

**Third informal consultation on the revised  
Corporate Results Framework (2017-2021)**



**Informal consultation**

**30 October 2018**

**World Food Programme  
Rome, Italy**

## Draft decision\*

Having considered the proposed revised version of the Corporate Results Framework (2017–2021) (WFP/EB.2/2018/4-B), the Board:

- approves the revised Corporate Results Framework (2017–2021) set out in the body of the document; and
- takes note of the activity categories and performance indicators set out in the annexes to the Framework.

## Introduction

1. WFP is committed to supporting countries in their efforts to sustainably end hunger while promoting the highest standards of programme quality, accountability and transparency. This involves optimizing performance management to ensure the effective and efficient use of resources to achieve shared results. The proposed revised Corporate Results Framework (2017–2021) (the revised CRF) operationalizes WFP's Strategic Plan (2017–2021)<sup>1</sup> by providing a single normative tool for planning, monitoring and measuring the organization's performance towards achieving the strategic objectives.
2. Building on the WFP programme results chain in the Corporate Results Framework (2017–2021) approved in November 2016<sup>2</sup> (the current CRF), this revised CRF presents a more robust approach to measuring performance. Responding to the call to increase support to countries implementing the 2030 Agenda for Sustainable Development, WFP is improving the measurement of its programmes with more wide-ranging indicators. The revised CRF also includes indicators to link WFP strategies to the Sustainable Development Goals (SDGs) to better articulate WFP's contribution to national goals. Finally, for greater transparency and accountability, management performance and key performance indicators (KPIs) are fully integrated.
3. WFP's performance management approach has evolved from separate strategic results and management results frameworks to a single corporate results framework. The premise is that the implementation of programmes is enabled by management processes in various functional areas.
4. The performance measurement approach embodied in the revised CRF is the product of methodological research, testing and consultation. Performance indicators will continue to be refined as necessary to ensure that the revised CRF is supported by a comprehensive performance measurement system meeting the highest standards of accountability and transparency. The indicators and metrics have been developed as follows:
  - a) **Measuring the programme results chain.** Theories of change were developed for key programme areas to establish a standard causal relationship between programme interventions and strategic results. The theories of change provided a foundation for formulating the current CRF outcome categories, output categories, activity categories and indicators.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

<sup>1</sup> WFP Strategic Plan (2017–2021) (WFP/EB.2/2016/4-A/1/Rev.2).

<sup>2</sup> Corporate Results Framework (2017–2021) (WFP/EB.2/2016/4-B/1/Rev.1).

- b) **Measuring WFP programme contributions to the 2030 Agenda.** Impact pathways establishing the evidence to demonstrate WFP programme contributions to the SDGs were developed and operational frameworks were tested with country offices.
  - c) **Measuring management support for programme implementation.** Building on the approach described in the WFP Management Plan (2018–2020)<sup>3</sup>, historical data were reviewed in consultation with WFP managers. Management performance indicators were revised and aligned with businesses processes that support the implementation of country strategic plans (CSPs). An analysis of functional business processes led to a selection of KPIs that give WFP managers a broader understanding of the shared accountability of country office, regional bureaux and headquarters for the implementation of CSPs.
5. The revised CRF, together with the Strategic Plan (2017–2021), the Financial Framework Review<sup>4</sup> and the Policy on Country Strategic Plans,<sup>5</sup> creates a policy framework to enable WFP to respond to humanitarian needs and support national governments in their progress towards achieving the 2030 Agenda.
  6. The revised CRF is one element of a holistic performance management cycle of planning, monitoring, reporting and learning. The corporate strategic plan is translated at the country level into five-year CSPs, which are aligned with national priorities and operationalized through programmes, which are implemented in partnership. The design and monitoring of the CSPs is guided by the CRF, which presents the logic of the programme results chain, as well as mandatory and recommended indicators for measuring performance. Resources are linked to results through country programme budgets that are in turn structured in line with the programme results chain.
  7. On an annual basis, the organization’s strategy is operationalized through an annual corporate work plan presented in the management plan and at the country level in a country operations management plan (COMP) for each country office. Implementation at the country level is captured through ongoing monitoring and reporting, which generates evidence for decision making and accountability.
  8. Reporting on the implementation and performance of each CSP is found in the annual country report. Country-level results are then aggregated and analyzed in the corporate annual performance report, which is presented to the Executive Board at its annual session each year. This corporate reporting includes selected indicators for aggregation, and an analysis of the number and duration of people assisted by beneficiary type and activities, in line with the focus areas and strategic results in WFP’s Strategic Plan (2017–2021). The country and corporate reporting cycle allows for an annual review of country and organization-wide performance and the tracking of trends from year-to-year in diverse country contexts and over the life of the strategic plan. The accountability picture is completed by global strategic and policy evaluations, thematic audits and mandatory CSP evaluations to ensure country and corporate learning and adjustment.
  9. This performance management cycle is supplemented by the Enterprise Risk Management toolkit and WFP’s Evaluation Policy 2016–2021,<sup>6</sup> which provide a wide range of review and

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<sup>3</sup> WFP Management Plan (2018–2020) (WFP/EB.2/2017/5-A/1/Rev.1).

<sup>4</sup> Financial Framework Review (WFP/EB.2/2016/5-B/1/Rev.1).

<sup>5</sup> Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

<sup>6</sup> Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1).

evaluation instruments for ensuring quality programmes based on risk awareness and mitigation, and regular critical reflection on design principles, implementation and results.

10. WFP is a party to inter-agency agreements that are aimed at facilitating coordination and advancing the implementation of the 2030 Agenda. These include agreements on Rome-based agency (RBA)<sup>7</sup> collaboration, the quadrennial comprehensive policy review (QCPR),<sup>8</sup> and the United Nations System-wide Action Plan on Gender Equality (UN SWAP) and the Empowerment of Women.<sup>9</sup> This revised CRF is aimed at further enforcing WFP's commitment to playing a significant role in the overall United Nations effort to support the achievement of national SDG targets.

## **Measuring programme performance**

11. The CRF is a normative framework and the primary tool for guiding country offices in monitoring and measuring whether interventions are achieving intended outputs, outcomes, and cross-cutting priorities (protection, accountability to affected populations, gender and climate).<sup>10</sup> The CRF is based on a hierarchy of measurable results, visualized in figure 1, ensuring alignment with global and national development goals.

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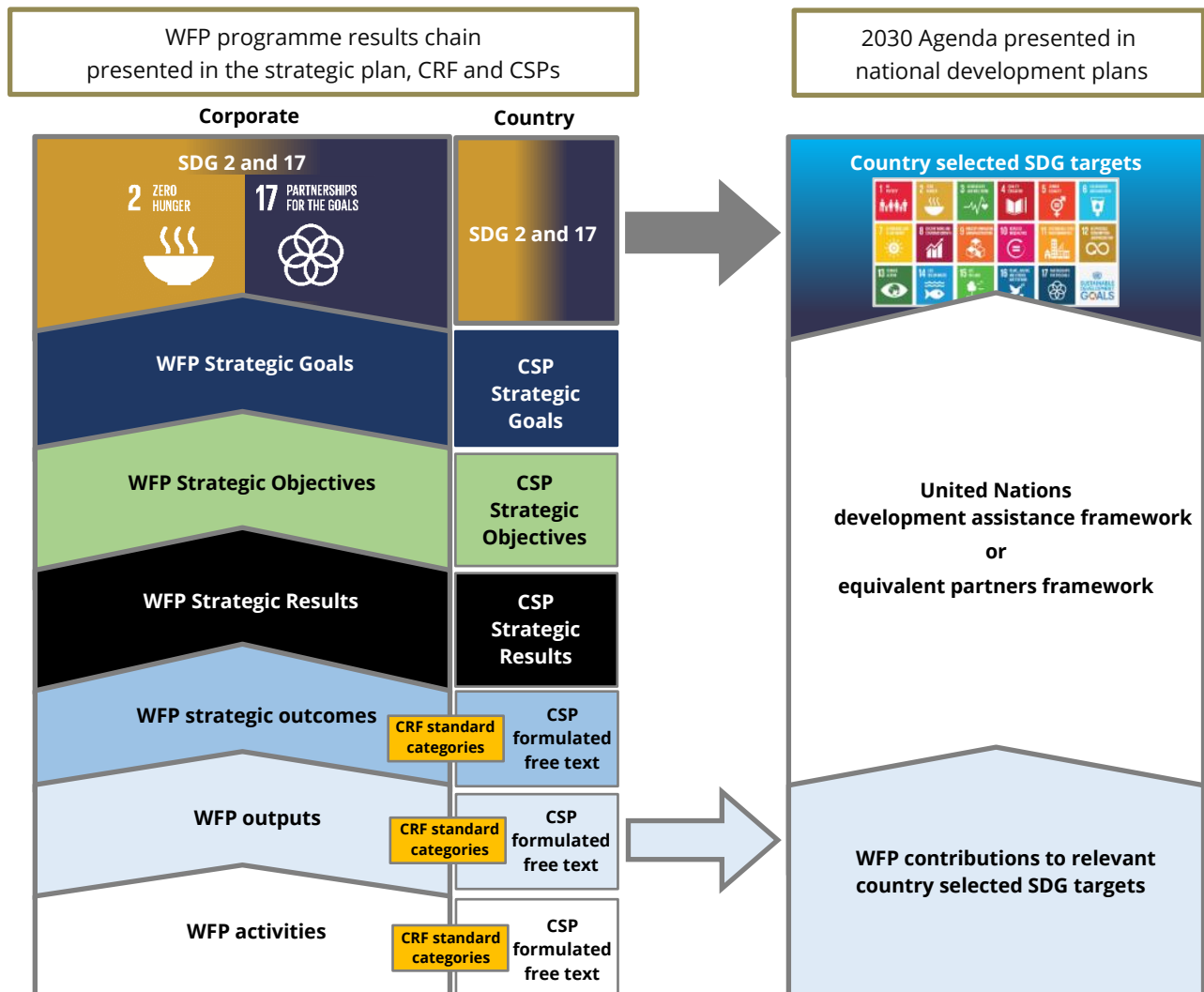
<sup>7</sup> Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda (WFP/EB.2/2016/4-D/Rev.1, EB 2016/119/R.45, CL 155/12 Rev.2).

