

WFP Corporate Results Framework 2022–2025
SUPPLEMENTARY INFORMATION NOTE

Revised

Annex I - High-level Targets

Annex II - Methodological Note

11 November 2021

Introduction

1. The main purpose of the corporate results framework (CRF) for 2022–2025 is to provide a tool for effectively operationalizing the strategic plan. It contains the expected results and targets to be achieved by the entire Organization, thereby informing the design of country strategic plans (CSPs) and providing a basis for corporate monitoring, performance assessment and reporting.
2. With regard to **programme results**, the CRF guides implementation of the 2022–2025 strategic plan and aligns outcomes and outputs with the Sustainable Development Goals (SDGs) and SDG targets, with a specific focus on SDGs 2 and 17, thereby translating WFP's high-level objectives and impact into actions with measurable results. It provides a list of corporate indicators for use by all offices at the impact, outcome and output levels, as well as indicators to be utilized for cross-cutting priorities. The CRF enables WFP to track programme effectiveness and informs corporate performance reporting by providing achievement values for the programmatic indicators included in WFP's annual country reports (ACRs) and annual performance report (APR). This document provides an overview of progress made in the formulation of the CRF, including results and indicators
3. The CRF also presents WFP's **management results**, which will articulate WFP's approach to planning, measuring and reviewing organizational effectiveness. The management results are accompanied by indicators, whose use by headquarters divisions, regional bureaux, country offices and global offices will generate organizational performance information to facilitate evidence-based executive and management decision making. The management-focused results will also support the prioritization process for the programme support and administrative (PSA) budget in the management plan and support the tracking of progress of WFP's organizational strengthening and corporate investments.
4. Ultimately, the CRF ensures harmonized programme design, monitoring and reporting across WFP operations to support, with evidence, the achievement of programmatic and management results. The CRF and the data it generates will also be utilized by WFP's evaluation function. WFP also intends to continue conducting qualitative research to complement the CRF and to help explain the impact of WFP's interventions.
5. Although the CRF includes several principles that support programmatic and management results reporting, and these play an important role in aligning resources to results, it should be highlighted that the CRF does not guide or design WFP's financial and budgetary administration. These are reflected in the management plan and the WFP financial framework review among other policies and frameworks.

Key changes compared to the CRF 2017–2021

6. The CRF is still being developed, with expected approval during the first regular session of the Executive Board in February 2022. The changes described below are being developed or are the subject of on-going consultations.
7. More systematic impact reporting, as well as enhanced reporting on WFP's contribution to certain SDGs other than SDG 2 and SDG 17 has been put in place. The list of outcome indicators has also been revisited (with most existing indicators remaining, revised, or with new ones added) and output statements have been formulated to read more like results. The CRF is moving toward greater United Nations alignment through the selection and identification of common and complementary indicators (impact, outcome, outputs and cross-cutting). In addition, criteria for corporate indicator selection and country versus corporate reporting are being developed. Finally, the replacement of the current categories

of management key performance indicators (KPIs) with proposed management results is underway.

Process update

8. WFP established a CRF working group in early 2021 to launch the formulation of the new CRF and ensure a broad consultative process, closely tracking the strategic plan work, for alignment. All relevant technical teams and the regional monitoring advisors have been part of the working group, which had met nine times as of late October 2021. In parallel, the Research, Assessment and Monitoring Division (RAM) of the Resource Management Department (RM) and the Corporate Planning and Performance Division (CPP) of the Programme and Policy Development Department (PD) have co-led the line-of-sight strategic plan results framework (SPRF) working group. These two divisions bring together responsibility for the strategic plan development and the CRF development, respectively, as well as additional functions and expertise in the areas of corporate annual performance reporting and field monitoring.
9. Consultations between CPP as the CRF working group lead and technical units are ongoing. Going forward, this work will continue in both broader and smaller groups to ensure a comprehensive and joined-up approach to finalizing results statements and their indicators. WFP has also consulted with other organizations, including for example the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations High Commissioner for Refugees (UNHCR), the United Nations Population Fund (UNFPA) and the Food and Agriculture Organization of the United Nations (FAO), focusing on measurement related to integrated programming, United Nations sustainable development cooperation framework (UNSDCFs) and common and complementary indicators that contribute to inter-agency processes and facilitate the monitoring of system-wide changes. Common indicators are those that appear the same in at least two entities' results or reporting frameworks – including the quadrennial comprehensive policy review (QCPR) monitoring and reporting framework for 2021–2024. Complementary indicators are as those in the results framework that are not repeated verbatim in the results or reporting frameworks of another United Nations entity but are related or provide different but complementary lenses or insights into a single issue or high-level result and/or are of complementary work, such as SDG targets. Common and complementary indicators help to clarify how WFP is achieving results in a coherent manner with other United Nations agencies, including in response to the QCPR. ***See annex I section QCPR alignment.***
10. To ensure a harmonized approach to designing, monitoring and reporting across WFP, it is necessary to test and pilot all new indicators included in the CRF. Currently, for this reason all new proposed indicators yet to be piloted and/or tested beyond 2021 will be included in the CRF annex for approval in February 2022. Such indicators may be further refined upon completion of the pilot phase. Some examples of technical units in the pilot phase for related indicators include those dealing with country capacity strengthening, gender, nutrition and resilience.

Principles for CRF formulation

11. The CRF is being built upon a base of five key principles to ensure that it is relevant, adaptable and most of all useful for internal stakeholders and external observers. The dual function of the CRF will be kept, ensuring that country offices can still use the CRF to guide their CSP design and results formulation and measurement and that it also retains its

usefulness for corporate reporting purposes. The CRF is designed to be **lean, aligned, evidence-based, user-focused** and **validated**:

1. **Simple and lean:** Essential metrics for country and annual corporate reporting to demonstrate progress towards strategic outcomes and priorities have been included and will be reported in the APR. To achieve corporate and country-specific goals, WFP must strive to simplify and automate the processes and transactions that contribute to improved effectiveness and efficiency across the organization. This priority refers to improved business processes and transactions, demonstrable efficiency gains and improved performance management.
2. **Aligned:** WFP has made great strides towards deeper United Nations alignment. The CRF will be organized to ensure that WFP is well aligned with the 2030 Agenda for Sustainable Development and SDG framework, the QCPR, the Grand Bargain, UNSDCF reporting requirements, UN INFO reporting and other global standards. Relevant indicators are mainstreamed in the different results (programme, management and cross cutting) and will be accounted for through a combined approach at country and headquarters levels.
3. **Evidence based:** The development of the new CRF has been underpinned by evidence such as the CRF mid-term review, plus lessons learned from the implementation of first generation CSPs. Where technical theories of change exist, these combined with other evidence sources – notably those informed by internal and external evaluations, has informed the revision of outcome and output indicators.
4. Fourth, this CRF is **user-focused**. The CRF recognizes the importance of data quality, and the CRF's roll out will be accompanied by an uptake plan. Furthermore, the CRF has been developed in consultation with an external statistical consultant to ensure the robust translation of data collected into WFP's annual reporting exercises.
5. Finally, the CRF is designed to be **validated**. The majority of programme and management performance indicators will have gone through extensive review and testing in 2021/2022 in preparation for the new CRF. WFP is committed to measuring across the duration of the CRF cycle, with vetted indicators aligned with the organization's business rules.

CRF structure

12. The CRF is composed of two main parts. **Programme results** capture WFP's strategic vision of how the organization will contribute to the achievement of the SDGs (with special focus on SDGs 2 and 17). **Management results** capture how WFP leverages its organizational enablers, policies and resources to ensure effective delivery of the strategic plan. Together, these two elements operationalize the strategic plan and capture WFP's results and performance throughout the cycle of planning, implementation, monitoring and reporting.

Figure 1 - The Corporate Results Framework Structure



Programme results and indicators

Programme results

- Programmatic results have three layers – Impact, Outcome and Output. Impact and outcome level results reflect the combined efforts of governments, United Nations organizations, the private sector, civil society and other partners, while output-level results more closely reflect the specific contribution of WFP.
- The measurement of WFP's programme results is built around measuring progress made towards SDG 2 and SDG 17. Strategic Outcomes 1, 2 and 3 are more closely linked to SDG 2 and Strategic Outcomes (SO) 4 and 5 are linked to SDG 17. These five strategic outcomes frame WFP's programmatic and operational focus and will be achieved through the generation of outputs, which in this CRF have been articulated more like results than were those in the corporate results framework for 2017–2021.

