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**Executive Board  
First Regular Session**

**Rome, 9–11 February 2009**

## **POLICY ISSUES**

### **Agenda item 5**

*For endorsement*



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## **STRATEGIC RESULTS FRAMEWORK**



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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for endorsement.**

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.

Director, OEDAM\*: Ms R. Hansen tel.: 066513-2008

Senior RBM\*\* Officer, OEDAM: Mr K. Owusu-Tieku tel.: 066513-3018

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

\* Performance and Accountability Management Division

\*\* Results-based management



## EXECUTIVE SUMMARY

The Strategic Results Framework is a core component of WFP's strategic, 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 (2008–2011) and the Millennium Development Goals, in particular MDG 1 Target 1.C: "Halve, between 1990 and 2015, the proportion of people who suffer from hunger".

This document, which is the first Strategic Results Framework 2008–2011 to be rolled out to the field, provides the basis for aligning country-level monitoring and reporting, and for documenting learning, in relation to the five Strategic Objectives of the new Strategic Plan. In 2010, WFP will be able to report against its 2009 Programme of Work based on the framework.

The document describes specific features of the framework, along with ongoing efforts of the Performance and Accountability Management Division in support of the Strategic Results Framework.

## DRAFT DECISION\*

The Board endorses the Strategic Results Framework as presented in WFP/EB.1/2009/5-C with allowance for further refinements based on considerations raised by the Board during its discussion and other concerns raised during roll-out to the field.

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



## INTRODUCTION

1. The Strategic Plan (2008–2011) frames WFP’s vision, mission and strategic direction on the basis of 5 Strategic Objectives and 14 aligned goals. Its aim is to support government and global efforts to ensure long-term solutions to the hunger challenge.
2. Each Strategic Objective focuses WFP’s work as follows:
  - Strategic Objective 1: emergencies
  - Strategic Objective 2: prevention, preparedness and mitigation
  - Strategic Objective 3: post-crisis situations
  - Strategic Objective 4: chronic hunger and undernutrition
  - Strategic Objective 5: capacity development
3. To ensure alignment with and implementation of the Strategic Plan at the country office level, country offices will prepare a Country Strategy Document (CSD) that lays out the current and future strategic orientation of WFP interventions to reduce hunger in the country. It will identify what is causing hunger, and on this basis determine the best tool for WFP to use to help address the problem. Thus the CSD will present a concise country action plan for WFP.
4. The Strategic Results Framework provides the basis for aligning country-level monitoring and reporting with the five Strategic Objectives. It enables WFP to track outcomes and outputs at the project level, which can then be aggregated to show achievements at the corporate level. In this way, it provides the basis for accountability of actual country-level activities against planned activities aligned with the Strategic Plan, as laid out in the CSD.
5. To facilitate project-level results measurement, and guide impact evaluation, the Strategic Results Framework links the five Strategic Objectives with outcomes and outputs. A set of mandatory outcome-level and output-level indicators will be selected according to project objectives and context and used to measure results at the project level. They will form part of the indicator sets for comprehensive food security and vulnerability assessments (CFSVAs), vulnerability analysis and mapping (VAM) and needs assessments. These results will be complemented by project-specific outcomes and indicators. All indicators will be defined in the Indicator Compendium to ensure consistency in measurement and analysis.

## FEATURES OF THE FRAMEWORK

6. Each Strategic Objective, and its accompanying mandatory indicators, presents a specific context for a WFP intervention. An indicator may be relevant to more than one Strategic Objective but the outcome, corporate and project targets and composition of the indicators are context-specific. Some examples are:
  - The “food consumption score” is used under Strategic Objectives 1, 2, 3 and 4; however the cut-off value for each project target is context-specific and based on the local food consumption profile. WFP calculates the difference between the actual and benchmark consumption score at the household level.



