



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board

First regular session

Rome, 28 February–2 March 2022

Distribution: General

Agenda item 4

Date: 418 February 2022

[WFP/EB.1/2022/4-A](#)

Original: English

[WFP/EB.1/2022/4-A/Rev.1](#)

Policy issues

For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

WFP corporate results framework (2022-2025)

Draft decision*

Having approved WFP's strategic plan for 2022–2025 (WFP/EB.2/2021/4-A/1/Rev.2), the Board approves the corporate results framework for 2022–2025 (WFP/EB.1/2022/4-A/[Rev.1](#)).

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

Focal points:

Manoj Juneja
Chief Financial Officer and
Assistant Executive Director
Resource Management Department
Tel: +39 06 6513-2885

Jennifer Nyberg
Deputy Director
Corporate Planning and Performance Division
Tel: +39 06 6513-3162

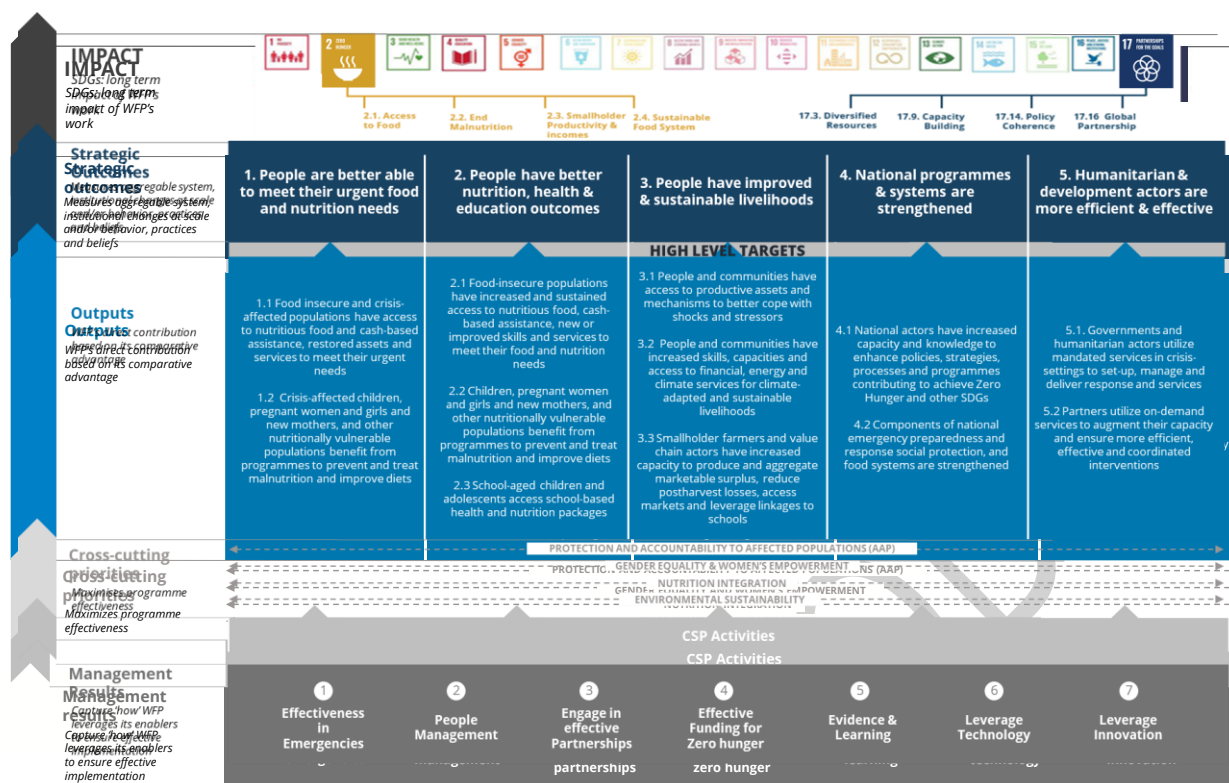
Introduction

1. The corporate results framework (CRF) for 2022–2025 is the operational tool for the implementation of the new strategic plan, defining *what* WFP will deliver (programmatic outcomes and outputs) and *how* this will be achieved through management results, based on organizational enablers. The CRF, supplemented by the policy on country strategic plans, provides a performance and accountability framework that enables WFP to measure and demonstrate its response to humanitarian needs and to strengthen national governments in their progress towards achieving the 2030 Agenda for Sustainable Development.
2. The new CRF sets out 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.
3. Furthermore, the development of the new CRF has been informed by recommendations resulting from the mid-term review of the CRF for 2017–2021 (WFP/EB.2/2018/5-B/Rev.1), as well as external evaluations and reviews including the Multilateral Organisation Performance Assessment Network assessment of WFP, which have also informed the revision of outcome and output indicators.
4. The new CRF supports systematic impact reporting, relevant to Sustainable Development Goals (SDGs) 2 and 17, as well as enhanced reporting on WFP's contribution to other SDGs. The CRF moves WFP towards greater United Nations alignment through the formulation of corporate-level outputs, the selection and identification of common and complementary indicators and the integration of quadrennial comprehensive policy review (QCPR) mandates and guidance.
5. The list of outcome indicators has been revisited (with many existing indicators remaining, following validation, and new ones introduced to address gaps and shortcomings in the previous framework). Also, for the first time, high-level targets for each of the strategic plan outcomes have been identified and included as part of the framework. Finally, the three high-level and composite categories of management key performance indicators (KPIs) have been replaced with a consolidated set of management results derived from key organizational enablers described in the strategic plan.
6. The new CRF is constructed around a clear three tier results chain (impact, outcome, output), consistent with United Nations and international best practice in results-based management. The impact level is clearly related to WFP's contribution to SDG targets. The outcome level reflects the strategic change that WFP will strive to achieve in partnership with others and the output level describes the key corporate products and services that WFP and its implementing partners will hold themselves directly accountable for delivering.
7. Baselines and targets at country level will be established once all new CSPs are approved (at the 2022 second regular session of the Executive Board) ~~or current~~. Current CSPs are being realigned with the new strategic plan and the new CRF. The full suite of outcome, output and cross-cutting indicators and their respective methodologies, including target setting at country level, will be updated in WFP's indicator compendium.
8. The CRF is **lean, aligned, evidence-based, user-focused and validated** – five key elements that ensure it is relevant, adaptable and useful for staff, partners and stakeholders. It serves a dual function as a tool to guide country offices in their CSP design and results formulation and measurement and as a framework for corporate reporting purposes.

9. The CRF supports stronger accountability, by WFP, in demonstrating its contribution to the SDGs in line with the United Nations sustainable development group operational guide for United Nations country teams (UNCTs).¹ This CRF reflects WFP's resolve to uphold this commitment and considerations are included throughout the framework. Data disaggregation is a key commitment that WFP has made, relevant to measuring and to ensuring that WFP meets its commitments on leaving no one behind.
10. Based on a series of consultations with key United Nations partner entities, WFP has reviewed inter-agency common and complementary indicators, as well as QCPR indicators. Common and complementary indicators are noted in parentheses at the end of each indicator statement, along with a list of the United Nations entities that share them. Indicators from the QCPR monitoring framework, including those adapted to entity-specific monitoring and reporting, are included, with their status as QCPR indicators noted in parenthesis.
11. At the country level, within the framework of the implementation of the United Nations sustainable development cooperation frameworks (UNSDCFs), WFP will gradually increase reporting through UN INFO as it is rolled out. The United Nations Department of Economic and Social Affairs is proposing a series of binary indicators that will be integrated into UN INFO at the UNCT level in the first quarter of 2022. WFP will therefore consider how best to integrate them into the CRF, once they are validated. WFP's framework will remain flexible to ensure that new developments in United Nations development system reform and the linked monitoring and reporting systems can be progressively integrated, moving WFP towards increased alignment and coherence and strengthened common and complementary indicators.
12. Given the ongoing evolution of the United Nations and humanitarian reform agenda, WFP is adopting a phased approach in relation to the alignment and integration of key indicators. The current version of the CRF integrates those QCPR indicators drawn from the newly adopted QCPR monitoring and reporting framework for which WFP and other entities have methodologies. Newly formulated QCPR indicators or other common and complementary indicators for which methodologies have not yet been piloted will only be considered in a second phase, in line with the overall piloting plan for the CRF.

¹ United Nations Sustainable Development Group. 2019. *Leaving No One Behind: A UNSDG operational guide for UN Country Teams* (interim draft).

Figure 1: The corporate results framework structure



Features of the CRF

13. **High-level targets (HLTs)** – WFP has identified HLTs that clarify its level of ambition for each strategic outcome. The HLTs carry the closest alignment to the strategic plan commitments by strategic outcome and represent WFP flagship aims and achievements. In essence, they narrate the main thrust behind each distinct strategic outcome while demonstrating their interconnectedness and inherent complementarities. Progress towards achieving these targets will be measured annually through WFP's annual performance report process.
14. **Programme results² at impact, outcome and output levels, including cross-cutting commitments** capture WFP's strategic vision of how it will contribute to the achievement of the SDGs (with special focus on SDGs 2 and 17). See [WFP programme results](#).
15. **Impact level results and indicators:** As recommended in the 2020 QCPR, WFP's strategic plan and CRF have been conceptualized based on the 2030 Agenda for Sustainable Development. Hence, the impact indicators in the CRF are the same as the SDG indicators and the main focus throughout the results chain continues to be anchored in SDGs 2 and 17. Reflecting the complementarity and interconnectedness of SDG indicators, WFP will also contribute to other SDGs as articulated in the strategic plan.
16. Consequently, WFP will report on 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 results achieved at the outcome and output levels. The nine impact indicators selected under the eight targets represent long-term global changes in hunger and malnutrition trends and access to nutritious food as well as strengthened global partnerships for sustainable development. Reporting on performance results will be undertaken at the country level through annual country reports and at the headquarters level in WFP's annual performance report.

² The linkage between the results chain and WFP activity categories can be found in annex III. In addition output categories are listed in annex IV.

17. Adhering to the recommendation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development on the humanitarian-development-peace nexus and corresponding system wide reporting through the Multilateral Organisation Performance Assessment Network, WFP is working on better capturing its work at the nexus, looking at measurements at two levels: common measurement metrics and methodologies, including within the framework of ongoing United Nations wide initiatives;³ and strengthened effectiveness of WFP's programming in and across the humanitarian, development and peace domains by enhancing the measurement and monitoring of resilience outcomes and conflict sensitivity (currently being developed).

Outcome level programme results and related high-level targets

18. **Outcome 1 – People are better able to meet their urgent food and nutrition needs.** 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. Working with partners, WFP will 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.
19. WFP commits to undertaking all preventive and response measures within its capabilities and influence to ensure that no country experiences famine. Fulfilling the commitment of the lead indicator for outcome 1 requires that WFP respond at the right time and in the right manner and entails extending the reach of WFP emergency assistance and sustaining access to affected populations before hunger gets to catastrophic levels. The supporting indicators measure these aspects of emergency assistance and allow for the formulation of critical achievements for sustainably averting famine – extending WFP's reach and ensuring timely assistance of high quality – as supporting targets. Acknowledging the achievements of governments and partners in the humanitarian system, WFP sets a 50 percent target in 2025 for the share of acutely food insecure people that receive emergency assistance from WFP (1.1). The quality of a response is measured by the share of in-kind transfers that meet specific criteria for macro and micronutrient content (1.3) and the number of countries implementing cash operations with transfers responsive to people's essential needs, while the three-day target for the timing of the first transfer in a sudden onset emergency holds WFP accountable to humanitarian programme cycle benchmarks (1.5).

		Baseline	Target
1	Number of countries with population experiencing famine conditions	4	0
1.1	Percentage of acutely food insecure people receiving <u>emergency assistance</u> by WFP	35%	50%
1.2	Percentage of women and children in need who benefit from WFP <u>services to prevent and treat wasting</u>	-	70%
1.3	Percentage of WFP in-kind transfers that are <u>nutritionally adequate</u>	-	80%
1.4	Number of countries with cash operations responsive to people's <u>essential needs</u>	-	50
1.5	Median time for the <u>first WFP transfer</u> to reach people after sudden onset emergency	4 calendar days	3 calendar days

Baseline years: 1 – 2021; 1.1, 1.2 – 2020; 1.5 – 2020-21.

20. **Outcome 2 – People have better nutrition, health and education outcomes.** Together with 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

³ This includes the Inter-Agency Standing Committee "light guidance on collective outcomes", the new [UN Common Guidance on Helping Build Resilient Societies](#), the QCPR monitoring and reporting framework and other SDG monitoring support frameworks and tools.

through bolstering national safety nets and social assistance programmes. WFP's drive to ensure that all hungry children benefit from a nutritious meal at school is a flagship for the organization and can also support local agriculture and markets while simultaneously improving health, nutrition and education outcomes. As the coordinating body for the Global School Meals Coalition, WFP will work with governments and partners globally to promote national commitments to institutionalize support for school health and nutrition programmes.

21. Through scaling up services to address the immediate and underlying causes of malnutrition, providing nutritious school meals and strengthening national programmes, WFP contributes to addressing structural vulnerabilities and building human capital. The lead HLT for strategic outcome 2 is about ensuring access to the right nutrition during the first 1,000 days of life in order to avert malnutrition and its long-term impacts. At the same time, it is recognized that the nutrition of children requires investment that extends a full 8,000 days. WFP's school feeding linked with school health programmes improve education systems and learning, while strengthening child health and nutrition.
22. In this regard, WFP commits to 46 million children with access to improved health, nutrition, and education services with WFP assistance, up from a baseline of 32.3 million children. The lead indicator for outcome 2 speaks to WFP's contribution during the first 1,000 days of a child's life, from the start of a woman's pregnancy to the child's second birthday, as well as during the next 7,000 days, leading to improved health, nutrition and education. The indicator is the sum of the number of direct beneficiaries receiving transfers under malnutrition treatment and prevention activities (2.1) and school-based programmes (2.2).

		Baseline	Target
2	Number of children with access to improved health, nutrition, and education services with WFP assistance	32.3M	46M
2.1	Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the <u>first 1000 days of life</u>	17.3M	25M
2.2	Number of children that receive nutritious meals in schools as a contribution to the <u>next 7000 days</u> - from WFP - from governments and partners	15M 91M	21M 99.8M
2.3	Percentage of national school feeding programmes delivering a <u>comprehensive package of school health and nutrition services</u> thanks to WFP and partners' support	61%	>80%

Baseline year: 2020

23. **Outcome 3 – People have improved and sustainable livelihoods.** WFP will contribute to changing lives and 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 agricultural 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.
24. **WFP commits to assisting 22.9 million people to develop more resilient livelihoods in the face of risks and shocks by 2025,** up from a baseline of 14 million people. The lead indicator for outcome 3 tracks progress towards the development of more resilient livelihoods by combining three supporting indicators:⁴ the number of people benefitting from food-for-assets and food-for-training resilience building initiatives (3.1); the number of

⁴ In line with WFP's commitment to pursue integrated, sequenced and layered humanitarian and development activities, the lead indicator target considers that people can benefit from an integrated package of activities, therefore accounting for an overlap of 1.5 million people (300,000 smallholder farmers and their families) who receive assistance as measured by 3.1 and 3.2, and 1.1 million people who receive assistance as measured by 3.1 and 3.3.

smallholders benefitting from WFP support that strengthens local value chains and enables increased production of diverse, nutritious food and the reduction of post-harvest losses (3.2); and the number of people covered by WFP-supported climate risk insurance or forecast-based financing programmes (3.3).

		Baseline	Target
3	Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance	14M	22.9M
3.1	Number of people that benefit from <u>resilience building initiatives</u> , which strengthen the livelihood asset base including ecosystems	10M	15M
3.2	Number of smallholders benefitting from WFP support that improved <u>value chains and strengthened market services</u>	410K	1.5M
3.3	Number of people with <u>financial protection from climate hazards</u>	3.5M	9M

Baseline year: 2021 (est.)

25. **Outcome 4 – National programmes and systems are strengthened.** 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 emergency preparedness and response, food and social protection systems, as well as national programmes that contribute to these systems. For long-term impact, WFP will continue its support for the strengthening of national institutions and will increase its engagement as a broker of South-South and triangular cooperation through WFP centres of excellence, regional bureaux and headquarters.⁵

26. **WFP commits to supporting 56 countries with strengthened programmes and systems** over the course of the strategic plan period. The lead indicator for outcome 4 relies on a country-level measure – the number of policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support – to provide a high-level overview of the targeted reach of WFP’s system strengthening work globally. A set of specific commitments, articulated through supporting indicators for emergency preparedness through national systems, national social protection, sustainable and resilient food systems and school feeding commitments through both national policies and budgets, complements the lead target.

		Baseline	Target
4	Number of countries that have strengthened programmes and systems with WFP support	49	56
4.1	Number of countries better prepared for and able to respond to <u>emergencies through national systems</u>	30	35
4.2	Number of countries whose national <u>social protection systems</u> better contribute to people’s food security, healthy diets and ability to meet essential needs and/or manage risks	43	60
4.3	Number of countries where WFP contributes to making <u>food systems</u> more sustainable and resilient	36	45
4.4	Number of countries which have committed and/or increased their commitments to <u>school feeding programmes</u> in their	41	49
	- national policies	0	5
	- budgets		

Baseline years: 4, 4.3 – 2021 (est.); 4.1, 4.2, 4.4 – 2020

⁵ Strengthening of national systems and programmes is WFP’s strategic outcome 4 under SDG 17. However, WFP can also implement institutional capacity strengthening to achieve strategic outcome 1, 2 or 3 outputs under SDG 2. In these cases additional outputs and respective indicators will be added to the CSP logical framework and reported on in the annual country reports. The annual performance report will aggregate and report only on progress made against strategic outcome 4.

27. **Outcome 5 – Humanitarian and development actors are more efficient and effective.** WFP supports humanitarian and development actors to be more efficient and effective through the provision of high quality “mandated” and “on-demand” services.
28. Service provision activities⁶ can generally be defined as:
- **Mandated common services** – these are services mandated to WFP, such as, the United Nations Humanitarian Air Service (UNHAS) and WFP-led logistics and emergency telecommunications clusters; mandated services are provided by WFP on behalf of the humanitarian community and for the humanitarian community as a whole.
 - **On-demand services** – these are services that are provided by WFP at the request of an external party or parties in exchange for payment.
29. **WFP commits that 55 countries will benefit from WFP “mandated” and/or “on-demand” services and solutions** over the course of the strategic plan period. This illustrates WFP’s reach and its responsiveness to humanitarian and development actors’ demand for quality services. A country counts towards this target if at least one “mandated” service or one “on-demand” service or solution has been used by the government or partners in the country. Furthermore, supporting indicator 5.1 specifically demonstrates WFP’s commitment to fully meet UNCT requests for mandated services, 5.2 shows WFP’s role as a system-wide service provider to humanitarian and development partners, while 5.3 illustrates the commitment to deliver quality services.

		Baseline	Target
5	Number of countries benefiting from WFP ‘mandated’ and/or ‘on-demand’ services & solutions	-	55
5.1	Share of countries in which governments or partners avail themselves of WFP ‘mandated’ services out of all countries where the UNCT requests ‘mandated’ services	100%	100%
5.2	Number of countries in which partners request and benefit from WFP ‘on-demand’ solutions & services	-	55
5.3	Percentage of <u>users satisfied</u> with the services provided	-	80%

Baseline year: 2021

Outcome indicators

30. Outcome indicators complete the picture of WFP’s progress towards each of the five strategic outcomes outlined in the strategic plan for 2022–2025 and ultimately provide the evidence of WFP’s contribution to SDGs 2 and 17.
31. A total of 40 mandatory outcome indicators have been prioritized to measure and report on WFP results. All these indicators are mandatory for country offices to measure when implementing associated activities. They will be reported on in the annual country reports.
32. Out of the 40 mandatory outcome indicators, 25 are considered to be “core” for corporate reporting and will be aggregated from the annual country reports for global analysis in WFP’s annual performance report. The remaining ~~43~~¹⁵ mandatory outcome indicators (see annex II) are mandatory for country level reporting where those outcomes are selected but will not be aggregated at the corporate level in the annual performance report.

⁶ **Financial Regulation 1.1** defines service provision as the provision of services consistent with the purpose, policies, and activities of WFP to a party in exchange for payment. Further, under **Financial Regulation 4.8**, the Executive Director may approve service provision activities. These activities shall be provided on a full-cost recovery basis, as determined by the Executive Director.

33. Country offices may also propose and measure other country-specific outcome indicators, as is the current practice; these indicators will not be included in the CRF.
34. All outcome indicators, whether for corporate reporting, mandatory or country-specific indicators, must meet certain requirements and are selected based on criteria such as relevance, statistical adequacy, timeliness, quality and representativeness. Technical units have gone through an extensive revision exercise for the indicators pertaining to their specific programme areas and modalities of implementation based on updated strategies and theories of change.
35. Country-specific indicators will be developed to ensure appropriate monitoring of CSPs for all areas of each CSP theory of change not covered by corporate indicators. This will be done through close collaboration of the relevant divisions and regional and country offices.
36. To stabilize the CRF, the new results framework includes outcome indicators that have been fully piloted and tested with complete methodologies. New indicators that have not been finalized as of January 2022 will be included in a piloting plan. Following a mid-term review of the CRF and in consultation with the Board, WFP will determine whether and which pilot indicators to include in the CRF.

Output level programme results and indicators

37. The CRF contains 12 outputs under the five outcomes. These represent products and services WFP commits to deliver during implementation and reflect the direct outputs of WFP's global operations. Indicators at this level will be standard output indicators that country offices will be able to choose from to best reflect their programmes. Country offices will select the mandatory output indicators linked to standardized outputs reflecting various activities implemented. They will be reported on in the annual country reports and aggregated at the global level in the annual performance report.
38. Country offices will be able to continue to propose and measure other country-specific output indicators, as is the current practice; these indicators will not be included in the CRF.
39. In addition to ensuring that WFP outputs evidence contributions to SDGs 2 and 17, the organization will intensify efforts to collect accurate information and demonstrate its contributions to other SDGs in countries where WFP is present using **output-level SDG-related indicators**. These indicators were introduced in the CRF 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. Existing corporate guidance and the SDG-related indicator compendium will be updated with the roll-out of the new CRF. See indicators related to [WFP programme results](#).
40. For further details on methodology, see annex I, [Methodological note](#).

Cross-cutting priorities

41. Cross-cutting priorities span both programmatic and management dimensions and are relevant to all aspects of humanitarian and development work. Their successful implementation is a prerequisite for programme excellence. They both encompass approaches within interventions and are results to be achieved in and of themselves, for example, contributing to the achievement of gender equality, to the reduction of risks experienced by affected populations and to environmental sustainability.
42. Simply put, the *saving lives, changing lives* agenda cannot be realized without a normative framework on cross-cutting priorities and decisive action, methodologies, and tools for operationalizing it. This requires ongoing efforts to integrate these priorities into the values, mission and everyday operations of the organization. Such efforts also entail a strong commitment to the use of evidence and learning and the acceptance of new and evolving norms and standards.

43. 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 core indicators for measuring the extent to which WFP is mainstreaming these priorities throughout all activities and its progress in achieving policy objectives in each of these four areas.
44. In classifying cross-cutting indicators as corporate core indicators, the CRF for 2022–2025 is designed to support the mainstreaming of approaches that maximize programme quality, effectiveness and sustainability while providing a much stronger basis for annual performance reporting against programmes and against specific policy objectives presented in corporate policy documents.
45. For 2022–2025, WFP will work to apply its cross-cutting priorities along the nexus in three main ways: as environmental and social safeguards that ensure that its programmes and support operations *do no harm*; as elements of analysis that are mainstreamed throughout the programme cycle to enhance the effectiveness, impact and sustainability of WFP programmes and; as specific and targeted programmes and actions that aim to implement cross-cutting priorities in line with their respective corporate policies and commitments. Together these approaches contribute to specific outcomes enshrined in the corporate policies on protection and accountability to affected populations; gender equality and women's empowerment; nutrition integration; and environmental sustainability.
46. WFP is working to enhance the application of cross-cutting priorities to improve the quality of its programmes as well as to respond to the recommendations of reviews such as the mid-term review of the CRF for 2017–2021 and the assessment of WFP conducted by the Multilateral Organisation Performance Assessment Network. The four cross-cutting priorities are at differing levels of maturity and application within WFP, and the challenges related to their application differ from one priority to another.
47. Community engagement and participation are essential ingredients for successful food security outcomes. When measuring WFP's progress on its commitment to inclusive participation of affected populations, community engagement plans help WFP better understand the risks faced by affected and marginalized populations while providing a contextual understanding of the operating environment; provide an entry point for the participation of affected populations in the design and delivery of food assistance in a safe and dignified manner; and offer a pathway to achieving better protection outcomes for those WFP serves. WFP operates in the most severe, crisis-affected environments, relying on cooperating partners as well as other partners such as financial service providers, contractors, vendors and governments, among others, to reach millions of vulnerable people every year. WFP's beneficiaries could be at risk of experiencing sexual exploitation and abuse (SEA), particularly women and children and other vulnerable groups, who are more often subject to abusive behaviour. WFP, therefore, has an increased responsibility to proactively prevent SEA and must do all it can to ensure that beneficiaries and community members are safe from it.
48. WFP's environmental and social sustainability framework establishes and maintains a set of core environmental and social standards implemented through environmental and social safeguards designed to protect beneficiaries and the environment from the consequences of unintended impacts from programme activities. WFP environmental standards are mainstreamed in support operations through the application of WFP's environmental management system (EMS), which is based on International Organization for Standardization standard 14001:2015). The EMS covers facilities management; goods and services and food procurement; logistics (air, maritime and ground transport; warehouse

management – food and non-food); emergency preparedness; information technology (IT); and administration services, including business travel.

49. By making nutrition a cross-cutting priority, a scale-up of direct nutrition interventions and quality household assistance is required along with an increase in investments that enable people to access healthier diets and that promote convergence of support for the people that WFP serves. WFP commits to increasing the share of people supported by WFP operations and services that are able to meet their nutritional needs through an effective combination of fortified foods, specialized nutritious products and actions to support diet diversification.
50. In order to deliver on WFP's strategic outcomes, WFP's assistance must provide diverse women, men, girls and boys with equal opportunities, equal access to resources and an equal voice in the decisions that shape their lives. WFP will continue to integrate gender equality and women's empowerment into all of its work and activities, for equitable impact and equitable benefits. While gender equality is a longstanding corporate cross-cutting priority, forthcoming challenges will be related to broadening analytical approaches to include indicators that capture intrahousehold food security dynamics, as called for in the revised gender policy, as well as consistent disaggregation by sex, age and disability.
51. Alignment with United Nations reform requirements and best practices is a central priority for the CRF; QCPR indicators related to cross-cutting priorities have been used where available, and other indicators developed with reference to global standards and learning to strengthen inter-agency reporting coherence. See indicators related to [WFP cross-cutting priorities](#).

Management results

52. **Management results** capture how WFP leverages its organizational enablers, policies and resources to ensure effective implementation of the strategic plan. Together, these elements operationalize the strategic plan and capture WFP's results and performance throughout the cycle of planning, implementation, monitoring, evaluation and reporting.
53. These results are based on the key principle that management of corporate performance supports programme performance in the implementation of the strategic plan at the country, regional and global levels. The seven management results and related KPIs will support performance management and accountability. The management KPIs and targets will define the standards to which the organization holds itself accountable in contributing to the implementation of the strategic plan and in supporting programme performance.
54. The seven management results are derived from the six enablers described in the strategic plan 2022–2025 – people, partnerships, funding, evidence, technology and innovation – as well as an additional area included as a management result – effective emergency response. These will allow the organization to remain efficient and effective while increasing WFP's ability to achieve results in the eradication of food insecurity and malnutrition.
55. The management results capture the capabilities that support WFP in implementing the strategic plan. Each management result is broken down into a limited number of outputs to which KPIs have been assigned in line with the suggestions of Board members and following close consultation with technical teams and corporate stakeholders.
56. **Management result 1 – Effectiveness in emergencies.** The 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. Focus on effectiveness in emergencies will ensure that crisis response will be embedded in all CSPs, ready for

activation when needed. To 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, which includes the approval of a *no regrets* approach based on the five IASC assessment criteria of scale, urgency, complexity, capacity and risk of failure.

57. **Management result 2 – People management**⁷. WFP people include all WFP employees regardless of contract type or duration. The key performance indicators against this result reflect the ambition of WFP's people policy for a future workforce of diverse, committed, skilled and high performing teams, selected on merit, and a respectful and inclusive workplace culture that promotes and safeguards the highest standards of ethical conduct and behaviour. This ensures that WFP creates, maintains and attracts the right workforce made up of people who are committed to saving lives and changing lives.
58. **Management result 3 – Engage in effective partnerships**. WFP 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. Partnerships will continue to be a strategic area of focus, and WFP will engage 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. Overall, WFP engagement, including support for United Nations development system reform, will support governments' efforts to achieve the SDGs.
59. **Management result 4 – Effective funding for zero hunger**. In terms of funding, WFP will build on the trajectory laid out in its previous strategic plan and CRF by advocating multi-year and flexible financing while continuing to recognize the value of all contributions; it will also build on its ongoing dialogue on sustained financing. Over the past five years, WFP has boosted transparency and accountability in respect of spending and expanded its work with a range of actors. Looking ahead, WFP will reduce barriers to scaling resourcing according to need and will improve mechanisms that make its operations more efficient. To finance its multi-faceted programme, WFP will also work to diversify funding and access available mechanisms including on a thematic basis.
60. **Management result 5 – Evidence and learning**. WFP is committed to seeking robust evidence and learning and will strive for ever more timely and relevant evidence gathering, data disaggregation (by sex, age and disability) and knowledge sharing across the organization. WFP will step up its monitoring, evaluation, knowledge management and learning efforts in line with its updated draft evaluation policy⁸ and its knowledge management strategy. In particular, WFP has taken the opportunity to carefully consider recommendations and inputs from external reviews and standard setting exercises to improve the 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 for 2017–2021.

⁷ In this framework, people management reflects the people and culture activities foreseen as enabling the achievement of the objectives set out in the strategic plan and is supported by the results relating to the investment made through the management plan, including corporate critical initiatives, multilateral extrabudgetary resources (investment cases, special accounts and trust funds), individual country strategic plans and others.

⁸ To be presented for approval at the 2022 first regular session of the Board.

61. **Management result 6 - Leverage technology.** 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. WFP will seek more and better data for decision making and improved technology support for beneficiary management.
62. **Management result 7 - Leverage innovation.** WFP has a longstanding culture of innovation and the preconditions are 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. Technology and innovation are central to WFP's operations in emergency and non-emergency settings because they enable the organization to respond to new challenges and problems while maximizing limited resources. WFP will continue to explore and implement 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 impacts. See [WFP management results](#).

WFP programme results

SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

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

Impact indicators (SDGs)	Baseline	Target	Means of verification
2.1.1 Prevalence of undernourishment			SDG+ Database
2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age – SDG 2.2.1 (common with the United Nations Children’s Fund (UNICEF), WHO, World Bank)			SDG+ Database
2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) – SDG 2.2.2 and 2.2.3. (common with UNICEF, WHO, World Bank)			SDG+ Database
Outcome indicators (core)	Baseline	Target	Means of verification
Number of countries with populations experiencing famine conditions (high-level target (HLT) lead indicator)	4	0	IPC and CH
Consumption-based coping strategy index, reduced CSI (rCSI)		c-s	Country offices
Food consumption score		c-s	Country offices
Economic capacity to meet essential needs		c-s	Country offices
Livelihood coping strategies for essential needs (LCS-EN)		c-s	Country offices
Livelihood coping strategies for food security (LCS-FS)		c-s	Country offices
Minimum diet diversity for women and girls of reproductive age		c-s	Country offices
Percentage of children 6–23 months of age who receive a minimum acceptable diet (complementary with UNICEF, FAO, WHO)		€-s	Country offices
Percentage of eligible population reached by preventive nutrition programme (coverage for malnutrition prevention activities)		>70%	Country offices
Percentage of target population who participate in an adequate number of distributions (adherence)		>70%	Country offices
Moderate acute malnutrition treatment performance rate:		>66%	Country offices
- recovery			
- mortality		>75%	
- default		<3%	
- non-response rate		<15%	
		<15%	

Percentage of moderate acute malnutrition cases reached by treatment services (coverage for nutrition treatment activities):		Country offices
- rural areas	>50%	
- urban areas	>70%	
- camps	>90%	
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP	c-s	Country offices
<i>Retention rate/drop-out rate (by grade) (complementary with UNICEF, UNESCO, World Bank)</i>	c-s	Country offices

Outputs and output indicators

1.1 Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs	Baseline	Target	Means of verification
Percentage of acutely food-insecure people receiving emergency assistance by WFP (HLT indicator)	35%	50%	Country offices
Number of countries with cash operations responsive to people's essential needs (HLT indicator)		50	Country offices
Percentage of WFP in-kind transfers that are nutritionally adequate (HLT indicator)		80%	Country offices
Median time for the first WFP transfer to reach people after a sudden onset emergency (HLT indicator)	96 hours	72 hours	Country offices
<i>Number of people in emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, Office of the United Nations High Commissioner for Refugees (UNHCR), WFP)*</i>			Country offices
<i>Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through emergency school-based programmes (complementary with UNICEF, UNHCR, WFP)*</i>			Country offices
Number of households receiving school-based take-home rations*			Country offices
Quantity of food provided unconditionally or to restore infrastructure and community assets*			Country offices
Quantity of food provided to girls and boys through emergency school-based programmes*			Country offices
Number of women who have received WFP has transferred cash from WFP to into an account in their name, disaggregated by account type (bank, mobile money, others)			Country offices
Total value of money sent cash transferred to people disaggregated by sex *			Country offices
Total value of vouchers transferred to people disaggregated by sex and by type (value voucher or commodity voucher)*			Country offices
Total value of money cash transferred to family members of girls and boys benefiting from school-based programmes			Country offices
Total value of vouchers (value voucher or commodity voucher) transferred to family members of girls and boys benefiting from school-based programmes*			Country offices
Quantity of non-food items distributed to rebuild/restore communities			Country offices
Number of rations provided unconditionally through conditional or to restore infrastructure and community assets unconditional assistance			Country offices
			Country offices

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

Quantity of fortified food provided unconditionally or to restore infrastructure and community assets			Country offices
Quantity of fortified food provided for girls and boys benefiting from emergency school-based programming			Country offices
Quantity of specialized nutritious foods provided for girls and boys benefiting from emergency school-based programming			Country offices
Percentage of fortified staple commodities (out of total staple commodities) distributed to girls and boys benefitting from emergency school-based programming			Country offices
Number of children receiving deworming with WFP support from emergency school-based programming			Country offices
Number of children receiving micronutrient powder or supplements from emergency school-based programming			Country offices
Number of schools or institutional sites reached through school-based programming			Country offices
Number of schools with infrastructure rehabilitated or constructed in emergency context			Country offices
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure in emergency context			Country offices
Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)			Country offices
Feeding days as percentage of total school days in emergency contexts			Country offices
Number of people provided with energy assets, services and technologies in emergency context			Country offices
Number of people covered and assisted through forecast-based anticipatory actions against climate shocks*			Country offices
1.2 Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets	Baseline	Target	Means of verification
<i>Percentage of women and children in need who benefit from WFP services to prevent and treat wasting (HLT indicator)</i>		70%	Country offices
<i>Number of nutritionally vulnerable people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes (complementary with UNICEF, UNHCR, WFP, FAO, WHO)*</i>			Country offices
Quantity of food provided to nutritionally vulnerable people receiving through malnutrition treatment and prevention programmes*			Country offices
Number of women WFP has sent money/transferred cash to, into an account in their name, disaggregated by account type (bank, mobile money, others)			Country offices
Total value of money sent/cash transferred to people*			Country offices
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)*			Country offices
Quantity of fortified food provided to treat or prevent malnutrition			Country offices
Quantity of specialized nutritious foods provided to treat or prevent malnutrition			Country offices
Percentage of fortified staple commodities (out of total staple commodities) distributed to nutritionally vulnerable people*			Country offices
Number of WFP-assisted health centres or sites			Country offices
<i>Number of people reached through interpersonal social and behaviour change communication (SBCC) approaches (complementary with UNICEF, FAO, WFP, WHO)</i>			Country offices

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

Number of people reached through SBCC approaches using media (complementary with UNICEF, FAO, WFP, WHO)

Country offices

REVISION MODE

SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

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

Impact indicators (SDGs)	Baseline	Target	Means of verification
2.1.1 Prevalence of undernourishment			SDG+ Database
2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age – SDG 2.2.1 (common with UNICEF, WHO, World Bank)			SDG+ Database
2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) – SDG 2.2.2 and 2.2.3. (common with UNICEF, WHO, World Bank)			SDG+ Database
Outcome indicators (core)	Baseline	Target	Means of verification
Food consumption score		c-s	Country offices
Consumption-based coping strategy index, reduced CSI (rCSI)		c-s	Country offices
Minimum diet diversity for women and girls of reproductive age		c-s	Country offices
<i>Percentage of children 6–23 months of age who receive a minimum acceptable diet (complementary with UNICEF, FAO, WHO)</i>		>70%	Country offices
Percentage of eligible population reached by preventive nutrition programme (coverage for malnutrition prevention activities)		>70%	Country offices
Percentage of target population who participate in an adequate number of distributions		>66%	Country offices
Moderate acute malnutrition treatment performance rate:			Country offices
- recovery		>75%	
- mortality		< 3%	
- default		<15%	
- non-response rate		<15%	
Percentage of moderate acute malnutrition cases reached by treatment services (coverage for nutrition treatment activities):			Country offices
- rural areas		>50%	
- urban areas		>70%	
- camps		>90%	
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP		c-s	Country offices
<i>Retention rate/drop-out rate (by grade) (complementary with UNICEF, UNESCO, World Bank)</i>		c-s	Country offices

Outputs and output indicators			
2.1 Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs	Baseline	Target	Means of verification
<i>Number of people receiving assistance unconditionally or conditionally (complementary with UNICEF, FAO, WHO)*</i>			Country offices
Quantity of food provided through conditional or unconditional assistance*			Country offices
Number of women WFP has sent money <u>transferred cash</u> to, into an account in their name, disaggregated by account type (bank, mobile money, others)			Country offices
Total value of money sent <u>cash transferred</u> to people*			Country offices
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)*			Country offices
Number of rations provided through conditional or unconditional assistance			Country offices
Quantity of fortified food provided through conditional or unconditional assistance			Country offices
Number of participants who completed vocational/livelihood skills training activities (FFT)			Country offices
2.2 Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets	Baseline	Target	Means of verification
Number of children with access to improved health, nutrition and education services with WFP assistance (HLT lead indicator)*	32.3M	46M	Country offices
<i>Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the first 1,000 days of life (HLT indicator)*</i>	17.3M	25M	Country offices
<i>Number of nutritionally vulnerable people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes (complementary with UNICEF, FAO, WHO)*</i>			Country offices
Quantity of food provided to nutritionally vulnerable people through malnutrition treatment and prevention programmes*			Country offices
Number of women WFP has sent money <u>transferred cash</u> to, into an account in their name, disaggregated by account type (bank, mobile money, others)			Country offices
Total value of money sent <u>cash transferred</u> to people*			Country offices
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)*			Country offices
Number of WFP-assisted health centres or sites			Country offices
Quantity of specialized nutritious foods provided to treat or prevent malnutrition			Country offices
Total value (USD) of individual capacity strengthening transfers in support of learning to prevent or treat malnutrition			Country offices
Quantity of fortified (including staple commodities) food provided and delivered to treat or prevent malnutrition			Country offices
<u>Percentage of fortified staple commodities (out of total staple commodities) distributed to nutritionally vulnerable people</u>			Country offices

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

Number of people reached through interpersonal <i>social and behaviour change communication (SBCC)</i> approaches (complementary with UNICEF, FAO, WFP, WHO)			Country offices
Number of people reached through SBCC approaches using media (complementary with UNICEF, FAO, WFP, WHO)			Country offices
2.3 School-age children and adolescents have access to school-based health and nutrition packages	Baseline	Target	Means of verification
Number of children with access to improved health, nutrition, and education services with WFP assistance (HLT lead indicator)			Country offices
Number of children that receive nutritious meals in schools as a contribution to the next 7,000 days (HLT indicator) from:			
- WFP ⁹ (complementary with UNICEF, FAO, WHO) *	15M	21M	Country offices
- governments and partners*	91M	99.8M	SMC survey
Percentage of national school feeding programmes delivering a comprehensive package of school health and nutrition services (HLT indicator)	61%	>80%	SMC survey
Quantity of food provided to girls and boys through school-based programmes*			Country offices
Number of women WFP has sent money transferred cash to, into an account in their name, disaggregated by account type (bank, mobile money, others)			Country offices
Total value of money sent cash transferred to people*			Country offices
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)*			Country offices
Quantity of non-food items distributed			Country offices
Number of WFP-assisted schools <i>or institutional sites reached through school-based programming</i>			Country offices
Quantity of fortified food provided for girls and boys benefiting from school-based programming*			Country offices
Quantity of specialized nutritious foods provided for girls and boys benefiting from school-based programming*			Country offices
Feeding days as percentage of total school days			Country offices
Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)			Country offices
Number of children receiving deworming with WFP support			Country offices
Number of children receiving micronutrient powder or supplements			Country offices
Percentage of <i>fortified</i> staple commodities (<i>out of total staple commodities</i>) distributed that is fortified <i>to girls and boys benefiting from school-based programming</i>			Country offices

⁹ The reported baselines refer to 2020 and will be revised as soon as 2021 data are finalized.

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

Outcome 3: People have improved and sustainable livelihoods

Impact indicators (SDGs)	Baseline	Target	Means of verification
2.3.2 Average income of small-scale food producers, by sex and indigenous status			SDG+ Database
2.4.1 Proportion of agricultural area under productive and sustainable agriculture			SDG+ Database
Outcome indicators (core)	Baseline	Target	Means of verification
Food consumption score		c-s	Country offices
Consumption-based coping strategy index, reduced CSI (rCSI)		c-s	Country offices
Minimum diet diversity for women and girls of reproductive age		c-s	Country offices
Percentage of children 6–23 months of age who receive a minimum acceptable diet <i>(complementary with UNICEF, FAO, WHO)</i>		€-S	Country offices
Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base		>70%	Country offices
Value and volume of smallholder sales through WFP-supported aggregation systems		>50%	Country offices
Climate adaptation benefit score		c-s	Country offices
Climate resilience capacity score		C-S	Country offices
		C-S	
Outputs and output indicators	Baseline	Target	Means of verification
3.1 People and communities have access to productive assets and mechanisms to better cope with shocks and stressors			
Number of people having more resilient livelihoods in the face of risks and shocks through WFP assistance (HLT lead indicator)	14M	22.9M	Country offices
Number of people that benefit from resilience building initiatives that strengthen the livelihood asset base, including ecosystems (HLT indicator)	10M	15M	Country offices
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers under food assistance for assets <i>(complementary with ILO, UNDP, World Bank, UNHCR, UNICEF)*</i>			Country offices
Quantity of food provided to people enrolled in food assistance for assets activities*			Country offices
Total value of money sent <u>cash transferred</u> to people enrolled in food assistance for assets activities*			Country offices

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

Total value of vouchers transferred to people enrolled in food assistance for assets activities disaggregated by type (value voucher or commodity voucher)*			Country offices
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure			Country offices
Number of food assistance for assets (FFA) activities under monitoring visible (maintained by communities) through the Asset Impact Monitoring SystemSatellite (AIMS)			Country offices
3.2 People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods	Baseline	Target	Means of verification
Number of people having more resilient livelihoods in the face of risks and shocks through WFP assistance (HLT lead indicator)			Country offices
Number of people that benefit from resilience building initiatives that strengthen the livelihood asset base, including ecosystems (HLT indicator)			Country offices
Number of people with financial protection from climate hazards (HLT indicator)	3.5M	9M	Country offices
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities*			Country offices
Quantity of food provided to people and communities through livelihood skills training activities *			Country offices
Total value of money provided cash transferred to people through livelihood skills training activities*			Country offices
Number of people covered by an insurance product through risk transfer mechanisms supported by WFP*			Country offices
Number of people covered and assisted through forecast-based anticipatory actions against climate shocks*			Country offices
Number of people provided with direct access to energy products or services*			Country offices
Number of participants who completed vocational/livelihood skills training activities*			Country offices
Total sum insured through risk management interventions			Country offices
Number of people provided with direct access to information on climate and weather risks*			Country offices
Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action			Country offices
Number of people provided with energy assets, services and technologies			Country offices

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

3.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools	Baseline	Target	Means of verification
Number of smallholders benefitting from WFP support that improved value chains and strengthened market services (HLT indicator)	410K	1.5M	Country offices
Number of schools supported through the home-grown school feeding (HGSF) model			Country offices
Number of smallholder farmer aggregation systems supported			Country offices
Number of smallholder farmers supported with training, inputs, equipment and infrastructure			Country offices
Number of producers/smallholder farmers supplying schools			Country offices
Number of children covered by HGSF-based programmes*			Country offices
Number of farmers that benefit from farmer organization sales to home-grown school meals programme and other structured markets			<u>Country offices</u>
<u>Total membership of supported smallholder farmer aggregation systems</u>			Country offices
Quantity of food provided to schools through home-grown school-based programmes*			

* Disaggregated by sex, age group, disability, residence status, transfer modality and programme, where possible.

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

c-s: country-specific

Outcome 4: National programmes and systems are strengthened

Impact indicators (SDGs)	Baseline	Target	Means of verification
17.9.1 Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries			SDG+ Database
17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development			SDG+ Database
Outcome indicators (core)	Baseline	Target	Means of verification
Number of countries that have strengthened programmes and systems with WFP support (HLT lead indicator)	49	56	Country offices
Transition Number of countries that have developed a transition strategy for school health and nutrition and school feeding developed with WFP support		c-s	Country offices Country offices
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support			Country offices
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP			Country offices
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support			Country offices
Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy			
Outputs and output indicators	Baseline	Target	Means of verification
4.1 National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs	Baseline	Target	Means of verification
Number of WFP country offices that supported voluntary national reviews by programme countries presented at high-level political fora (QCPR)			Country offices
Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other SDGs			Country offices
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels			Country offices
Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening			Country offices

Number of national southern solutions contributing to zero hunger captured and packaged for South-South and triangular cooperation (SSTC)			Country offices
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger			Country offices
Value of assets and infrastructure handed over to national stakeholders as part of WFP capacity strengthening support			Country offices
4.2 Components of national emergency preparedness and response, social protection and food systems are strengthened	Baseline	Target	Means of verification
<i>Number of countries better prepared for and able to respond to emergencies through national systems (HLT indicator/complementary with UNFPA)</i>	30	35	Country offices
Number of countries that have committed and/or increased their commitments to school feeding programmes (HLT indicator) in their:			SMC survey
- national policies	41	49	
- budgets	0	5	
Number of countries where WFP contributes to making food systems more sustainable and resilient (HLT indicator)	36	45	WFP database
<i>Number of countries whose national social protection systems better contribute to people's food security, healthy diets and ability to meet essential needs and/or manage risks¹⁰ (complementary with UNICEF) (HLT indicator)</i>	43	60	Country offices
Percentage of WFP country offices that supported their countries' national development plan by identifying the poorest, most vulnerable, and those furthest behind within the framework of a United Nations Joint process (QCPR)			Country offices
Percentage of WFP country offices working on advising governments on the use of new technologies and innovation to achieve the SDGs (QCPR)			Country offices
Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels (QCPR)			Country offices
Total value of money sent cash transferred to people by WFP as a service to governments			Country offices
Total value of technical assistance provided as a service to governments to establish government-to-person payments systems			Country offices

¹⁰ Technical support to the system architecture, programmes and knowledge including market linkages, data and analytics, cash-based transfers (CBTs), government-to-person payments systems, supply chain strengthening, strategic reserves, technology, administration; cash transfer services, including payments and assurance.

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

c-s: country-specific

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

Impact indicators (SDGs)	Baseline	Target	Means of verification
17.3.1 Foreign direct investment, official development assistance and South-South cooperation as a proportion of gross national income			SDG+ Database
17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs			SDG+ Database
Outcome indicators (core)	Baseline	Target	Means of verification
Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions (HLT lead indicator)		55	Country offices
Share of countries in which governments or partners avail themselves of WFP “mandated” services out of all countries where the UNCT requests “mandated” services (HLT indicator)	100%	100%	Cluster IMs
Number of countries in which governments or partners request and benefit from WFP “on-demand” solutions and services (HLT indicator)		55 80%	Country offices WFP survey
Percentage of users satisfied with services provided (HLT indicator)			
Outputs and output indicators			
5.1. Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services	Baseline	Target	Means of verification
Total volume of cargo transported			WFP database
Total number of passengers transported			WFP database
Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions			WFP database
5.2 Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions			
Total volume of cargo transported			WFP database
Total number of passengers transported			WFP database
Number of engineering works prioritized by national actors completed			WFP database
Number of shared services, data and analytics platforms provided by type			WFP database

Total value of ~~money sent~~ cash transferred to people by WFP as a service to ~~other (non-government)~~ partners

WFP database

REVISION MODE

WFP cross-cutting priorities

c-s: country-specific

Cross-cutting priorities and indicators	Baseline	Target	Means of verification
Protection and accountability to affected populations			
Protection			
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes			Country offices
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance			Country offices
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes			Country offices
Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services			Country offices
WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)			HQ UNDIS reporting
Accountability			
Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA			Country offices
Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)			HQ UNDIS reporting
Percentage of country offices with a functioning community feedback mechanism			Country offices
Number of country offices with an action plan on community engagement			Country offices
Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)			Country offices
Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment			UN Partner Portal

Gender equality and women's empowerment¹¹	Baseline	Target	Means of verification
Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality			Country offices
Percentage of food assistance decision making entity members who are women			Country offices
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity.			Country offices
Environmental sustainability	Baseline¹²	Target	Means of verification
Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks ¹³		100%	WFP database
Publicly available annual report on WFP's efforts to reduce their climate and environmental footprint (QCPR) ¹⁴			WFP database
Percentage of WFP offices implementing environmental management systems ¹⁵	8%		WFP database
Nutrition integration	Baseline	Target	Means of verification
Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification			Country offices
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component			Country offices

¹¹ The indicators for gender equality and women's empowerment will be revised pending approval of the new gender policy in early 2022.

¹² The reported baselines refer to 2020 and will be revised as soon as 2021 data are finalized.

¹³ They are a collection of commitments and minimum standards enshrined in existing WFP policies, directives, and guidelines, as well as commitments and minimum standards enshrined in relevant international law. The FLAs, MoUs and CCs will be screened against the following 8 standards: Natural Resources, Biodiversity and Ecosystems, Resource Efficiency and Waste and Pollution Management, Climate Change, Protection and Human Rights, Gender Equality, Community Health, Safety, Security, and Conflict Sensitivity, Accountability to Affected Populations.

¹⁴ Progress on WFP's environmental management system implementation and efforts to reduce our environmental footprint in the areas of greenhouse emissions and decarbonization (target of 45% CO2 reduction from 2010 levels by 2030), waste and water management, sustainable procurement and staff awareness are disclosed in WFP's Annual Performance Report, Management Plan, Annual Country Reports and through the UN Environment Greening the Blue platform.

¹⁵ WFP's environmental management system is based on the international standard ISO 14001: 2015, and covers: facilities management; goods and services and food procurement; logistics (air, maritime and ground transport; warehouse management – food and non-food); emergency preparedness; information technology (IT); and administration services including business travel.

WFP management results

Management result 1: Effectiveness in emergencies

Key performance indicators

	Baseline ¹⁶	Target (2022)	Means of verification
1. Emergency and surge capacity			
Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)			WFP database
Number of days Emergency Operations Division staff deployed in response to emergencies			WFP database
2. Ensure timely (pre-emptive) "no regrets" emergency response			
Percentage of surge support requests coordinated and supported in corporate scale up			WFP database
3. Enhanced emergency processes (includes revised emergency protocols and Integrated Road Map (IRM) emergency mechanisms)			
Percentage of corporate alert system countries having benefited from advance financing (Immediate Response Account (IRA), immediate response request (IRR), Immediate Response Account for Preparedness (IR-PREP))	88%	90%	WFP database
Number of corporate alert system (CAS) reports issued			WFP database

¹⁶ The reported baselines refer to 2020 and will be revised as soon as 2021 data are finalized.

Management result 2: People management

Key performance indicators	Baseline	Target (2022)	Means of verification
1. Nimble and flexible people management practices delivered			
Percentage of the workforce employed on short-term contracts	60%	55%	WFP database
2. Performing and improving workforce promoted and safeguarded			
Percentage of employees completing mandatory training on both protection from sexual exploitation and abuse (PSEA) and preventing and responding to abusive conduct at WFP (harassment, sexual harassment, abuse of authority and discrimination)	82%	100%	WFP database
Percentage of offices that have an action plan in place to align their people management practices with WFP's people policy and its enabling initiatives			WFP database
Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA WeLearn Course for Focal Points on prevention and response to SEA (UNFPA, UNHCR, UNICEF)			WFP database
Percentage of offices which have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees			WFP database
Percentage of country offices which have implemented corporate SEA prevention and outreach tools aimed at employees, cooperating partners, and front-line workers			WFP database
Performance and competency enhancement (PACE) compliance rate	90%	100%	WFP database
3. Diversity of the workforce increased			
Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) indicators met or exceeded (QCPR) (common with UNICEF)	81%	88%	WFP database
Percentage of women among international professional and national staff (QCPR) (common with UNICEF, UNFPA)	42%	44%	WFP database
WFP meets or exceeds UNDIS entity accountability framework standards concerning employment (QCPR)			HQ UNDIS reporting
4. Caring and supportive work environment is provided			
Percentage of compliance with the WFP security management policy and framework of accountability	94%	95%	WFP database

Management result 3: Engage in effective partnerships

Key performance indicators

	Baseline	Target (2022)	Means of verification
1. Enhanced collective action is aimed at the achievement of the SDGs			
Percentage of CSP development outlines that are aligned with UNSDCF			Country offices
Number of WFP programmes undertaken in collaboration with a United Nations partner agency, fund or programme			Country offices
Number and dollar value of national government/international financial institution (IFI)/WFP agreements signed			WFP database
Number of beneficiaries reached through private sector partnerships			Country offices
2. Country-level partnerships are aimed at reaching the most vulnerable			
Percentage of outputs achieved within partnerships	45	55	Country offices
Percentage of WFP funding to <u>implementingcooperating</u> partners, awarded as directly as possible to local and national responders (<u>Grand Bargain</u>)			WFP database
Number of WFP country offices adopting the United Nations Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners (<u>Grand Bargain</u>)			Country offices
3. South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17			
Number of partners mobilized in the provider country to support WFP-facilitated South-South and triangular cooperation, disaggregated by type			Country offices

Management result 4: Effective funding for zero hunger

Key performance indicators	Baseline	Target (2022)	Means of verification
1. Maintain positioning of WFP and a strong funding base for the organization			
Percentage of contributions received vs WFP programme of work			WFP database
Percentage growth of WFP programme of work vs percentage growth funding level			WFP database
Score in the International Aid Transparency Initiative aid transparency index (QCPR) (common with UNICEF)			IATI
Total (USD) funds received during the year			WFP database
Percentage of funds from top five donors			WFP database
Percentage of total funds received from:			WFP database
<ul style="list-style-type: none"> • Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) governments • Non-OECD-DAC governments • International financial institution sources • <i>Private Sector (common with UNICEF)</i> • United Nations partnerships and joint programmes (funding compact) • Innovative financing arrangements • Others 			
Percentage of CSP expenditures versus implementation plan	80%	90%	WFP database
2. Effective and efficient planning and allocation of resources to organizational priorities of strategic importance			
Dollar value and percentage of flexible funding sourced (<i>Grand Bargain</i>)			WFP database
<ul style="list-style-type: none"> • Percentage fully flexible and softly earmarked 			
Dollar value and percentage of funds made available on a multi-year basis (<i>Grand Bargain</i>)			WFP database
Dollar value and percentage of funds received during quarter 1			WFP database
Dollar value and percentage of funds made available for advance financing mechanisms			WFP database
Dollar value and percentage of resources available by earmarking level: CSP, strategic outcome and activity level			WFP database
3. Effective leveraging of WFP's programmatic offerings for development-related activities			
	Baseline	Target (2022)	Means of verification
<i>Percentage of resources for development-related activities channelled through inter-agency pooled funds (funding compact) (common with UNICEF)</i>			
Share of voluntary funding for development-related activities (funding compact)			

Management result 5: Evidence and learning

Key performance indicators

	Baseline	Target (2022)	Means of verification
1. Overall progress in CSP results achievement			
Percentage of outcome indicators achieved or on track	66%	85%	Country offices
Percentage of output indicators achieved or on track	60%	80%	Country offices
2. Utilization of audit and evaluation recommendations			
Number of outstanding audit recommendations	71	≤	WFP database
Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	56%	100%	WFP database
Percentage of WFP draft policies and draft CSPs which refer explicitly to evaluation evidence			Country offices
Number of joint and system-wide evaluations in which WFP engaged in reporting year (QCPR) (common with UNICEF)			WFP database
3. More systematic knowledge-sharing in support of evidence-based decision making			
Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices			WFP database
Percentage increase in knowledge-sharing to support decision making			WFP database
Management access to evaluations as per the coverage norms established in the draft evaluation policy by evaluation type*			WFP database
Evaluation products accessed			WFP database
Percentage of country offices reporting at least 80 percent of beneficiary-related indicators, disaggregated by sex, age, disability and residence status		<u>100%</u>	Country offices
Percentage of country offices that target and measure the impact of their work on those furthest behind first through disaggregating data by sex, age, disability and residence status in CSPs, annual report(s) and monitoring and evaluation framework**			

* To be presented for approval at the 2022 first regular session of the Executive Board.

** Beneficiary-related indicators refers to all output, outcome and cross-cutting indicators in the CRF for which disaggregation by sex is required.

Management result 6: Leverage technology

Key performance indicators	Baseline	Target (2022)	Means of verification
1. More and better data for strategic and operational decision making			
Percentage of compliance with IT security standards	89%	100%	WFP database
Number of data standards being implemented from the United Nations Financial Data Cube (QCPR) (common with UNICEF)			UN Data Cube
Number of countries where WFP uses/contributes to UN INFO (QCPR)			Country offices
2. Improved technology solutions in support of beneficiary management			
Percentage of WFP cash transfers supported digitally	71%	80%	Country offices
Percentage of cash-based transfers by value (USD) supported by trusted digital systems			Country offices

Management result 7: Leverage innovation

Key performance indicators	Baseline	Target (2022)	Means of verification
1. Expanded profile as a trusted provider of operational technology solutions, innovation and advice			
Number of external innovation programmes run (including repeat requests)			WFP database
Value of acceleration programmes signed with external customers			WFP database
2. WFP's programmes are enhanced through innovation			
Number of innovation projects funded (in early stage and scaling phase)			WFP database
Number of beneficiaries reached via innovations			WFP database
3. WFP's operations and management are enhanced through innovation			
Number of new efficiency projects launched (last year)			WFP database
WFP efficiency gains (measured on a yearly basis)	USD 158M		WFP database
WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)			HQ-UNDIS reporting

ANNEX I

Methodological note

Introduction

1. The purpose of this note is to provide a summary overview of how the CRF will be used to measure corporate and country-level performance and thereby demonstrate whether WFP is on track to achieve the objectives set out in the strategic plan. Specifically, the note explains key elements of the performance assessment architecture envisioned for the CRF and how they fit together, in particular indicator categories; QCPR, common and complementary indicators; target setting; and WFP corporate performance reporting.
2. As outlined in the strategic plan, the majority of WFP operations contribute to achieving SDG 2 and SDG 17. At the impact level, global SDG 2 and 17 indicators will be used to closely monitor how hunger trends are changing globally, based on the SDG official database.
3. The table below shows a high-level view of the corporate results chain against three key sets of indicators that will be used to contextualize and measure performance. The three sets of indicators, core, mandatory and country specific, are defined below.

WFP RESULT CHAIN		TYPE OF CRF INDICATOR	CORE	MANDATORY	COUNTRY-SPECIFIC
Sphere of influence	IMPACT	Impact Indicators			
		SDG 2 & SDG 17 target indicators <i>Data from SDG+ data base</i>	<input checked="" type="checkbox"/>		
Sphere of control & accountability	CROSS-CUTTING	Outcome Indicators			
		WFP specific indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		High-level target indicators	<input checked="" type="checkbox"/>		
	OUTPUTS	Common and complementary indicators <i>Data aggregated at country level from national and UN data sets</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
		Output Indicators			
		WFP specific indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ACTIVITIES	High-level target indicators	<input checked="" type="checkbox"/>			
	Common and complementary indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
		QCPR indicators <i>Data aggregated from WFP country-level results</i>	<input checked="" type="checkbox"/>		
					NOT IN THE CRF

4. In line with United Nations sustainable development group guidance and international standards in results-based management, programme results have three layers: **impact**, **outcome** and **output**. Also, in line with these standards, the **cross-cutting priorities** section of the CRF contains indicators derived from the four corporate policies and strategies in the areas of protection and accountability to affected populations, gender equality and women's empowerment, environmental sustainability and nutrition integration.
5. ~~Indicators related to cross-cutting priorities are considered core indicators that WFP will apply in three main ways at the CSP level: as environmental and social safeguards that ensure that its programmes do no harm; as elements of analysis that are mainstreamed throughout the programme cycle to enhance the effectiveness, impact and sustainability of WFP programmes; and as specific and targeted programmes and actions that aim to implement cross-cutting priorities in line with corporate policies and commitments.~~

Indicator categories – ~~core~~, mandatory, core and country-specific

- ~~6.5.~~ At the outcome and output levels, WFP differentiates between mandatory indicators and core indicators.
- ~~7.6.~~ **Mandatory indicators** are driven by programme area and must be included in each CSP logical framework during project design and monitored **if** the CSP includes outputs, programme areas and activities to which the indicators relate. The mandatory indicators labelled as not core in annex II will not be included in corporate level performance reports but will be systematically reported on in annual country reports.
- ~~8.7.~~ **Core indicators** are a **subset of mandatory outcome indicators** that country offices must include in the logical frameworks of their CSPs. These core indicators will be used to report WFP's results, by strategic outcome and output, to external audiences at the corporate level and to report on programme performance in the annual performance report within a broader set of outcome indicators. High-level lead indicators and supporting indicators are considered core indicators for reporting purposes.
- ~~9.8.~~ Core indicators are considered the most meaningful indicators for strategic outcomes and outputs and will provide a global overview of WFP 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.
- ~~10.9.~~ Output-level targets at the country level reflect country-specific intended programmatic results. They Indicators related to cross-cutting priorities are considered core indicators that WFP will apply in three main ways at the CSP level: as environmental and social safeguards that ensure that its programmes do no harm; as elements of analysis that are mainstreamed throughout the programme cycle to enhance the effectiveness, impact and sustainability of WFP programmes; and as specific and targeted programmes and actions that aim to implement cross-cutting priorities in line with corporate policies and commitments. In addition to mandatory and core indicators, country offices can opt to identify country specific results. At the output level, these are currently based on annual projected needs identified during the preparation of the WFP management plan and are prioritized according to the forecasted funding during the preparation of the country office management plan.

QCPR, common and complementary indicators

~~11.10.~~ QCPR, common and complementary indicators are mandatory and core and are defined as follows:

- **QCPR indicators** are indicators from the QCPR monitoring and reporting framework reflected in the indicator matrix. Indicators from the QCPR monitoring framework, including those adapted to entity-specific monitoring and reporting, are shown in parenthesis.
- **Common indicators** are those that appear the same in at least two entities' results or reporting frameworks and are drawn, where possible, directly from other globally agreed frameworks – including the QCPR monitoring and reporting framework for 2021–2024. In the results framework, Roman (or “normal”) font is used for common indicators. Common indicators help to clarify how WFP is achieving results in a coherent manner with other United Nations entities, including in response to the QCPR.

- **Complementary indicators** are identified as those in the results framework that are not repeated verbatim in the results or reporting frameworks of a United Nations entity but are related or provide different but complementary ways of assessing or insights into a single issue, high-level result and/or area of complementary work, such as a Sustainable Development Goal target. To be categorized as a complementary indicator, a related indicator must have been identified as being tracked by at least one other United Nations entity as part of its corporate reporting. In the results framework, the *italic* font is used to signify complementary indicators. Complementary indicators help to clarify how WFP is achieving results in a coherent manner with other United Nations entities, including in response to the QCPR.

Target setting

12.11. Corporate-level targets – In line with good practices of other United Nations entities, WFP will include targets at the corporate level (“high-level targets” or HLTs). Most of these are output-level targets and therefore reflect WFP’s sphere of control and accountability. To ensure that these targets are an adequate metric for measuring performance, they will be to the extent possible, both needs and resource-based, where possible, and will be defined each year through the management performance plan process.

13.12. The cornerstone of corporate performance assessment will be output-level targets that are aggregated and reporting as described below.

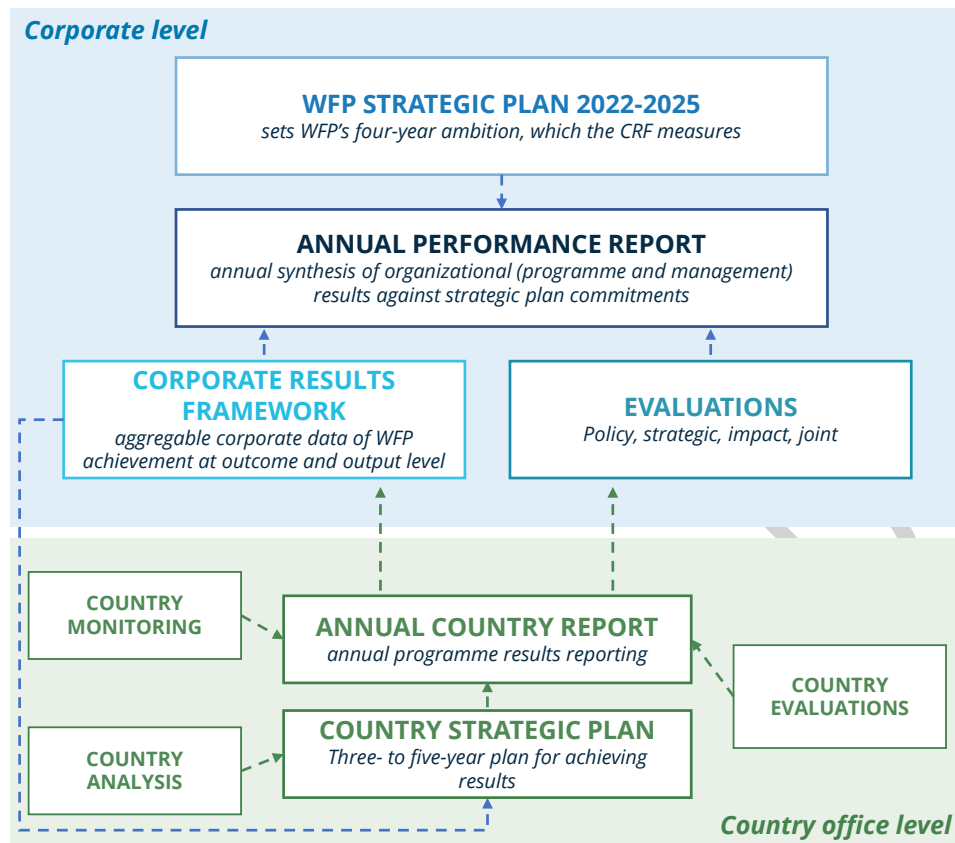
14.13. Country-level targets are country-specific annual targets set at the CSP design stage. The compendium of indicators provides guidance on target setting for each outcome indicator. If the context in which activities are being implemented does not deteriorate, target setting must show an improvement compared to the applicable baseline.

WFP corporate performance reporting

15.14. The annual performance report will include information on the status of impact, outcome, and output indicators, supplemented by the annual country reports. WFP currently has two main corporate accountability levels with regard to evidence, planning, monitoring and reporting systems:

- i) The **corporate** level aims to provide a **representative** but not comprehensive picture of WFP’s performance. It presents an aggregate corporate picture. The corporate level is accountability and transparency driven;
- ii) The **country** office level provides a picture of country-level results that is comprehensive but not representative of results across the organization. It represents an aggregable country-level picture of performance and is driven by the need for learning, continuous improvement and country-level accountability. It is aligned with national priorities and integrated within the framework of the UNSDCF process.

16.15. Output-level targets at the country level reflect country-specific intended programmatic results. They are currently based on annual projected needs identified during the preparation of the WFP management plan and are prioritized according to the forecasted funding during the preparation of the country office management plan.



16. Corporate performance

WFP outcome indicators reflect the most important and critical measures of the effectiveness of WFP operations at individual beneficiary and household levels. They fall into two categories: i) WFP owned metrics and scales developed by the organization for the purposes of measuring the effectiveness of its assistance (such as the food consumption score and the consumption-based coping strategy index (rCSI). These are marked 'c-s' (country-specific); ii) Sphere standards on food security and nutrition that WFP adheres to and recognizes that it contributes to at national levels. Therefore, corporate performance at outcome level is assessed considering the number of countries meeting required national thresholds. This approach is meaningful in the context of WFP's humanitarian mandate.

17. In line with other United Nations entities, WFP corporate performance will be aggregated and assessed at the output level based on corporate output level targets, baselines and actual values. Preliminary baselines have been included where possible. CSPs will be remapped to the new CRF and therefore aggregate numbers that make up baselines may change. Tentative targets have been included, where possible. Most targets will be included as part of the 2023 management plan, reflecting resources and new CSP mapping. Country-level output indicator results will be aggregated and compared against baselines and targets (set in the management plan), and the performance rating will be presented using a traffic light system in the annual performance report. Progress against impact and outcome indicators will be reported in the annual performance report where possible. They will not be used for performance rating.
18. Country-level output indicator results will be aggregated, and a performance rating will be calculated to assess the achievements against the annualized output targets.

19. As outcome indicators will be used for contextualization, WFP is currently exploring potential alternatives for reporting on core outcome indicators, which will be informative for the reader. Among these are reporting the number of countries where the core indicators meet their country-specific targets and/or show improvement compared to previous year. Where data collection permits it, WFP is also considering the possibility to report on aggregated population showing improved results for the 'core' indicators that are monitored for direct beneficiaries.
20. Examples of outcome-level reporting at the corporate level include the following:
- WFP will assess the food security and nutrition situation (globally) for all targeted populations assisted under strategic outcomes 1 and 2, for example:
 - “Number of countries that reduced (or increased) the prevalence of households with poor/borderline (or acceptable) food consumption compared to previous year”.
 - “Number of countries where the prevalence of households with poor/borderline (or acceptable) food consumption is below (or above) the corporate threshold” (set in the indicator compendium).
 - “Number of households with poor food consumption at end-year” (if statistically representative).
 - Number of countries where the percentage of women of reproductive age (15–49) who reached minimum diet diversity has increased compared to the previous year.
 - Number of countries where the percentage of children (6–23 months) who receive a minimum acceptable diet increased compared to the previous year.
 - Number of women of reproductive age that reached the minimum diet diversity and number of children 6–23 months of age who receive a minimum acceptable diet (if statistically representative).
21. **Country-level performance** - Progress against the annual country-level targets at the output and outcome levels will be reported on by the country offices by strategic outcome to demonstrate results in different contexts and presented in the annual country reports. In addition to using the CRF indicators, country offices will have the ability to develop specific indicators to meet country needs, although these indicators will not be reported on at the corporate level.
22. Reporting on progress against cross-cutting indicators will be used both as an integral part of the annual performance report as well as of the reports that the Secretariat makes to the Executive Board on the implementation of the individual policies and their individual objectives and commitments.

Data disaggregation to leave no one behind

23. Inclusive, equitable and sustainable programmes are underpinned by quality data disaggregation practices. The new CRF₇ for 2022–2025₇ reflects WFP's commitment to data disaggregation as a means of leaving no one behind and to protecting the rights of all, especially the most excluded. Each indicator is disaggregated by sex and age, and the results framework is designed to promote the analysis of the most significant equality dimensions that need to be measured and monitored along the results chain. Progress will be tracked and reported on at the disaggregated level by age, sex and disability when possible.

Disaggregated data will be used to inform programming responses to the specific needs of all targeted people, particularly for those in humanitarian contexts.

~~24. In the CRF for 2022-2025, gender equality remains at the heart of WFP's planning, monitoring and reporting commitments. Several indicators in the new CRF across the five strategic outcomes reflect gender priorities and/or feature sex and age disaggregation at the household level to allow for monitoring progress towards gender equality and women's empowerment. Disaggregation by sex and age is key not only to monitoring progress towards gender equality and women's empowerment, but also:~~

- ~~a. understanding the specific needs of the diverse women, men, girls and boys that WFP assists;~~
- ~~b. understanding the impact of WFP assistance on these diverse groups;~~
- ~~c. ensuring that the women, men, girls and boys that WFP assists actively participate in and contribute to food security and nutrition programmes; and~~
- ~~d. ensuring equitable benefits for all.~~

~~25-24.~~ People with disabilities are among the most excluded, invisible and marginalized members of societies globally. The CRF for 2022-2025 reflects WFP's increased focus on disability inclusion¹ by introducing dedicated indicators on disability, mainstreamed across all the strategic ~~objectives~~ outcomes, and by disaggregating data by disability status where possible. The CRF includes six indicators that are disability-inclusive in both the management and programmatic areas that hold WFP accountable for analysing and reporting on disability inclusion across programme and management performance.

~~25. Disaggregating~~In the CRF for 2022-2025, gender equality remains at the heart of WFP's planning, monitoring and reporting commitments. Several indicators in the new CRF across the five strategic outcomes reflect gender priorities and/or feature sex and age disaggregation at the household level to allow for monitoring progress towards gender equality and women's empowerment. Disaggregation by sex and age is key not only to monitoring progress towards gender equality and women's empowerment, but also to understanding the specific needs of the diverse women, men, girls and boys that WFP assists. Furthermore, it is critical to understanding the impact of WFP assistance on these diverse groups and ensuring they actively participate in and contribute to food security and nutrition programmes with equitable benefits.

~~26. Fundamentally, disaggregating~~ data by sex, age and disability allows a more detailed understanding of and response to the specific and differing needs, priorities, interests and capacities of the women, men, girls and boys that WFP assists. ~~This disaggregation and analysis also allows WFP, its partners and those they assist to assess the impact and benefits of the assistance provided and thus to ensure equitable and sustainable programmes for all. When outcome data are not collected through sampling, sex disaggregation of the indicators is mandatory. All indicators must be computed to reflect WFP's gender commitments and should therefore be disaggregated by sex, age and disability~~In this regard, disaggregated data will be used to inform programming responses to the specific needs of all targeted people, particularly for those in humanitarian contexts.

¹ **Output indicator Disability Inclusion:** The CRF for 2022-2025 also includes a range of protection and accountability to affected populations indicators, some of which were introduced in 2019. These indicators are only included in post distribution monitoring data collection and play an important role in the assessment of programme quality. Disability data can also be accessed from community feedback mechanism data that can provide essential information on the challenges faced by people living with disabilities when accessing WFP and partners' assistance (access, SEA).

~~27. Country offices should develop methods for collecting disaggregated data so that the monitoring and tracking of indicators assist in achieving the purpose of reaching the most disadvantaged. Additional disaggregation, such as by assistance modality, rural and urban subnational area and other characteristics should be considered and analysed as appropriate and feasible.~~

REVISION MODE

ANNEX II

All mandatory outcome indicators for corporate and/or country reporting

Programme area	Mandatory outcome indicators
Food security and essential needs (Ref. to activity cat. 1.1, 1.2, 1.6 and 1.7)	<ul style="list-style-type: none"> ➤ Food consumption score ➤ Consumption-based coping strategy index, reduced CSI (rCSI) ➤ Livelihood coping strategies for food security (LCS-FS) ➤ Economic capacity to meet essential needs ➤ Livelihood coping strategies for essential needs (LCS-EN) ➤ Food consumption score – nutrition (not core; also nutrition-sensitive)
Malnutrition prevention programme (Ref. to activity cat 1.3)	<ul style="list-style-type: none"> ➤ Proportion of eligible population reached by nutrition preventive programme (coverage) ➤ Proportion of target population who participate in an adequate number of distributions (adherence) ➤ Proportion of children 6–23 months of age who receive a minimum acceptable diet (MAD) (also nutrition-sensitive) ➤ Minimum diet diversity for women and girls of reproductive age (MDD-W) (also nutrition-sensitive)
Malnutrition treatment programme (Ref. to activity cat 1.4)	<ul style="list-style-type: none"> ➤ Percentage of moderate acute malnutrition (MAM) cases reached by treatment services (coverage) ➤ Moderate acute malnutrition (MAM) treatment performance rate (recovery, mortality, default and non-response) ➤ Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes (not core)
School-based programmes (ref. to activity cat. 1.5)	<ul style="list-style-type: none"> ➤ Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP ➤ Retention rate/drop-out rate (by grade) ➤ Attendance rate (complementary with UNICEF, UNESCO, World Bank) (not core) ➤ Enrolment rate (not core) ➤ Graduation/completion rate (complementary with UNICEF, UNESCO and the World Bank) (not core) ➤ Systems Approach for Better Education Results (SABER) school feeding index (not core)
Community and household asset creation (ref. to activity cat. 1.6)	<ul style="list-style-type: none"> ➤ Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base ➤ Percentage of food assistance for assets (FFA) supported assets that demonstrate improved vegetation and soil conditions (not core) ➤ Proportion of the population in targeted communities reporting environmental benefits (not core)

Programme area	Mandatory outcome indicators
Smallholder agricultural market support programmes (ref. to activity cat.1.8)	<ul style="list-style-type: none"> ➤ Value and volume of smallholder sales through WFP-supported aggregation systems ➤ Average percentage of smallholder post-harvest losses at the storage stage (not core) ➤ Percentage of targeted smallholder farmers reporting increased production of nutritious crops (not core; also nutrition-sensitive) ➤ Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems (not core)
Actions to protect against climate shocks (ref. to activity cat. 1.9)	<ul style="list-style-type: none"> ➤ Climate adaptation benefit score ➤ Climate resilience capacity score ➤ Climate services score (not core) ➤ Investment capacity index (not core)
Capacity strengthening (ref. to activity cat 1.1. to 1.10 under strategic outcome 4)	<ul style="list-style-type: none"> ➤ Transition strategy for school health and nutrition and school feeding developed with WFP support ➤ Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support ➤ Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support ➤ Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy ➤ Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support (not core) ➤ Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support (not core)
Partnerships (strategic outcome 5) (ref. to activity cat. 2.1 to 2.4)	<ul style="list-style-type: none"> ➤ Number of countries benefiting from WFP “mandated” and/or “on demand” services and solutions (HLT lead indicator) ➤ Share of countries in which governments or partners avail themselves of WFP mandated services out of all countries where the UNCT requests mandated services (HLT indicator) ➤ Number of countries in which governments or partners request and benefit from WFP “on-demand” solutions and services (HLT indicator) ➤ Percentage of users satisfied with services provided (HLT indicator)

ANNEX III

Linking WFP activity categories to strategic outcomes and SDGs

WFP activity categories	Strategic outcomes		Other SDGs
	SDG 2	SDG 17	
WFP programmes			
1.1 Emergency preparedness and early action	SO1	SO4	1, 11, 16
1.2 Unconditional resource transfer	SO1, SO2	SO4	1, 3, 4, 5, 10, 11, 13, 16
1.3 Malnutrition prevention programme	SO1, SO2, SO3	SO4	1, 3, 5, 10, 16
1.4 Malnutrition treatment programme	SO1, SO2	SO4	3, 5, 16
1.5 School based programmes	SO1, SO2, SO3	SO4	1, 3, 4, 5, 8, 10, 16
1.6 Community and household asset creation	SO1, SO3	SO4	1, 4, 5, 6, 7, 9, 11, 13, 15, 16
1.7 Household and individual skill and livelihood creation	SO2, SO3	SO4	1, 4, 5, 8, 13, 15, 16
1.8 Smallholder agricultural market support programmes	SO3	SO4	1, 4, 5, 8, 10, 12, 13, 15, 16
1.9 Actions to protect against climate shocks	SO1, SO3	SO4	1, 5, 7, 8, 10, 13, 16
1.10 Social protection sector support		SO4	1, 3, 5, 9, 10, 13, 16
WFP advisory solutions and service delivery			
2.1 Logistics cluster		SO4, SO5	1, 3, 9, 16
2.2 Emergency telecommunications cluster		SO4, SO5	1, 9, 16
2.3 United Nations Humanitarian Air Service		SO4, SO5	3, 16
2.4. On-demand services		SO4, SO5	1, 3, 8, 9, 10, 11, 16

ANNEX IV

WFP output categories¹

WFP output categories	Generic output indicators ²
A. Resources transferred	A.1 Number of women, men, boys and girls receiving food/cash or restricted cash transfers/commodity vouchers and capacity strengthening transfers (including people with disabilities) A.2 Quantity of food provided A.3 Total value of money sent cash transferred to people A.4 Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher) A.5 Quantity of non-food items distributed A.6 Number of institutional sites assisted A.8 Number of rations provided A.10 Total value (<i>USD</i>) of individual capacity strengthening transfers A.11. Number of households receiving school-based take home rations
B. Nutritious food provided	B.1 Quantity of fortified food provided B.2 Quantity of specialized nutritious foods provided B.3 Percentage of staple commodities distributed that is fortified
C. Capacity development and technical support provided	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger and other SDGs C.5 Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other SDGs C.6 Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening C.7 Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels C.8 Value of assets and infrastructure handed over to national stakeholders as part of WFP capacity strengthening support C.9 Social protection system building blocks supported C.10 Number of national southern solutions contributing to zero hunger captured and packaged for South-South and triangular cooperation (SSTC)

¹ Output indicator categories are groupings of output indicators.

² Annex IV lists all mandatory output indicators that will be reported in the annual country reports. Not all will be aggregated to assess WFP's global results in the annual performance report. Generic output indicators match one to many with the more specific output indicators listed in the main body of the CRF.

WFP output categories	Generic output indicators ²
D. Assets created	<p>D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure</p> <p>D.2 Number of people provided with energy assets, services and technologies</p> <p>D.3 Number of participants who completed vocational/livelihood skills training activities</p> <p>D4. Number of food assistance for assets (FFA) activities under monitoring visible (maintained by communities) through the Asset Impact Monitoring SystemSatellite (AIMS)</p>
E. Social and behaviour change communication (SBCC) provided	<p>E.4 Number of people reached through interpersonal SBCC approaches</p> <p>E.5 Number of people reached through SBCC approaches using media</p>
F. Smallholder farmers supported	<p>F.1 Number of smallholder farmers supported with training, inputs, equipment and infrastructure</p> <p>F. 3 Number of smallholder farmer aggregation systems supported</p> <p>F.4 Number of farmers that benefit from farmer organizations ' sales to home-grown school meals programme and other structured markets</p> <p>F.5 Total membership of supported smallholder farmer aggregation systems</p> <p>F.6 Number of agricultural and post-harvest inputs, equipment and infrastructures provided</p> <p>F.7 Number of meetings, workshops, fairs, events organized to facilitate market linkages</p> <p>F.8 Number of contracts/commercial agreements facilitated</p> <p>F.9 Number of other value chain actors supported</p>
G. Skills, capacities and services for climate adapted livelihoods	<p>G.1 Number of people covered by an insurance product through risk transfer mechanisms supported by WFP</p> <p>G.2 Total USD value of premiums paid under risk transfer mechanisms supported by WFP</p> <p>G.3 Total sum insured through risk management interventions</p> <p>G.4 Number of participants of financial inclusion initiatives promoted by WFP</p> <p>G.5 Amount of loans accessed by participants of financial inclusion initiatives promoted by WFP</p> <p>G.6 Amount of savings made by participants of financial inclusion initiatives promoted by WFP</p> <p>G.7 Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action</p> <p>G.8 Number of people provided with direct access to information on climate and weather risks</p> <p>G.9. Number of people covered and assisted through forecast-based anticipatory actions against climate shocks</p> <p>G.10 Number of people benefiting from assets and climate adaptation practices facilitated by WFP's risk management activities</p> <p>G11 Number of people benefiting from insurance pay outs of risk transfer mechanisms supported by WFP</p> <p>G12 Total USD value disbursed as pay outs of risk transfer mechanisms supported by WFP</p>

WFP output categories	Generic output indicators ²
H. Shared services and platforms provided	<p>H.1 Number of shared services, data and analytics platforms provided by type</p> <p>H.2 Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions</p> <p>H.3 Number of engineering works prioritized by national actors completed</p> <p>H.4 Total volume of cargo transported</p> <p>H.7 Total number of passengers transported</p> <p>H.11 Total value of technical assistance provided as a service to governments to establish government-to-person payments systems</p> <p>H.12 Satisfaction level of government and non-government partners with WFP's cash transfer service provision</p> <p>H.13¹² Total value of money sent^{cash transferred} to people by WFP as a service to governments and other partners</p>
N. School feeding provided	<p>N.1 Feeding days as percentage of total school days</p> <p>N.2 Average number of school days per month on which multi-fortified or at least 4 food groups were provided</p> <p>N.3 Number of children receiving deworming with WFP support</p> <p>N.4 Number of children receiving micronutrient powder or supplements</p> <p>N.5 Number of schools with infrastructure rehabilitated or constructed</p> <p>N.6 Number of schools supported through^{children covered by} home-grown school (HGSE) feeding model-based programmes</p> <p>N.7 Number of children covered by^{schools supported through} home-grown school (HGSE) feeding-based programmes model</p> <p>N.8 Number of producers/smallholder farmers supplying schools</p>

Acronyms

AIMS	Asset Impact Monitoring System
CAS	corporate alert system
CBT	cash-based transfer
CC	construction contract
CRF	corporate results framework
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FLA	field-level agreement
HGSF	home-grown school feeding
HLT	High-level target
IASC	Inter-Agency Standing Committee
IFI	international financial institution
IRA	Immediate Response Account
IRM	Integrated Road Map
IR-PREP	Immediate Response Account for Preparedness
IRR	immediate response request
KPI	key performance indicator
MAM	moderate acute malnutrition
MOU	memorandum of understanding
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
PACE	Performance and competency enhancement
PLWG	pregnant and lactating women and girls
PSEA	protection from sexual exploitation and abuse
QCPR	quadrennial comprehensive policy review
SABER	Systems Approach for Better Education Results
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
SSTC	South-South and triangular cooperation
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNCT	United Nations country team
UNDIS	United Nations Disability Inclusion Strategy
UNESCO	United Nations Educational, Scientific and Cultural Organization

UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization

REVISION MODE