Programme indicators

- WFP will report the global **impact** against SDG 2 targets 2.1, 2.2, 2.3 and 2.4 as well as SDG 17 targets 17.3, 17.9, 17.14 and 17.16 to contextualize WFP's results at the outcome and output levels. The exact list of SDG indicators to be used and the specifically related business rules for CSP logframe creation (link to outcomes) as well as for country and corporate reporting are still to be confirmed. The impact indicators represent relatively long-term global changes in hunger trends and access to nutritious food.
- While focusing on SDG 2 and SDG 17 at the impact level, WFP also **contributes** to other SDGs as articulated in the strategic plan. The organization will intensify efforts to collect accurate information and demonstrate its contributions to these SDGs in countries where WFP is present, as well as to SDGs 2 and 17, using **output-level SDG-related indicators**. These indicators were introduced in the revised corporate results framework for 2017–2021 and are formulated in an agency-neutral manner and, when feasible, use the same units of measurement as their corresponding SDG indicators.

17. Reporting on all 18 SDG-related indicators against WFP's eight SDG 2 and SDG 17 targets is mandatory for all country offices, as applicable and available. For the other SDGs listed in the strategic plan, WFP is exploring the feasibility of reporting on its other more than 30 SDG-related indicators more systematically and clearly linking these contributions to its strategic outcomes.
18. The new strategic plan has five outcomes.

Outcome 1 - People are better able to meet their urgent food and nutrition needs

19. Saving lives in emergencies is WFP's highest priority. WFP seeks to strengthen and improve its efficiency and effectiveness and systematically respond to emergencies at the right time, with the right skill sets and people and in the right manner. This includes strengthening early warning and anticipatory action and building a top-class, deployable workforce for emergencies. Working with partners, WFP also seeks to extend its reach and sustain access to affected populations and provide urgent food, cash and nutrition assistance, targeting those most vulnerable with speed, at scale and with the quality of support needed. Where possible, WFP will assume a more enabling role, strengthening national and local emergency response capabilities. ***See annex I section Outcome 1: People are better able to meet their urgent food and nutrition needs.***

Outcome 2: People have better nutrition, health and education outcomes

20. Alongside meeting needs, WFP will leverage its versatility and work with partners to reduce need, including by scaling up efforts to prevent and address malnutrition in all its forms and bolstering national safety nets and social assistance programmes. WFP's drive to ensure that all hungry children benefit from a nutritious meal at school serves as a flagship effort with the potential to support local agriculture and markets while simultaneously improving health, nutrition and education outcomes. ***See annex I section Outcome 2: People have better nutrition, health and education outcomes.***

Outcome 3: People have improved and sustainable livelihoods

21. WFP will change lives while saving lives through risk-informed and integrated programmes that help build more resilient households and communities across rural and urban contexts. By layering community and household asset creation, smallholder agriculture market support activities, climate risk management interventions and climate change adaptation programming, WFP and its partners will support food-insecure populations in their efforts to adapt and improve their lives and livelihoods, build self-reliance and better withstand and more quickly recover from recurring shocks. ***See annex I section Outcome 3: People have improved and sustainable livelihoods.***

Outcome 4: National Programmes and Systems are strengthened

22. Saving lives and changing lives is as much about how WFP works as what WFP does. Wherever possible, WFP will work through and in a manner that strengthens national systems, namely, emergency preparedness and response, disaster risk reduction, food and social protection systems and the broader SDG planning, implementation and monitoring. For long-term impact, WFP will increase its engagement as a broker of South-South and triangular cooperation through the WFP centres of excellence, regional bureaux and headquarters. ***See annex I section Outcome 4: National programmes and systems are strengthened.***

Outcome 5 - Humanitarian and development actors are more efficient and effective

23. WFP provides valuable services for partners in the areas of transport and logistics, procurement, cash-based transfers, administration, infrastructure, digital solutions and data analytics. These will be further enhanced and made available, on-demand, to augment national capacity and support governments and the humanitarian and development community. WFP also leads the logistics cluster and the emergency telecommunications cluster, and with the Food and Agriculture Organization of the United Nations co-leads the food security cluster, providing coordination and “last resort” capability for the global humanitarian system. **See annex I section Outcome 5: Humanitarian & development actors are more efficient & effective.**
24. **Outcome indicators** are identified to measure progress under the five strategic outcomes in relation to countries in which WFP has programmes in support of national priorities. As a United Nations entity, WFP adopts UNSDCF definitions, understanding corporate outcomes to be at scale with changes in institutions, systems, behaviour, norms, practices and beliefs. At the country level, WFP will link each CSP free-text outcome to a UNSDCF outcome (or to a humanitarian response plan where a UNSDCF does not capture humanitarian outcomes) as well as to one of the five outcomes of the strategic plan.
25. Work is under way with country, regional and headquarters offices to finalize the list of outcome indicators by strategic outcome for inclusion in the CRF. The CRF will not contain all the indicators used by WFP to measure performance at the country level. Rather, only those that are deemed mandatory based on an intervention’s design and intended results and that can best show outcome-level change and demonstrate WFP’s contribution and accountability in various country contexts have been included. Country offices will be able to continue to propose and measure other country-specific outcome indicators in accordance with current practice, but they will not be included in the CRF. The CRF will also indicate the methodology (work in progress) for selecting which of the mandatory indicators will be reported as core corporate indicators and thus aggregated at the global level in the APR, which will simplify and reduce the number of outcome indicators used for corporate reporting.
26. Technical units have undertaken an extensive revision of the indicators pertaining to their specific activities and modalities of implementation based on their updated strategies and theories of change. This exercise led to the introduction of 51 new outcome-level indicators out of a total of 104 (49 percent). Thirty-one percent of indicators already existing have been improved in either wording or methodology to enable better reporting. Eight indicators were removed after reviewing their relevance and reporting frequency in previous ACRs/APRs.
27. Most indicators have been introduced under strategic outcome 1, with 45 new additions and 32 changes to existing indicators. While there are 97 available indicators under strategic outcome 1, some are repeated in different strategic outcomes to show the results of the same types of interventions but in different contexts and with different objectives. Currently there are 51 indicators available for reporting under strategic outcome 2, of which 22 are new and 20 have been revised. Under strategic outcome 3 over half of the indicators were revised and amended (52 percent), with nine new ones added and three removed. For strategic outcome 4 16 new indicators were added at the outcome level and 13 amended out of a total of 33 indicators. Work is still ongoing for the 13 indicators pertaining to strategic outcome 5, for which six new indicators have been introduced and four have been revised. The current exercise to revise indicators is still under way; the total number of indicators as well as the share of new, amended and removed indicators may change as the CRF is increasingly refined and finalized for Board approval.

28. **Output indicators** quantify the full range of support that WFP activity implementation provides in various country contexts such as food, nutrition and direct service provision, systems strengthening and policy processes. These results flow from WFP inputs and activities and are directly within the organization's control. Country offices will select the relevant indicators based on their outputs.

Cross-cutting priorities

29. The "*saving lives, changing lives*" agenda cannot be realized without a strong normative framework on cross-cutting priorities and decisive moves to operationalize it. Cross-cutting priorities represent commitments that WFP has made to maximize programme effectiveness. Enshrined in WFP's policy framework, they will be applied and measured across the board.
30. WFP's new strategic plan defines four cross cutting priorities: **Protection and accountability to affected populations; Gender equality and women's empowerment; Nutrition integration;** and **Environmental sustainability**. Correspondingly, the CRF includes organization-wide mandatory indicators for measuring the extent to which WFP is achieving its policy objectives in each of these four areas.
31. The successful management of cross-cutting priorities is a prerequisite for programme excellence since they bring together social, environmental and contextual concerns and structural inequalities that must be understood, analysed and adequately factored in when delivering assistance across all contexts, to ensure diverse persons can equitably participate in and benefit from WFP programmes the most vulnerable and in the most challenging contexts.
32. Cross-cutting priorities can be applied along the nexus in two main ways: as Environmental and Social Safeguards (to ensure WFP's programmes do no harm), and as specific and targeted actions that enhance the quality and sustainability of WFP programmes and their equitable impact.
33. For 2022–2025, WFP will work to apply its cross-cutting priorities along the nexus in two main ways: **as safeguards** to ensure that WFP's programmes **do no harm**; and (2) **as actions that enhance the quality and sustainability** of WFP programmes and their equitable impacts.
34. This work will also contribute to specific outcomes. QCPR indicators related to cross-cutting priorities have been used where available, and other indicators developed with reference to global standards and learning (for example on protection) in order to strengthen inter-agency reporting coherence.
35. The process of putting together the CRF for 2022–2025 has highlighted the need for a more systematic approach to managing cross-cutting results and indicators that must ultimately enable the organization to measure performance against these policy commitments. This is now a priority moving forward as the organization works to complete the CRF.
36. Further, to ensure the effectiveness of this cross-cutting approach, WFP commits to broadening its analytical approaches to include indicators that capture intra-household food security dynamics, are consistently disaggregated by sex, age and disability, and consider the qualitative aspects of measurement in order to identify and address the barriers experienced by individuals when seeking access to and control over the means of ensuring food security and nutrition.

37. This breadth of indicator application, data collection, analysis and use will support WFP to ensure an equitable and inclusive programme delivery model. For example, efforts to determine food security and nutrition needs at the intra-household level will break from traditional data collection methodologies that centre on the “head of household” and focus instead on the intra-household dynamics of food security and nutrition - the who, what, when and how much - with regard to the control of individual household member food consumption at each meal on each day, taking into account sex, age (considering lifecycle dimensions) and disability. Being able to capture intra-household data as the foundation for programme design and implementation approaches is key to transforming gender relations and examining the impact of gender inequality on WFP’s food system, food security and nutrition programming.
38. Complementary to gaining a better understanding of individual, or intra-household food security dynamics is ensuring that WFP embraces a systematic collection, analysis and use of data disaggregated by sex, age, disability and other socio-demographic attributes. It is expected that the CRF people-related outcome and output indicators will strive to consistently capture, report on, and apply disaggregated data in order to be better positioned to understand the specific needs and priorities of the diverse women, men, girls and boys, and report on the impact that WFP programming is having upon them. Meaningfully measuring work which addresses the root causes of inequality requires the collection, analysis and use of both qualitative and quantitative data as a basis for better understanding, identifying, and responding to inequalities.
39. Measuring changes in behaviour related to challenging deeply entrenched gender-based and other stereotypes, norms, conscious and unconscious bias, requires the application of qualitative measurement tools that assess both individual and community perceptions of change over time. Dismantling these root causes of inequality will create the conditions necessary to respond with concrete actions that empower women, men, girls and boys to dynamically advance gender and other forms of equality at all stages of the lifecycle.
40. The extent to which cross-cutting policies are implemented often depends on the skills and capacities of individuals on the ground, the quality of partnerships, increased corporate awareness and leadership, and adequate financial resources. For this reason, WFP is developing a corporate approach on the management and coordination of cross-cutting priorities with a view to enhancing the quality of its programmes and the sustainability of equitable benefits. **See annex I section WFP Cross-cutting Priorities.**

High-level targets

41. WFP is currently finalizing high-level targets for its new strategic plan (2022-2025). These targets reflect a realistic level of ambition and provide a sense of prioritization across the five strategic outcomes. The four-year lead targets consider both the global state of affairs and WFP ability to respond. The proposed high-level targets can be found in annex I, WFP strategic plan targets, in this note. These are preliminary and require further consultation and review internally and with the Executive Board. The previous CRF 2017-2021 used annual targets for key programme output indicators. The new CRF will have indicators and targets for each strategic outcome as well as for the cross-cutting priorities.¹ WFP will use one “lead target” for each strategic outcome, supported by three to five complementary indicators to provide more granular information as well as to contextualize the lead target. The new CRF will be based on a combination of both new and existing indicators. Therefore, while many targets will have readily available baselines on the onset, new baselines will be

¹ High-level targets for cross-cutting priorities will be shared for discussion at the next informal consultation.

developed for targets with new indicators, for which systematic data is not yet available. **See annex I section WFP Strategic Plan Targets.**

Management Results

42. The strategic plan includes six organizational enablers – **funding, partnerships, technology, innovation, evidence and people** - that will enable the organization to remain efficient and effective while increasing WFP’s ability to achieve results in the eradication of food insecurity and malnutrition. The CRF formulates accompanying measurement of the enablers, in the context of management results, defined by the overall ambition of the strategic plan outcomes.
43. WFP has carefully reviewed the enablers and launched internal consultations on a proposed set of management results that would embody the intention behind the enablers. The CRF is based on a key principle that management of corporate performance supports programme performance in the implementation of the strategic plan and hence through the enablers and management results. As part of this process, management is proposing two additional areas that it believes should be included as management results – **effective emergency response** and an **expanded view of evidence and learning** – and that represent a slight expansion of the enablers.
44. The seven management results have key performance indicators and performance targets to enable better performance management and accountability. WFP’s corporate management performance KPIs and targets will continue to define the standards to which the organization holds itself accountable in contributing to the implementation of the strategic plan and in supporting programme performance. This will ensure that the functional areas are comprehensively represented and that performance measurement is as comprehensive as it needs to be given the ambition of the strategic plan.
45. The management results will capture the capabilities that support WFP in implementing the strategic plan. To measure progress in each area, every result would be articulated by a limited number of outputs. KPIs are being assigned at the output level in close consultation with technical teams and corporate stakeholders. The proposed management results include corresponding output statements and KPIs aligned with corporate performance reporting needs in line with the suggestions of Board members.

Management Result 1: Effectiveness in emergencies

46. Key to WFP’s past success has been its ability to respond quickly to sudden disruptions and unexpected emergencies. An increasingly complex global operational context requires WFP to proactively anticipate, prepare for and respond to emergencies with speed and agility, which is a fundamental requirement of the Integrated Road Map framework and its governance structure. This management result addresses the revised WFP emergency activation protocol with corporate alert and corporate scale-up phases. In this context, WFP will ensure that crisis response will be embedded in all CSPs, ready for use when needed. To effectively deliver on effectiveness in emergencies, WFP adheres to the main tenets of the Inter-Agency Standing Committee (IASC) humanitarian system-wide scale-up activation procedure,² which include the approval of a “no regrets” approach based on the five IASC assessment criteria of scale, urgency, complexity, capacity and risk of failure. **See annex I on Management Result 1: Effectiveness in emergencies.**

² IASC reference document, “Protocol 1: Humanitarian System-Wide Scale-Up Activation: Definition and Procedures” 13 November 2018.

Management Result 2: Engage in effective partnerships

47. This management result focuses on ensuring that WFP's strategic direction is aligned with partners' expectations. Therefore, WFP will invest in engaging early and regularly with partners, including governments, other entities of the United Nations system, international financial institutions, non-governmental organizations, the private sector and community-based and civil society organizations. As a leader in the humanitarian sector, WFP, as a leading United Nations organization in responding to Zero Hunger, systematically works towards strengthened collaboration, coherence and greater synergies with all partners across the nexus and in the interests of the affected communities it serves. Overall, WFP engagement will aim to support governments as the drivers of United Nations development system reform, including the development of revised common country analyses and sustainable development cooperation frameworks. **See annex I section Management Result 2: Engage in effective partnerships.**

Management Result 3: Effective funding for Zero Hunger

48. WFP's approach to financing will build on the trajectory laid out in its previous strategic plan. It will advocate for multi-year and flexible financing whilst continuing to recognize the value of all contributions; and build on its ongoing dialogue for sustained financing. Through reforms over the past five years, WFP has boosted transparency and accountability of spending and expanded its work with a range of actors. Looking ahead, WFP will reduce barriers to scale resourcing according to needs and improve mechanisms that make its operations more efficient, for example global forecasting and advanced financing. **See annex I section Management Result 3: Effective funding for Zero Hunger.**

Management Result 4: Leverage technology

49. Building on its tradition of embracing technology to support operations, WFP will solidify its commitment to becoming a digitally enabled and data-driven organization. WFP's investments in new technology and data will help support the vision set out in the strategic plan, which stresses the importance of implementing accessible digital solutions to improve decision making and to ensure that WFP safeguards beneficiary data collection and information management. It involves more and better data for decision making and improved technology support for beneficiary management. **See annex I section Management Result 4: Leverage technology.**

Management Result 5: Leverage innovation

50. WFP has a longstanding culture of innovation and the preconditions in place to scale the innovations that will help those furthest behind. Piloting, implementing and scaling new ideas lie at the heart of WFP's innovation work, which spans all of WFP's footprint and operations ranging from predictive analytics, supply chains, food systems, support for smallholders, cash-based transfers and innovative financing to change lives. Innovation is critical to WFP's operations in emergency and non-emergency settings because it enables the organization to respond to new challenges and problems while maximizing ever limited resources. Partnerships with the private sector as well as advances in technology will have the potential to help WFP fulfil its ambitious mission more effectively and efficiently, transforming the lives of vulnerable people across the world. WFP will explore game-changing frontier innovations and new technologies such as artificial intelligence, blockchain, biotechnology, cutting-edge computing and robotics to allow humanitarians to deliver on their mandate more effectively while ensuring equitable benefits and impact. **See annex I section Management Result 5: Leverage innovation.**

Management Result 6: Evidence and learning

51. WFP will strive for ever more robust, timely and relevant evidence, informed by the collection and analysis of sex-, age- and disability-disaggregated data in needs assessments, and optimize its use throughout the programme lifecycle. On the assessment side, in accordance with WFP's protection policy consultations with affected communities and local partners alongside quantitative data collection will remain the backbone of WFP's operations. Leveraging innovative real-time remote monitoring technology and machine learning, WFP will continuously refine methodologies for assessments and analysis and advance evidence-based targeting and prioritization to ensure that funds are allocated to those most in need of assistance. Significant investments will enhance capacities and support mechanisms at the country, regional and global levels. Under this result WFP will step up its monitoring, evaluation and learning efforts; this will be in line with its updated evaluation policy, which seeks to enhance the evaluability of programme design and the uptake of evaluation recommendations. In particular, WFP has taken the opportunity to carefully consider recommendations and inputs from external reviews and standard setting exercises to improve use of evidence and learning in its work. The Multilateral Organisation Performance Assessment Network and the International Aid Transparency Initiative have been instrumental in this regard in addition to the mid-term review of the CRF itself. **See annex I section Management Result 6: Evidence and learning.**

Management Result 7: People management

52. Management result 7 is about ensuring excellence in people management and is based on the four priority areas and 12 elements of WFP's people policy. WFP's vision of its future workforce is one composed of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values and working with partners to save and change lives. "WFP people" refers to all its employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual laborers, staff on secondment, junior professional officers, United Nations volunteers, interns and WFP volunteers. People management captures the fact that best practices in human resources and people management, as well as a strong focus on workplace culture, ensure that WFP creates, maintains and attracts a diverse and talented workforce consisting of people who are committed to changing lives and saving lives. **See annex I section Management Result 7: People management. Management Result 7: People**
53. A KPI review exercise was done as a systematic effort to review and improve the 42 KPIs reported on under the current CRF. The technical units reviewed the KPI methodologies, data collection and target setting and the calculation of indicator values to enable automation. In consultation with the technical units the KPIs are being mapped under the seven management results. The core KPIs for corporate reporting will be complemented by a set of internal management KPIs for planning, monitoring and reporting purposes.

Methodology and structure

54. The starting point for laying out the results chain that evidence WFP performance in achieving its goals is to set out those indicators that, at different levels, should be used to monitor and report on programmes as well as on management performance. Building on the detailed theories of change of each programmatic department, the CRF outlines the linkages between different activities, expressed in different modalities, for example food, cash and capacity strengthening, and the output indicators that best capture the results of WFP operations on the ground.

55. The draft CRF currently includes new and revised indicators to communicate the vision for the various technical areas over the five-year duration of the CRF. To enforce CRF stability, only indicators that WFP is committed to measuring across the duration of the CRF with complete methodologies and completed the pilot and test phase will be included in the final Indicator compendium. The indicator revision and piloting process is expected to continue beyond December 2021 to enable the various technical areas to finalize and complete the review and piloting process. These include technical areas such as Gender, which has yet to finalize the gender policy review, Nutrition, which is developing a theory of change, and Asset Creation, Livelihoods and Resilience, which is going through a piloting and testing process. The full suite of indicators and related methodologies will be updated in the WFP indicator compendium.
56. Outcome level indicators complete the picture of WFP's progress towards each strategic outcome and, ultimately, towards the achievement of global goals (SDG 2 and SDG 17).
57. Output indicators are grouped under different output categories and output statements to provide a better quantification of the results of different activities contributing to specific dimensions of the broader strategic outcomes. Although WFP work is not directly aimed at achieving SDG goals other than 2 and 17, there are significant linkages between WFP operations and other SDGs, as identified by the strategic plan, which are quantified by specific output-level indicators.
58. An additional challenge and still under consideration is the adoption of national-level indicators by strategic outcome to contextualize WFP's work in countries and support the story telling about progress and achievements.

Indicators

59. The complete list of outcome-level indicators and output categories is detailed in the indicator compendium for the CRF. For outcome level indicators the following terminology applies:
 - **Corporate core Indicators** – a subset of mandatory indicators aggregated at the global level and reported in the APR and therefore prioritized in terms of focus and resources. The prioritization and validation of indicators to be considered core for corporate aggregation is under way.
 - **Mandatory indicators** – indicators that are specific to a given activity and modality and which are compulsory to report on at the country level in the ACR whenever the activity or modality is implemented.
 - **Country specific** - indicators that are specific to a given activity and modality and which country offices are recommended to report on at the country level in the ACR whenever the activity or modality is implemented.
60. Indicators identified as most appropriate to show WFP's results, whether mandatory or country-specific, **must all meet certain statistical requirements** and **should be selected based on the following criteria:**
 - **Relevance to monitoring achievement** of the outcome/goal: The indicator is specific; there is a clear definition of what is being measured and a strong relationship between the indicator and the outcome to be measured.
 - **Statistical adequacy:** The indicator is adequate to describe the results obtained and progress made.

- **Timeliness:** The annual target is clearly specified, and the indicator is calculated using up-to-date information collected during the reporting period.
- **Data quality:** It is crucial to assess whether information can serve its purpose in a particular context. Fitness for purpose of the data implies that they should meet minimum quality requirements of accuracy, completeness, consistency, precision and reliability.
- **Representativeness:** An indicator must represent the progress on a specific aspect of an activity. If an indicator is calculated using a sample, the sample will be representative for the entire target population.

61. In relation to the integration QCPR indicators based on the newly approved QCPR monitoring and reporting framework, WFP has made a first pilot proposal based on the relevance in relation to its strategic priorities as highlighted in the strategic plan, but also taking into account its commitments under the Grand Bargain, as well the donor requirements and particularly the MOPAN considerations.

Simplification process for corporate reporting

62. To align with other United Nations entities, the assessment of WFP's performance will be done at the output level by looking at specific indicators for each relevant strategic outcome. Outcome and impact indicators will be closely tracked and reported on to identify gaps and any acceleration needed.
63. For outcome indicators, with the aim of simplifying the reporting at the corporate level as well as ensuring the quality and representativeness of the information at the global level, only a subset of the mandatory indicators will be identified as being of corporate importance and reported on at the global level in the APR as core corporate indicators.
64. The technical units in the Programme and Policy Development Department identify which indicators are the most relevant for each programme area among those deemed mandatory at the country level. These indicators are then ranked by importance at the activity level, and those with the highest rank are aggregated at the corporate level. The threshold applied to the total number of mandatory indicators to be reported in the APR will be set, taking into consideration the type of activities implemented in the reporting year and the need for concise and simplified reporting. Such an approach will benefit from a significant reduction in the number of indicators used for annual corporate reporting. ***See annex II ANNEX II***
- 65.
66. ***Methodological note for measuring performance through the CRF.***

Next steps

67. Subject to the Board's approval of the CRF at its 2022 first regular session, it is proposed that there be a transition period to allow for preparation for the implementation of the new strategic plan and CRF. A similar approach proved to be successful when the previous Strategic Plan and Corporate Results Framework were adopted to allow for adjustments to WFP's systems and frameworks (internal and external). The transition period would further allow for the re-alignment of all CSPs with the new strategic plan and CRF and for all second generation CSPs and CSP revisions for approval at the Board's 2022 second regular session to be designed from the outset in alignment with the new strategic plan and CRF.

68. In the meantime, WFP is developing CRF testing parameters, including by selecting a sample set of countries from different regions that represent the different types of operations in terms of programmatic content, focus, size and complexity. The testing will include translation of the current CSPs into the new strategic plan framework and will test key CRF elements relating to structure (for example which outputs and activities link to each strategic outcome). The testing exercise will also include indicator testing under the different results layers. Overall, field testing will provide a significant internal validation process for the development of the final CRF and will be a key area of internal focus through the end of 2021 and 2022.
69. On the QCPR integration, given the concomitant testing of the QCPR framework, but also the interlinked extension of UN Info and the different connected systems, WFP will pursue to work to refine and revise the proposed framework based on the lessons learned from first piloting at WFP and United Nations level, as well as experience from other United Nations entities for a further engagement on joint approaches.

Programme Results

Strategic Outcomes

SDG Goal 2: Support countries in achieving Zero Hunger

Amended
New

Outcome 1: People are better able to meet their urgent food and nutrition needs

Under consultation

Outcome Indicators (examples)

	Status	Baseline	Milestones	Target	Data Source
Enrolment rate	Amended				
Food Consumption Score	Amended				
Economic Capacity to Meet Essential Needs	Amended				
Livelihood coping strategy essential needs	New				
Affordability of nutritious diet (Percentage of households that can afford the lowest cost nutritious diets)	New				

Outputs and output indicators (examples)

1.1 People have access to nutritious food, cash, assets & services in emergencies

Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers
Quantity of food provided

1.2 People and communities have the awareness, knowledge, skills, motivation and practices to promote maternal and infant young child nutrition (and other vulnerable groups)

Number of people reached through interpersonal SBCC approaches
Number of people reached through SBCC approaches using media

1.3 Increased enrolment and adherence to emergency malnutrition prevention programmes

Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers
Quantity of food provided
Total volume of cash transferred to beneficiaries

Amended

1.4 People and communities have the awareness, knowledge, skills, motivation and practices to improve nutrition outcomes for those most vulnerable

Number of people reached through interpersonal SBCC approaches
Number of people reached through SBCC approaches using media

1.5 Increase of nutrition vulnerable individuals treated for wasting		
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		
Quantity of food provided		
Total volume of cash transferred to beneficiaries		Amended
1.6 People have sufficient access to nutritious food, cash, assets & services before a shock hits		
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		
Quantity of food provided		
Total volume of cash transferred to beneficiaries		Amended
1.7 People have sufficient access to services, food & cash transfers to protect their livelihoods at the onset of an emergency		
Number of people covered by an insurance product through risk transfer mechanisms supported by WFP		
Total USD value of premiums paid under risk transfer mechanisms supported by WFP		
1.8 Girls and boys have increased access to school, health & nutrition packages in emergencies		
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		
Quantity of food provided		
Total volume of cash transferred to beneficiaries		
1.9 Social and public-sector institutions have enhanced capacity to assist populations facing acute food insecurity and malnutrition		
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities		Amended
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support		Amended
USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support		Amended
1.10 WFP social protection policy, research, knowledge, know-how and/or pilot programmes transitioned, handed over or adopted/used by national social protection system in emergency situations through complementary action		
WFP's programmes use (yes/no) existing SP systems and/or establishes, models, replicates, harmonizes or coordinates (yes/no) programmes that serve as prototypes or building blocks for national social protection programmes by programme type		Amended
<i>Activities</i>		
1.1 Emergency preparedness and early action		
1.2 Unconditional Resource Transfer		
1.3 Malnutrition prevention programme		
1.4 Malnutrition treatment programme		
1.5 School Based Programmes		
1.6 Community and Household Asset Creation		
1.9 Actions to protect against climate shocks		
1.10 Social protection sector support		

SDG Goal 2: Support countries in achieving Zero Hunger

Amended
New

Outcome 2: People have better nutrition, health and education outcomes *Under consultation*

<i>Outcome Indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
Attendance rate	Amended				
Food Consumption Score - Nutrition	Amended				
Minimum Diet Diversity for Women of Reproductive Age	Amended				
Social protection systems architecture strengthened	New				
<i>Outputs and output indicators (examples)</i>					
2.1 People and communities have the awareness, knowledge, skills, motivation and practices to consume a healthy diet					
Number of people reached through interpersonal SBCC approaches					
Number of people reached through SBCC approaches using media					
2.2 Increased enrolment and adherence to malnutrition prevention programmes					
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers					
Quantity of food provided					
Total volume of cash transferred to beneficiaries	Amended				
2.3 People and communities have the awareness, knowledge, skills, motivation and practices to consume a healthy diet and improve nutrition outcomes for those most vulnerable					
Number of people reached through interpersonal SBCC approaches					
Number of people reached through SBCC approaches using media					
2.4 Increase of nutrition vulnerable individuals treated for wasting					
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers					
Quantity of food provided					
Total volume of cash transferred to beneficiaries	Amended				
2.5 People have increased awareness of the benefits of school health and nutrition packages					
Number of people reached through interpersonal SBCC approaches					
Number of people reached through SBCC approaches using media					
2.6 Girls and boys have increased access to school, health & nutrition packages					
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers					
Quantity of food provided					
Total volume of cash transferred to beneficiaries	Amended				

2.7 National social and public-sector institutions have enhanced capacity to address chronic hunger

Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities Amended
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support Amended

2.8 WFP social protection policy, research, knowledge, know-how and/or pilot programmes transitioned, handed over or adopted/used by national social protection system for education, health and nutrition outcomes through complementary action

WFP's programmes use (yes/no) existing SP systems and/or establishes, models, replicates, harmonizes or coordinates (yes/no) programmes that serve as prototypes or building blocks for national social protection programmes by programme type

Activities

- 1.2 Unconditional Resource Transfer [new]
 - 1.3 Malnutrition prevention programme
 - 1.4 Malnutrition treatment programme
 - 1.5 School Based Programmes
 - 1.7 Household and individual Skill & Livelihood Creation
 - 1.10 Social protection sector support [new]
-

SDG Goal 2: Support countries in achieving Zero Hunger

Amended
New

Outcome 3: People have improved and sustainable livelihoods

Under consultation

<i>Outcome Indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	Amended				
Percentage of targeted smallholder farmers reporting increased production of nutritious crops	Amended				
Proportion of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base (enhanced methodology)	Amended				
Climate Resilience Capacity Score	New				
Climate Adaptation Benefit Score	New				
<i>Outputs and output indicators (examples)</i>					
3.1 People and communities have increased livelihood skills, capacities & access to financial services for climate adapted and sustainable livelihoods					
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers (revised)					
Quantity of fortified food provided					
Number of smallholder farmers linked to the WFP supported Warehouse programme					
3.2 People and communities have improved access to productive assets					
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure					
Number of people provided with direct access to energy products or services					
Number of participants who completed vocational/livelihood skills training activities (FFT)					
3.3 Smallholder farmers have increased capacities to produce marketable surplus, reduce post-harvest losses, access markets and energy products to cope better with shocks					
Number of smallholder farmers supported/trained					
Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers					
3.4 Improved linkages between schools and local food production and supply					
Number of schools supported through home-grown school feeding model					
Number of farmers that benefit from farmer organizations ' sales to home-grown school meals programme and other structured markets					
3.5 National institutional actors have enhanced capacity to promote sustainable livelihoods, support smallholder productivity, and protect communities against shocks					
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Amended				
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Amended				

3.6 WFP social protection policy, research, knowledge, know-how and/or pilot programmes transitioned, handed over or adopted/used by national social protection system for education, health and nutrition outcomes through complementary action

WFP's programmes use (yes/no) existing SP systems and/or establishes, models, replicates, harmonizes or coordinates (yes/no) programmes that serve as prototypes or building blocks for national social protection programmes by programme type	New
Number of national institutions engaged in WFP capacity strengthening activities at national and sub-national levels	New
Number of capacity strengthening initiatives facilitated by WFP to enhance national Zero Hunger stakeholder capacities	New

Activities

- 1.1 Emergency preparedness and early action [new]
 - 1.5 School Based Programmes
 - 1.6 Community and Household Asset Creation
 - 1.7 Household and individual Skill & Livelihood Creation
 - 1.8 Smallholder agricultural market support programmes
 - 1.9 Actions to protect against climate shocks
-

SDG Goal 17: Partner to support the implementation of the SDGs

Amended
New

Outcome 4: National programmes and systems are strengthened

Under consultation

Outcome Indicators (examples)	Status	Baseline	Milestones	Target	Data source
Emergency Preparedness Capacity Index	Amended				
Number of government capacity-strengthening initiatives for national school feeding/school health and nutrition programmes	Amended				
Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support	Amended				
Perception indicator on improved consensus, coalitions, networks	New				
Transition strategy developed	New				
<i>Outputs and output indicators (examples)</i>					
4.1 The prominence of national policies, institutions and programmes contributing to Zero Hunger is enhanced through advocacy and dialogue					
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Amended				
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)					
4.2 National actors make evidence-based decisions to achieve Zero Hunger, supported through provision of WFP knowledge products					
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Amended				
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)	Amended				
4.3 National institutions improve institutional and programmatic processes to achieve SDGs supported by WFP technical advice					
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)	Amended				
Number of national institutions engaged in WFP capacity strengthening activities at national and sub-national levels	New				
4.4 National organizations have access to improved equipment and assets to support their activities					
USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support	Amended				
4.5 National actors have improved technical, functional and soft skills with WFP training and coaching support					
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Amended				
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Amended				

4.6 National organizations have captured and shared Southern FSN solutions by engaging in WFP-facilitated South-South and triangular cooperation

"Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)

Amended

Activities

- 1.1 Emergency preparedness and early action
 - 1.2 Unconditional Resource Transfer
 - 1.3 Malnutrition prevention programme
 - 1.4 Malnutrition treatment programme
 - 1.5 School Based Programmes
 - 1.6 Community and Household Asset Creation
 - 1.7 Household and individual Skill & Livelihood Creation
 - 1.8 Smallholder agricultural market support programmes
 - 1.9 Actions to protect against climate shocks
 - 1.10 Social protection sector support
 - 2.4 Supply Chain and Logistics services
 - 2.5 Cash transfer and associated services
 - 2.6 Digital services solutions (data & analytics and delivery)
 - 2.7 Administrative support (management services)
 - 2.8 Infrastructure: engineering / construction
-

SDG Goal 17: Partner to support the implementation of the SDGs

Amended
New

Outcome 5: Humanitarian & development actors are more efficient & effective

Under consultation

Outcome indicators (examples)	Status	Baseline	Milestones	Target	Data source
Percentage of HRP agencies registered with UNHAS.	New				
User Satisfaction Rate.	Amended				
Number and types of partners utilizing mandated and shared services	New				
<i>Outputs and output indicators (examples)</i>					
5.1 Governments, humanitarian and development actors have sufficient capacity to effectively set-up, manage and deliver supply chain services.					
Number and types of partners utilizing mandated and shared services	New				
Number of beneficiaries reached using UNHAS services	New				
5.2 WFP-led cluster mechanisms are coordinated and strengthen national partners to be more effective.					
Number and type of clusters established that provide coordination, platforms for information exchange and support services to support humanitarian/ peace / development needs	New				
Number and type of national level working groups led by national counterparts that function autonomously after the deactivation of a IASC-mandated Logistics or ETC cluster mechanism	New				
5.3 WFP analytical and advisory services help partners to bridge data gaps regarding vulnerability analysis, the impact of shocks and additional operational tracking to support decision making and resource allocation.					
Number of Standard Operating Procedures developed and implemented					
Number of agencies and organizations using coordination and logistics services					
<i>Activities</i>					
2.1 Food security cluster (coordination & info mgmt)					
2.2 Telecommunications (coordination & services)					
2.3 Aviation (coordination & services)					
2.4 Supply Chain and Logistics services					
2.5 Cash transfer and associated services					
2.6 Digital services solutions (data & analytics and delivery)					
2.7 Administrative support (management services)					
2.8 Infrastructure: engineering / construction					

WFP Cross-cutting Priorities

Under consultation

QCPR Indicators

<i>Cross-cutting priority (examples)</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
Protection and accountability to affected populations (AAP)				
Protection				
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes				
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance				
Number of women, men, boys, and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services				
Accountability				
Percentage of beneficiaries who have access to an appropriate channel to ask questions, voice complaints, and provide feedback on WFP programmes				
<i>Percentage of UNDS entities/UNCTs meeting or exceeding UNDIS standards on consulting organizations of persons with disabilities</i>				
Gender equality and women's empowerment (TBC)				
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality				
Proportion of women empowered by digital cash transfer				
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women				
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity				
Environmental sustainability				
<i>Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social safeguards (QCPR)</i>				
Percentage of WFP countries implementing environmental management systems				
Nutrition integration				
Number of LG external engagements within nutrition-relevant United Nations and multi-stakeholder partnerships and multilateral events				
Proportion of the overall nutrition workforce defined as core positions				
Proportion of WFP cooperate funding invested in nutrition				

WFP Strategic Plan Targets *Under consultation*

Outcome 1: People are able to meet their urgent food and nutrition needs

Indicator	Status	Baseline	Target	Methodology	Data source
1. # of areas in famine or famine-likely conditions (IPC 5)	New	4	0	Count of number of areas declared in famine or classified as famine-likely (IPC 5) Famine is a classification of IPC Phase 5 at area level. In a given area, famine occurs when food security, nutrition and mortality altogether portray famine conditions, meaning at least 20% of the population is affected, 30% children under five are acutely malnourished and two people are dying per day for every 10,000 inhabitants due to outright starvation or to the interaction of malnutrition and disease. "Famine Likely" applies to locations with insufficient evidence to arrive at a Famine classification, though available information indicates that Famine is likely occurring or will occur.	IPC, Famine Review Committee
1.1 <u>Emergency assistance</u> . % of acutely food insecure people assisted by WFP (IPC 3+)	New	TBD	50%	Number of people supported with WFP emergency assistance divided by number of people in IPC phases 3+	COMET, GORP
1.2 <u>Emergency nutrition</u> . % of women and children in need who benefit from WFP services to prevent and treat malnutrition	New	TBD	TBD	TBD	COMET, Nutrition cluster
1.3 <u>Nutritional adequacy</u> . % of WFP transfers that are nutritionally adequate	New	TBD	TBD	TBD	TBD
1.4 <u>Essential needs</u> . % of WFP transfers that are responsive to people's essential needs	New	TBD	TBD	TBD	TBD
1.5 <u>Timeliness</u> . Median time for the first WFP transfer to reach people after onset of emergency	New	TBD	72 hours	TBD	TBD

Outcome 2: People have better nutrition, health and education outcomes

Indicator	Status	Baseline	Target	Methodology	Data source
2. # of children with access to improved health, nutrition, and education services with WFP assistance	Amended	32.3 M	46 M	Count of girls and boys receiving transfers under school-based programmes and nutrition treatment and prevention activities (addition of 2.1 and 2.2 WFP beneficiaries)	COMET
2.1 <u>First 1000 days</u> . # of children that benefit from WFP services designed to prevent all forms of malnutrition during the first 1000 days of life	Existing	17.3 M	25 M		COMET
2.2 <u>Next 7000 days</u> . # of children that receive nutritious meals in schools					
- from WFP	Existing	15 M	21 M		WFP: COMET Govn't: The State of School Feeding (Global Child Nutrition Foundation data)
- from governments and partners	New	91 M	99.8 M		
2.3 <u>Quality of services</u> . % of national school feeding programmes with improved quality of school health and nutrition services thanks to WFP and partners' support (offering four or more complementary services / activities)	New	61%	> 80%		TBD

Outcome 3: People have improved and sustainable livelihoods

Indicator	Status	Baseline	Target	Methodology	Data source
3. # of people able to cope with risks, shocks and stressors as a result of improved resilience through WFP assistance	Amended	14M	25M	Count of people considered under indicators 3.1, 3.2 and 3.3	COMET
3.1 <u>Livelihood assets</u> . # of people that benefit from WFP support that strengthened their livelihood asset base and ecosystems	Existing	10 M	15 M		COMET
3.2 <u>Smallholders</u> . # of smallholders benefitting from WFP support that improved value chains and strengthened market services	Amended	410,000	1.5 M		COMET
3.3 <u>Climate risk insurance</u> . # of people with WFP-supported financial protection from climate hazards	Existing	3.5 M	9 M		COMET

Outcome 4: National programmes and systems are strengthened

Indicator	Status	Baseline	Target	Methodology	Data source
4.# of countries with strengthened programmes and systems with WFP support	Amended	49	56	Count of countries that achieved 100% of their target on the indicator “Number of policies, programmes and system components contributing to Zero Hunger enhanced as a result of WFP capacity strengthening” for at least one year and one CSP activity	COMET
4.1 <u>Emergency preparedness</u> . # of countries better prepared for and able to respond to emergencies through national systems	Amended	7	15		COMET
4.2 <u>Social Protection</u> . # of national social protection systems better contributing to food security, alleviating poverty, healthy diets and/or household risk management with WFP support ³	New	29	35		TBD
4.3 <u>Food systems</u> . # of countries where WFP contributes to making food systems more resilient, sustainable and inclusive	New	36	45		TBD
4.4 <u>School Feeding</u> : # of countries that have committed to national school feeding programmes in their policies and budgets	New	22	34		TBD

³ Technical support to the system architecture, programmes and knowledge including market linkages, data and analytics, CBT, government-to-person payments systems, supply chain strengthening, strategic reserves, technology, administration; Cash Transfer Services, including payments and assurance.

Outcome 5: Humanitarian and development actors are more efficient and effective

Indicator	Status	Baseline	Target	Methodology	Data source
5. # of global actors and # of countries benefiting from WFP 'mandated' and/or 'on-demand' services and solutions	New	-	20 global actors/ 60 countries	Count of countries where the government or partners avail themselves of WFP mandated services (as specified in 5.1) or request and benefit from WFP on demand solutions and services (as specified in 5.2) and global actors who benefit from WFP solutions and services at global scale (as specified in 5.2)	TBD
5.1 <u>Mandated services</u> . % of countries in which governments or partners avail themselves of WFP mandated services upon request of the UNCT	New	TBD	100%		TBD
<ul style="list-style-type: none"> Logistics cluster Emergency Telecommunications Cluster UN Humanitarian Air Service (UNHAS) Food security cluster 					
5.2 <u>On-demand services</u> .					
<ul style="list-style-type: none"> Supply Chain Data and Analytics Cash Transfer Services Technology Division (TEC) Administration Engineering 					
- # of countries in which governments or partners request and benefit from WFP on demand solutions and services	New	62	60		TBD
- # of global actors who request and benefit from WFP solutions and services at the global scale	New	17	20		TBD
5.3 <u>Quality of services</u> . % of users satisfied with the services provided	Existing	TBD	TBD		COMET

Cross Cutting commitments & indicators *Under Consideration*

<i>Indicator</i>	<i>Status</i>	<i>Baseline</i>	<i>Target</i>	<i>Methodology</i>	<i>Data source</i>
WFP activities and operations ensure inclusive participation of affected populations					
TBD	TBD	TBD	TBD	TBD	TBD
WFP assistance provides equal opportunities to women and men to shape their future					
TBD	TBD	TBD	TBD	TBD	TBD
WFP activities and operations support people to meet their nutritional needs					
TBD	TBD	TBD	TBD	TBD	TBD
WFP activities and operations do not cause harm to the environment					
TBD	TBD	TBD	TBD	TBD	TBD

Management Results

Management Result 1: Effectiveness in emergencies

Outputs and output indicators (*examples*)

Status Baseline Milestones Target Data source

1. Emergency and surge capacity

Percentage of critical emergency surge requests directed to OSS which are fulfilled (through remote or in-person TDYs)

2. Ensure timely (pre-emptive) “no regrets” emergency response

Percentage of surge support requests coordinated and supported in corporate scale up

3. Enhanced emergency processes: (Includes revised emergency protocols and IRM emergency mechanisms)

Percentage of corporate alert system countries having benefited from advance financing (IRA, IRR, IR-PREP)

QCPR Indicators

Management Result 2: Engage in effective partnerships

Under consultation

Outputs and output indicators (*examples*)

Status Baseline Milestones Target Data source

Country-level partnerships aimed at reaching the most vulnerable are amplified through WFP's knowledge, capability, and resources

Percentage of outputs achieved within partnerships

Enhanced collective action is aimed at the achievement of the SDGs

Percentage of CSPs with Partnership Action Plan

Number of partners mobilized in provider country to support WFP-facilitated South-South Cooperation (disaggregated by type, e.g., government institutions, research institutions, private sector actors, etc.)

Number of joint and system-wide evaluations in which [agency name] engaged in reporting year (QCPR)

Effective partnerships for the delivery of complementary programmes are implemented with other organizations

Number of programmes supported by private sector partners

Number of beneficiaries reached through private sector partnerships

Management Result 3: Effective funding for Zero Hunger *Under consultation*

<i>Outputs and output indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
1. Effective and efficient multi-year planning and allocation of resources to organizational priorities of strategic importance					
Percentage of funds received through multi-year contributions					
2. Effective leveraging of WFP's programmatic offerings to secure funding for saving lives and changing lives					
<i>Funding received from the private sector (QCPR)</i>					
Percentage of CSP expenditures versus implementation plan					
Percentage of needs-based plan funded					
Percentage of funding directed at strategic outcome level or above					
3. Implementation of innovative funding instruments such as risk-financing, weather-triggered funds, and shock-responsive social protection financing mechanisms					
Value and percentage of innovative mechanism for funding received					
4. Maintain positioning of WFP and a strong funding base for the organization					
<i>Score in the International Aid Transparency Initiative aid transparency index (QCPR)</i>					
Financial resources mobilized (USD value) to enable WFP-facilitated South-South Cooperation (disaggregated by funding source)					

Management Result 4: Leverage technology *Under consultation*

<i>Outputs and output indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
1. More and better data for strategic and operational decision-making					
Percentage of compliance with IT security standards					
<i>Number of data standards being implemented from the UN Financial Data Cube</i>					
2. Improved technology solutions in support of beneficiary management					
Percentage of WFP cash transfers supported digitally					
Percentage of CBT by volume supported by SCOPE					

Management Result 5: Leverage innovation *Under consultation*

<i>Output indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
1. Expanded profile as a trusted provider of operational technology solutions, innovation, and advice					
Number of external innovation programmes run (including repeat requests)					
Value of acceleration programmes signed with external customers					
2. WFP's programmes are enhanced through Innovation					
Number of innovation projects funded (in early stage and scaling phase)					
Number of beneficiaries reached via innovations					
Number of engagements with WFP's network of knowledge management practitioners in HQ, RBs, COs					
2. WFP's operations and management are enhanced through Innovation					
Number of new efficiency projects launched (last year)					
WFP efficiency gains (measured on a yearly basis)					

Management Result 6: Evidence and learning *Under consultation*

<i>Outputs and output indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
1. Overall progress in CSP results achievement					
Output indicator achievement					
Outcome indicator achievement					
2. Effective management of cross-cutting results and indicators					
Percentage of CSP targets on cross cutting results met					
3. Utilization of audit and evaluation recommendations					
Number of outstanding audit recommendations					
Percentage of WFP strategies, policies and country strategic plans that make reference to and demonstrate use of evaluative evidence					
Percentage of implemented evaluation recommendations					

Management Result 7: People management *Under consultation*

<i>Outputs and output indicators (examples)</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
<p>1. Nimble and Flexible people management practices delivered</p>					
<p>Percentage and number of the workforce employed on short-term contracts</p>					
<p>2. Caring and supportive work environment is provided</p>					
<p>Percentage of Compliance with the WFP Security Management Policy and Framework of Accountability</p>					
<p>3. Performing and Improving workforce promoted and safeguarded</p>					
<p>Percentage of employees completing both PSEA and SHAP mandatory training PACE compliance rate</p>					
<p>4. The diversity of the workforce increased</p>					
<p>Percentage of UNSWAP indicators met or exceeded <i>Percentage of women among international professional and national staff</i></p>					

QCPR Alignment

Technical units identified QCPR indicators *Under consultation*

<i>Identified Common indicators</i>	<i>Status</i>	<i>Baseline</i>	<i>Milestones</i>	<i>Target</i>	<i>Data source</i>
Climate change					
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks					
Proportion of targeted communities using climate and weather information in DRR, Agricultural and/or livelihood related decisions					
Investment Capacity Index					
Proportion of activities for which environmental risks have been screened and as required, mitigation actions identified.					
APP					
Percentage of UNDS entities/UNCTs meeting or exceeding UNDIS standards on consulting organizations of persons with disabilities:					
SSTC					
Percentage of programme country Governments indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation.					
Number of United Nations entities with strategic frameworks and programming instruments in which SSTC: is integrated as a specific implementation modality, and with a specific SSTC strategy.					
Percentage of UNCTs that provide support on SSC					
Percentage of Gov'ts that received support by UNDS to map, evaluate and document Science, Technology and Innovation (STI) solutions from countries of the Global South, including through evidence-based research.					
CBT					
Percentage of programme country Governments that consider the activities of the UNDS to be closely aligned with national needs and priorities					
Fraction of programme country Governments that "agree" that the UNDS provides integrated policy advice tailored to national needs and priorities [target (2021): 100%]					
% of UNCTs that have at least one active joint programme (expended resources in the past year)					
Percentage of countries that indicate that United Nations contribution over the past two years has been especially significant in					
- i. Poverty eradication (SDG1)					
- ii. Food security, nutrition and eradicating hunger (SDG2)					
- iii. Health and well-being (SDG3)					
% Of programme country Governments indicating that the UNDS has provided effective support in implementing national social protections systems					
Percentage of programme country Governments indicating that they received effective support from the United Nations development system to expand targeted measures of social protection policies and programmes, in the past year, to:					
- i. Children and Youth					
- ii. Persons with disabilities					
- iii. People living with HIV/AIDS					
- iv. Older persons					
- v. Indigenous peoples					
Complementary indicators (impact)					
Global Poverty Headcount (Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural))					
Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities.					

Other United Nations agency common and complementary indicators

UNDP Identified Common indicators

Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime
Number of people, who gained access to clean, affordable and sustainable energy
Number people using digital technologies and services in ways that improves their lives
Outcome 2- SDG (HIV).
SBCC for PLHIV – common with WFP
Proportion of time spent on unpaid domestic and care work, by sex, age and location
Countries with social protection schemes targeting women, urban poor, rural poor, persons with disabilities, informal sector workers
Number of national institutions with strengthened public administration and core government functions
SDG 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location (UNDP Outcome 1) Gender

UNDP Complementary indicators (impact)

6.2.1 Number of countries with measures to advance women's leadership and equal participation in decision-making
C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food / cash / vouchers, and C.3.2
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women
SBCC and treatment in relation to TB

UNICEF Identified Common indicators

Cost benefit analysis of social protection support by WFP by building block
WFP is also reporting annually on assessments and analysis as a building block of the social protection system and in the short-term.
Monitoring (%) coverage growth of social assistance recipients as the primary indicator (in line with the SDG target 1.3.1) with ILO, UNICEF captures systems strengthening through a categorization of countries (e.g., nascent, moderately strong, strong).
Relevant for WFP and a core workstream of what we do in countries.
WFP also collects information on in-kind transfers delivered to HHs in development and humanitarian contexts and in partnership with UNICEF and other stakeholders (e.g., school meals at schools).

UNFPA Identified Common indicators

MDD-W for 15-49
Prevalence of Anaemia in women aged 15 to 49 years by pregnancy status (percentage)

Methodological note for measuring performance through the CRF

1. The purpose of this note is to provide more information on how the CRF will be used to evidence whether WFP is on track to achieve the Strategic Plan and to measure corporate performance. Many aspects mentioned below are still pending consultation and reflect ongoing work. However, they provide a framework on how WFP is envisioning performance measurement going forward.
2. As outlined in the Information Note, programmatic results have three layers: Impact, Outcome and Output. These three layers will be accompanied by indicators which will serve to contextualize WFP's operations.

Impact level

3. As outlined in the Strategic Plan, WFP operations contribute to achieve SDG2 and SDG17. At the impact level, global SDG2 and 17 indicators will be used to closely monitor how hunger trends are changing globally. The official SDG database will be used to gather this information and the information will include the data for all available countries, including those in which WFP does not operate. The purpose will be to closely track the change needed to achieve the SDGs.

Outcome level

4. At the outcome level, a hybrid approach is being considered using two sets of indicators to track and evidence WFP's contribution:
 1. *National indicators* – In line with other UN agencies, WFP will include national level indicators, only where feasible for those countries with WFP operations. This will reflect the status of the SDGs in those countries where we operate to provide a more specific contextualization. Furthermore, these indicators will allow to identify whether particular areas need acceleration as well as those areas that are on track, to help guide and inform WFP operations. No additional data collection by WFP CO is foreseen as the data will derive directly from national institutions and other UN agencies.
 2. *Core outcome indicators (source WFP's COs)* – The second set of outcome indicators will be a subset of those collected by Country Offices and deemed core for corporate reporting (see below for more details on the “core” definition and selection criteria). These outcome indicators are similar to those included in the previous CRF. WFP has conducted a review of all outcome indicators to either amend, remove, or include new ones as needed.
5. The proposed hybrid approach will ensure the use of tested and historic indicators that reflect directly on WFP's targeted operations. It will also be complemented by overall national picture to allow the contextualization of WFP operations around the status of the SDGs.

Output level

6. At the output level, WFP will measure the direct outputs of WFP operations through the use of standard output indicators that country offices will be able to choose from to best reflect their programmes. These output indicators will be aggregated at the global level and reported every year in the Annual Performance Report. In addition to standard indicators, Country Offices will

have the ability to tailor specific indicator to reflect country needs, albeit these will not be reported at a corporate level.

- At both outcome and output level alignment with other UN agencies will be clearly identified, through the labelling of indicators as either common (exactly the same) or complementary.

Corporate Reporting

- Annual reporting will include the status of impact, outcome, and output indicators reported through the Annual Performance Report (and relevant annexes). To align with other UN entities, WFP is considering assessing performance at the output level under each relevant Strategic Outcome. Outcome and impact indicators will also be closely tracked and reported through the APR. The APR will explore reporting against targets set in the CRF as well as those set in the annual prioritized Management Plan to ensure adequacy of comparability.
- Enhancing reporting on outcome indicators ('core')– The previous CRF did not specify how WFP's outcome indicators would be measured and reported against. As a result, previous reporting dealt with multiple limitations including reporting of specific outcome indicators based on averages of percentage achievements and RAG rating, which provided limited information. WFP is currently exploring potential alternatives for reporting on core outcome indicators, which will be more informative for the reader. Among the options explored there is the possibility to report on aggregated population showing improved results for the 'core' indicators that are monitored for direct beneficiaries. For reporting on other indicators (such as institutional capacity strengthening results), WFP is considering reporting on the number of countries that have achieved/improved the target around a particular outcome indicator (i.e. FCS), instead of average percentage of achievement. Current data limitations are being considered as further exploration continues.

SDGs	SDG 2: Zero Hunger				SDG 17: Partnership for the Goals			
SDG Targets	2.1 Access to Food	2.2 End Malnutrition	2.3 Smallholder Productivity & Incomes	2.4 Sustainable Food System	17.9 Capacity Strengthening	17.14 Policy Coherence	17.3 Diversified Resourcing	17.16 Enhance Global Partnership
Standard Strategic Outcomes	 1. People are better able to meet their urgent food and nutrition needs	 2. People have better nutrition, health & education outcomes	 3. People have improved sustainable livelihoods		 4. National programmes & systems are strengthened	 5. Humanitarian & development actors are more efficient & effective		
Focus Areas	Crisis response	Response to root causes	Resilience building		Crisis response	Resilience building	Response to root causes	Response to root causes

Core Outcome CRF indicators (2022-2026)

- The purpose of this note is to define the core outcome corporate results framework (CRF) indicators which will be used for WFP's annual performance report (APR) from 2022 onwards, and to outline the criteria for selecting specific indicators.

I. Definition of core indicators in the Corporate Results Framework

11. The term “core indicators” is used to identify a subset¹ of mandatory outcome indicators that country offices must include in the logframe of their country strategic plan (CSP). These core indicators will be used to report WFP’s results to external audiences at corporate level by strategic outcomes to report on programme performance in the APR as well as in the annual country reports (ACRs) within a broader set of outcome indicators.
12. To define an agreed core set of indicators, WFP selects the most meaningful indicators by activity and strategic outcome that will provide a global overview of its interventions during the reporting year, enable comparison with previous years and analysis of trends, and facilitate the development of responses to questions from donors and management.

II. Basic assumptions for using core indicators

13. In WFP, country offices are encouraged to report on a different number of indicators for each activity in order to provide the best possible description of the context, progress and achievements regarding the situation before and after WFP’s interventions. Although collecting many different indicators is useful to contextualise, and report comprehensively on the results obtained, there is a potential trade-off in terms of meeting all the statistical requirements for each indicator with often limited resources.
14. Selecting a smaller, core set of indicators allows WFP to focus on the quality of data and the characteristics that the indicator must have and may facilitate their collection each year to support trend analysis. It would also allow WFP to use a leaner reporting framework. Therefore, the aim of selecting core indicators is to maximise efficiency in reporting on WFP’s progress, achievements and trends by focusing on the most meaningful indicators that are clearly linked to the expected results of interventions.

III. Rules for the selection of core indicators

15. The core indicators are selected from the full list of outcome indicators by programme activity and specific intervention that are included in the CRF indicator compendium. The linkages between intervention, activities, output indicators, output statements and strategic outcomes are determined by the Programme and Policy Development Department.
16. The technical units in the Programme and Policy Development Department identify which indicators are the most relevant for each programme area, define whether the indicators are mandatory or are recommended, and rank the indicators by importance. Mandatory indicators must be included in the CSP logframe during project design and must be monitored if the CSP includes the activity and specific intervention. For each indicator, specify:
 - 1) for which specific intervention (activity tag) and which beneficiary group the indicator must be monitored.
 - 2) a standard list of beneficiary groups; and
 - 3) the specific performance target.

¹ Countries will be required to report on mandatory indicators in the ACRs, but only a smaller set of those are meaningful at global level and will be reported in the APR.

17. More generally, indicators must meet certain requirements and should be selected based on the following criteria:
 - **Relevance** to monitoring the achievement of the outcome/goal: The indicator is specific; there is a clear definition of what is being measured and a strong relationship between the indicator and the outcome to be measured.
 - **Statistical adequacy**: The indicator is adequate to describe the results obtained and progress made.
 - **Timeliness**: The annual target is clearly specified, and the indicator is calculated using up-to-date information collected during the reporting period.
 - **Data quality**: It is crucial to assess whether information can serve its purpose in a particular context. Fitness for purpose of the data implies that they should meet minimum quality requirements of accuracy, completeness, consistency, precision and reliability.
 - **Coverage**: The indicator must represent the progress for all beneficiaries assisted under the activity; therefore, the representativeness of the sample on which the indicator is calculated must be ensured.

IV. Options for definition of core indicators

18. To support integrated and efficient reporting at the corporate level, a limited number of indicators will be selected for each activity under each strategic outcome. It is important to note that the core indicators selected for corporate level reporting are not necessarily the most important indicators to use in every country context. Country offices are therefore strongly encouraged to identify and report on the indicators and related data that are most significant to their specific results and context, in addition to the core set, in their ACR.
19. Several options were considered for selecting the most meaningful indicators for each strategic outcome from among all the indicators that meet the rules and statistical requirements stated above. These options were based on a) the different definition of "importance" and b) on the possibility of defining the list of indicators *ex-ante*, at the beginning of the reporting year, or *ex-post*, only when information used to select the indicators become available.
20. After careful consideration of options, WFP will define 'core' indicators **by identifying a fixed list of core indicators defined *ex-ante***.
21. A fixed list of core outcome indicators by activity will be defined before the reporting period starts by selecting a subset of the mandatory indicators that have been identified by the technical units. If all mandatory indicators are ranked according to their importance and relevance in demonstrating the results and progress of each activity, a minimum and maximum number of indicators for corporate level reporting can be determined. The indicators from this ranked list can be selected until the defined threshold is reached.
22. The threshold should depend on the statistical representativeness of the indicators by strategic outcome as well as take into account the most meaningful activities implemented under each outcome.