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STEPS FORWARD: IMPLEMENTATION OF WFP STRATEGIC RESULTS FRAMEWORK (2008–2013)

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

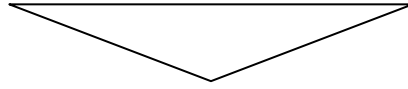
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



DRAFT DECISION*



The Board takes note of “Steps Forward: Implementation of WFP Strategic Results Framework (2008–2013)” (WFP/EB.1/2010/5-D).

* 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.



INTRODUCTION

1. At the First Regular Session of the Executive Board in 2009, the Board took note of the WFP “Strategic Results Framework” (SRF) as presented in WFP/EB.1/2009/5-C and accepted it as a basis for reporting to EB.1/2010.
2. The SRF is a core component of WFP’s performance management and accountability frameworks. It is also the basis for WFP’s performance measurement system, which enables WFP to translate its mandate and strategy into tangible outcomes. The framework helps WFP to demonstrate its contributions to achieving the goals and objectives of the WFP Strategic Plan (2008–2013)¹ and the Millennium Development Goals (MDGs), in particular MDG 1, target 1.C: “Halve, between 1990 and 2015, the proportion of people who suffer from hunger”.
3. This document has been prepared to share with Board members WFP experience to date in using the framework. It outlines challenges faced, along with suggestions for how to address them.

BACKGROUND

4. WFP reinforced its commitment to implement results-based management under the Strategic Plan (2008–2013) by preparing the SRF to measure WFP’s performance for that period both on outcomes and outputs against targets.
5. Progress in the first year towards implementing the five Strategic Objectives in WFP Strategic Plan (2008–2013) will be showcased through the approach and methodology used in the Annual Performance Report (APR) 2009. Specifically, the APR will:
 - report on results in line with the Strategic Plan and the Biennial Management Plan (2008–2009);
 - develop a synthesis of 2007–2009 trends and increase the use of graphics in data presentation;
 - use a varied methodology in presenting results compared to previous practices;
 - follow the SRF 2008–2013 to report on outcome-level achievements by Strategic Objectives; and
 - report on organizational management results in 2009 in support of five management dimensions: i) operational efficiency; ii) partnership and fundraising; iii) internal business processes; iv) stewardship; and v) learning and innovation. The expected results and indicators are drawn from 2009 divisional work plans.
6. The methodology used to report on results in the APR will enable detailed reporting on a subset of WFP projects and operations. To determine this subset:
 - WFP’s largest operations (both emergency and development) were identified on the assumption that it is more feasible to report on these projects’ outcomes because of the scale and portfolio of activities, project duration, reporting history and office capacity.

¹ WFP Strategic Plan (2008–2011) was extended until 2013 as per Board decision 2009/EB.A/3.



- A review of information from 2008 standardized project reports (SPRs), project narratives and logframes was undertaken to enable clustering of countries and mapping by region, activity and outcome indicator; this ensured adequate representation across all categories. For each indicator listed in the SRF, the APR will provide either a trend analysis or specific lessons learned during project implementation.
7. The exercise resulted in a list of 31 priority reporting countries, which will serve as the detailed 2009 performance sample for WFP as a whole. This will be complemented by an annex presenting WFP's overall performance of outcome results for all active projects.

ACTIONS TO DATE TO IMPLEMENT THE STRATEGIC RESULTS FRAMEWORK

8. In 2009, all country offices were requested to align all new projects with the SRF and to adjust their project logframes according to the new indicators. The realignment exercise was required only for those projects extending beyond 2009 since these projects will be reporting against indicators found in the SRF. The 40 projects that finished in 2009 (i.e. no budget revisions or extensions foreseen beyond the end of the year) were not realigned and will be reporting according to indicators in the previous results matrix. As a result, the outcome-reporting overview annex of the APR will include data on old and new indicators, and project-specific indicators in the SPRs.
9. To ensure consistency in measurement and analysis, and to provide guidance on using mandatory and country- or project-specific indicators, the Indicator Compendium (2008–2013) was launched in March 2009. Each indicator includes, at the outcome and output levels and by Strategic Objective: targets, data sourcing, frequency of measurement, interpretation of results and risk analysis. Technical adjustments will continue as country offices identify challenges in obtaining required data. The Indicator Compendium has been welcomed by the country offices, which have provided positive feedback.
10. An outcome-measurement strategy was developed in October 2009 and will be refined and implemented during 2010–2011. The premise of the strategy is that the scale of WFP projects will determine the criteria for outcome measurement:
- *Comprehensive* outcomes will be measured for the 30 largest operations, representing 80 percent of WFP's programme resources and covering 65 percent of WFP's beneficiaries (the exact number of projects and beneficiary percentages may change from year to year).
 - *Focused* outcomes will be measured for smaller operations, with at least one outcome indicator for the primary project component and additional outcome measurements based on the capacity of the country office.
 - *Representative* outcome-level learning by Strategic Objective, activity type, and context will also be included.

IMPORTANT ISSUES AND CHALLENGES DURING STRATEGIC RESULTS FRAMEWORK IMPLEMENTATION

11. In some cases, designing new projects under the umbrella of the SRF has posed challenges for country offices. Under the Strategic Plan (2008–2013), an activity type may be aligned to any one of the five Strategic Objectives to meet the specific needs or context of the country. The alignment is also driven by the planned outcomes to be achieved through the proposed activity types
12. Since the realignment exercise did not start until 2009, a more complete impact assessment of the SRF will take place in 2010. This will give country offices enough time to adjust data collection on the new indicators through existing monitoring and evaluation (M&E) systems. Selected country offices will report on specific new outcome indicators, while others will report on both old and new indicators for the SPR and APR during the transition period in 2009.
13. Measuring some of the newly introduced outcome-level indicators has also presented challenges. For example:
 14. **Attendance rate** was previously defined as “percentage of boys and girls attending classes in WFP-assisted schools”. In the SRF, attendance rate is defined as “number of schooldays in which boys and girls attend classes, as a % of total number of schooldays”. Some country offices did not immediately perceive the shift in the methodology and applied the old indicator when measuring attendance.
 15. **Food consumption score.** Country offices had previously measured dietary diversity, which captured only the diversity of food intake. The food consumption score measures both the diversity and the frequency of a particular food group consumed in one week by a household. The challenge in applying it lies in its perception as an assessment indicator. Programme staff is not used to applying the indicator as a follow-up measurement of household food security.
 16. **Disaster preparedness index and household/community asset score (under Strategic Objective 2).** The methods for collecting and analysing data are simple; however, country offices have resisted applying these indicators to their logframes and have opted instead for project-specific indicators. This is probably because they lack experience in collecting data on preparedness and asset-creation indicators.
 17. **Capacity development indicators under Strategic Objective 5.** This assessment is determined by a simple “yes” or “no” answer. Based on a recommendation from the May 2009 workshop in Cairo, it was agreed that outcome indicators under Strategic Objective 5 would be revisited. It is recognized at the field level that the monitoring methodology can be refined over time. The activities aligned to Strategic Objective 5 should have the specific goal of strengthening the capacity of countries to reduce hunger.

NEXT STEPS

18. Efforts will continue in 2010 to strengthen the substantive capacity of field staff through training in performance management. In addition, to ensure a successful working environment, the level of automation should support situation awareness and improve system management; connectivity must be further improved. Ongoing improvement of data collection will involve training and education of government counterparts and



implementing partners as well as WFP staff. It is expected that this training can be integrated into existing training programmes to minimize costs.

19. Data processing depends heavily on the refinement of WFP's reporting systems and their use as the main data-handling mechanism. Information feedback loops need to be established among country offices, regional bureaux and the Programme Division to ensure timely and adequate results data.
20. The Performance Planning and Monitoring Module (PPMM) of WINGS II will be piloted during early 2010 to identify gaps and adjustments needed. Pilot countries will include Afghanistan, Nepal and the Philippines, with results available by midyear. PPMM will then be implemented globally.
21. The outcome-measurement strategy will progressively improve WFP's results measurement at the outcome level during 2010 and 2011 by focusing on practical implementation issues. Implementation guidance and support will be improved for baseline surveys, sampling methods, data analysis, and results-based monitoring.
22. Outcome indicators in the SRF will be further refined along with adjustments to related data-collection methods.
23. The tables below show the updated version of the SRF 2008–2013, including a summary of refinements undertaken from February to December 2009.



STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.1: Reduced or stabilized acute malnutrition in children under 5 in targeted, emergency-affected populations	1.1.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as %) ²	Target for reduction in acute malnutrition prevalence achieved among children under 5 for 80% of targeted populations	Target: Population-specific – Reduction in acute malnutrition prevalence rate <i>Source: Survey data</i>
		Stabilized prevalence of acute malnutrition among children under 5 for 80% of targeted populations	Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels <i>Source: Survey data</i>
	1.1.2 Prevalence of low mid-upper arm circumference (MUAC) ³	Low MUAC prevalence stabilized for 80% of targeted populations	Target: Population-specific – Stabilized prevalence of low MUAC <i>Source: Survey data or assessment data</i>
Outcome 1.2: Reduced or stabilized mortality in children under 5 and in adults in targeted, emergency-affected populations ⁴	1.2.1 Crude mortality rate (CMR)	Reduction in CMR target achieved for 100% of targeted populations	Target: Population-specific – Reduction in CMR <i>Source: Annual survey data</i>
		Stabilized CMR for 100% of targeted populations	Target: Population-specific – CMR stabilized at pre-emergency levels <i>Source: Annual survey data</i>
	1.2.2 Age-specific mortality rate for children under 5 (ASMR-U5) ⁵	Reduction in ASMR-U5 target achieved for 100% of targeted populations	Target: Population-specific – Reduction in ASMR-U5 <i>Source: Annual survey data</i>
		Stabilized ASMR-U5 for 100% of targeted populations	Target: Population-specific – ASMR-U5 stabilized at pre-emergency levels <i>Source: Annual survey data</i>



¹ Only projects aligned with a specific Strategic Objective report on corporate indicators. Results analysis will only include data reported from these projects.

² The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

³ Prevalence of low MUAC among children under 5 is a proxy for the nutritional status of the population.

⁴ This outcome is appropriate for large emergency operations.

⁵ The ASMR-U5 expresses risk relative to the mid-interval population, similar to crude and other age-specific mortality rates.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome	Indicator	Corporate target and performance measure ¹	Project target and data source
Outcome 1.3: Improved food consumption over assistance period for targeted emergency-affected households ⁶	1.3.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 21 or 28 ⁷ for targeted households <i>Source: Annual survey data</i>
Output	Indicator		
Output 1.1⁸: Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1 Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned figures 1.1.2 Tonnage of food distributed, by type, as % of planned distribution ⁹ 1.1.3(a) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distribution 1.1.3(b) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of actual distribution 1.1.4 Quantity of non-food items distributed, by type, as % of planned distribution 1.1.5 Number of security incidents		



⁶ Results will be disaggregated by group (IDP, refugee, conflict-affected, disaster-affected, household hosting orphans and other vulnerable children [OVC]).

⁷ Threshold depends on local eating habits and diet composition.

⁸ This is the corporate output to be reported for all activities that include distribution of food and/or non-food items. Additional outputs are to be reported as they apply, by Strategic Objective.

⁹ Planned distribution includes quantity, quality and timeliness.



STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Contribution to MDGs 1 and 7
Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ¹⁰ food security monitoring systems: in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index equal to or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support <i>Source: Annual monitoring and/or survey data</i>
Outcome 2.2: Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger	2.2.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score stabilized at or greater than 35/42 for targeted households <i>Source: Annual survey data</i>
Outcome 2.3: Hazard risk reduced at the community level in targeted communities	2.3.1 Household asset score ¹¹	Risk reduction and disaster mitigation assets increased for 80% of targeted households	Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level <i>Source: Survey data</i>
	2.3.2 Community asset score ¹²	Risk reduction and disaster mitigation assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level <i>Source: Survey data</i>
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 2.1: Disaster mitigation measures in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems in place, by type (early-warning systems, contingency plans, food security monitoring systems, etc.)		
Output 2.3: Built or restored disaster mitigation assets by targeted communities	2.3.1 Risk reduction and disaster mitigation assets created or restored, by type and unit of measure (area protected/improved hectares; number of trees planted; dams constructed, etc.)		

¹⁰ Refers to government or inter-agency contingency plans.

¹¹ In the context of Strategic Objective 2, **household disaster mitigation assets** include both **natural** (e.g. water, fruit trees) and **physical** (e.g. plough-fishing gear) assets.

¹² In the context of Strategic Objective 2, **community disaster mitigation assets** include both **natural** (e.g. shelterbelts, trees planted) and **physical** (e.g. dykes, shock-resistant roads) assets.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period for targeted households, communities, IDPs and refugees ¹³	3.1.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 <i>Source: Annual monitoring and/or survey data</i>
	3.1.2 Coping strategy index	Reliance on negative coping mechanisms decreased for 80% of targeted communities	Target: Coping strategy index ¹⁴ stabilized or decreased <i>Source: Annual monitoring and/or survey data</i>
Outcome 3.2: Targeted communities have increased access to assets in fragile, transition situations	3.2.1 Community asset score ¹⁵	Functioning, useful productive assets increased for 80% of targeted communities	Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level <i>Source: Survey data</i>
Outcome 3.3: Enrolment of girls and boys, including IDPs and refugees, in assisted schools stabilized at pre-crisis levels	3.3.1 Retention rate	Retention rate met for 80% of sampled schools	Target: Retention rate equals 90% for girls and boys in post-crisis situations <i>Source: Survey data from sampled schools</i>
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1	Number of community assets created or restored by targeted communities and individuals	
	3.2.2	Number of women and men trained in livelihood-support thematic areas	
Output 3.3: School feeding coverage aligned with programme of work	3.3.1	Number of schools assisted by WFP	

¹³ Results will be disaggregated by group (IDP, refugee, conflict-affected, disaster-affected, household hosting orphans and other vulnerable children [OVC]).

¹⁴ Index is based on productive/household assets, children in schools and level of indebtedness.

¹⁵ In the context of Strategic Objective 3, **community assets** include **natural** (e.g. ponds, springs), **physical** (e.g. dams, roads to markets) and **social infrastructure** (e.g. schools, health centres) assets.



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP	4.1.1 % increase in production of fortified foods, including complementary foods and special nutritional products	Production target met for 80% of countries supported	Target: Target set for country to capture % increase in production over assistance period, by commodity type <i>Source: Capacity assessment</i>
Outcome 4.1(b): Adequate food consumption over assistance period for targeted households ¹⁶	4.1.2 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 in targeted households <i>Source: Annual household survey or monitoring data</i>
Outcome 4.1(c): Targeted households have increased their human capital to break the inter-generational cycle of chronic hunger ¹⁷	4.1.3 Household human capital score ¹⁸	Human capital increased for 80% of targeted households	Target: Score threshold set to capture increase in human capital over base level <i>Source: Survey data</i>
Outcome 4.2(a): Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ¹⁹ annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 6% <i>Source: Annual monitoring and/or survey data</i>
	4.2.2 Attendance rate: number of schooldays in which girls and boys attend classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 90% <i>Source: Annual monitoring and/or survey data</i>
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Ratio equals 1 for 95% of assisted schools	Target: Gender ratio equals 1 <i>Source: Annual monitoring and/or survey data</i>
	4.2.4 Pass rate for girls and boys	Pass rate of 50% met or exceeded for 80% of assisted schools	Target: Pass rate equals 50% <i>Source: Survey data from sampled schools</i>



¹⁶ Safety-net programmes for households affected by AIDS, including individual children, contribute to this outcome.

¹⁷ Includes people living with HIV and livelihood promotion.

¹⁸ In the context of Strategic Objective 4, the score includes **human** capital (e.g. literacy/numeracy, knowledge about HIV transmission, small-scale business management skills).

¹⁹ Average is calculated by taking the annual rate of change in all schools and dividing by the number of schools surveyed.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.2(b): Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal schools and informal settings	4.2.5 Enrolment for OVC: average annual rate of change in number of OVC (girls and boys) enrolled	Annual rate of increase of 4% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 4% Source: Annual monitoring and/or survey data
	4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC (girls and boys) attend classes, as % of total schooldays	Attendance rate of 80% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 80% ²⁰ Source: Annual monitoring and/or survey data
Outcome 4.3: Improved nutritional status of targeted women, girls and boys	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %) ²¹	Nutritional target reached for 80% of projects	Target: 10% reduction ²² in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia (IDA) in women and children ²³	Nutritional target reached for 80% of projects	Targets: – 10% reduction in IDA prevalence per year if fortified food is provided – 20% reduction in IDA prevalence per year if multiple-micronutrient powder is provided Source: Monitoring data and/or survey data
	4.3.3 Prevalence of underweight among targeted children under 5 (weight-for-age as %) ²⁴	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data



²⁰ 80% represents the minimum number of days a child should attend to pass exams to the next grade. However, OVC may not attend for such a period because they may have additional duties such as caring for sick parents; the rate could therefore be adjusted in line with the country context.

²¹ Prevalence of stunting among targeted children under 5 (height-for-age as %) should be used for projects of a 5-year duration (refer to *Indicator Compendium*: project-specific).

²² Indicates percent reduction, not a percentage point reduction.

²³ <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months.

²⁴ The target group can also be children under 2 or under 3 years of age.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.4: Improved success of TB treatment for targeted cases ²⁵	4.4.1 % of TB cases registered under DOTS ²⁶ programme in a given year that have successfully completed treatment	Treatment success rate ²⁷ of 85% reached for 65% of projects	Target: 85% TB treatment success rate ²⁸ Source: Monitoring data and/or survey data
Outcome 4.5: Increased survival of adults and children with HIV after 6 and 12 months ²⁹ of anti-retroviral therapy (ART)	4.5.1 % of adults and children with HIV known to be on treatment 6–12 months after initiation of ART	Target met for adults and children for 80% of projects	Targets: – 75% of adults and children still on ART 12 months after starting – 79% of adults and children still on ART 6 months after starting Source: Monitoring data – every two years (UNGASS) ³⁰
Output	Indicator		
(refer to Output 1.1 for distribution of food and/or non-food items)			
Output 4.1(c): Developed and/or enhanced human capital for targeted households	4.1.1(c) Number of targeted households with developed or enhanced human capital, by type		
Output 4.2 (a): School feeding coverage aligned with programme of work	4.2.1(a) Number of schools assisted by WFP		

²⁵ Case of TB refers to a patient in whom TB has been confirmed by bacteriology or diagnosed by a clinician (World Health Organization (WHO), 2007).

²⁶ DOTS refers to the directly observed treatment, short course programme of TB cases.

²⁷ The TB treatment success rate equals % of TB cases cured plus % of TB cases who have completed a course of treatment (WHO, 2007).

²⁸ WHO's international target for patients on TB treatment (WHO, 2007); Global tuberculosis control: surveillance, planning, financing (WHO, 2008).

²⁹ WFP country offices are encouraged to measure survival at both 6 and 12 months. The timing and duration of food and/or nutritional support may vary according to the context and programme objectives.

³⁰ Adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS).



STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE			Contribution to MDGs 1 and 8
Goals 1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at the national level with cost-effective WFP local purchases	5.1.1 Food purchased locally, as % of food distributed in-country	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively <i>Source: Annual monitoring data and cost-effectiveness analysis</i>
Outcome 5.2: Progress made towards nationally owned hunger solutions ³¹	5.2.1 Hand-over strategy developed and implemented	Hand-over agreement implemented according to strategy for 50% of countries	Target: Hand-over strategy implemented as per milestones and timeframe agreed by Government and WFP – ‘Yes’ or ‘No’ <i>Source: Monitoring and/or survey data</i>
Outcome 5.3: Broader national policy frameworks incorporated hunger solutions	5.3.1 % increase in Government’s funding for hunger solution tools in national plans of action ³²	Funding provided for 15% of countries	Target: In countries where WFP has done advocacy, funding has been provided for hunger solution tools in national plans of action – “Yes” or “No” (gradual increase in disbursement of funds is monitored) <i>Source: Official national government reports, monitoring and survey data</i>
Output	Indicator		
Output 5.1: Food purchased locally	5.1.1(a) Tonnage of food purchased locally, by type and country classification 5.1.1(b) Food purchased locally, as % of total food purchased		
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
Output 5.3: Capacity and awareness developed through WFP-organized actions/training	5.3.1 Number of hunger solution tools being funded under national plans of action		
	5.3.2 Number of people trained in: needs assessment, targeting, food management in terms of quantity and quality, market analysis, information management, local tendering processes; disaggregated by gender and category (WFP, national government, partner staff)		
	5.3.3(a) % of countries in which the United Nations Development Assistance Framework (UNDAF) includes hunger and food-and-nutrition-security strategies ³³ 5.3.3(b) % of countries in which the Poverty Reduction Strategy (PRS) includes hunger and food-and-nutrition security strategies		


³¹ Hunger solutions address food and nutrition security, including (but not restricted to) tools such as school feeding, needs assessment, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis and local tendering processes.

³² National plans of action refer to legislation, policy or development planning documents created by national governments with specific reference to hunger or food and nutrition security.

³³ Results will be disaggregated by hunger, food access, food availability and nutrition.



REFINEMENTS TO THE STRATEGIC RESULTS FRAMEWORK (February–December 2009): OUTCOMES

Strategic Objective	Outcome Indicator	Refinement
1: Save lives and protect livelihoods in emergencies	1.1.2 Mid-upper arm circumference (MUAC)	Indicator renamed Prevalence of low mid-upper arm circumference (MUAC) . The required information on high levels of malnutrition is the prevalence of low MUAC rather than the absolute value of MUAC.
1: Save lives and protect livelihoods in emergencies	1.3.1 MUAC for pregnant women	Indicator renamed Prevalence of low MUAC for women of reproductive age . The required sample of pregnant women is large, so the group was changed to women of reproductive age. The indicator has been reclassified as project-specific because WFP is in the learning phase of applying it at the field level. It is recommended that country offices use it only if they have the capacity to collect the required data.
3: Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations	3.2.1 Community asset score	Social assets included in the score were considered too broad. The assets were redefined as social <i>infrastructure</i> assets, capturing such assets as schools and health centres.
 4: Reduce chronic hunger and undernutrition	4.1.3 Household asset score	Indicator renamed Household human capital score . The information gathered by this score – increase or improvement of knowledge and practices by households living in the targeted communities – is best defined as related to human capital. To ensure accurate registration of different types of human capital at the household level, it is recommended that a “capital checklist” comprising the knowledge and practices promoted through the project be included in the survey questionnaire. The outcome statement was refined accordingly.
4: Reduce chronic hunger and undernutrition	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %)	It was recommended that all projects lasting five years or longer use Prevalence of stunting among targeted children under 5 .
4: Reduce chronic hunger and undernutrition	4.4.1 TB treatment success rate	Indicator renamed % of TB cases registered under DOTS programme in given years that have successfully completed treatment in line with WFP’s M&E toolkit for food-assisted HIV programming. The outcome statement was refined accordingly.

REFINEMENTS TO THE STRATEGIC RESULTS FRAMEWORK (February–December 2009): OUTCOMES

Strategic Objective	Outcome Indicator	Refinement
4: Reduce chronic hunger and undernutrition	4.5.1 % of adults and children living with HIV and receiving nutritional support who are still on ART 6–12 months after starting	Indicator renamed % of adults and children with HIV known to be on treatment 6–12 months after initiation of ART in line with WFP's M&E toolkit for food-assisted HIV programming. The outcome statement was refined accordingly.
5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	5.2.1 Hand-over agreement implemented according to strategy	Indicator renamed Hand-over strategy developed and implemented to acknowledge the development of the strategy and enable its implementation. Note: no change in project target (implementation of the strategy as per the agreed-upon milestones and timeframe).
5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	5.3.1 Hunger solutions in approved United Nations Development Assistance Frameworks (UNDAFs) and Poverty Reduction Strategy Papers (PRSPs) funded and implemented according to plans	Indicator renamed % increase in government funding for hunger solution tools in national plans of action in order to assess the actual disbursement of funds for the hunger solution tools at the outcome level. WFP's engagement in the UNDAF and poverty reduction strategies at the country level – including hunger and food-and-nutrition security strategies in support of national planning agendas – is seen as an advocacy tool (see output indicator refinements).



REFINEMENTS TO THE STRATEGIC RESULTS FRAMEWORK (February–December 2009): OUTPUTS

Strategic Objective	Output Indicator	Refinement
4: Reduce chronic hunger and undernutrition	4.1.1(c) Number of productive and non-productive assets created by targeted households, by type and unit of measure	Indicator renamed <i>Number of targeted households with developed or enhanced human capital, by type</i> to support the outcome-level performance indicator. The value should capture the number of women/men actually trained during project implementation and not the quantity of enhanced human capital.
5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	5.3.1 Number of UNDAF and PRSP documents that include budgeted hunger solutions	Indicator renamed <i>Number of hunger solution tools being funded under national plans of action</i> to support the refinement of the outcome-level performance indicator. Two additional output performance indicators were also included to capture WFP's role in the UNDAF and PRS processes: <ul style="list-style-type: none"> ▪ <i>5.3.3 (a) Percentage of countries in which UNDAFs include hunger and food-and-nutrition security strategies</i> ▪ <i>5.3.3 (b) Percentage of countries in which the poverty reduction strategies include hunger and food-and-nutrition security strategies</i>



ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
ART	anti-retroviral therapy
ASMR-U5	age-specific mortality rate for children under 5
CMR	crude mortality rate
DOTS	directly observed treatment, shortcourse
IDA	iron deficiency anaemia
IDP	internally displaced person
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MUAC	mid-upper arm circumference
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PPMM	Performance Planning and Monitoring Module
PRSP	Poverty Reduction Strategy Paper
SPR	standardized project report
SRF	Strategic Results Framework
TB	tuberculosis
UNDAF	United Nations Development Assistance Framework
UNGASS	United Nations General Assembly Special Session on HIV/AIDS
WHO	World Health Organization