- School enrolment is reported in relation to two distinct outcomes. Under Strategic Objective 3 (post-crisis situations) the intended outcome is to stabilize enrolment at pre-crisis levels; “retention rate” is used as a proxy for school feeding’s contribution to that outcome. Under Strategic Objective 4 (chronic hunger and undernutrition), the intended outcome of school feeding is to increase access to education and develop human capital. These two distinct outcomes require indicators with different calculation methods.
  - The “asset score” captures asset categories specific to the context. For Strategic Objective 2 (prevention, preparedness and mitigation), natural and physical assets that reduce risk and mitigate disasters are included. For Strategic Objective 3 (post-crisis situations), it is basic livelihood assets – natural, physical and social. For Strategic Objective 4 (chronic hunger and undernutrition) the categories are human, financial and natural assets.
7. Capacity development is a cross-cutting issue. In order to ensure a results link with each relevant Strategic Objective and goal, sector-specific capacity development is addressed under Strategic Objectives 2, 3 and 4. Broader national-level capacity-building is addressed under Strategic Objective 5.
  8. Outputs measure the conversion of inputs into physical results – for example, “number of beneficiaries” and “number of schools assisted by WFP” – directly linked to specific WFP activities. They are reported to provide measurable performance results that align the results chain, from outputs to outcomes and goals, thus ensuring that WFP assistance is provided to the right beneficiaries with the right level of assistance at the right time.
  9. The implementation of activities under each Strategic Objective assumes strong partnerships and coordination mechanisms. For example, treatment for tuberculosis and HIV are not WFP activities, but WFP’s food and nutrition support for affected people contributes to a more effective treatment programme. The support serves as a proxy for take-up and completion of treatment. The outcome indicator and targets refer to WFP’s contribution; the actual treatment results are not attributed to WFP.
  10. WFP has adopted or developed indicators and measurement practices with the following partners:
    - **Strategic Objective 1:** Cooperative for Assistance and Relief Everywhere (CARE), the United Nations Children’s Fund (UNICEF), the World Health Organization (WHO)
    - **Strategic Objective 2:** the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD)
    - **Strategic Objective 3:** FAO, Office for the Coordination of Humanitarian Affairs (OCHA), Office of the United Nations High Commissioner for Refugees (UNHCR)
    - **Strategic Objective 4:** FAO, Joint United Nations Programme on HIV/AIDS (UNAIDS), United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO, World Bank. An indicator was also adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS).
    - **Strategic Objective 5:** FAO, IFAD, national governments



11. The framework distinguishes types of indicators at the outcome level. Most indicators are internationally recognized, based on agreed standards and used by United Nations agencies; these appear as regular text. Another set of indicators was developed in cooperation with WFP's operational partners; these appear in bold text. A third group of indicators relies on WFP-specific methodological standards; these appear in italic text.

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## ONGOING EFFORTS IN SUPPORT OF THE STRATEGIC RESULTS FRAMEWORK

12. Guiding the use of the Strategic Results Framework requires a number of efforts. Capacity development activities for putting the Strategic Plan into action will include use of the framework as a supporting tool for implementation. The Indicator Compendium will provide normative guidance for the use of indicators.
13. Performance and Accountability Management Division (OEDAM) will develop a performance measurement strategy and formalize mandatory minimum accountability standards at both corporate and project level. It will also address learning objectives and priorities at the corporate, regional bureau and country office levels. One challenge in measuring WFP's performance results is unreliable and/or unavailable data sources. Some country offices already have strong monitoring systems in place; all are encouraged to build on existing local monitoring systems with WFP host governments and partners. Corporate indicators are to be included in the new WINGS II system, which will facilitate data extraction. An exercise is planned to identify risks associated with framework indicators; these will be specified in the Indicator Compendium.
14. WFP intervenes in many complex regional or country situations, and the Strategic Results Framework must be sufficiently flexible to take these contexts into account. Looking to the future, issues such as applying higher "value" to results achieved in the most difficult circumstances or capturing the contribution of WFP in transitions from emergencies to stable states remain to be tackled in parallel as the framework is rolled out.



## STRATEGIC RESULTS FRAMEWORK

Please note that the framework pertains to all results obtained with WFP assistance and support (for households, communities, governments and other entities such as schools).

Types of indicators at the outcome level are distinguished by text font as follows: i) regular text: internationally recognized indicators, based on agreed standards and used by United Nations agencies; ii) **bold**: developed in cooperation with WFP's operational partners; and iii) *italic*: WFP-specific methodological standards.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
<b>Goals</b> <ol style="list-style-type: none"> <li>To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels</li> <li>To protect livelihoods and enhance self-reliance in emergencies and early recovery</li> <li>To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks</li> </ol>			
Outcome	Indicator	Corporate target and performance measure <sup>1</sup>	Project target and data source
<b>Outcome 1.1:</b> 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 %) <sup>2</sup>	Target for reduction in acute malnutrition prevalence achieved among children under 5 for 80% of targeted populations  Stabilized prevalence of acute malnutrition among children under 5 for 80% of targeted populations	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data  Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels Source: Survey data
	1.1.2 Mid-upper arm circumference (MUAC) <sup>3</sup>	Low MUAC prevalence stabilized for 80% of targeted populations	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data or assessment data
<b>Outcome 1.2:</b> Reduced or stabilized mortality in children under 5 and in adults in targeted, emergency-affected populations <sup>4</sup>	1.2.1 Crude mortality rate (CMR)	Reduction in CMR target achieved for 100% of targeted populations  Stabilized CMR for 100% of targeted populations	Target: Population-specific – Reduction in CMR Source: Annual survey data  Target: Population-specific – CMR stabilized at pre-emergency levels Source: Annual survey data
	1.2.2 Age-specific mortality rate for children under 5 (ASMR-U5) <sup>5</sup>	Reduction in ASMR-U5 target achieved for 100% of targeted populations  Stabilized ASMR-U5 for 100% of targeted populations	Target: Population-specific – Reduction in ASMR-U5 Source: Annual survey data  Target: Population-specific – ASMR-U5 stabilized at pre-emergency levels Source: Annual survey data

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

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

<sup>3</sup> MUAC among children under 5 is a proxy for the nutritional status of the population.

<sup>4</sup> This outcome is appropriate for large emergency operations.

<sup>5</sup> 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
<b>Goals</b> 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 <sup>1</sup>	Project target and data source
<b>Outcome 1.3:</b> Improved food consumption over assistance period for targeted emergency-affected households <sup>6</sup>	1.3.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 21 or 28 <sup>7</sup> for targeted households Source: Annual survey data
	1.3.2 MUAC for pregnant women	Low MUAC prevalence stabilized for 80% of targeted pregnant women	Target: Population-specific – Stabilized prevalence of low MUAC for pregnant women Source: Survey data or assessment data
Output	Indicator		
<b>Output 1.1/1.2/1.3:</b> 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 <sup>8</sup>	
	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	

<sup>6</sup> Results will be disaggregated by gender, age and group (IDP, refugee, conflict-affected, disaster-affected, orphans and other vulnerable children (OVC)).

<sup>7</sup> Threshold depends on local eating habits and diet composition.

<sup>8</sup> 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
<b>Goals</b> 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
<b>Outcome 2.1:</b> Early-warning systems; contingency plans; <sup>9</sup> food security monitoring systems: in place and enhanced with WFP capacity development support	<b>2.1.1 Disaster preparedness index</b>	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 Source: Annual monitoring and/or survey data
<b>Outcome 2.2:</b> Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger	<i>2.2.1 Household food consumption score</i>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score stabilized at or greater than 35/42 for targeted households Source: Annual survey data
<b>Outcome 2.3:</b> Hazard risk reduced at community level in targeted communities	<i>2.3.1 Household asset score<sup>10</sup></i>	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 Source: Survey data
	<i>2.3.2 Community asset score<sup>11</sup></i>	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 Source: Survey data
Output	Indicator		
<b>Output 2.1:</b> 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.)		
<b>Output 2.2:</b> (see Output 1.1/1.2)			
<b>Output 2.3:</b> 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.)		

<sup>9</sup> Refers to government or inter-agency contingency plans

<sup>10</sup> In the context of Strategic Objective 2, **household disaster mitigation assets** include both **natural** (land, water, forests, etc.) and **physical** (productive items such as tools and equipment, livestock, infrastructure, etc.) assets.

<sup>11</sup> In the context of Strategic Objective 2, **community disaster mitigation assets** include both **natural** (land, water, forests, etc.) and **physical** (productive items such as tools and equipment, livestock, and infrastructure) assets.





STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
<b>Goals</b> 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
<b>Outcome 3.1:</b> Adequate food consumption over assistance period for targeted households, communities, IDPs and refugees <sup>12</sup>	<b>3.1.1 Household food consumption score</b>	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 Source: Annual monitoring and/or survey data
	<b>3.1.2 Coping strategy index</b>	Reliance on negative coping mechanisms decreased for 80% of targeted communities	Target: Coping strategy index <sup>13</sup> stabilized or decreased Source: Annual monitoring and/or survey data
<b>Outcome 3.2:</b> Targeted communities have increased access to assets in fragile, transition situations	<b>3.2.1 Community asset score<sup>14</sup></b>	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 Source: Survey data
<b>Outcome 3.3:</b> Enrolment of girls and boys, including IDPs and refugees, in assisted schools stabilized at pre-crisis levels	<b>3.3.1 Retention rate</b>	Retention rate met for 80% of sampled schools	Target: Retention rate equals 90% for girls and boys in post-crisis situations Source: Survey data from sampled schools
Output	Indicator		
<b>Output 3.1:</b> (see Output 1.1/1.2)			
<b>Output 3.2:</b> 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		
<b>Output 3.3:</b> School feeding coverage aligned with programme of work	3.3.1 Number of schools assisted by WFP		

<sup>12</sup> Results will be disaggregated by gender, age and group (IDP, refugee, conflict-affected, disaster-affected, orphans and other vulnerable children (OVC)).

<sup>13</sup> Index is based on productive/household assets, children in schools and level of indebtedness.

<sup>14</sup> In the context of Strategic Objective 3, **community assets** include **natural** (land, water, forests, etc.), **physical** (productive items such as tools and equipment, livestock, infrastructure, etc.) and **social** (community groups, values, attitudes, kinship, etc.) assets.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
<b>Goals</b> 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
<b>Outcome 4.1(a):</b> 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 Source: Capacity assessment
<b>Outcome 4.1(b):</b> Adequate food consumption over assistance period for targeted households <sup>15</sup>	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 Source: Annual household survey or monitoring data
<b>Outcome 4.1(c):</b> Targeted households have increased access to productive and non-productive assets to break the inter-generational cycle of chronic hunger <sup>16</sup>	4.1.3 Household asset score <sup>17</sup>	Functioning, useful productive and non-productive assets increased for 80% of targeted households	Target: Asset score threshold set to capture increase in functioning productive and non-productive household assets over base level Source: Survey data
<b>Outcome 4.2(a):</b> Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average <sup>18</sup> 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% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays on 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% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio equals 1 for 95% of assisted schools	Target: Gender ratio equals 1 Source: Annual monitoring and/or survey data
	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% Source: Survey data from sampled schools

<sup>15</sup> Safety-net programmes, for households affected by AIDS, including individual children, contribute to this outcome.

<sup>16</sup> Includes people living with HIV and livelihood promotion

<sup>17</sup> In the context of Strategic Objective 4, **household assets** include **natural** (land, water, forests, etc.), **human** (health and nutrition status, physical capacity, education level, etc.) and **financial** (credit, loans, savings, etc.) assets.

<sup>18</sup> 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
<b>Goals</b> 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
<b>Outcome 4.2(b):</b> Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal and informal schools	<b>4.2.5 Enrolment for OVC: average annual rate of change in number of OVC (girls and boys) enrolled</b>	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
	<b>4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC (girls and boys) attend classes, as % of total schooldays</b>	Attendance rate of 80% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 80% <sup>19</sup> Source: Annual monitoring and/or survey data
<b>Outcome 4.3:</b> Improved nutritional status of targeted women, girls and boys	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %)	Nutritional target reached for 80% of projects	Target: 10% reduction <sup>20</sup> 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 <sup>21</sup>	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 %) <sup>22</sup>	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data
<b>Outcome 4.4:</b> Increased success of TB treatment for targeted patients	4.4.1 TB treatment success rate <sup>23</sup>	Treatment success rate of 85% reached for 65% of projects	Target: 85% TB treatment success rate <sup>24</sup> Source: Monitoring data and/or survey data

<sup>19</sup> 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.

<sup>20</sup> Indicates percent reduction, not a percentage point reduction

<sup>21</sup> <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months

<sup>22</sup> The target group can also be children under 2 or under 3 years of age.

<sup>23</sup> TB treatment success rate is % of TB patients who are cured plus % of TB patients who have completed a course of treatment (WHO 2007).

<sup>24</sup> WHO's international target for patients going on TB treatment (WHO 2007); Global tuberculosis control: surveillance, planning, financing (WHO 2008)



STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
<b>Goals</b> 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
<b>Outcome 4.5:</b> Increase in the % of adults and children living with HIV and receiving nutritional support <sup>25</sup> who are still on anti-retroviral treatment (ART) 6–12 months after starting	4.5.1 % of adults and children living with HIV and receiving nutritional support who are still on ART 6--12 months after starting	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) <sup>26</sup>
Output	Indicator		
<b>Output 4.1/4.2/4.3/4.4/4.5</b> (see Output 1.1/1.2)			
<b>Output 4.1(c):</b> Developed, built or restored livelihood assets for targeted households	4.1.1(c) Number of productive and non-productive assets created by targeted households, by type and unit of measure		
<b>Output 4.2:</b> School feeding coverage aligned with programme of work	4.2.1 Number of schools assisted by WFP		



<sup>25</sup> WFP assistance covers a period of 6–12 months, depending on the programme.

<sup>26</sup> 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
<b>Goals</b> 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
<b>Outcome 5.1:</b> Increased marketing opportunities at national level with cost-effective WFP local purchases	<i>5.1.1 Food purchased locally, as % of food distributed in-country</i>	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally and cost-effectively Source: Annual monitoring data and cost-effectiveness analysis
<b>Outcome 5.2:</b> Progress made towards nationally owned hunger solutions	<i>5.2.1 Hand-over agreement implemented according to strategy</i>	Hand-over agreement implemented according to strategy for 80% of countries	Target: Hand-over agreement implemented as per milestones and timeframe agreed by Government and WFP – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
<b>Outcome 5.3:</b> Broader national policy frameworks incorporated hunger solutions <sup>27</sup>	<i>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</i>	UNDAF or PRSP-funded hunger solutions for 50% of countries	Target: In countries where WFP has done advocacy, hunger solutions in approved UNDAF/PRSP receive planned funding – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Output	Indicator		
<b>Output 5.1:</b> 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 5.1.1(c) % of countries doing local purchases that carry out analyses of cost-effectiveness		
<b>Output 5.2:</b> Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
<b>Output 5.3:</b> Capacity and awareness developed through WFP-organized actions/training	5.3.1 Number of UNDAF and PRSP documents that include budgeted hunger solutions 5.3.2 Number of people trained in: needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis, local tendering processes; disaggregated by gender and category (WFP, government and partner staff)		

<sup>27</sup> Hunger solutions include but are not restricted to: school feeding, needs assessments, targeting, food management in terms of quantity and quality, market analysis, information management, gender analysis, local tendering processes



## ACRONYMS USED IN THE DOCUMENT

ART	anti-retroviral treatment
ASMR-U5	age-specific mortality rate for children under 5
CARE	Cooperative for Assistance and Relief Everywhere
CFSVA	comprehensive food security and vulnerability assessment
CMR	crude mortality rate
CSD	Country Strategy Document
FAO	Food and Agriculture Organization of the United Nations
IDA	iron deficiency anaemia
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
MDG	Millennium Development Goal
MUAC	mid-upper arm circumference
OCHA	Office for the Coordination of Humanitarian Affairs
OEDAM	Performance and Accountability Management Division
OVC	orphans and other vulnerable children
PRSP	Poverty Reduction Strategy Paper
TB	tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGASS	United Nations General Assembly Special Session on HIV/AIDS
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization