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Strategic matters

For decision

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WFP corporate results framework (2026–2029)

Executive summary

The corporate results framework for 2026–2029 translates WFP's ambition, set out in the strategic plan, into a practical, streamlined tool for implementation and the measurement of results. The framework outlines what WFP aims to achieve (its programme outcomes, outputs, activities and cross-cutting priorities) and how these results will be achieved through strategic plan “enablers”, management results and associated outputs. It also establishes the metrics and indicators used to monitor progress, measure performance and report on results at all levels of the organization.

The corporate results framework supports WFP's ambition for more sharply focused, higher quality and more streamlined operations. By linking corporate priorities to tangible results on the ground, it aims to drive coherence and integration in efforts to end hunger. In practice, the framework serves multiple purposes. It acts as a repository of the programme and management results that WFP commits to achieving with its partners. It also provides a corporate “line of sight”, guiding the design of country strategic plans and aligning them with the goals of the strategic plan. The framework is also central to WFP's corporate monitoring and reporting processes as it contains the corporate indicators that underpin the annual performance report, ensuring accountability to the Executive Board, governments, donors and other stakeholders. These indicators enable WFP to measure and demonstrate progress towards ending hunger.

At the country level, the corporate results framework offers the structure and indicators used to monitor and report on programme implementation. These indicators provide an evidence base for decision-making and inform annual country reports.

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Finally, the corporate results framework sets out the structure and metrics for assessing management performance and guides corporate-level work in the areas of planning, budgeting and the preparation of WFP's management plan. Management results, with their associated outputs, show how enablers support the implementation of the strategic plan, reinforcing the link between strong corporate performance and effective programme delivery across all levels.

Draft decision*

The Board approves the WFP corporate results framework (2026–2029) (WFP/EB.2/2025/3-C/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.

Development of the corporate results framework

1. The corporate results framework (CRF) for 2026–2029 is being submitted alongside WFP's strategic plan for the same period, with both documents being developed in close alignment. The strategic outcomes, cross-cutting priorities and enablers reflected in the CRF have been drawn directly from the strategic plan to ensure coherence and integration.
2. The CRF has been shaped through extensive consultations within WFP and with Executive Board members and other stakeholders and has been informed by key reviews and evaluations, including the mid-term review of the CRF for 2022–2025, the evaluation of the strategic plan for 2022–2025, and the Multilateral Organisation Performance Assessment Network assessment of WFP for 2023–2024. It also draws on comparative analysis of other United Nations results frameworks and the Quadrennial Comprehensive Policy Review (QCPR). A mid-term review of the CRF will be conducted following two years of implementation to assess its effectiveness, inform changes and guide the development of the next framework.

Guiding principles and enhancements

3. In line with recommendations arising from the mid-term review of the CRF for 2022–2025 and relevant independent evaluations, the development of the CRF has been guided by the need for coherence and full alignment with the strategic plan; improved aggregation and disaggregation of data, in line with policy commitments; simplification, applicability and flexibility for country offices; continuity in the use of indicators and monitoring systems to minimize disruption to country offices; and reliability of data and sources.
4. The CRF for 2026–2029 reflects several enhancements in content and structure with respect to the previous iteration. First, the framework benefits from a clear alignment with the strategic plan in terms of strategic focus, content and structure. Second, it has been simplified by reducing the number of outcomes (reduced from five to three to match the strategic plan) and standard outputs (reduced from twelve to nine). The number of mandatory CRF indicators has also been reduced¹ and there is a clear delineation between indicators monitored, analysed and reported on at headquarters in Rome (corporate indicators) and those relied on primarily for programme management and reporting purposes at the country level (country-level indicators).
5. The CRF echoes the vision of WFP's strategic plan for 2026–2029, embodying its commitments to flexibility and integration at a time when global crises and urgent needs are intensifying. It reflects WFP's strategic response to evolving humanitarian demands by enhancing efficiency, prioritizing urgent needs and strengthening resilience. It reflects WFP's commitment to partnering with governments and other actors to co-create integrated, system-wide solutions that reach the most vulnerable people. The CRF demonstrates WFP's commitment to quality, ensuring appropriate measurements that capture WFP's efforts to reach the right people, with the right assistance, at the right time.
6. The CRF also incorporates new methods that facilitate the consistent aggregation of data across the organization. The autonomy of country offices to freely select indicators that best meet their programme design, local context and managerial requirements has been enhanced in the CRF for 2026–2029, while the number of mandatory country-level indicators has been reduced. The CRF also benefits from improved indicators for WFP's cross-cutting priorities, aligned with relevant international commitments and policy and strategy

¹ Indicators that are no longer mandatory are still considered to be "complementary". It is highly recommended that country offices use them, when relevant.

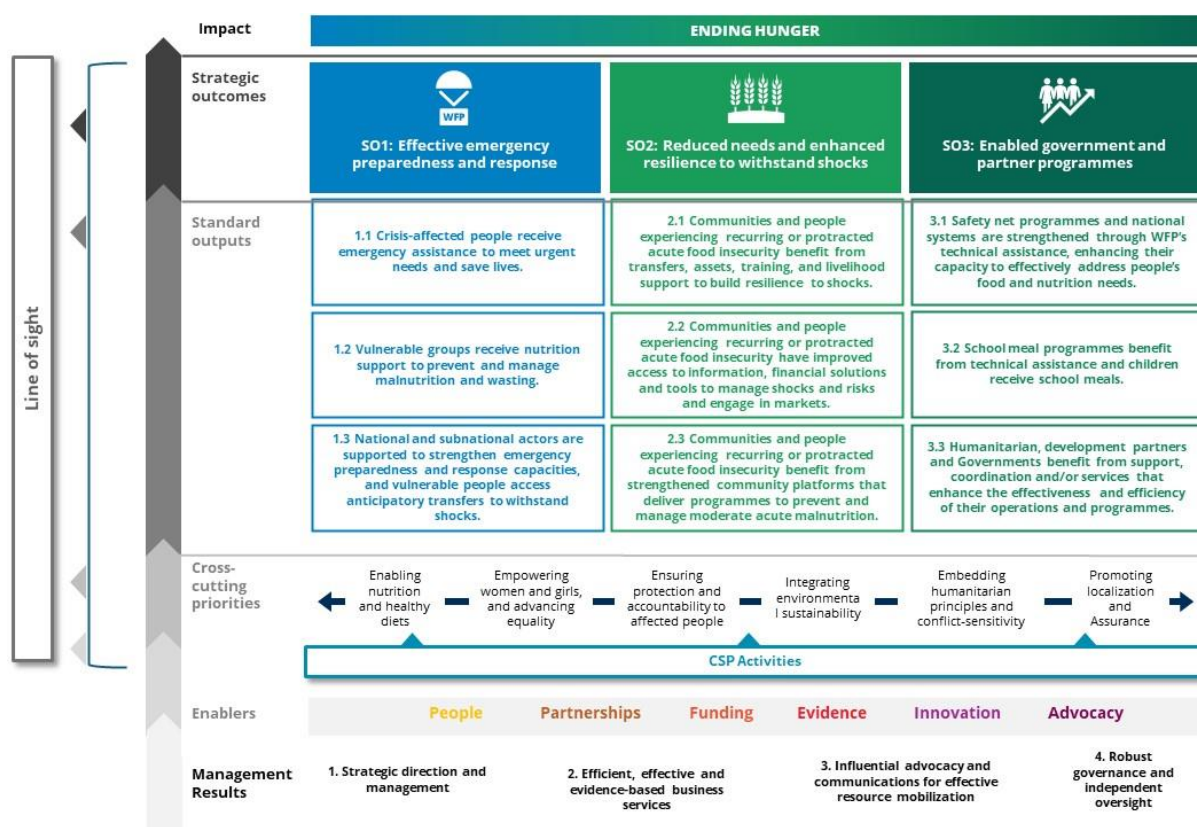
documents, and a more cohesive and streamlined set of management results, management result outputs, enablers and management key performance indicators.

7. To ensure that the CRF remains adaptive and forward-looking, WFP has integrated the priorities of the Humanitarian Reset as a guiding framework for its planning and performance. Launched in March 2025, the reset seeks to deliver effective crisis response, shifting power closer to local leaders and affected communities. While the reset is still in its early implementation phase, WFP is committed to adjusting the CRF for 2026–2029, as needed, in order to reflect the outcomes of UN80 and other United Nations reform processes.

Corporate results structure

8. Figure 1 presents WFP's corporate results structure for 2026–2029. These elements establish a corporate line of sight that informs country strategic plans (CSPs), their respective lines of sight, and the structure of annual country reports.

Figure 1: Corporate results structure, 2026–2029



9. The following paragraphs define each element of the structure and their associated corporate indicators. Country-level indicators are presented at the end of the document, with mandatory indicators listed in annex III.

Impact

10. Impacts are the aspirational, long-term changes which WFP contributes to through its strategic outcomes. WFP's three strategic outcomes contribute to the overarching, multi-agency impact of **ending hunger**. This overarching impact will be achieved by WFP and a range of international and local actors – including other United Nations entities, governments, financial institutions and civil society – and cannot be attributed to any single organization.
11. Impact measurement typically takes place outside of the CRF through the conduct of evaluations, impact assessments and other external mechanisms. However, the impacts that WFP expects to contribute to are described by a set of impact indicators listed in annex I of the CRF. These indicators are aligned with those used by other United Nations entities. While WFP does not claim direct attribution for impact, these indicators demonstrate the organization's pathway to broader international development goals. At the country level, WFP ensures that its CSPs are aligned with United Nations sustainable development cooperation frameworks (UNSDCFs) and, where applicable, with humanitarian response plans, reinforcing coordinated context-specific impact pathways. Impact indicators listed in annex I will be reported on at the country level based on their inclusion in the UNSDCF.

Strategic outcomes

12. The strategic outcomes describe the medium-term effects that contribute to the achievement of multi-agency impacts at the global and national levels. They reflect the results that WFP commits to achieving in partnership with national authorities, other United Nations entities, international financial institutions, civil society and other partners. Strategic outcome indicators measure meaningful changes in the lives of people and systems, capturing not only the coverage of assistance but also its depth, quality and contribution to reducing needs over time.

Standard outputs

13. Each strategic outcome is underpinned by a set of standard outputs. Outputs are short-term results that are directly produced through WFP's interventions, such as goods, services and capacity support, and are fully within WFP's control. Outputs contribute to the achievement of outcomes by addressing the immediate needs of target populations or by supporting particular aspects of national systems.
14. The nine standard outputs included in the CRF capture the results from the activities that WFP expects to implement in all operational settings: direct transfers, service provision, systems strengthening, technical assistance, asset provision and skills development. The outputs describe WFP's specific contributions to strategic outcomes, provide a view of WFP's capabilities and comparative advantages within the United Nations system, and show how the strategic outcomes will be operationalized by WFP at the country level.

Standard activities

15. The lower tier of the results hierarchy comprises standard activities. Activities are defined as interventions, actions or work through which inputs – such as funds, food, technical assistance and other types of resources – are transformed into outputs. The activity level of the results hierarchy is where CSP country portfolio budgets are prepared. The list of standard activities includes the following:
 - emergency preparedness and anticipatory action;
 - general food assistance;
 - malnutrition prevention;
 - malnutrition management;

- ecosystem restoration, community infrastructure and livelihood opportunities;
- financial solutions, information services and market access;
- mandated logistics support;
- mandated telecommunication support;
- aviation services;
- on-demand services;
- school based programmes; and
- support for national safety net systems.

Cross-cutting priorities

16. Cross-cutting priorities are overarching issues that need to be integrated into all aspects of WFP interventions because they are deemed essential to ensuring effective programme implementation. Cross-cutting priorities span all programme areas, they are relevant to all three strategic outcomes and they are a prerequisite for effective and high-quality programmes.

Enablers

17. Established in WFP's strategic plan, enablers are the critical organizational capabilities that WFP relies on to support the effective and efficient delivery of programme results in all operational settings.² Enablers provide the foundation for impactful programming by ensuring a skilled and supported workforce, fostering strategic collaboration, securing and optimizing resources, leveraging evidence for decision-making, driving innovation, and amplifying WFP's voice in order to influence global and national agendas.

Corporate indicators: impact, outcome, output, cross-cutting and enabler

18. Corporate impact indicators reflect the long-term, aspirational changes that WFP contributes to through its strategic outcomes, in alignment with global efforts to end hunger. These indicators capture the shared results achieved collectively with partners from the United Nations system, governments and other actors. A full list is provided in annex I.
19. The corporate outcome, output, cross-cutting and enabler indicators provide evidence of the main achievements attributable to WFP programmes. They enable corporate aggregation, analytics and trends analysis; inform strategic decision-making; provide the foundation for reliable and consistent reporting in the annual performance report; and facilitate accountability to the Executive Board, governments, donors and other stakeholders. Beyond formal reporting, they also contribute to organizational learning by ensuring that insights from monitoring, evaluation and reviews inform future CSP design, management planning and policy development.
20. The corporate indicators answer the following questions.
 - **Corporate outcome indicators** measure the medium- to long-term effects of WFP's interventions and address the question: *What difference have WFP programmes made?*
 - **Corporate output indicators** track the delivery of assistance, such as the number of beneficiaries reached or services provided and answer the question: *Who did WFP reach and with what, when and where?*

² Enablers are not part of CSP lines of sight. Enabler indicators will be reported in the annual performance report and their baselines and annual targets included in the management plan.


- **Corporate cross-cutting indicators** assess progress in ensuring equitable participation, accountability and representation and respond to the question: *Did WFP adhere to its commitments regarding cross-cutting priorities?*
 - **Corporate enabler indicators** measure the performance of WFP's enabling functions and answer the question: *How well equipped and positioned is WFP to deliver on its ambition?*
21. The CRF for 2026–2029 comprises 22 corporate indicators at the outcome level, 29 corporate indicators at the output level, and 21 corporate indicators for cross-cutting priorities. It also includes a set of 12 enabler indicators.
 22. The selected indicators are relevant to a broad range of WFP operations and reflect operational performance. They have been chosen for their statistical robustness, their capacity to be aggregated at the global level, and their utility for corporate monitoring and reporting. Collectively, they are considered to be the most representative indicators.
 23. Corporate indicators reflect WFP's strategic ambition and define the results expected under strategic outcomes, building on the high-level targets (HLTs) used in the CRF for 2022–2025 CRF. Several of the previous HLT indicators have been retained without modification and are now embedded as corporate indicators.
 24. Target values for these corporate indicators will be established at the output level, where WFP's attribution is more direct. These targets will be aligned with expected funding levels and set annually, reflecting WFP's highly operational and resource-dependent situation. They will be published in the management plan and reported through the annual performance report.
 25. Methodological notes will be developed and shared internally and externally for all corporate indicators (whether outcome, output, cross-cutting or enabler indicators). The notes will describe each indicator, its method of calculation and aggregation, sources of data, linkage to country-level indicators and other methodological concerns.
 26. WFP will continue to include key output-level figures in its annual performance report, presenting global aggregates on the number of people assisted by distribution modality, including cash-based transfers; duration of assistance; and quantities of food distributed. Based on this data, the annual performance report will also provide analysis of the types of assistance provided, intensity of assistance and cost per beneficiary to support transparency and strategic decision-making.
 27. Key output-level data will be disaggregated by age, sex and residence status – including displacement – and will include estimates of the number of persons with disabilities reached. This will enable WFP to monitor and report on how its programmes advance protection, accountability and equitable access to assistance for all eligible individuals. WFP will also identify and address operational constraints that hinder data disaggregation, ensuring consistent and meaningful reporting.

Strategic outcome 1: Effective emergency preparedness and response

28. Under strategic outcome 1, WFP monitors coverage and quality to ensure that emergency assistance reaches the right people at the right time. Outcome indicators measure progress in food security, reduced reliance on negative coping strategies, recovery from acute malnutrition, and support for national preparedness, anticipatory action and macro-insurance. Output indicators track the scale and timely delivery of assistance through anticipatory action before shocks and through early action immediately after shocks. Additional quality dimensions – such as the nutritional adequacy of rations – are addressed through cross-cutting priority indicators. As shown in table 1, seven corporate outcome

indicators and seven corporate output indicators will be relied on for monitoring and reporting on strategic outcome 1 at the corporate level.

Table 1: Strategic outcome 1 corporate indicators


Strategic outcomes	Outcome indicators
 <p>1. Effective emergency preparedness and response</p>	Percentage of acutely food-insecure people provided with emergency assistance by WFP
	Proportion of countries where people provided with emergency assistance by WFP improve/maintain their food consumption
	Proportion of countries where a reduced share of WFP-assisted people resort to emergency or crisis livelihood coping strategies
	Percentage of children and pregnant or breastfeeding women and girls assisted through WFP-supported programmes who have recovered from moderate acute malnutrition
	Percentage of children and pregnant or breastfeeding women and girls affected by or at risk of malnutrition who benefit from services that manage or prevent wasting (disaggregated by type of service)
	Number of countries better prepared for and able to respond to emergencies through national and subnational systems with WFP capacity strengthening support
	Number of countries with operational and funded anticipatory action mechanisms and/or macro-insurance plans established with WFP support

Standard outputs	Output indicators
1.1 Crisis-affected populations receive emergency assistance that meets urgent needs and saves lives.	Number of people provided with emergency assistance by WFP
	Number of people benefiting from WFP emergency assistance delivered through national systems and programmes
	Proportion of WFP responses to sudden-onset emergencies that take place within 72 hours
1.2 Vulnerable groups receive nutrition support that prevents and manages malnutrition and wasting.	Number of people in emergencies receiving transfers through malnutrition prevention and management programmes
1.3 National and subnational actors are supported in order to strengthen emergency preparedness and response capacities, and vulnerable population have access to anticipatory transfers that enable them to withstand shocks.	Number of countries that received WFP support to strengthen national and subnational emergency preparedness and response policy frameworks and enhance institutional capacities in disaster preparedness, anticipatory action, macro insurance and/or emergency response
	Number of people assisted by WFP with anticipatory transfers ahead of shocks
	Number of countries supported by WFP through food security clusters that effectively manage national and subnational emergency responses, including through institutional capacity strengthening

Strategic outcome 2: Reduced needs and enhanced resilience to shocks

29. Corporate indicators under strategic outcome 2 measure WFP's performance in selecting and effectively implementing programmes that enable people to better withstand and recover from shocks. They are grounded in a robust measurement framework developed in 2023 and 2024, including the mandatory resilience capacity score. These indicators capture shifts in resilience – in terms of anticipatory, absorptive, adaptive and transformative capacities – and key community resources such as human, financial, social, institutional and informational capital. To complement this data WFP will continue using impact-level assessments, evaluations and targeted studies to track progress towards enhanced resilience and assess reductions in humanitarian need. As shown in table 2, six corporate outcome indicators and eight corporate output indicators will be relied on for monitoring and reporting on strategic outcome 2 at the corporate level.

Table 2: Strategic outcome 2 corporate indicators

Strategic outcomes	Outcome indicators
 <p>2: Reduced needs and enhanced resilience to withstand shocks</p>	Number of countries where WFP-assisted households enhance their resilience capacities, contributing to a reduction in future humanitarian needs
	Number of countries where WFP-assisted communities benefit from an enhanced and adapted livelihood base and skills
	Number of countries where WFP-assisted communities benefit from enhanced financial capacity
	Proportion of children, women and girls of reproductive age who achieve a minimum acceptable diet and minimum dietary diversity
	Percentage of people supported by WFP through resilience-building activities who experience recurrent or protracted acute food insecurity
	Percentage of people supported by WFP through resilience-building activities who were formerly assisted through a WFP emergency intervention ³
Standard outputs	Output indicators
2.1 Communities and people experiencing recurrent or protracted acute food insecurity benefit from transfers, assets, training and livelihood support that build resilience to shocks.	Number of people assisted by WFP through ecosystem restoration and community infrastructure interventions
	Number of people assisted by WFP with skills for livelihood opportunities interventions
2.2 Communities and people experiencing recurrent or protracted acute food insecurity have improved access to information, financial solutions and tools in order to manage shocks and risks and engage in markets.	Number of WFP-assisted people benefiting from financial solutions
	Number of WFP-assisted people benefiting from support to access markets
	Number of people benefiting indirectly from WFP support designed to increase financial capacity and access to markets
	Number of people benefiting indirectly from access to climate information services


³ This indicator will be piloted in selected countries in 2026.

Standard outputs	Output indicators
2.3 Communities and people experiencing recurrent or protracted acute food insecurity benefit from strengthened community platforms that deliver programmes to prevent and manage moderate acute malnutrition.	<p>Number of people receiving transfers through malnutrition prevention and management programmes</p> <p>Number of people reached by WFP and/or its partners through social behaviour change approaches designed to improve diets</p>

Strategic outcome 3: Enabled government and partner programmes

30. Strategic outcome 3 reflects WFP's work in supporting others, helping governments to build or strengthen their own safety net programmes and national systems and providing common and bespoke service to governments and partners. Under this strategic outcome, WFP tracks the scale and substance of its support to governments and partners. Outcome indicators measure key results such as changes in national programmes, policy commitments and transition strategies – especially in school meals and nutrition. They also measure user satisfaction and the operational effectiveness of mandated and on-demand services. Output indicators reflect WFP's technical assistance, capacity strengthening, policy engagement, service provision and South–South cooperation. To monitor capacity strengthening results, WFP uses country-level indicators based on quantitative and qualitative methods. These track changes across national systems – in policies, institutions, resources and programme implementation – which are also validated through joint progress reviews and complemented by studies and evaluations for a nuanced understanding of progress towards sustainable systems and government ownership. As listed in table 3, nine corporate outcome indicators and fourteen corporate output indicators will be relied on for monitoring and reporting on strategic outcome 3 at the corporate level.

Table 3: strategic outcome 3 corporate indicators

Strategic outcomes	Outcome indicators
 <p>3. Enabled government and partner programmes</p>	Number of people covered by national safety net programmes to which WFP provided technical support
	Number of children receiving school meals through government and partner-supported school meal programmes in WFP-supported countries
	Number of WFP-supported countries that have committed to their policies and/or increased their budgets in relation to national school meal programmes
	Number of countries with transition strategies developed and implemented in the areas of school health and nutrition
	Average satisfaction of national safety net systems and programme counterparts with the technical assistance received from WFP
	Percentage of organizations satisfied with support (i.e. mandated or on-demand coordination, and/or services) provided by WFP
	Percentage of organizations reporting that WFP support, mandated or on-demand coordination and/or services has contributed to the effectiveness and/or efficiency of the reporting organization
	Percentage of organizations satisfied with the frequency and coverage of UNHAS flights





Strategic outcomes	Outcome indicators
	Number of countries better able to address food insecurity and malnutrition through their national systems and programmes with WFP capacity strengthening support



Standard outputs	Output indicators
3.1 National safety net systems and programmes are strengthened through WFP's technical assistance and direct transfers, enhancing their capacity to effectively address people's food and nutrition needs	Number of countries to which WFP provided technical support for national safety net systems and programmes
	Number of vulnerable people benefiting from transfers delivered by WFP as part of, or using, national safety net systems and programmes
	Number of countries where WFP has facilitated South–South and triangular cooperation
	Number of countries where WFP has supported the strengthening of national frameworks, institutional arrangements, and capacities for programme design and delivery for improved food security and nutrition
3.2 School meal programmes benefit from technical assistance and children receive school meals	Number of girls and boys receiving WFP transfers through school-based programmes
	Value and volume of school meal items sourced from local actors with WFP support
	Number of countries receiving WFP capacity strengthening support for school meal programmes
3.3 Humanitarian and development partners and governments benefit from support, coordination and/or services that enhance the effectiveness and efficiency of their operations and programmes	Number of countries where WFP is providing support (i.e. mandated or on-demand coordination and/or services) to governments and partners.
	Number of government and/or partner organizations receiving support (i.e. mandated or on-demand coordination and/or services) from WFP.
	Total USD value of support (i.e. mandated or on-demand coordination and/or services) provided by WFP to governments and partners.
	Total number of passengers transported by WFP aviation
	Number of destinations/locations served by WFP
	Total quantity of cargo handled (stored, moved and/or sourced) by WFP on behalf of government and partners
	Total USD value of cash transferred to people by WFP, as a service provided by WFP to governments and partners

Cross-cutting priorities

31. Cross-cutting priorities represent core dimensions of programme quality and are mandatory for all standard activities. As shown in table 4, WFP will rely on 21 indicators to monitor and report on its cross-cutting priorities at the corporate level.

Table 4: Corporate indicators for cross-cutting priorities

Cross-cutting priority	Cross-cutting Indicators
 Enabling nutrition and healthy diets	Percentage of WFP transfers that are nutritionally adequate
	Percentage of WFP beneficiaries that benefit from a nutrition-sensitive programme component
	Proportion of cereals distributed annually by WFP that are fortified
 Empowering women and girls, and advancing equality	Proportion of countries where assisted people report improved economic empowerment levels
	Number of women WFP has transferred cash to, into an account in their name, disaggregated by account type (bank, mobile money, others), as an entry point for financial inclusion
	Proportion of countries showing improvement in the meaningful participation of women, men and people from marginalized population groups in WFP-supported local entities
 Ensuring protection and accountability to affected people	Proportion of country offices that advance equality through people-centred programming approaches
	Percentage of WFP country offices where at least 90 percent of people assisted report that WFP assistance is delivered in a safe, accessible and dignified manner, including free from sexual exploitation and abuse (SEA)
	Percentage of WFP country offices where at least 80 percent of people assisted report that they were provided with accessible information about WFP programmes, including protection from SEA
	Percentage of country offices that meet community feedback mechanism assurance standards
	Percentage of people assisted by WFP who report overall satisfaction with the way assistance was delivered.
	Percentage of country offices that meet or exceed United Nations Disability Inclusion Strategy standards on consulting organizations of persons with disabilities
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers
 Integrating environmental sustainability	Proportion of country offices where field-level agreements/memorandums of understanding/construction contracts have been screened for environmental risks
	Proportion of country offices with approved management plans that contain measures for mitigating environmental risks

 Embedding humanitarian principles and conflict sensitivity	Proportion of country offices meeting or exceeding standards for mainstreaming conflict sensitivity into operations
	Proportion of country offices that meet or are on track to meet established standards for the integration and operationalization of humanitarian principles in WFP programming and operations
 Promoting localization and assurance	Food purchased from regional and local suppliers, as a percentage of food distributed by WFP in country
	Number of community-based organizations with whom WFP has established relationships
	Percentage of WFP operational funding awarded to local partners
	Percentage of country offices meeting WFP's global assurance standards

Enablers

32. Enablers are the critical organizational capabilities that WFP relies on to support the effective and efficient achievement of results in all settings. Enablers are supported by corporate indicators designed to track progress and ensure accountability.⁴ These indicators are reported annually through the annual performance report and are complemented by additional key performance indicators under the relevant management results that are also reported on in the management plan. This integrated approach ensures that WFP's enabling functions are systematically monitored, contribute to continuous improvement and are aligned with the organization's strategic priorities.

Table 5: Corporate indicators for enablers

Enabler	Enabler indicators
People	Percentage of workforce employed on long-term contracts
	Percentage of critical emergency surge requests filled against the total surge needs identified
Partnerships	Number of countries supporting WFP operations – including with contributions and service provision revenue from domestic resources, international financial institutions and other sources
	USD value of agreements between WFP and national institutions in the Global South for WFP-facilitated South–South and triangular cooperation
Funding	Total funds (USD) received during the year
	Flexible funding as a percentage of total confirmed contributions

⁴ Enabler indicators are consolidated and reported on at the corporate level and are not included in country-level logical frameworks.

Enabler	Enabler indicators
Evidence	Percentage of WFP policies that refer explicitly to evaluation evidence
	Percentage of country offices meeting the minimum assessment, monitoring and evaluation budgetary thresholds
Innovation	Number of innovation projects implemented
	Percentage of WFP efficiency gain initiatives owned, enabled or supported by the Technology Division through digital solutions
Advocacy	WFP's share of voice across Tier 1 media
	Number of national development plans and international frameworks that include food security as a priority, following WFP advocacy

Management results, management result outputs and key performance indicators

33. Management results reflect how WFP strategically utilizes its organizational enablers, policies and resources to implement its strategic plan effectively. Focusing on activities managed by global headquarters and representational activities in country offices, the management results guide WFP's planning, budgeting and performance reporting. By aligning financial resources with defined outputs and performance indicators, management results promote responsible resource use, continuous improvement and adherence to fiduciary standards upheld by WFP's governing bodies, partners and the communities it serves. Annex II presents the key performance indicators used to measure management results.

Management result 1: Strategic direction and management

34. Management result 1 provides the strategic foundation for WFP to operate as a principled, accountable and results-driven organization. It comprises three outputs: leadership and direction (1.1), management oversight and compliance (1.2) and risk management (1.3). Together, they deliver the leadership, systems and safeguards needed to steer WFP's priorities, uphold integrity, ensure principled engagement and manage resources effectively. These outputs underpin operational delivery and WFP's credibility and transparency across all other management results.

Management result 2: Efficient, effective and evidence-based business services

35. Management result 2 ensures that WFP has the systems, services and infrastructure to deliver assistance efficiently, at scale and in an accountable manner. Translating strategic direction from management result 1 into action, it comprises six outputs: emergency coordination and preparedness (2.1); programme operation support (2.2); supply chain services (2.3); people management and duty of care (2.4); innovation and technology (2.5); and administrative and financial services (2.6). Together, these outputs form the operational backbone that enables direct support for country offices, strengthens WFP's capacity for external engagement under management result 3, and provides the foundations for institutional accountability under management result 4.

Management result 3: Influential advocacy and communications for effective partnerships and resource mobilization

36. Management result 3 positions WFP as a global voice for food security and humanitarian response, mobilizes political will and public support for zero hunger and Agenda 2030, and strengthens strategic partnerships with governments and other United Nations entities. It also supports the mobilization of funding, in-kind resources and expertise to support implementation of the organization's strategic plan. It comprises two outputs: advocacy, communications and media (3.1), and partnerships and resources (3.2). Together, they enhance WFP's global influence, visibility and engagement, while aiming to secure flexible resources that are – to the extent possible – multi year. Closely linked to the strategic direction aspect of management result 1, this management result relies on the operational backbone of management result 2 and supports the accountability mechanisms of management result 4.

Management result 4: Robust governance and independent oversight

37. Management result 4 safeguards WFP's integrity and accountability through strong governance and independent oversight. It comprises two outputs: engagement with governing bodies (4.1); and audit, investigation and evaluation (4.2). Together, they contribute to evidence-based decision-making and institutional transparency, informing internal compliance efforts under management result 1. They also rely on operational systems from management result 2 and help to sustain the credibility of WFP's external engagement under management result 3.

Country-level indicators: outcome, output and cross-cutting

38. Country-level indicators are central to WFP's evidence base, supporting programme design, implementation and adaptive management at the country level while reinforcing accountability to affected people and partners. Country-level indicators span outcome, output and cross-cutting dimensions and are classified as **mandatory**, **complementary** or **country-specific**. Mandatory indicators – which are standardized across all operations and included in annex III – provide core data for aggregating WFP's corporate indicators and global reporting. Complementary indicators, developed and vetted by global headquarters, give additional standardized options for country teams to adapt their reporting to their operating environment, while country-specific indicators allow offices to address local priorities and donor requirements. Country-level indicators cover over 250 technically validated metrics, which are published in WFP's *Indicator Compendium*.⁵
39. Together, these three categories offer flexibility while ensuring comparability and continuity in measurement, allowing longitudinal data collection and multi-year trend analysis. Embedded in CSP logical frameworks, indicators require country offices to set baselines and annual and end-CSP targets, which are reported annually and published in annual country reports. The *Indicator Compendium* is the central technical guide, providing methodological notes on indicator selection, classification, monitoring frequency, reporting protocols and requirements for data aggregation and disaggregation, ensuring consistent and high-quality measurement across operations. Relevant risks, assumptions and contextual factors will be systematically assessed and integrated into country-level logical frameworks to ensure comprehensive planning and monitoring.
40. To strengthen high-quality and accountable programming, WFP has reinforced monitoring and evaluation standards through a 2024 Executive Director's circular (OED2024/006), which requires country offices to maintain adequate funding for monitoring and accountability, even in resource-constrained settings. This supports stronger investments in disaggregated

⁵ WFP. 2024. *WFP Indicator Compendium (2022–2025)*.

data collection (by sex, age, disability, residence status, delivery modality and activity type) and complementary qualitative analysis. Enhanced monitoring processes – such as refined post-distribution monitoring for persons with disabilities – will allow WFP to identify barriers to access, protect marginalized groups and promote equitable outcomes in line with the “leave no one behind” principle.

41. At the country level, WFP is committed to embedding learning into programme design and adjustments, informed by monitoring activities and findings. In addition, country offices will conduct a mandatory CSP mid-term review for every CSP. Those reviews serve as a comprehensive exercise to assess progress towards results, identify challenges, and support strategic and programmatic adjustments.
42. Finally, WFP is enhancing coherence across humanitarian and development actors by using inter-agency common indicators, QCPR metrics and UNSDCF reporting frameworks. These indicators support coherence, comparability and collective accountability across the United Nations system. By September 2025, the QCPR monitoring framework had not yet been finalized, and its indicators are therefore not included in WFP’s corporate results framework. While the indicators remain primarily quantitative, the CRF for 2026–2029 will build on earlier efforts to integrate qualitative methods into data collection, analysis and reporting processes, further enriching WFP’s evidence base and enabling deeper insights into programme outcomes and beneficiary experiences.

ANNEX I

Impact level corporate indicators

WFP will contribute to the following impact indicators.

Impact indicators

Prevalence of undernourishment

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

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)

Prevalence of anaemia in women aged 15-49 years, by pregnancy status (percentage) (common with UNICEF, WHO, World Bank)

US dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries

Number of countries with mechanisms in place to enhance policy coherence of sustainable development

Foreign direct investment, official development assistance and South-South cooperation as proportion of gross national income

ANNEX II

Management results key performance indicators

Management result output	Key performance indicator
Management result 1: Strategic direction and management	
1.1. Leadership and direction	Number of new efficiency projects launched in a given year
	Percentage of WFP policies that refer explicitly to evaluation evidence
	Number of humanitarian diplomacy engagement plans developed to advance humanitarian outcomes in politically complex settings
1.2. Management oversight and compliance	WFP obtained an unqualified audit opinion on its annual financial statements, certifying that the financial statements are compliant with IPSAS
	Internal audit action closure rate: percentage of internal audit actions closed during the reporting period
	Centralized and decentralized evaluation action closure rate: percentage of implemented centralized and decentralized evaluation recommendation actions closed at the corporate level during the reporting period
	Percentage of United Nations system-wide action plan on equality and the empowerment of women indicators met or exceeded
	Score in the International Aid Transparency Initiative (IATI) index
1.3. Risk management	Percentage of WFP cooperating partners registered in the UN Partner Portal that have been assessed using the United Nations Implementing Partner PSEA Capacity Assessment
Management result 2: Efficient, effective and evidence-based business	
2.1. Emergency coordination and preparedness	Effective Immediate Response Account (IRA) management and disbursement
	Percentage of critical emergency surge requests filled against the total surge needs identified
	Number of countries highlighted in Corporate Alert System (CAS) alerts that subsequently received corporate support (e.g. surge staff, operational guidance)
2.2 Programme operation support	Percentage of country offices that meet the Minimum Monitoring Requirements (MMR)
	Percentage of targeting assurance benchmarks implemented at the country office level and verified by global headquarters
	Percentage of country offices meeting the minimum Assessment, Monitoring and Evaluation (AME) budgetary thresholds
	Percentage of country offices reporting at least 80 percent of individual-level indicators, disaggregated by sex
	Percentage of country strategic plans (CSPs) that refer explicitly to evaluation evidence
	Percentage of country strategic plan (CSP) expenditures versus implementation plan

Management result output	Key performance indicator
2.3. Supply chain services	Percentage of supply chain and delivery support delivered within the target lead time
	Percentage of supply chain and delivery support delivered in line with quality assurance standards
	Percentage of reduction in lead time for food delivery from GCMF to country office
	Percentage of global inter-agency supply chain support delivered within the agreed lead time
2.4. People management and duty of care	Percentage of women employees in WFP
	Percentage of senior women employees in WFP
	Percentage of the workforce employed on long-term contracts
	Country office meets or exceeds United Nations Disability Inclusion Strategy entity accountability framework standards concerning accessibility
	Percentage of indicators successfully met according to the United Nations-wide mental health strategy
2.5. Innovation and Technology	Number of innovation projects implemented
	Percentage of system integrations achieved
	Percentage of WFP efficiency gains initiatives owned, enabled or supported by the Technology Division through digital solutions
	Percentage of five-year digital business transformation plan initiatives implemented
2.6. Administrative and financial services	Percentage of advance financing provided to CSPs against eligible contributions
	Percentage of country offices where programmes benefit from WFP on-demand solutions and services
	Percentage of country offices that have an environmental management system (EMS)
Management result 3: Influential advocacy and communication for effective partnerships and resource mobilization	
3.1. Advocacy, communications and media	Total engagements (annually) across all WFP social media platforms
	WFP's share of voice across Tier 1 media
	Number of national development plans and international frameworks that include food security as a priority, following WFP advocacy
3.2. Partnerships and resources	Volume of funds mobilized or catalysed through innovative finance mechanisms (USD)
	USD value of agreements between WFP and national institutions in the global South for WFP-facilitated South-South and triangular cooperation
	Number of joint programmes undertaken with United Nations partner agencies, funds or programmes
	Flexible funding as a percentage of total confirmed contributions
	Private sector contributions as percentage of total contributions
	Percentage of funds from top five donors
	Total funds received during the year (USD)
	Number of countries supporting WFP operations – including with contributions and service provision revenue from domestic resources, international financial institutions and other sources

Management result output	Key performance indicator
Management result 4: Robust governance and independent oversight	
4.1. Engagement with governing and auxiliary oversight and advisory bodies	Percentage achieved of the biennial programme of work of the Executive Board
4.2. Audit, investigation and evaluation	Percentage of evaluations planned in the reference year that were actually contracted (or equivalent)
	Number of joint and system-wide evaluations in which WFP engaged in the reference year
	Achievement level of target duration by investigative step
	Level of compliance with expected coverage in the assurance work plan by audit risk entity level

ANNEX III

Mandatory country level indicators (cross-cutting, outcome, output)

The table below outlines the mandatory cross-cutting, outcome and output indicators assigned to each standard activity, .Country offices are required to include all these indicators in their logical frameworks.¹

Cross-cutting priorities	Cross-cutting indicators
Enabling nutrition and healthy diets	Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component
Empowering women and girls, and advancing equality	Percentage of women and men in WFP food assistance decision-making entities who report meaningful participation
	Percentage of women and men reporting improved economic empowerment
	Number of women WFP has transferred cash to, into an account in their name, disaggregated by account type (bank, mobile money, others)
Ensuring protection and accountability to affected people	Percentage of beneficiaries reporting no safety concerns, including SEA concerns, experienced as a result of their engagement in WFP programming
	Percentage of beneficiaries who report that they experienced no barriers to accessing food and nutrition assistance
	Country office meets community feedback mechanism assurance standards
	Country office meets or exceeds United Nations Disability Inclusion Strategy standards on consulting organizations of persons with disabilities
	Percentage of beneficiaries reporting that they were provided with accessible information about WFP programmes, including on protection from SEA.
	Percentage of beneficiaries who report being treated with respect as a result of their engagement in WFP programmes
	Percentage of people assisted by WFP who report overall satisfaction with the way in which assistance was delivered
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers
Integrating environmental sustainability	Proportion of field-level agreements/memorandums of understanding/construction contracts for CSP activities screened for environmental and social risks
	Number of CSP activities with approved management plans that contain measures for mitigating environmental risks

¹ Please note that the sequence of tables in this annex (cross-cutting, outcome, and output indicators) may change in the final draft of the CRF.