<sup>8</sup> Quadrennial comprehensive policy review of operational activities for development of the United Nations system, General Assembly resolution 71/243 of 21 December 2016.

<sup>9</sup> Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Economic and Social Council resolution 2012/24 of 27 July 2012.

<sup>10</sup> The CRF is complemented by a technical compendium of methodologies for each indicator. Indicators in the CRF are quantitative representations of quantitative and qualitative data collection, including community perceptions. For all programme areas, minimum mandatory indicators are provided (applicable where relevant) to allow for aggregation; country offices have the flexibility to use additional context-specific indicators as relevant for programme performance monitoring. Data is collected through baseline and post-distribution monitoring and focus groups. In some operational contexts, third-party monitoring or remote mobile tools may be required.

**Figure 1: WFP programme results chain**




12. The WFP Strategic Plan (2017–2021) and country strategic plans introduce new areas and long-term integrated approaches to programming. Monitoring must adequately capture the results of WFP’s increasingly diverse programming. The revised CRF builds on experience and learning thus far to refine methodologies and indicators and introduces flexibility that allows outcomes to be captured more accurately where results may be multi-faceted and cross-cutting.
13. The measurement of WFP’s programme performance is built around two strategic goals based on SDGs 2 and 17, supported by five strategic objectives and eight strategic results, as set out in the WFP Strategic Plan (2017–2021). The five strategic objectives frame WFP’s programmatic and operational focus. The strategic objectives will be achieved through strategic results, which are linked to country and global efforts to meet relevant SDG 2 and SDG 17 targets. Strategic results are pursued at the country level based on a set of WFP strategic outcomes, generated by the organization’s outputs. Strategic outcomes describe the short- to medium-term effects of WFP programmes that contribute to the achievement of national SDG targets and the strategic results.

14. Strategic outcomes, jointly developed by the country office and national partners, describe the people and entities that will benefit from the outcome, the geographic scope of the outcome, the result sought, and the foreseen timeframe for achieving the outcome. Strategic outcomes reflect the goals or targets implied or established in a country's national plan and regional framework to which WFP's assistance will contribute.
15. Strategic outcomes are framed around one of three focus areas:<sup>11</sup> crisis response; resilience building; and response to root causes. Each strategic outcome is tagged with one of these focus areas, which are mutually exclusive, thereby allowing analysis and aggregation by focus area.
16. Strategic outcomes, outputs and activity statements are formulated at the country level as "free text" that is aligned with standardized strategic outcome, output and activity categories. The activity categories are indicative and are aligned with strategic outcomes and outputs, depending on national strategies and local context (see annex I). The standardized categories permit resources to be monitored at the activity, outcome and result levels by country.
17. Through the alignment of strategic outcome, output and activity categories and the new country portfolio budget structure, WFP will be able to view and analyse performance information and expenditure data within and across the various categories, analysing the results achieved in relation to the resources invested. WFP will be able to aggregate data across several countries and demonstrate performance regionally and globally. The country portfolio budget structure and the revised CRF permit all programme resources to be tracked from planning, through to monitoring and reporting.
18. Outcome categories are classified in one of three ways, indicating the level at which the outcome is targeted and thus the level through which WFP contributes to achieving jointly determined strategic outcomes and strategic results: individual/household; community; and public- and private-sector systems and institutions. At the country-level, the CSP results chain, together with that of the United Nations system (as set out in United Nations development assistance frameworks, for example), is fully aligned with the national development plan.
19. Table 1 presents WFP's programme results chain in more detail, showing the relationship between the organization's strategic goals, objectives and results, and the strategic outcome, output and activity categories. It also includes cross-cutting priorities related to strategic goal 1, covering accountability to affected populations, protection, gender and environment.

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<sup>11</sup> Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

**Table 1: WFP programme results chain**

 <b>Strategic Goal 1: Support countries to achieve zero hunger</b>					
Strategic Objective 1: End hunger by protecting access to food			Strategic Objective 2: Improve nutrition		
Strategic Result 1: Everyone has access to food (SDG target 2.1)			Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)		
Strategic outcome categories			Strategic outcome categories		
1.1 Maintained/enhanced individual and household access to adequate food	1.2 Stabilized/improved availability and affordability of appropriate foods in markets	1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity	2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals	2.2 Improved value chains for high-quality, nutrition-dense foods	2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations
Output categories			Output categories		
A. Resources transferred <i>(revised)</i> B. Nutritious foods provided C. Capacity development and technical support provided D. Assets created E. Social and behaviour change communication delivered <i>(revised)</i> N. School feeding provided <i>(new)</i>	C. Capacity development and technical support provided	C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported	A. Resources transferred <i>(revised)</i> B. Nutritious foods provided C. Capacity development and technical support provided E. Social and behaviour change communication delivered <i>(revised)</i>	C. Capacity development and technical support provided	C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported
Activity categories (see annex I)			Activity categories (see annex I)		



## Strategic Goal 1: Support countries to achieve zero hunger

### Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)			Strategic Result 4: Food systems are sustainable (SDG target 2.4)		
Strategic outcome categories			Strategic outcome categories		
3.1 Increased smallholder production and sales	3.2 Increased efficiencies in pro-smallholder aggregation in food value chains	3.3 Improved availability of key pro-smallholder public goods and services	4.1 Improved household adaptation and resilience to climate and other shocks	4.2 Supported inclusive commercial food system functions and services	4.3 Improved availability of food system-strengthening public goods and services
Output categories			Output categories		
A. Resources transferred <i>(revised)</i>	C. Capacity development and technical support provided	C. Capacity development and technical support provided	A. Resources transferred <i>(revised)</i>	C. Capacity development and technical support provided	C. Capacity development and technical support provided
B. Nutritious foods provided	F. Purchases from smallholders completed	I. Policy engagement strategies developed/ implemented	B. Nutritious foods provided	D. Assets created	I. Policy engagement strategies developed/ implemented
C. Capacity development and technical support provided		J. Policy reform identified/ advocated	C. Capacity development and technical support provided		J. Policy reform identified/ advocated
D. Assets created		K. Partnerships supported	D. Assets created		K. Partnerships supported
E. Social and behaviour change communication delivered <i>(revised)</i>		M. National coordination mechanisms supported	E. Social and behaviour change communication delivered <i>(revised)</i>		M. National coordination mechanisms supported
F. Purchases from smallholders completed			F. Purchases from smallholders completed		
<b>Activity categories (see annex I)</b>			<b>Activity categories (see annex I)</b>		



## Strategic Goal 2: Partner to support implementation of the SDGs

### Strategic Objective 4: Support SDG implementation

<b>Strategic Result 5:</b> Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)		<b>Strategic Result 6:</b> Policies to support sustainable development are coherent (SDG target 17.14)	
<b>Strategic outcome categories</b>		<b>Strategic outcome categories</b>	
5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations	5.2 Partners' demand for quality services fulfilled	6.1 Supported inclusive and sustained food security and nutrition policy reform processes	6.2 Prioritized and implemented food security and nutrition policy reforms
<b>Output categories</b>		<b>Output categories</b>	
C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported	C. Capacity development and technical support provided H. Shared services and platforms provided K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported	I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported	I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported
<b>Activity categories (see annex I)</b>		<b>Activity categories (see annex I)</b>	



## Strategic Goal 2: Partner to support implementation of the SDGs

### Strategic Objective 5: Partner for SDG results

<b>Strategic Result 7:</b> Developing countries access a range of financial resources for development investment (SDG Target 17.3)		<b>Strategic Result 8:</b> Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	
<b>Strategic outcome categories</b>		<b>Strategic outcome categories</b>	
7.1 Increased government access to financial resources (through public, private and public-private partnerships)		8.1 Enhanced common coordination platforms	8.2. Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners
<b>Output categories</b>		<b>Output categories</b>	
C. Capacity development and technical support provided G. Linkages to financial resources and insurance services facilitated K. Partnerships supported		C. Capacity development and technical support provided H. Shared services and platforms provided K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported	I. Policy engagement strategies developed/ implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported
<b>Activity categories (see annex I)</b>		<b>Activity categories (see annex I)</b>	



## Strategic Goal 1: Support countries to achieve zero hunger

### Cross-cutting priorities

**C.1** Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

**C.2** Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

**C.3** Improved gender equality and women's empowerment among WFP-assisted population

**C.4** Targeted communities benefit from WFP programmes in a manner that does not harm the environment

20. While outcome indicators are presented by strategic outcome categories in the current CRF, they are grouped by programme area in the revised CRF (see annex II), underlining the principle that country offices should select the indicators most relevant to the design and the desired results of an intervention rather than by strategic outcome category.<sup>12</sup> The results chain and core indicators have not changed in the revised CRF, allowing country offices to monitor and report on historical data sets and trends.
21. WFP's Corporate Monitoring Strategy (2018–2021) strengthens WFP's monitoring function, with priority investments in workforce planning, financial commitment and functional capacity.<sup>13</sup> The main expected outputs – an increased and strengthened monitoring workforce and prioritized funding for monitoring – will facilitate the rollout of the revised CRF.
22. Country offices report on performance against indicators through their annual country reports, which include country-specific baselines,<sup>14</sup> annual targets and targets for the duration of the CSPs. Country reports (and data) are aggregated at the global level in the annual performance report, which is presented to the Executive Board for approval.

### **WFP's contribution to achieving the 2030 Agenda for Sustainable Development (SDG-related indicators)**

23. WFP's Strategic Goals are directly linked to SDG 2 and SDG 17. However, the Strategic Plan acknowledges that WFP programmes may contribute to the achievement of other SDGs. To encourage more integrated programming, and increase transparency and accountability, the revised CRF includes a uniform approach to showing WFP's contributions to all relevant SDGs through SDG-related indicators.
24. As presented in annex III, SDG-related indicators are formulated in an agency neutral manner, guided by the principle that country offices should not be required to collect additional data. When feasible, they use the same unit of measurement as their corresponding SDG indicators. SDG-related indicators are proposed as an additional set of measures to be used by country offices to communicate WFP's contribution to national SDG targets. By aggregating information across CSPs, mainly at the output level, SDG-related indicators provide visibility on the full range of contributions to national efforts that were previously not possible for WFP country offices to measure. In addition, WFP's

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<sup>12</sup> An example of how this is applied in practice is as follows:

Under Strategic Result 1, strategic outcome "Crisis affected people in country X are able to meet their basic food and nutrition needs in times of crisis" (focus area: crisis response) could be targeted through a resource transfer of cash or food at the household level, as well as through the provision of specialized nutritious foods for the treatment of moderate acute malnutrition (MAM). Outcome indicators would include those related to household food security as well as MAM treatment performance rate and coverage. The same food security outcome indicators could also be used under Strategic Result 3, to measure strategic outcome "Vulnerable smallholder farmers in country X are able to meet their basic food and nutrition needs all year" (focus area: response to root causes), where a household food or cash transfer is provided in the context of a food assistance for assets intervention.

<sup>13</sup> The WFP Corporate Monitoring Strategy 2018–2021, an internal guideline disseminated in June 2018, optimizes WFP's monitoring function within its performance management system and outlines its vision for accountability that is tied to the United Nations system. The strategy is being implemented at the country office, regional bureau and headquarters levels. It is available on request to the WFP Performance Management and Monitoring Division (RMP) or internally at <https://docs.wfp.org/api/documents/WFP-0000074366/download/>.

<sup>14</sup> Established at the country level within 3 months of the start of an activity.

contribution to other SDGs will be measured through joint contribution assessments with other United Nations agencies.

25. The SDGs and SDG targets<sup>15</sup> were adopted by the States Members of the United Nations; the SDG indicators, however, still need further development. The Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDG) assigned the task of classifying indicators faces challenges with regard to indicator development, including the complexity of the indicators, the limited availability of data and the lack of an accepted methodology. In addition, some SDG targets have narrowly defined indicators that reflect only a part of a given target and are subject to continued debate. WFP anticipates that it will be necessary to apply lessons learned from this new set of indicators and to adjust the SDG-related indicators as necessary during the period of the Strategic Plan (2017–2021).

## **Measuring management performance**

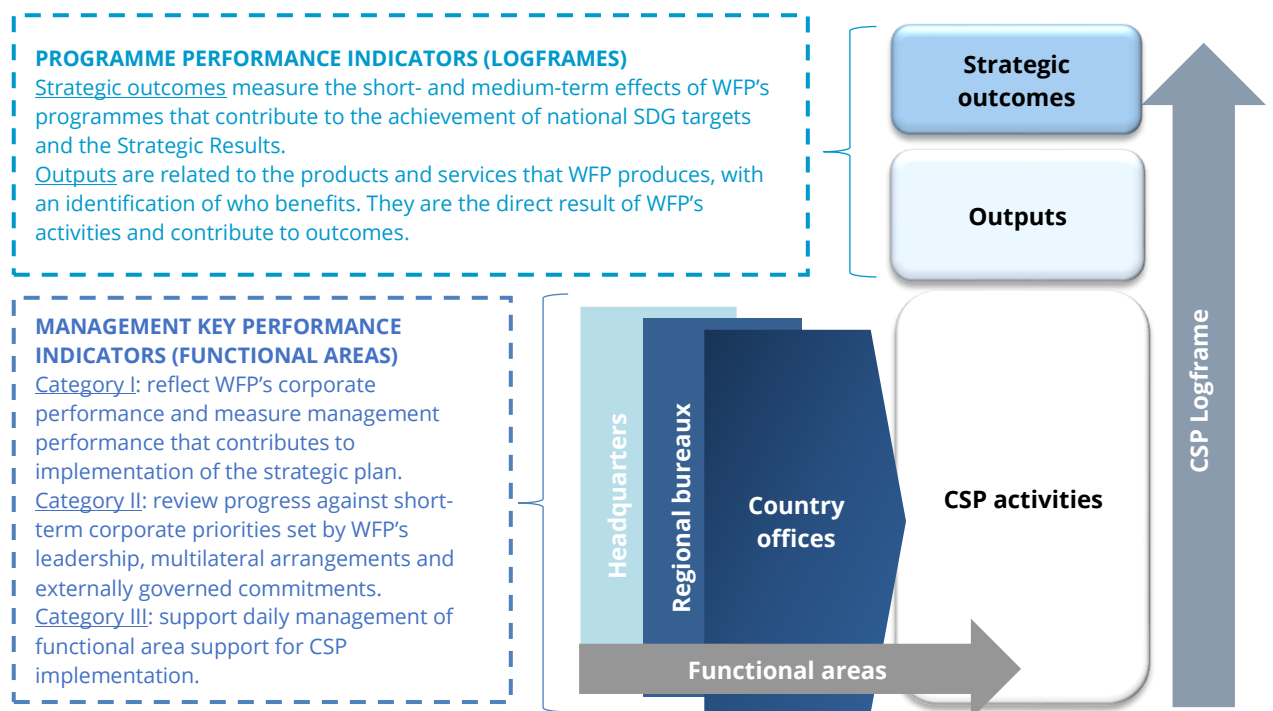
26. The WFP Strategic Plan (2017–2021), the Financial Framework Review and the Policy on Country Strategic Plans promote the alignment of resources to results as a performance principle that is key to transparency and accountability. In keeping with this principle, WFP considers that management performance is ancillary to programme performance.
27. The relationship between resources and results in this structure is based on the following premise: management functions aim to support the implementation of the Strategic Plan to contribute to the achievement of the strategic goals, strategic objectives and strategic results. There are no management results *per se*, as the aim of management functions is to support programmes.<sup>16</sup>
28. The programme and management performance alignment in figure 2 shows country-level activity implementation as a pivotal link in the relationship. The results chain is shown in a vertical logframe of activities, outputs and outcomes, as defined in the CSP. The management of functional areas at headquarters and in regional bureaux and country offices is aligned horizontally to enable the implementation of CSP activities. Performance is measured using output and outcome programme indicators and management KPIs.

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<sup>15</sup> Transforming our world: the 2030 Agenda for Sustainable Development, A/RES/70/1 (2015).

<sup>16</sup> This contrasts with the pre-2017 system of parallel and equally important strategic results and management results frameworks.

**Figure 2: Programme and management performance alignment**



29. Management performance is measured by functional area. Business processes are grouped by expertise under the functional areas, which enables the implementation of CSP activities. The functional areas are the foundation for determining the structure of country offices, regional bureaux and headquarters, as well as the skills and competencies of employees. Annual performance plans articulate the deliverables and resources required in each functional area to support programme implementation. In country offices this support is defined as direct support, while regional bureaux and headquarters provide indirect support.
30. The configuration and composition of functional areas may be adapted based on operational realities. There are ten common functional areas:
  - a) management;
  - b) programmes;
  - c) supply chain;
  - d) budget and programming;
  - e) human resources;
  - f) administration;
  - g) finance;
  - h) information technology;
  - i) security; and
  - j) resource mobilization, communications and reporting.
31. Programme support and administration (PSA) are critical resources managed by the staff responsible for the functional areas to provide indirect support for the implementation of CSPs. In a similar vein, other United Nations funds and programmes use their "institutional

budgets” (equivalent to WFP’s PSA) to support the services necessary for programme implementation. In WFP, PSA resources are strategically distributed among the five pillars, with costs grouped in categories similar to the other United Nations funds and programmes. These categories are: a) strategy and direction, b) direct services to operations, c) policy, guidance and quality assurance, d) advocacy, partnerships, fundraising and United Nations coordination and e) governance and independent oversight. The pillar structure defines shared accountability for headquarters, regional bureaux and country offices regarding the maintenance of a well-designed fiduciary and normative enabling environment for the efficient and effective delivery of country operations. It also facilitates improved analysis and understanding of the rationale for PSA resource allocation.

32. To measure management performance, KPIs are used in planning, monitoring and reporting. The KPIs in the revised CRF are the product of an evolution of the metrics introduced in the WFP Management Plan (2018-2020), with a more complete and relevant set aiming to better measure management performance in supporting programme performance. Some KPIs are also used as risk metrics where risk management and performance measurements overlap. The KPIs are organized according to category of accountability:
  - a) Category I KPIs reflect WFP’s corporate performance, and measure management performance that contributes to implementation of the Strategic Plan;
  - b) Category II KPIs are more short-term and review progress against corporate priorities set by WFP’s leadership, multilateral arrangements and externally governed commitments; and
  - c) Category III KPIs and metrics measure performance in the management of daily operations and business processes in the various functional areas.
33. Category I and II targets are published annually in the management plan, and performance against these targets is presented in the annual performance report.
34. Reporting on category I KPIs is based on an analysis of selected category III indicators that are compulsory for country offices (see annex IV). The category III (or “component indicators”) have been selected from those that are currently being applied in the organization. The use of compulsory indicators and standardized methodologies allows for the analysis of information across all levels of the organization and the calculation of composite indicators at the corporate level.
35. Category II indicators are subject to external or executive decision making and are not presented in the revised CRF. External processes defining WFP commitments related to category II performance indicators include the QCPR and UN SWAP. These indicators are confirmed by the Executive Board in the management plan and reported against in the annual performance report.
36. Category III KPIs are low-level measures set for the business processes managed in each of the functional areas. These are internal tools for the oversight and measurement of the effective and efficient delivery of services and products in each area. Functional area staff at headquarters are responsible for developing management performance KPIs and for setting baselines, targets and, where applicable, risk thresholds. These KPIs are used throughout the annual performance plan cycle of all offices in WFP. This links all resources available in WFP to functional areas that support programme implementation and the achievement of results.

## Conclusion

37. Ensuring alignment with national efforts and the SDGs, ongoing UN reform and WFP's evolving areas of programme focus necessitate a results framework that provides both continuity and flexibility, capable of adapting to a changing environment. In the coming years, WFP will need to accommodate changing SDG indicators and incorporate new learning regarding programme and management performance.
38. As of January 2018, the logical frameworks for all WFP operations are aligned with the current CRF, which is now fully reflected in corporate planning and accountability documents such as the management plan and the annual performance report. Subject to the Board's approval, CSPs will be aligned with the revised CRF as of 2019. This will require adjusting affected CSP logframes, programme and management planning and monitoring tools and related data systems (e.g., COMET).
39. This document presents WFP's revised CRF for approval. In addition, WFP submits the activity categories, programme performance indicators, SDG-related indicators and management KPIs in annexes for consideration and commits to providing the Executive Board with annual updates in case of any changes.

### Activity categories

Each activity statement in a CSP results chain is linked to an activity category. Budget planning and expenditure recording is at the activity level.

#### Activity category

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1. Unconditional resource transfers to support access to food
2. Asset creation and livelihood support activities
3. Climate adaptation and risk management activities
4. School meal activities
5. Nutrition treatment activities
6. Malnutrition prevention activities
7. Smallholder agricultural market support activities
8. Individual capacity strengthening activities
9. Institutional capacity strengthening activities
10. Service provision and platforms activities
11. Emergency preparedness activities
12. Analysis, assessment and monitoring activities
13. Other



## Programme performance outcome, cross-cutting and output indicators

Programme performance indicators are used to monitor and measure the intended outputs and outcomes of an intervention, as outlined in a CSP logical framework (logframe).

Outcome indicators are presented by programme area to facilitate country office logframe design and monitoring. The selection of outcome indicators should be informed by the intervention's design and intended results. As WFP shifts increasingly to more integrated programme delivery, indicators from all relevant programme areas should be selected. Some outcome indicators (e.g. country capacity strengthening and partnerships) are presented in a sector-neutral and activity-neutral manner and should be drawn upon as relevant for different programme areas. The table below includes guidelines for the selection of outcome and cross-cutting indicators.

### Outcome indicators<sup>1</sup>

<b>Food security</b>	Used most commonly in interventions where beneficiaries are receiving direct transfers at the household level to improve their food security
<b>Mandatory</b>	
<b>All household transfers<sup>2</sup></b>	
<ul style="list-style-type: none"> <li>• Food consumption score (<i>revised statement</i>)</li> <li>• Consumption-based coping strategy index, reduced CSI (rCSI)</li> </ul>	
<b>Multi-sectoral and multi-purpose interventions</b>	
<ul style="list-style-type: none"> <li>• Economic capacity to meet essential needs (<i>new</i>)</li> </ul>	
<b>Recommended</b>	
<b>All household transfers</b>	
<ul style="list-style-type: none"> <li>• Livelihood-based coping strategies (<i>methodology updated</i>)</li> <li>• Economic capacity to meet essential needs (<i>new</i>)</li> <li>• Food consumption score – nutrition (FCS-N)<sup>3</sup> (<i>particularly relevant for cash-based transfers with a dietary diversity objective</i>)</li> </ul>	
<b>Cash-based transfers</b>	
<ul style="list-style-type: none"> <li>• Food expenditure share (FES)<sup>4</sup></li> </ul>	

<sup>1</sup> Where WFP outcomes pertain to individuals, data will be disaggregated by sex and age. WFP will also capture disability data, where feasible.

<sup>2</sup> This indicator refers to household rations (i.e. it is not mandatory for regular school feeding take-home rations unless they are full household rations). Exceptions and proposed alternatives will be allowed upon vetting from the technical unit and the Performance Management and Monitoring Division (RMP); optional for one-off short-term interventions as agreed upon with relevant technical units.

<sup>3</sup> The food consumption score-nutrition is based on an analysis of household consumption of nutrient-rich food groups that is carried out together with an analysis of the food consumption score. This needs to be measured in combination with individual-level indicators of dietary outcomes.

<sup>4</sup> Where data on economic capacity to meet essential needs is being collected it is not necessary to collect data for determining food expenditure share.

## Outcome indicators<sup>1</sup>

<b>Nutrition</b>	Mandatory for moderate acute malnutrition (MAM) treatment and prevention, stunting prevention and micronutrient programmes. (SPHERE standards)	
<b>Mandatory</b>		
<b>All nutrition interventions</b>		
<ul style="list-style-type: none"> <li>Proportion of eligible population that participates in programme (coverage)</li> </ul>		
<b>MAM prevention/ micronutrient programmes</b>	<b>MAM treatment</b>	<b>Stunting prevention</b>
<ul style="list-style-type: none"> <li>Proportion of target population that participates in an adequate number of distributions (adherence)</li> </ul>	<ul style="list-style-type: none"> <li>Moderate acute malnutrition treatment performance rate: recovery, mortality, default and non-response rate</li> <li>Moderate acute malnutrition default rate of clients of anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of target population that participates in an adequate number of distributions (adherence)</li> <li>Proportion of children 6–23 months of age who receive a minimum acceptable diet (MAD)</li> <li>Minimum diet diversity for women (MDD-W)</li> </ul>
<b>Recommended</b> (as applicable)		
<ul style="list-style-type: none"> <li>Percentage increase in production of high quality and nutrient-dense foods</li> </ul>		
<b>Nutrition-sensitive<sup>5</sup></b>	At least one of these indicators must be selected in nutrition-sensitive interventions under Strategic Results 1, 3 and 4. For nutrition-sensitive school feeding programmes, output indicator N.2 must be selected.	
<b>Mandatory:</b> Select at least one or a combination of indicators based on country and programme context.		
<ul style="list-style-type: none"> <li>Proportion of children 6–23 months of age who receive a minimum acceptable diet (MAD)</li> <li>Food consumption score – nutrition (FCS-N)<sup>6</sup></li> <li>Minimum diet diversity for women (MDD-W)</li> <li>Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer</li> <li>Percentage increase in production of high quality and nutrient-dense foods</li> </ul>		

<sup>5</sup> Nutrition-sensitive programming is carried out in complementary sectors, such as agriculture, health, social protection, and water and sanitation, to affect the underlying determinants of nutrition including food security, adequate caregiving, and access to health services and a safe and hygienic environment. The primary objective of this programming is not necessarily nutrition-related, but these programmes articulate secondary nutrition objectives (improved dietary intake, food environments, or access to healthy environments), actions and indicators (*Lancet, Scaling Up Nutrition*).

<sup>6</sup> The food consumption score- nutrition is an analysis of household consumption of nutrient-rich food groups that is carried out together with an analysis of the food consumption score. This needs to be measured in combination with individual-level indicators of dietary outcomes.

## Outcome indicators<sup>1</sup>

<b>School feeding</b>	At least one corporate indicator must be selected where outcomes are pursued through school feeding. Country offices should choose indicators relevant to intended results. In cases where school feeding activities are implemented with nutrition, agriculture, capacity strengthening and safety net objectives and/or linked to social protection, country offices should refer to indicators under the relevant programme area.
<b>Mandatory:</b> Select at least one or a combination of indicators based on country and programme context.	
<p><b>All school feeding activities:</b></p> <ul style="list-style-type: none"> <li>• Enrolment rate (<i>new</i>)</li> <li>• Retention rate/drop-out rate (<i>new</i>)</li> <li>• Attendance rate (<i>new</i>)</li> <li>• Graduation rate (<i>new</i>)</li> </ul> <p><b>In addition, for school feeding activities linked to smallholder farmer support and/or local agriculture and food markets:</b></p> <ul style="list-style-type: none"> <li>• Refer to smallholder farmer aggregation system programme area indicators</li> </ul> <p><b>Activities designed to increase national capacities to sustain school feeding programmes:</b></p> <ul style="list-style-type: none"> <li>• SABER School Feeding National Capacity (mandatory for all programmes designed with root causes or resilience focus) (<i>new</i>)</li> </ul> <p><i>and/or</i></p> <ul style="list-style-type: none"> <li>• Refer to capacity strengthening programme area indicators</li> </ul>	
<b>Recommended</b> (as applicable)	
<p><b>School feeding activities designed to improve literacy<sup>7</sup></b></p> <ul style="list-style-type: none"> <li>• Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (<i>new</i>)</li> </ul>	
<b>Capacity strengthening</b>	At least one corporate indicator must be selected where capacity strengthening outcomes are pursued. Country offices should choose indicators relevant to intended results.
<b>Mandatory</b> (if applicable)	
<p><b>Sector-neutral capacity strengthening</b></p> <ul style="list-style-type: none"> <li>• Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (<i>new</i>)</li> </ul>	
<b>Recommended</b> (as applicable)	
<p><b>Sector-neutral capacity strengthening</b></p> <ul style="list-style-type: none"> <li>• Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (<i>new</i>)</li> <li>• Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (<i>new</i>)</li> <li>• Emergency preparedness capacity index</li> </ul>	

<sup>7</sup> School feeding activities can be designed to improve literacy as part of a holistic approach to ensure that school-age children are physically, nutritionally and cognitively fit to succeed in school. These activities typically address the quality of literacy instruction and improve teacher effectiveness by providing continuous support, training and coaching. In addition, activities can improve the quality, appropriateness, availability and effective use of reading materials.

## Outcome indicators<sup>1</sup>

<ul style="list-style-type: none"> <li>Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews <i>(to be confirmed)</i></li> </ul>	
<p><b>Capacity strengthening activities intended to support national social protection systems</b></p> <ul style="list-style-type: none"> <li>Number of people assisted by WFP integrated into national social protection systems as a result of WFP capacity strengthening <i>(new)</i></li> <li>Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support <i>(new)</i></li> </ul>	
<b>Smallholder agricultural market support activities</b>	At least one corporate indicator must be selected for outcomes pursued through smallholder agricultural support activities. Country offices should choose indicators relevant to intended results.
<p><b>Mandatory:</b> Select at least one or a combination of indicators based on country and programme context.</p>	
<ul style="list-style-type: none"> <li>Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems <i>(statement revised)</i></li> <li>Rate of smallholder post-harvest losses</li> <li>Rate of post-harvest losses (Zero Food Lost Initiative)</li> <li>Value and volume of smallholder sales through WFP-supported aggregation systems <i>(statement revised)</i></li> <li>Percentage of WFP food procured from smallholder farmer aggregation systems <i>(statement revised)</i></li> <li>Percentage of default rate of WFP pro-smallholder farmer procurement contracts <i>(statement revised)</i></li> </ul>	
<b>Livelihoods/food assistance for assets</b>	At least one corporate indicator must be selected for outcomes pursued through asset creation and/or livelihood support activities. Country offices should choose indicators relevant to intended results.
<p><b>Mandatory:</b> Select the most appropriate indicators based on country and programme context.</p>	
<p><b>Multi-year asset creation and livelihood support activities</b></p> <ul style="list-style-type: none"> <li>Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base <i>(enhanced methodology)</i></li> </ul> <p>or</p> <p><b>Asset creation activities</b></p> <ul style="list-style-type: none"> <li>Proportion of the population in targeted communities reporting environmental benefits</li> </ul>	
<b>Adaptation and resilience to climate and other shocks</b>	At least one corporate indicator must be selected for outcomes pursued through activities with climate risk management or climate adaptation objectives. Country offices should choose indicators relevant to intended results.
<p><b>Mandatory:</b> Select the most appropriate indicators based on country and programme context.</p>	
<ul style="list-style-type: none"> <li>Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks <i>(enhanced methodology)</i></li> <li>USD value of funds raised with a climate risk reduction objective <i>(new, replacing 7.1.1)</i></li> </ul>	
<b>Food systems</b>	At least one corporate indicator must be selected for outcomes pursuing resilient or efficient and inclusive food systems. For nutritious and safe food systems, country offices should choose at least one additional nutrition-specific indicator relevant to intended results.

## Outcome indicators<sup>1</sup>

<p><b>Mandatory:</b> Select at least one indicator under resilient food systems and/or at least one indicator under efficient and inclusive food systems. In addition, if relevant, add at least one indicator under nutritious and safe food systems.</p>	
<p><b>Resilient food systems</b></p> <ul style="list-style-type: none"> <li>• Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base (<i>enhanced methodology</i>)</li> <li>• Proportion of the population in targeted communities reporting environmental benefits</li> <li>• Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks (<i>enhanced methodology</i>)</li> </ul> <p><b>Efficient and inclusive food systems</b></p> <ul style="list-style-type: none"> <li>• Value and volume of smallholder sales through WFP-supported aggregation systems (<i>statement revised</i>)</li> <li>• Rate of smallholder post-harvest losses (<i>new</i>)</li> </ul> <p><b>Nutritious and safe food systems:</b> when an intervention has a nutritious and safe food systems objective, add at least one nutrition-sensitive indicator relevant to the type of intervention.</p> <ul style="list-style-type: none"> <li>• Refer to nutrition-sensitive programme area indicators</li> </ul>	
<b>Partnerships</b>	At least one corporate indicator must be selected for outcomes pursuing enhanced partnerships.
<p><b>Mandatory:</b> Select the most appropriate indicators based on country and programme context.</p> <ul style="list-style-type: none"> <li>• Partnerships index (<i>new, replacing 8.2.1</i>)</li> <li>• Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (<i>new</i>)</li> </ul> <p><i>And/or</i></p> <ul style="list-style-type: none"> <li>• Refer to capacity strengthening programme area indicators</li> </ul>	
<p><b>Services/cluster coordination</b> Mandatory for outcomes related to enhanced common coordination platforms and partners' demand for quality services fulfilled.</p>	
<p><b>Mandatory:</b> If applicable.</p> <ul style="list-style-type: none"> <li>• User satisfaction rate</li> </ul>	

## Cross-cutting Indicators

<b>C.1 Accountability to affected populations</b>
<b>Mandatory:</b> All indicators are required for interventions with household transfers. <sup>8</sup>
<ul style="list-style-type: none"> <li>• Proportion of assisted people informed about the programme</li> <li>• Proportion of affected people whose views and priorities are reflected in the design and implementation of the programme (<i>new</i>)</li> </ul>
<b>C.2 Protection</b>
<b>Mandatory:</b> All indicators are required for interventions with household transfers. <sup>9</sup>
<ul style="list-style-type: none"> <li>• Proportion of targeted people receiving assistance without safety challenges (<i>new, replacing C.2.1</i>)</li> <li>• Proportion of targeted people who report that WFP programmes are dignified (<i>new</i>)</li> <li>• Proportion of targeted people having unhindered access to WFP programmes (<i>new, replacing C.2.1</i>)</li> </ul>
<b>C.3 Gender</b>
<b>Mandatory:</b> All indicators are required for interventions with household transfers. <sup>10</sup>
<ul style="list-style-type: none"> <li>• Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality</li> <li>• Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women</li> <li>• Type of transfer received by participants in WFP activities, disaggregated by sex and type of activity</li> </ul>
<b>C.4 Environment</b>
<b>Mandatory:</b> For food assistance for assets (FFA) interventions <sup>11</sup>
<ul style="list-style-type: none"> <li>• Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified (<i>enhanced methodology</i>)</li> </ul>

<sup>8</sup> This indicator refers to household rations (i.e., it is not mandatory for regular school feeding take-home rations unless they are full household rations).

<sup>9</sup> idem

<sup>10</sup> idem

<sup>11</sup> The environmental and social impact screening tool is being developed for other interventions. Business rules will be updated accordingly.

## Output Indicators<sup>12</sup>

Reporting on all relevant output indicators is mandatory. Indicators will be disaggregated, where relevant, by criteria such as activity, sex, age, disability, beneficiary category, commodity type, programme area/sector, etc. and reported as a percentage of planned outputs.

### A. Resources Transferred

- A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers *(revised)*
- A.2 Quantity of food provided
- A.3 Total amount of cash transferred to targeted beneficiaries
- A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries
- A.5 Quantity of non-food items distributed
- A.6 Number of institutional sites assisted
- A.7 Number of retailers participating in cash-based transfer programmes
- A.8 Number of rations provided
- A.9 Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening *(new)*
- A.10 Total value (USD) of capacity strengthening transfers *(new)*

### B. Nutritious foods provided

- B.1 Quantity of fortified food provided
- B.2 Quantity of specialized nutritious foods provided
- B.3 Percentage of staple commodities distributed that is fortified *(new)*

### C. Capacity development and technical support provided

- C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities *(new)*
- C.5 Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities *(new)*
- C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support *(new)*
- C.7 Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support *(new)*
- C.8 USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support *(new)*

### D. Assets created

- D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure
- D.2 Number of people provided with energy assets, services and technologies *(new)*

### E. Social and behaviour change communication (SBCC) delivered *(revised)*

- E.4 Number of people reached through interpersonal SBCC approaches *(new)*
- E.5 Number of people reached through SBCC approaches using media *(new)*

### F. Purchases from smallholders completed

- F.1 Number of smallholder farmers supported or trained

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<sup>12</sup> Please note that revised and new output indicators have been allocated new coding (output categories C, E and G).

## Output Indicators<sup>12</sup>

F.2 Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers

### **G. Linkages to financial resources and insurance services facilitated**

G.1 Number of people insured through risk management interventions (*revised statement*)

G.3 Total sum insured through risk management interventions (*revised statement*)

G.7 Number of tools developed to strengthen national systems for forecast-based early action (*new*)

G.8 Number of people provided with direct access to information on climate and weather risks (*new*)

### **H. Shared services and platforms provided**

H.1 Number of shared services provided, by type

H.2 Number of WFP-led clusters operational, by type

H.3 Number of engineering works completed, by type

H.4 Total volume of cargo transported

H.5 Percentage of cargo capacity offered against total capacity requested

H.6 Percentage of payload delivered against available capacity

H.7 Total number of passengers transported

H.8 Number of emergency telecoms and information and communications technology (ICT) systems established, by type.

H.9 Number of camps and sites installed or maintained

H.10 Number of humanitarian workers provided health services, by agency and type

H.11 Number of agencies using common cash-based transfer platforms

### **I. Policy engagement strategies developed or implemented**

I.1 Number of policy engagement strategies developed or implemented

### **J. Policy reform identified/advocated**

J.1 Number of policy reforms identified or advocated

### **K. Partnerships supported**

K.1 Number of partners supported

### **L. Infrastructure and equipment investments supported**

L.1 Number of infrastructure works implemented, by type

L.2 Amount of investments in equipment made, by type

### **M. National coordination mechanisms supported**

M.1 Number of national coordination mechanisms supported

### **N. School feeding provided (*new*)**

N.1 Feeding days as percentage of total school days (*new*)

N.2 Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator) (*new*)

N.3 Number of children receiving deworming with WFP support (*new*)

N.4 Number of children receiving micronutrient powder or supplements (*new*)

N.5 Number of schools with infrastructure rehabilitated or constructed (*new*)



**Output Indicators**<sup>12</sup>

N.6 Number of children covered by home-grown school feeding (HGSF) (*new*)

SDG-related indicators<sup>13</sup>

SDG-related indicators serve to communicate WFP contributions to national SDG targets. These indicators are aggregations of results at the CSP portfolio level. Reporting on contributions to SDG 2 and SDG 17 targets is mandatory, as relevant. For other SDGs, country offices should select only the SDG targets and SDG-related indicators that are the most relevant to their interventions.



## SDG 1: End poverty in all its forms everywhere

SDG target	SDG indicator	SDG-related indicator
<b>1.2:</b> By 2030 reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	<b>1.2.1:</b> Proportion of population living below the national poverty line, by sex and age. <i>[Can report under 1.1.1 against international extreme poverty line when appropriate.]</i>	Number of people living below the national poverty line reached (by WFP or by governments or partners with WFP support) to improve their access to basic needs
<b>1.3:</b> Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	<b>1.3.1:</b> Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable.	Number of people reached (by WFP or by governments or partners with WFP support) to improve access to or the quality of social protection floors or systems
<b>1.4:</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	<b>1.4.1:</b> Proportion of population living in households with access to basic services.	Number of people reached (by WFP or by governments or partners with WFP support) to improve access to or the quality of economic resources and access to basic services, ownership and control over land and other forms of property, natural resources, appropriate new technologies and financial and insurance services

<sup>13</sup> SDG-related indicators for SDG 2 and SDG 17 are mandatory for all country offices to report on (when not applicable, the country office should so indicate). For “other SDGs”, country offices should only report on those that have a programmatic link to their country strategic plan. The following list of SDG-related indicators also refers to direct and indirect beneficiaries, in line with the latest WFP beneficiary guidance. SDG-related indicators are proposed for all the SDGs except for SDG 14, “Conserve and sustainably use the oceans, seas and marine resources for sustainable development”.

SDG target	SDG indicator	SDG-related indicator
<b>1.5:</b> By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	<b>1.5.1:</b> Number of deaths, missing persons and persons affected by disaster per 100,000 people.	Number of people reached (by WFP or by governments or partners with WFP support): <ul style="list-style-type: none"> <li>with life-saving interventions in response to shocks (natural disasters or economic, climate, conflict- or health-related shocks)</li> <li>to enhance resilience response to shocks (natural disaster, economic, climate, conflict, health)</li> </ul>
	<b>1.5.3/4:</b> Number of countries with national and local disaster risk reduction strategies.	Number of risk reduction strategies and plans developed with WFP support



## SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

### WFP Strategic Goal 1: Support countries to achieve zero hunger

SDG target	SDG indicator	SDG-related indicator
<b>2.1:</b> By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round <sup>14</sup>	<b>2.1.1:</b> Prevalence of undernourishment	Number of people reached by WFP (or by governments or partners with WFP support) to improve their food security
	<b>2.1.2:</b> Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	Number of people reached by WFP (or by governments or partners with WFP support) in the context of emergency response
<b>2.2:</b> By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons <sup>15</sup>	<b>2.2.1:</b> Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	Number of people reached (by WFP or by governments or partners with WFP support) with stunting prevention programmes
	<b>2.2.2:</b> Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among	Number of people reached (by WFP or by governments or partners with WFP support) with interventions to prevent and treat malnutrition (disaggregated by moderate acute malnutrition)

<sup>14</sup> Strategic Objective 1: End hunger by protecting access to food. Strategic Result 1: Everyone has access to food (SDG Target 2.1).

<sup>15</sup> Strategic Objective 2: Improve nutrition. Strategic Result 2: No one suffers from malnutrition (SDG Target 2.2).

SDG target	SDG indicator	SDG-related indicator
	children under 5 years of age, by type (wasting and overweight)	treatment and prevention programmes, micronutrient programmes and overweight programmes)
<b>2.3:</b> By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment <sup>16</sup>	<b>2.3.2:</b> Average income of small-scale food producers, by sex and indigenous status.	Number of small-scale food producers reached (by WFP or by governments or partners with WFP support) with interventions that contribute to improved incomes
<b>2.4:</b> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality <sup>17</sup>	<b>2.4.1:</b> Proportion of agricultural area under productive and sustainable agriculture	Number of people reached (by WFP or by governments or partners with WFP support) with interventions that aim to ensure productive and sustainable food systems
		Number of hectares of land rehabilitated (by WFP or by governments or partners with WFP support)



### SDG 3: Ensure healthy lives and promote well-being for all at all ages

SDG target	SDG indicator	SDG-related indicator
<b>3.2:</b> By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	<b>3.2.1:</b> Under-5 mortality rate; <b>3.2.2:</b> Neonatal mortality rate	Number of pregnant and lactating women and girls and children under 5 reached (by WFP or by governments or partners with WFP support) with interventions that contribute to reducing neonatal and under 5 mortality

<sup>16</sup> Strategic Objective 3: Achieve food security. Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG Target 2.2).

<sup>17</sup> Strategic Objective 3: Achieve food security. Strategic Result 4: Food systems are sustainable (SDG Target 2.4).

SDG target	SDG indicator	SDG-related indicator
<b>3.3:</b> By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	<b>3.3.1:</b> Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	Number of people living with HIV reached (by WFP or by governments or partners with WFP support) with interventions that increase adherence to treatment and prevent transmission
	<b>3.3.2:</b> Tuberculosis incidence per 1,000 population	Number of people with TB infection reached (by WFP or by governments or partners with WFP support) to promote their adherence to treatment and reduce contagion
<b>3.8:</b> Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	<b>3.8.1:</b> Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population).	Number of people reached (by WFP or by governments or partners with WFP support) with interventions that contribute to increased access to health services



**SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

SDG target	SDG indicator	SDG-related indicator
<b>4.1:</b> By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	<b>4.1.1:</b> Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex	Percentage of students reached (by WFP or by governments or partners with WFP support) who, by the end of two grades of primary schooling, demonstrate that they can read and understand the meaning of grade level text
		Number of children reached (by WFP or by governments or partners with WFP support) to promote access to and retention in school

SDG target	SDG indicator	SDG-related indicator
<b>4.2:</b> By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	<b>4.2.2:</b> Participation rate in organized learning (one year before the official primary entry age), by sex	Number of children reached (by WFP or by governments or partners with WFP support) to promote access to and retention in pre-school
<b>4.4:</b> By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.	<b>4.4.1:</b> Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill	Number of people reached (by WFP or by governments or partners with WFP support) to develop vocational skills
<b>4.5:</b> Eliminate gender and other disparities in education	<b>4.5.1:</b> Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated	Number of children reached (by WFP or by governments or partners with WFP support) to eliminate gender and other disparities in access to education
<b>4.6:</b> By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy	<b>4.6.1:</b> Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex	Number of people in a given age group reached (by WFP or by governments or partners with WFP support) to promote proficiency in functional literacy and numeracy skills



### SDG 5: Achieve gender equality and empower all women and girls

SDG target	SDG indicator	SDG-related indicator
<b>5.1</b> End all forms of discrimination against all women and girls everywhere	<b>5.1.1:</b> Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of policies and legal frameworks for promoting, enforcing and monitoring equality and non-discrimination on the basis of sex

SDG target	SDG indicator	SDG-related indicator
<p><b>5.2:</b> Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>	<p><b>5.2.1:</b> Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age</p> <p><b>5.2.2:</b> Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence</p>	<p>Number of people reached through WFP interventions that, in whole or in part, contribute to the reduction of gender-based violence</p>
<p><b>5.3:</b> Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation</p>	<p><b>5.3.1:</b> Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18</p>	<p>Number of people reached through WFP interventions that, in whole or in part, contribute to the reduction of harmful practices such as child, early and forced marriage and female genital mutilation</p>
<p><b>5.4</b> Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate</p>	<p><b>5.4.1.</b> Proportion of time spent on unpaid domestic and care work, by sex, age and location</p>	<p>Proportion of time spent on unpaid care and domestic work by individuals reached by WFP</p>
<p><b>5.5:</b> Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	<p><b>5.5.1:</b> Proportion of seats held by women in national parliaments and local governments</p> <p><b>5.5.2:</b> Proportion of women in managerial positions</p>	<p>Proportion of members of food assistance decision-making entities – committees, boards, teams, etc. – who are women</p>

<b>SDG target</b>	<b>SDG indicator</b>	<b>SDG-related indicator</b>
<p><b>5.6:</b> Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences</p>	<p><b>5.6.1:</b> Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive healthcare</p>	<p>Number of females aged 15–49 years reached (by WFP or by governments or partners through WFP support) with interventions that, in whole or in part, provide access to sexual and reproductive health services</p>
	<p><b>5.6.2:</b> Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive healthcare, information and education</p>	<p>Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive healthcare, information and education</p>
<p><b>5.a:</b> Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws</p>	<p><b>5.a.1:</b> Proportion of countries where the legal framework (including customary law) guarantees women’s equal rights to land ownership and/or control</p>	<p>Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of legal frameworks that guarantee women’s and men’s equal rights to land ownership and/or control</p>
<p><b>5.b:</b> Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	<p><b>5.b.1:</b> Proportion of individuals who own a mobile telephone, by sex</p>	<p>Number of people reached (by WFP or by governments or partners through WFP support) with interventions that, in whole or in part, provide access to information and communications technology</p>
<p><b>5.c:</b> Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	<p><b>5.c.1:</b> Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment</p>	<p>Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of systems for tracking and making public allocations for gender equality and women’s empowerment</p>





**SDG 6: Ensure availability and sustainable management of water and sanitation for all**

SDG target	SDG indicator	SDG-related indicator
<b>6.1:</b> By 2030, achieve universal and equitable access to safe and affordable drinking water for all	<b>6.1.1:</b> Proportion of population using safely managed drinking water services	Number of people reached (by WFP or by governments or partners with WFP support) through interventions that aim to strengthen access to safe drinking water
<b>6.2:</b> By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	<b>6.2.1:</b> Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water	Number of people reached (by WFP or by governments or partners with WFP support) through interventions that aim to strengthen hygiene and sanitation



**SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all**

SDG target	SDG indicator	SDG-related indicator
<b>7.1:</b> By 2030, ensure universal access to affordable, reliable and modern energy services	<b>7.1.2:</b> Proportion of population with primary reliance on clean fuels and technology	Number of people reached (by WFP or governments or partners with WFP support) with interventions aimed at enhancing their access to energy services and technologies



**SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

SDG target	SDG indicator	SDG-related indicator
<b>8.5:</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	<b>8.5.2:</b> Unemployment rate, by sex, age and persons with disabilities	Number of people reached (by WFP or by governments or partners with WFP support) to promote access to employment and decent work

SDG target	SDG indicator	SDG-related indicator
<b>8.10:</b> Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	<b>8.10.2:</b> Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider	Number of people reached (by WFP or governments or partners with WFP support) to improve access to or the quality of financial services



**SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

SDG target	SDG indicator	SDG-related indicator
<b>9.1:</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	<b>9.1.1:</b> Proportion of the rural population that lives within 2 km of an all-season road	Kilometres of road repaired or constructed (by WFP or by governments or partners with WFP support)
		Number of bridges repaired or constructed (by WFP or by governments or partners with WFP support)
	<b>9.1.2:</b> Passenger and freight volumes, by mode of transport	Number of passengers transported by WFP
		Freight volume transported by WFP
<b>9.a:</b> Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States	<b>9.a.1:</b> Total official international support (official development assistance plus other official flows) to infrastructure	Dollar value of WFP investment in infrastructure in an assisted country
<b>9.c:</b> Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	<b>9.c.1:</b> Proportion of population covered by a mobile network, by technology	Number of people reached (by WFP or by governments or partners with WFP support) to increase access to communication technology
<b>9.3:</b> Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	<b>9.3.2:</b> Proportion of small-scale industries with a loan or line of credit	Number of small-scale industries helped (by WFP or by governments or partners with WFP support) to promote access to new loans or lines of credit



### SDG 10: Reduce inequality within and among countries

SDG target	SDG indicator	SDG-related indicator
<b>10.3:</b> Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	<b>10.3.1:</b> Proportion of the population reporting having personally felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	Number of people reached (by WFP or by governments or partners with WFP support) to prevent discrimination on grounds prohibited under international human rights law



### SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

SDG target	SDG indicator	SDG-related indicator
<b>11.1</b> By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	<b>11.1.1</b> Proportion of urban population living in slums, informal settlements or inadequate housing	Number of people in urban areas reached (by WFP or by governments or partners with WFP support) to meet their basic needs
<b>11.5:</b> By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	<b>11.5.1:</b> Number of deaths, missing persons and persons affected by disaster per 100,000 people	Number of people in urban areas reached (by WFP or by governments or partners with WFP support) with assistance following disasters
<b>11.b</b> By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels	<b>11.b.2</b> Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	Number of local governments that WFP has supported in the development of disaster risk reduction strategies



### SDG 12: Ensure sustainable consumption and production patterns

SDG target	SDG indicator	SDG-related indicator
<b>12.3:</b> By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.	<b>12.3.1:</b> Global Food Loss Index	Percentage of food loss reduction (due to WFP interventions or support provided to governments or partners)
<b>12.7:</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities	<b>12.7.1:</b> Number of countries implementing sustainable public procurement policies and action plans	Dollar value of WFP support to a government in the improvement of procurement practices ( <i>being developed</i> )



### SDG 13: Take urgent action to combat climate change and its impacts

SDG target	SDG indicator	SDG-related indicator
<b>13.1:</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	<b>13.1.1:</b> Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	Number of people reached (by WFP or by governments or partners with WFP support) to enhance their resilience to climate related hazards and natural disasters
	<b>13.1.2:</b> Number of countries with national and local disaster risk reduction strategies.	Number of climate risk reduction strategies and plans developed with WFP support
<b>13.3:</b> Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	<b>13.3.1:</b> Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula	Number of people reached (by WFP or by governments or partners with WFP support) with awareness raising and training on climate change mitigation, adaptation, impact reduction and early warning



### SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

SDG target	SDG indicator	SDG-related indicator
<b>14.b:</b> Provide access for small-scale artisanal fishers to marine resources and markets	<b>14.b.1:</b> Progress by countries in the degree of application of a legal/regulatory/policy /institutional framework which recognizes and protects access rights for small-scale fisheries	Number of people reached (by WFP or by governments or partners with WFP support) to increase access to water sources for small-scale fishing



**SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss**

SDG target	SDG indicator	SDG-related indicator
<b>15.1:</b> By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	<b>15.1.1:</b> Forest area as a proportion of total land area	Number of people engaged in land maintenance or protection activities



**SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

SDG target	SDG indicator	SDG-related indicator
<b>16.6:</b> Develop effective, accountable and transparent institutions at all levels	<b>16.6.2.:</b> Percentage of the population satisfied with their last experience of public services	<i>Being developed</i> <sup>18</sup>

<sup>18</sup> The relationship between hunger and conflict is a complex topic of increased attention at all levels, and WFP's potential contribution to peace is a recognized gap within the Humanitarian-Development-Peace Nexus agenda. Within this context, WFP has joined forces with the Stockholm International Peace Research Institute (SIPRI) to define WFP's contributions to peace, inform advocacy and practice and develop a framework of possible indicators to measure such a contribution. As the partnership has recently started, at the time of submission WFP is not able to propose indicators that have been tested with country offices but is committed to providing them as soon as they are available.



**SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**

**WFP Strategic Goal 2: Partner to support implementation of the SDGs**

<b>SDG target</b>	<b>SDG indicator</b>	<b>SDG-related indicator</b>
<b>17.9:</b> Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation	<b>17.9.1:</b> Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries	Dollar value (within WFP portfolio) of technical assistance and country capacity strengthening interventions (including facilitation of South-South and triangular cooperation)
<b>17.14:</b> Enhance policy coherence for sustainable development <sup>19</sup>	<b>17.14.1:</b> Number of countries with mechanisms in place to enhance policy coherence of sustainable development	Number of mechanisms (by type) developed (by WFP or by governments or partners with WFP support) to enhance policy coherence linked to zero hunger
<b>17.3:</b> Mobilize additional financial resources for developing countries from multiple sources <sup>20</sup>	<b>17.3.1:</b> Foreign direct investments (FDI), official development assistance (ODA) and South-South Cooperation as a proportion of total domestic budget	Dollar value of resources mobilized by WFP to increase government or national stakeholder access to financial resources to achieve the SDGs
<b>17.16:</b> Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries <sup>21</sup>	<b>17.16.1:</b> Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals	Number of partners participating in multi-stakeholder partnerships (including common services and coordination platforms) where WFP plays a leading or coordinating role

<sup>19</sup> Strategic Objective 4: Support SDG implementation. Strategic Result 6: Policies to support sustainable development are coherent (SDG Target 17.14).

<sup>20</sup> Strategic Objective 5: Partner for SDG results. Strategic Result 7: Developing countries access a range of financial resources for development investment (SDG Target 17.3).

<sup>21</sup> Strategic Objective 5: Partner for SDG results. Strategic Result 8: Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16).

## Management key performance indicators

### Overview

The key performance indicators (KPIs) presented below include category I KPIs and associated category III component indicators (see para. 28 of the revised CRF for an explanation of categories). These will be used for the remaining period of the revised CRF. The component indicators will be mandatory to ensure a clear link with the daily management of operations. Methodologies for each KPI, including a baseline, targets, calculation and interpretation, are set out in an internal WFP management indicator compendium. Targets will be presented annually in the management plan and performance will be analysed in the annual performance report.

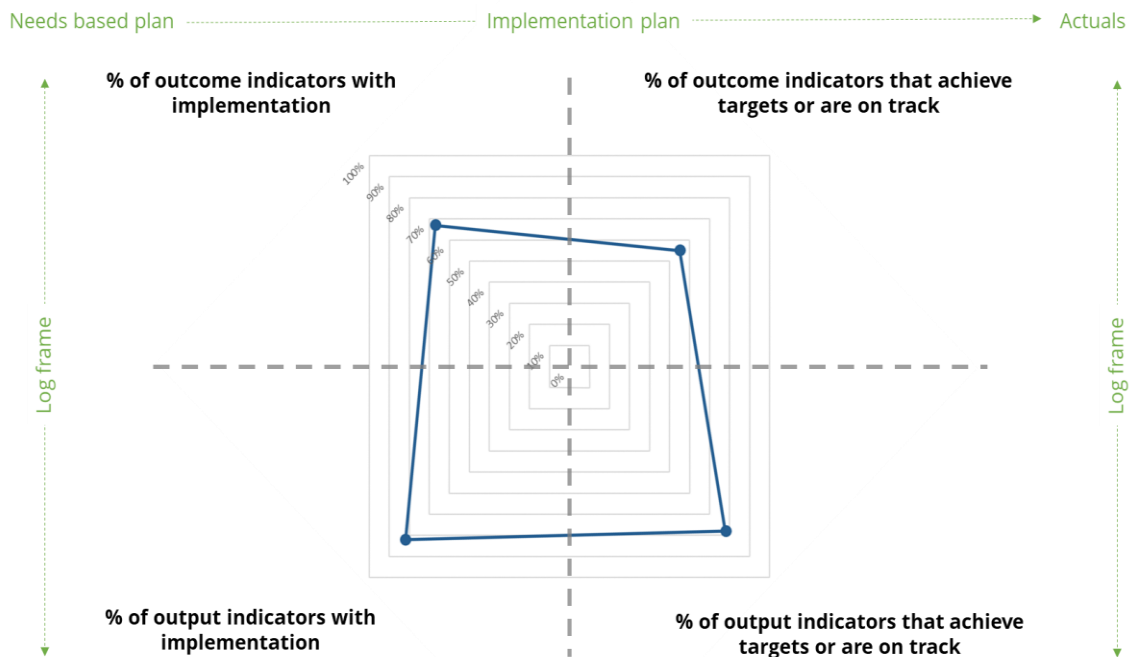


### KPI 1: Overall progress in country strategic plan implementation

Measures how funding and operational constraints influence WFP's implementation, and the performance of the activities and strategic outcomes that are implemented during the period being measured.

Component indicators
Percentage of outcomes with implementation
Percentage of outcomes for which values were achieved or on track
Percentage of outputs with implementation
Percentage of outputs for which values were achieved or on track
Visualization
<p>The four components of the key performance indicator are displayed in the graph below. Each component is represented in a quadrant of the figure.</p> <p>The two left quadrants display the percentage of outcomes and outputs for which there was implementation. These show what proportion of the WFP programme of work it was feasible to implement given operational constraints and the funding received by WFP. This also reflects the prioritization that takes place at the operational level. The difference between the component values and the total (100 percent) reflects mainly WFP's funding gap.</p> <p>The two right quadrants display, of the WFP activities that were implemented, the percentage of outcomes and outputs that achieved targets. This reflects how effectively the funding received by WFP was used. The difference between the values and the total (100 percent) shows the extent to which a reduction in the achievement of outputs affects the achievement of outcomes.</p>

**KPI 1: Overall progress in country strategic plan implementation – all WFP country offices**



**KPI 2: Effective emergency preparedness and response**

Measures WFP’s performance against emergency preparedness and response standards. This includes preparedness at the country and corporate levels, as well as implementation of corporate responses to acute emergencies.

<b>Preparedness component indicators</b>
Percentage of country offices that update or implement at least 80 percent of minimum preparedness actions
Number of training events in emergency response according to FASTER standard
Timeliness of the Immediate Response Preparedness facility
<b>Response component indicators</b>
Timeliness of the operational task force
Timeliness of the elaboration of concept of operations by the country office
<b>Visualization</b> (No specific visualization design for this KPI)





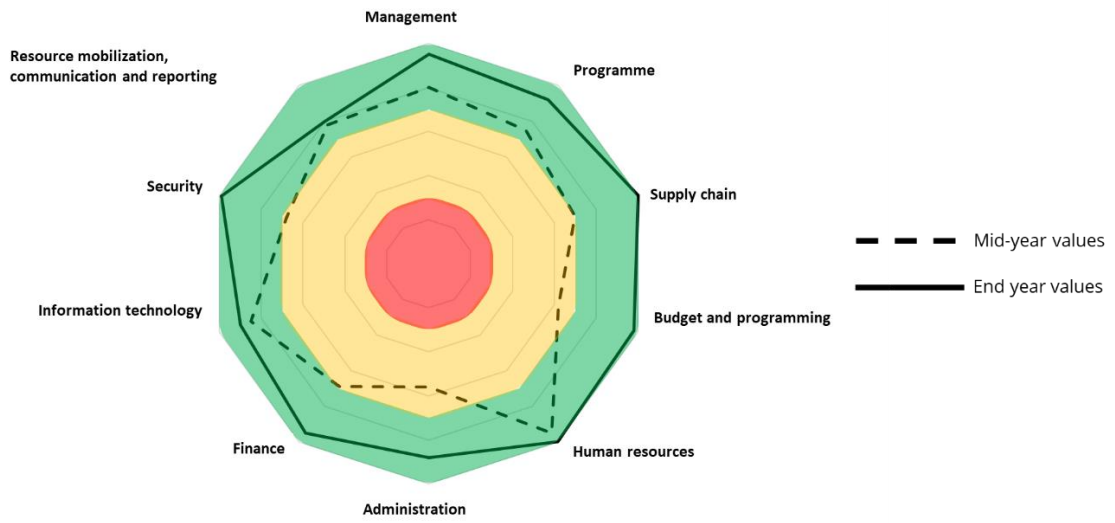
### KPI 3: Overall achievement of management performance standards

Measures country office performance in each functional area in supporting the implementation of country strategic plans. Aggregation of functional areas permits a corporate analysis of management processes.

Component indicators
Management: Gender representation
Management: Number of outstanding audit recommendations
Programme: Percentage of outputs achieved within partnerships
Programme: Percentage of implemented evaluation recommendations
Supply chain: Percentage of post-delivery losses
Supply chain: Percentage of tonnage uplifted by the agreed date
Budget and programming: Percentage of all CSP expenditure against implementation plan
Human resources: Performance and competency enhancement (PACE) compliance rate
Human resources: Percentage of staff who have completed all mandatory training
Administration: Percentage of internal controls in place and implemented in administration
Administration: Percentage of WFP fixed assets physically counted and verified
Finance: Percentage of enhanced risk items in the financial dashboard
Information technology: Percentage of compliance with information technology security standards
Security: Percentage of compliance with Field Security Accountability Framework standards
Resource mobilization, communication and reporting: Percentage of needs-based plan funded in country office operations
Visualization
<p>The various components of the key performance indicator are represented below, grouped in the ten functional areas. Performance in each functional area is measured against one or more standards (identified by the components) and assessed independently. The performance in each functional area is also assessed to be high, medium or low (represented in colours in the graph).<sup>22</sup> When relevant, lower performance can be associated with risk thresholds. The graph also presents two independent measurements (mid-year, covering approximately six months and end-year, covering approximately 12 months) which correspond to WFP's performance management cycle.</p>

<sup>22</sup> Each functional area has different thresholds for high, medium and low performance. To facilitate the reading of the figure, the thresholds have been normalized.

**KPI 3: Overall achievement of management performance indicators - all WFP country offices**



## Acronyms used in the document

CRF	Corporate Results Framework
CSI	coping strategy index
CSP	country strategic plan
FASTER	functional and support training for emergency response
FCS-N	food consumption score - nutrition
FFA	food assistance for assets
ICT	information and communications technology
KPI	key performance indicator
MAD	minimum acceptable diet
MAM	moderate acute malnutrition
MDD-W	minimum dietary diversity for women
PACE	Performance and Competency Enhancement
PSA	programme support and administration
QCPR	quadrennial comprehensive policy review
RBA	Rome-based agency
SBCC	social behaviour change communication
SDG	Sustainable Development Goal
UN SWAP	United Nations System-wide Action Plan on Gender Equality
WHO	World Health Organization