets must be established for all outcome indicators as part of the project development process. The project target values will normally be those included in the SRF, but might differ, depending on the country context. Project-specific targets should be set at the same time as baselines are established.
- xi) All outcome indicators included in project logframes must be monitored according to the timeframe described in Annex. For emergency operations (EMOPs) and emergency components of protracted relief and recovery operations (PRROs), this rule can be waived if the activity is implemented for less than six months.
- xii) The cross-cutting indicators are mandatory for all projects and should be included in project logframes. All cross-cutting indicators must be monitored at least twice per year.

STRATEGIC OBJECTIVE 1: Save Lives and Protect Livelihoods in Emergencies GOALS: <i>1: Meet urgent food and nutrition needs of vulnerable people and communities and reduce under nutrition to below emergency levels</i> <i>2: Protect lives and livelihoods while enabling safe access to food and nutrition for women and men</i> <i>3: Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</i>		IMPACT Contribution to: Eradication of extreme hunger (MDG 1/SDG) Achieve universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
CROSS-CUTTING RESULTS AND INDICATORS: GENDER: Gender equality and empowerment improved; INDICATORS: Proportion of women in leadership positions of project management committees (Target >50%); Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution (Target: >60%). PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions; INDICATORS: Proportion of assisted people who do not experience safety problems travelling to or from and at WFP programme sites (Target: 80% for EMOPs, 90% for PRROs, 100% for CPs/DEVs); Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)(Target: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs). PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained; INDICATORS: Proportion of project activities implemented with the engagement of complementary partners (Target: Project specific); Amount of complementary funds provided to the project by partners (including NGOs, civil society, private-sector organizations, international financial institutions and regional development banks (Target: Project specific); Number of partner organizations that provide complementary inputs and services (Target: Project specific).		
Strategic Objective 1 Outcomes	Indicators	Project targets and data sources
Outcome 1.1 Stabilized or reduced undernutrition among children under 5 and pregnant and lactating women³ Linked outputs: A and K	1.1.1 Moderate Acute Malnutrition (MAM) Treatment Performance Rate (recovery, mortality, default and non-response rates)	Target: Mortality <3%; Recovery rate >75%; Non-response rate < 15% Default rate <15% Data source: Ministry of Health/WFP patient register; Monthly CP reports

³ For treatment of MAM, the following KOIs will be measured: 1.1.1 and 1.1.3; for prevention of acute malnutrition: 1.1.2 and 1.1.3; for addressing micronutrient deficiencies (6–59 months): 1.1.2 and 1.1.3.

Strategic Objective 1 Outcomes	Indicators	Project targets and data sources
	1.1.2 Proportion of target population who participate in an adequate number of distributions⁴	Target: Greater than 66% Data source: PDM
	1.1.3 Proportion of eligible population who participate in programme (coverage)	Target: MAM Treatment Coverage >50% Rural areas; >70% Urban areas; >90% Camp situations; >70% Prevention Data source: SQUEAC method, Survey
Outcome 1.2 Stabilized or improved food consumption over assistance period for targeted households Linked outputs: A	1.2.1 Food consumption score⁵ (FCS)	Target: 80% of targeted households have at least borderline food consumption Data source: EFSA, PDM, FSOM
	1.2.2 Daily average dietary diversity	Target: 80% of targeted households consume at least 3 food groups on average per day Data source: EFSA, PDM, FSOM
	1.2.3 Coping strategy index (CSI)	Target: CSI of 80% of targeted households is reduced or stabilized Data source: EFSA, PDM, FSOM

⁴ Seeks to measure individual programme participation, particularly the number of distributions an individual participates in as part of a nutrition intervention. The target of 66 percent aims to measure whether an individual beneficiary participates in two thirds of a nutrition intervention's intended SNF distributions in order to establish whether adequate SNF was delivered over time.

⁵ Standard thresholds for the FCS are 21 and 35; poor food consumption occurs if FCS is equal or less than 21; borderline food consumption –if FCS is between 21.5 and 35; and acceptable food consumption if FCS is higher than 35.

Strategic Objective 1 Outcomes	Indicators	Project targets and data sources
Outcome 1.3 Restored or stabilized access to basic services and community assets⁶ Linked outputs: A and B	1.3.1 Retention rate for boys and girls	Target: 70% retention of enrolled boys and girls Data source: EMIS, school records, surveys
	1.3.2 Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes	Target: Default rate <15% Data source: CP reports
	1.3.3 Community asset score (CAS)	Target: 50% of assets that were damaged or destroyed during the emergency are restored Data source: EFSA, PDM, FSOM
Outcome 1.4 National institutions, regional bodies, and the humanitarian community are enabled to prepare for, assess and respond to emergencies Linked outputs: C and D	1.4.1 Emergency preparedness and response capacity index (EPCI) ⁷	Target: Increase of index based on initial assessment Data source: Capacity analysis
	1.4.2 User satisfaction rate	Target: Project specific Data source: User satisfaction survey

⁶ Outputs related to food-for-assets (FFA) addressing this outcome refer to the repair or maintenance of critical physical and natural assets that enable targeted communities to: access humanitarian assistance, critical infrastructure and services (e.g. roads to access markets); and reduce additional risk (e.g. drainage of canals before the rainy season to reduce the risk of floods).

⁷ The EPCI is composed of six areas in which WFP provides EPR capacity development: food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications; hazard analysis and early warning in support of food security; and support for national disaster-response planning.

STRATEGIC OBJECTIVE 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies GOALS: <i>1: Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance</i> <i>2: Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems</i> <i>3: Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and IDPs⁸</i> <i>4: Ensure equitable access to and control over food and nutrition assistance for women and men</i>		IMPACT Contribution to: Eradication of extreme hunger (MDG 1/SDG) Achieve universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
CROSS-CUTTING RESULTS AND INDICATORS: GENDER: Gender equality and empowerment improved; INDICATORS: Proportion of women in leadership positions of project management committees (Target >50%); Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution (Target >60%). PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions; INDICATORS: Proportion of assisted people who do not experience safety problems travelling to or from or at WFP programme sites (Target: 80% for EMOPs, 90% for PRROs, 100% for CPs/DEVs); Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) (Target: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs). PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained; INDICATORS: Proportion of project activities implemented with the engagement of complementary partners (Target: Project specific); Amount of complementary funds provided to the project by partners (including NGOs, civil society, private-sector organizations, international financial institutions, regional development banks (Target: Project specific); Number of partner organizations that provide complementary inputs and services (Target: Project specific).		
Strategic Objective 2 Outcomes	Indicators	Project targets and data sources
Outcome 2.1 Adequate food consumption reached or maintained over assistance period for targeted households Linked outputs: A	2.1.1 Food consumption score (FCS)	Target: 80 % of targeted households have acceptable food consumption Data source: EFSA, PDM, FSOM
	2.1.2 Daily average dietary diversity	Target: 80 % of targeted households consume at least 4 food groups on average per day Data source: EFSA, PDM, FSOM
	2.1.3 Coping strategy index (CSI)	Target: CSI of 80% of targeted households is reduced or stabilized
Outcome 2.2 Improved access to assets and basic services including community and market infrastructure Linked outputs: A and B	2.2.1 Community asset score (CAS)	Target: 80% of targeted communities with community assets over baseline Data source: EFSA, PDM, FSOM
	2.2.2 Retention rate for boys and girls	Target: 70% retention of enrolled boys and girls Data source: EMIS, school records, surveys

⁸ Outcomes 2.1 and 2.3 include refugees, returnees and internally displaced persons (IDPs).

Strategic Objective 2 Outcomes	Indicators	Project targets and data sources
Outcome 2.3 Stabilized or reduced undernutrition, including micronutrient deficiencies among children age 6–59 months, pregnant and lactating women, and school-age children⁹ Linked outputs: A and K	2.3.1 MAM treatment performance rate (recovery¹⁰, mortality, default and non-response rates)	Target: Mortality rate <3%; Recovery rate >75%; Default rate <15%; Non-response rate <15% Data source: Ministry of Health/WFP patient register; Monthly CP reports
	2.3.2 Proportion of target population participating in an adequate number of distributions	Target: > 66% Data source: PDM
	2.3.3 Proportion of eligible population who participate in programme (coverage)	Target: MAM treatment coverage: >50% rural areas; > 70% urban areas; >90% camp situation; >70% prevention Data source: SQUEAC method, surveys
	2.3.4 Proportion of children consuming a minimum acceptable diet¹¹	Target:> 70% Data source: PDM
	2.3.5 Average number of school days per month when multi-fortified foods or at least four food groups were provided	Target: 80% of school days (e.g. 80% of 20 school feeding days per month = 16 days) Data source: School report, school stock reports
Outcomes 2.4 Capacity developed to address national food insecurity needs Linked outputs: E and F	2.4.1 National capacity index (NCI)¹²	Target: Increase of index based on initial assessment Data source: Capacity analysis

⁹ For Treatment of MAM, the following KOIs will be measured: 2.3.1 and 2.3.3; for prevention of acute malnutrition: 2.3.2 and 2.3.3; for prevention of chronic malnutrition (stunting): 2.3.3 and 2.3.4; and for addressing micronutrient deficiencies (6–59 months): 2.3.2 and 2.3.3.

¹⁰ Includes nutritional recovery rate for ART, TB-DOTS and PMTCT patients, where applicable.

¹¹ Developed by UNICEF and WHO, **Minimum Acceptable Diet** is part of the compendium of indicators used to measure infant and young child feeding practices. It is an indicator widely used in health and nutrition surveys to identify the proportion of children aged 6 to 24 months who consumed a minimum acceptable diet (outside the consumption of breast milk).

¹² The NCI can be adapted to capture specific national capacities in school feeding, resilience, nutrition, etc.

STRATEGIC OBJECTIVE 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs GOALS: <i>1: Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks, and adapt to climate change through food and nutrition assistance</i> <i>2: Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities</i> <i>3: Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety net systems, including systems linked to local agricultural supply chains</i>		IMPACT Contribution to: Eradication of extreme hunger (MDG 1/SDG) Achieve universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
CROSS-CUTTING RESULTS AND INDICATORS: GENDER: Gender equality and empowerment improved; INDICATORS: Proportion of women in leadership positions of project management committees (Target >50%); Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution (Target >60%). PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions; INDICATORS: Proportion of assisted people who do not experience safety problems travelling to/ from, and at WFP programme sites (Target: 80% for EMOPs, 90% for PRROs, 100% for CPs/DEVs); Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) (Target: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs) . PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained; INDICATORS: Proportion of project activities implemented with the engagement of complementary partners (Target: Project specific); Amount of complementary funds provided to the project by partners (including NGOs, civil society, private-sector organizations, international financial institutions, regional development banks (Target: Project specific); Number of partner organizations that provide complementary inputs and services (Target: Project specific).		
Strategic Objective 3 Outcomes	Indicators	Project targets and data sources
Outcome 3.1 Improved access to livelihood assets has enhanced resilience¹³ and reduced risk of disaster and shocks of targeted food insecure communities and households¹⁴ Linked outputs: A, B and I	3.1.1 Community asset score (CAS)	Target: 80% of targeted communities with community assets over baseline Data source: PDM, FSOM
	3.1.2 Food consumption score (FCS)	Target: 80% of targeted households have acceptable food consumption Data source: PDM, FSOM
	3.1.3 Daily average dietary diversity	Target: 80% targeted households consume at least 4 food groups on average per day Data source: PDM, FSOM

¹³ WFP's resilience work is governed by its policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (WFP, 2011) which adheres to the overall definition of the UNISDR on resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (Terminology on Disaster Risk Reduction. 2009. United Nations International Strategy for Disaster Reduction (UNISDR)

¹⁴ Assets refer to the five categories of capital: natural, physical, financial, social and human.

Strategic Objective 3 Outcomes	Indicators	Project targets and data sources
	3.1.4 Coping strategy index (CSI)	Target: CSI of 100% of targeted households is reduced or stabilized Data source: PDM, FSOM
	3.1.5 Retention rate for boys and girls	Target: 70% retention of enrolled boys and girls Data source: EMIS, school records, surveys
Outcome 3.2 Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels Linked outputs: H and I	3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	Target: Project specific Data source: Food Procurement Tracking System (FPTS) and WINGS
	3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	Target: Project specific Data source: Food Procurement Tracking System (FPTS) and WINGS
	3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Target: 10% of LRP volume is procured from pro-smallholder aggregation systems Data source: Food Procurement Tracking System (FPTS) and WINGS
	3.2.4 Share of active WFP vendors that demonstrate use of pro-smallholder aggregation systems	Target: 30% of active WFP vendors on the vendor list aggregate commodities sold to WFP in a pro-smallholder manner Data source: Food Procurement Tracking System (FPTS) and WINGS
Outcome 3.3 Risk reduction capacity of people, communities and countries strengthened Linked outputs: B, G, J and M	3.3.1 National capacity index (NCI)	Target: Increase of index based on initial assessment Data source: Capacity analysis
	3.3.2 Proportion of targeted communities supported by WFP reporting an improved capacity to manage climatic shocks and risks	Target: 80% of targeted communities reporting an improved capacity to manage climatic shocks and risks Data source: PDM, FSOM

STRATEGIC OBJECTIVE 4: Reduce undernutrition and break the intergenerational cycle of hunger GOALS: <i>1: Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance</i> <i>2: Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families</i> <i>3: Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality</i>		IMPACT Contribution to: Eradication of extreme hunger (MDG 1/SDG) Achieve universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
CROSS-CUTTING RESULTS AND INDICATORS: GENDER: Gender equality and empowerment improved; INDICATORS: Proportion of women in leadership positions of project management committees (Target >50%); Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution (Target >60%). PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions; INDICATORS: Proportion of assisted people who do not experience safety problems travelling to/ from, and at WFP programme sites (Target:80% for EMOPs, 90% for PRROs, 100% for CPs/DEVs); Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) (Target: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs). PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained; INDICATORS: Proportion of project activities implemented with the engagement of complementary partners (Target: Project specific); Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions, regional development banks (Target: Project specific); Number of partner organizations that provide complementary inputs and services (Target: Project specific).		
Strategic Objective 4 Outcomes	Indicators	Project targets and data sources
Outcome 4.1 Reduced under-nutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-age children¹⁵ Linked outputs: A and K	4.1.1 MAM treatment Performance Rate (recovery¹⁶, mortality, default and non-response rates)	Target: Mortality rate <3% Recovery rate >75% Default rate <15% Non-response rate <15% Data source: Ministry of Health/WFP patient register; monthly CP reports
	4.1.2 Proportion of target population who participate in an adequate number of distributions	Target: >66% Data source: PDM

¹⁵ For Treatment of MAM, the following KOIs will be measured: 4.1.1 and 4.1.3; for prevention of acute malnutrition: 4.1.2 and 4.1.3; for prevention of chronic malnutrition (stunting): 4.1.3 and 4.1.4; and for addressing micronutrient deficiencies (6–59 months): 4.1.2 and 4.1.3.

¹⁶ Includes nutritional recovery rate for ART, TB-DOTS and PMTCT clients, where applicable.

Strategic Objective 4 Outcomes	Indicators	Project targets and data sources
	4.1.3 Proportion of eligible population who participate in programme (coverage)	Target: MAM Treatment Coverage: > 50% rural areas >70% urban areas; >90% camp situations; >70% prevention Data source: SQUEAC method/ survey
	4.1.4 Proportion of children consuming a minimum acceptable diet	Target: >70% Data source: PDM
	4.1.5 Average number of school days per month when multi-fortified foods or at least four food groups were provided	Target: 80 % of school days Data source: school reports, school stock report
Outcome 4.2 Increased equitable access to and utilisation of education Linked outputs: A	4.2.1 Enrolment rate of girls and boys	Target: Annual rate increase of 6% Data source: EMIS, school records
	4.2.2 Retention rate of boys and girls	Target: 85% retention of boys and girls Data source: EMIS, school records, surveys
Outcome 4.3 Ownership and capacity strengthened to reduce under nutrition and increase access to education at regional, national and community levels Linked outputs: L and M	4.3.1 National capacity index (NCI)	Target: Increase of index based on initial assessment Data source: capacity analysis

Outputs	
Output A Food, nutritional products and non-food items, cash transfers and vouchers distributed in sufficient quantity, quality and in a timely manner to targeted beneficiaries	A.1 Number of women, men, boys and girls receiving food assistance (disaggregated by activity; beneficiary category, sex, food, non-food items, cash transfers and vouchers) as % of planned A.2 Quantity of food assistance distributed, as % of planned distribution (disaggregated by type) A.3 Quantity of non-food items distributed as % of planned distribution (disaggregated by type) A.4 Total amount of cash transferred to targeted beneficiaries (disaggregated by sex, beneficiary category) as % of planned A.5 Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries (disaggregated by sex, beneficiary category) as % of planned A.6 Number of institutional sites assisted (e.g. schools, health centres) as % of planned
Output B Community or livelihood assets built, restored or maintained by targeted households and communities	B.1 Number of assets built restored or maintained by targeted households and communities and individuals, by type and unit of measure
Output C Logistics augmentation, UNHAS or emergency telecommunications services provided	C.1 UNHRD items provided against requests by type C.2 Number of goods and services provided by type C.3 Number of passengers transported C.4 Metric tons/Cubic Meters of cargo transported
Output D Emergency management capacity created and/or supported	D.1 Number of technical assistance activities provided by type ¹⁷ D.2 Number of people trained (disaggregated by sex and type of training)
Output E Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems	E.1 Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support E.2 Number of technical support activities ¹⁸ provided on food security monitoring and food assistance, by type
Output F National systems to monitor trends in food security and nutrition strengthened	F.1 Number of government counterparts trained in data collection and analysis on food and nutrition security F.2 Number of food security and nutrition monitoring/surveillance reports produced with WFP support

¹⁷ Includes: early warning information systems, response activation and coordination mechanisms, response framework, food security and vulnerability analysis, humanitarian supply chain management; emergency telecommunications, hazard analysis and early warning, and support to national disaster response planning.

¹⁸ Includes: policy workshops, training events, secondments, guidance materials and information products produced by WFP or to which WFP has contributed.

Outputs	
Output G Assets that reduce risk of disasters and shocks, developed, built or restored ¹⁹	G.1 Number of risk reduction and disaster mitigation assets built or restored, by capital category , type and unit of measure G.2 Number of people trained (disaggregated by sex and type of training)
Output H Increased WFP food purchase from regional, national and local markets and smallholder farmers	H.1 Quantity of food purchased locally through Local and Regional Purchases (expressed in MT) H.2 Quantity of food purchased locally from pro-smallholder aggregation systems (expressed in MT) H.3 Number of WFP vendors that have adopted demonstrable pro-smallholder aggregation practices H.4 Number of FOs trained in market access and post-harvest handling skills
Output I Increased WFP fortified foods, complementary foods and special nutrition products purchased from local suppliers	I.1 Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers
Output J National safety nets for food security, nutrition, education, resilience and climate change supported	J.1 Number of technical assistance activities provided by type ²⁰ J.2 Number of people trained (disaggregated by sex and type of training)
Output K Messaging and counselling on specialised nutritious foods and infant and young child feeding (IYCF) practices implemented effectively	K.1 Proportion of women/men exposed to nutrition messaging supported by WFP against proportion planned K.2 Proportion of women/men receiving nutrition counselling supported by WFP against proportion of planned K.3 Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP supported messaging and counselling
Output L Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	L.1 Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas (technical/strategic/managerial), disaggregated by sex and type of training L.2 Number of technical assistance activities provided by type ²¹

¹⁹ Assets refers to the five capital categories – natural, physical, financial, social and human capital.

²⁰ Technical assistance activities for this output include: collecting, analysing and disseminating information and data on risk, vulnerability, food security and nutrition; designing and supporting community-based and government-led safety net strategies, policies and programmes that provide food assistance and technical support for food and nutrition security (targeting, conditionality, transfer selection, monitoring and evaluation, graduation criteria, etc.); evaluating and generating evidence on safety nets; cross-cutting technical and analytical activities aiming to enhance ownership, raise awareness and influence policy-making in safety nets for food assistance.

²¹ Technical assistance activities for this output include: Secondments to national governments; provision of expertise to draft policy guidance; provision of expertise in institutional strengthening support; continuous engagement with national institutions; provision of expertise in project design, management and monitoring.

Outputs	
Output M National nutrition, school feeding, safety net policies and or regulatory frameworks in place	M.1 Number of national programmes developed with WFP support (nutrition, school feeding, safety net) M.2 Number of national safety net policies that are nutrition sensitive M.3 Number of technical assistance activities provided by type

ANNEX

SRF OUTCOME INDICATORS: DATA SOURCES, COLLECTION METHODS, PROJECT TARGETS, PERIODICITY AND REPORTING						
Indicators	Used by other partners/fora	Data Source	Collection Method	Project Target	Periodicity (frequency of tracking)	Reporting (format to be used)
Food consumption score (FCS)	Food Security Cluster, IPC	EFSA, PDM, FSOM	Household interviews <i>(representative sample for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible)</i>	Strategic Objective 1: 100% of targeted households have at least borderline food consumption Strategic Objective 2, Strategic Objective3: 80% of targeted households have acceptable food consumption	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin
Daily average dietary diversity	Food Security Cluster, IPC	EFSA, PDM, FSOM	Household interviews <i>(representative sample for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible)</i>	Strategic Objective1: 100% of targeted households consume at least 3 food groups on average per day Strategic Objective2, Strategic Objective3: 80% of targeted households consume at least 4 food groups on average per day	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin
Coping strategy index	Food Security Cluster, IPC	EFSA, PDM, FSOM	Household interviews <i>(representative sample for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible)</i>	Strategic Objective 1, 2: CSI of 80% of households is reduced or stabilized Strategic Objective 3: CSI of 100% of targeted households is reduced or stabilized	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin
MAM treatment Performance Rate (recovery, mortality, default and non-response rates)	Nutrition Cluster	Ministry of Health/ WFP patient register; Monthly CP reports	Health centre register	Mortality <3%; Recovery rate >75%; Non response rate <15%; Default rate <15%	Monthly	SPR/Global nutrition update

SRF OUTCOME INDICATORS: DATA SOURCES, COLLECTION METHODS, PROJECT TARGETS, PERIODICITY AND REPORTING

Indicators	Used by other partners/fora	Data Source	Collection Method	Project Target	Periodicity (frequency of tracking)	Reporting (format to be used)
Proportion of eligible population who participate in programme (coverage)	Nutrition Cluster	1. Survey; 2 Squeac method survey	Household interviews	MAM Treatment coverage: >50% Rural areas; >70% Urban areas; > 90% Camps; > 70% Prevention	Prevention: Annually or based on project objective or duration. Squeac: annually	SPR/Global nutrition updates
Proportion of target population who participate in an adequate number of distributions	WFP specific	PDM	Household interviews	Greater than 66%	Baseline/Endline or dependent on project cycle	SPR
Proportion of children consuming a minimum acceptable diet	UNICEF, WHO	PDM	Household interviews	Greater than 70%	Baseline/Endline or dependent on project cycle	SPR
Default rate of clients from ART, TB-DOTS and/or PMTCT programmes	UNAIDS, WHO, UNICEF	CP reports	Health centre register (Outpatient records)	Default rate <15%	Monthly	SPR/UBRAF report
Community asset score (CAS)	WFP specific	PDM, EFSA, FSOM	Focus group discussion	Strategic Objective 1: 50% of assets that were damaged or destroyed during the emergency are restored Strategic Objectives 2 and 3: 80% of targeted communities with community assets over baseline	End of Asset Creation Activity	SPR
Proportion of targeted communities supported by WFP reporting an improved capacity to manage climatic shocks and risks	WFP specific	PDM, FSOM	Focus group discussion	80% of targeted communities reporting an improved capacity to manage climatic shocks and risks	End of project	SPR
Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	WFP specific	Food Procurement Tracking System (FPTS) and WINGS	Extraction from FPTS	Project specific	Updated after each WFP procurement	SPR

SRF OUTCOME INDICATORS: DATA SOURCES, COLLECTION METHODS, PROJECT TARGETS, PERIODICITY AND REPORTING

Indicators	Used by other partners/fora	Data Source	Collection Method	Project Target	Periodicity (frequency of tracking)	Reporting (format to be used)
Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	WFP specific	Food Procurement Tracking System (FPTS) and WINGS	Extraction from FPTS	Project specific	Updated after each WFP procurement	SPR
Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	WFP specific	Food Procurement Tracking System (FPTS) and WINGS	Extraction from FPTS	10 % of LRP volume is procured from pro-smallholder aggregation systems	Updated after each WFP procurement	SPR
Share of active WFP vendors that demonstrate use of pro-smallholder aggregation systems	WFP specific	Food Procurement Tracking System (FPTS) and WINGS	Extraction from FPTS	30% of active WFP vendors on the vendor list aggregate commodities sold to WFP in a pro-smallholder manner	Updated after each WFP procurement	SPR
Average number of school days per month when multi-fortified foods or at least four food groups were provided	WFP specific	School reports, school stock report	Physical count	80% of school days	Monthly	SPR
Enrolment rate of girls and boys (Average annual rate of change)	<i>UNESCO, UNICEF, others (Methodology of measurement different)</i>	EMIS, School records	Physical count	Annual rate increase of 6%	Annually	SPR
Retention rate of boys and girls	<i>UNESCO, UNICEF, others (Methodology of measurement different)</i>	EMIS, school records, survey	Physical count	Strategic Objective 1 and Strategic Objective 2: Retention rate of 70% Strategic Objective 4: Retention rate of 85%	Annually	SPR
National capacity index (NCI)	WFP specific	Capacity analysis	Consultative process with government partners	Increase of index based on initial assessment	Annually or in accordance with the agreed milestones in the country strategy	SPR

SRF OUTCOME INDICATORS: DATA SOURCES, COLLECTION METHODS, PROJECT TARGETS, PERIODICITY AND REPORTING

Indicators	Used by other partners/fora	Data Source	Collection Method	Project Target	Periodicity (frequency of tracking)	Reporting (format to be used)
Emergency preparedness and response capacity index (EPCI)	WFP specific	Capacity analysis	Consultative process with government partners, Secondary data	Increase of index based on initial assessment	At least beginning and end, depending on duration of intervention	SPR
User satisfaction rate	WFP specific	User satisfaction survey	Survey questionnaire	Project specific	Mid-term/end of operation	SPR

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
ART	anti-retroviral therapy
CP	cooperating partner
CSI	Coping Strategy Index
DM	Distribution Monitoring
EFSA	Emergency Food Security Assessment
EMIS	Education Management Information System
EMOP	emergency operation
EPCI	Emergency Preparedness and Response Capacity Index
FAO	Food and Agriculture Organization of the United Nations
FBF	fortified blended foods
FCS	Food Consumption Score
FF	fortified foods
FFA	food for assets
FO	farmers' organization
FPTS	Food Procurement Tracking System
FSOM	food security and outcome monitoring
ICRC	International Committee of the Red Cross
IDPs	internally displaced persons
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IPC	Integrated Phase Classification
ISDR	International Strategy for Disaster Reduction
KOI	Key Outcome Indicator
LRP	local regional procurement
MAM	moderate acute malnutrition
MDGs	Millennium Development Goals
MRF	Management Results Framework
NCI	National Capacity Index
PDM	post distribution monitoring
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results-Based Management
SDG	Sustainable Development Goals
SNF	Specialized Nutritious Foods
SQUEAC	Qualitative Evaluation of Access and Coverage
SPR	Standard Project Report
SRF	Strategic Results Framework
TB-DOTS	tuberculosis directly observed treatment

UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNISDR	United Nations International Strategy for Disaster Reduction
WINGS	World Food Programme Information Network and Global System