Cross-cutting priorities	Cross-cutting indicators
Embedding humanitarian principles and conflict-sensitivity	Country office meets or is on track to meet established standards for the integration and operationalization of humanitarian principles in its programming and operations
	Country office score on meeting standards for the identification and documentation of conflict analysis and conflict sensitivity
Promoting localization and assurance	Number of community-based organizations with whom WFP has established relationships
	Percentage of WFP operational funding awarded to local partners
	Food purchased from regional and local suppliers, as a percentage of food distributed by WFP in country

Standard activity	Outcome indicators
All relevant standard activities	Number of people benefitting from improved national policies, systems or programmes for which WFP provided technical (and financial) support (Tier 3 beneficiaries)
General food assistance	Food consumption score (FCS)
	Livelihood coping strategies for food security (LCS-FS)
Emergency preparedness and anticipatory action	Number of national policies, strategies, programmes and other system components contributing to ending hunger enhanced with WFP capacity strengthening support
Malnutrition prevention	Proportion of eligible people reached by nutrition preventive programme (coverage)
	Proportion of children aged 6–23 months who receive a minimum acceptable diet (MAD) (non-emergency)
	Minimum diet diversity for women and girls of reproductive age (MDD-W) (non-emergency)
Nutrition management	Moderate acute malnutrition treatment recovery rate
	Percentage of moderate acute malnutrition cases reached by treatment services (coverage)
School based programmes	Transition strategy for school health and nutrition and school meals developed and/or implemented with WFP support
Ecosystem restoration, community infrastructure and livelihood opportunities	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base (ABI)
	Proportion of people engaged in income generating activities as result of skills development training (FFT)
	Climate/resilience capacity score (C/RCS)

Standard activity	Outcome indicators
Financial services, information services and market access	Investment capacity index (ICI)
	Value of smallholder sales through WFP-supported aggregation systems (USD)
	Volume of smallholder sales through WFP-supported aggregation systems (mt)
Mandated logistics support/ telecommunications support	Percentage of organizations reporting that coordination led and/or co-led by WFP has contributed to their effectiveness
	Percentage of organizations reporting that services administered and/or provided by WFP have contributed to their efficiency
	Percentage of organizations reporting that they are satisfied with coordination led and/or co-led by WFP
	Percentage of organizations reporting that they are satisfied with services administered and/or managed by WFP
Aviation services	Percentage of organizations reporting that they are satisfied with the frequency and coverage of UNHAS flights
On-demand services	Percentage of organizations reporting that services administered and/or provided by WFP have contributed to their efficiency
	Percentage of organizations reporting that they are satisfied with services administered and/or managed by WFP
	Percentage of organizations reporting that services administered and/or provided by WFP have contributed to their efficiency
Support to national safety net systems	Average satisfaction of national safety net systems and programme counterparts with the technical assistance received from WFP

Standard activity	Output indicators
All relevant standard activities	Number of people (Tier 1) receiving direct food/cash-based/commodity vouchers/individual capacity strengthening transfers (disaggregated by sex, age group, residence status, modality and activity)
	Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities or services delivered through WFP programmes
	Quantity of food (mt) provided to people assisted by WFP (including specialized nutritious food and fortified food)
	Total amount (USD) of cash, value vouchers and commodity vouchers transferred to people assisted by WFP (disaggregated by modality)
	Value (USD) and volume (mt) of locally sourced foods provided to people assisted by WFP (disaggregated by activity)
	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to ending hunger

Standard activity	Output indicators
	<p>Number of capacity-strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to ending hunger</p> <hr/> <p>Number of tools or products developed or revised to enhance national systems contributing to ending hunger as part of WFP capacity strengthening</p> <hr/> <p>Number of national institutions engaged in WFP capacity strengthening activities at the national and subnational levels</p>
Support to national safety net systems	Elements of national safety net systems and programmes supported by WFP during the reporting period
Mandated logistics support/ mandated telecommunications support	<p>Number of government and partner organizations supported by WFP coordination and/or services</p> <hr/> <p>Total quantity of cargo handled (stored, moved and/or sourced) by WFP on behalf of government and partner organizations</p>
Aviation services	<p>Number of destinations/locations served by WFP</p> <hr/> <p>Number of passengers transported by WFP aviation</p>
On-demand services	<p>Number of government and partner organizations supported by WFP coordination and/or services</p> <hr/> <p>Total quantity of cargo handled (stored, moved, and/or sourced) by WFP on behalf of government and partner organizations</p> <hr/> <p>Total value of cash (USD) transferred to people by WFP, as a service provided by WFP to a government</p> <hr/> <p>Total value of cash (USD) transferred to people by WFP, as a service provided by WFP to a non-government partner organization</p>
Emergency preparedness and anticipatory action	<p>Output indicators for these standard activities will be measured using the relevant mandatory indicators listed at the beginning of this table, disaggregated by standard activity. Country offices are also encouraged to use additional complementary or country-specific indicators included in WFP's <i>Indicator Compendium</i>, as appropriate.</p>
Ecosystem restoration, community infrastructure and livelihood opportunities	
Financial services, information services and market access	
Malnutrition prevention / malnutrition management	
School based programmes	

Acronyms

CRF	corporate results framework
CSP	country strategic plan
HLT	high-level target
QCPR	Quadrennial Comprehensive Policy Review
SEA	sexual exploitation and abuse
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization