



Distribution: General

Date: 14 November 2016

Original: English

* *Reissued for technical reasons*

Agenda Item 4

WFP/EB.2/2016/4-B/1/Rev.1*

Policy Issues

For approval

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Corporate Results Framework (2017–2021)

Draft decision*

Having considered WFP's corporate strategic results frameworks (2017–2021) (WFP/EB.2/2016/4-B/1/Rev.1*), the Board:

- approves the WFP Corporate Results Framework (2017–2021); and
- takes note of the management performance approach (2017–2021).

Introduction

1. WFP is committed to attaining the highest standards of accountability. This means optimizing its performance management system to realize the most effective and efficient use of resources, conduct monitoring to generate evidence for decision-making and support effective project-level and corporate reporting. WFP's current performance management system is based on two results frameworks – the Strategic Results Framework (SRF) and the Management Results Framework (MRF) – each supported by distinct processes and internal planning and reporting systems to manage performance. The SRF captures what WFP does and the effectiveness of its outcomes while the MRF measures how efficiently WFP delivers its programmes. Together, they operationalize the WFP Strategic Plan and capture WFP's results and performance throughout the project cycle of planning, implementation, monitoring and reporting.
2. A challenge with the present system has been the disconnect between the two frameworks, particularly how the allocation of resources contributes to the efficient and effective attainment of the Strategic Objectives. Better integration of the two will improve the planning and management process, and the clarity of the results achieved, how they are achieved and at what cost.

* 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.

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3. The alignment of the Strategic Plan (2017–2021) with the Sustainable Development Goals (SDGs) and the revision of WFP’s financial framework present an opportunity for better integration of strategic results and management performance into a Corporate Results Framework (CRF).
4. Recognizing the primacy of the global agenda and accountability to the people WFP serves, the new CRF emphasizes the programme results that drive WFP – those linked to SDGs 2 and 17. These results are described in this document via strategic outcome categories, outcome indicators, output categories, output indicators and cross-cutting result indicators, so as to complete the programmatic results chain of WFP. As was the case with the SRF under the current Strategic Plan (2014–2017), these programmatic results will be submitted for Board approval, at the 2016 Second Annual Session in November.
5. Commitment to management excellence remains and is recognized as a means to achieve the strategic results. Management performance is conceptualized as effective, efficient and economic support to operations to achieve the strategic results. At the corporate level this will be represented in a simpler format. At the country level it will be represented through better-integrated operations and management planning and reporting processes, supported by a structure that will more clearly align financing with results. The approach to management performance is outlined in this paper to provide a more holistic understanding of the CRF. As was the case with the current MRF, the Board will be asked to take note of the management performance approach at its November 2016 session.
6. Building on the new financial framework and results chain, the consolidated CRF will simplify performance management at the country office level. It will support effective, efficient and economic management of operations while enhancing accountability and transparency.
7. The CRF and the programme results component described below is the outcome of considerable deliberation and consultation. It will continue to be refined as necessary. The CRF builds on WFP’s results chain, with the Strategic Plan at its apex, along with the new Country Strategy Plans and the new financial framework. Technical elements have been developed through four work streams:
 - i) **Theories of change.** Theories of change have been developed for key programme areas. The theories of change provided a foundation for formulating CRF outcome categories, output categories and indicators.
 - ii) **Preparation of outcome, output and activity categories.** A draft set of strategic outcome, output and activity categories has been formulated for each programme area included in the CRF. These will form the basis for the formulation of strategic outcome, output and activity statements by country offices.
 - iii) **Development of programme indicators.** The CRF includes indicators for each Strategic Result: cross-cutting, strategic outcome and output. The current set of SRF indicators has been reviewed along with indicators used by other United Nations agencies to ensure alignment with other agencies and the globally agreed indicators used to measure and report national-government progress against the SDGs.
 - iv) **Indicators for management performance.** Management indicators reflect WFP’s concept of value for money¹ and reflect effectiveness, efficiency and economy. Indicators are determined after a review of existing WFP indicators and those used by other United Nations agencies and selected governments. WFP will also maintain a Management Indicator Compendium to support structured functional management and oversight.

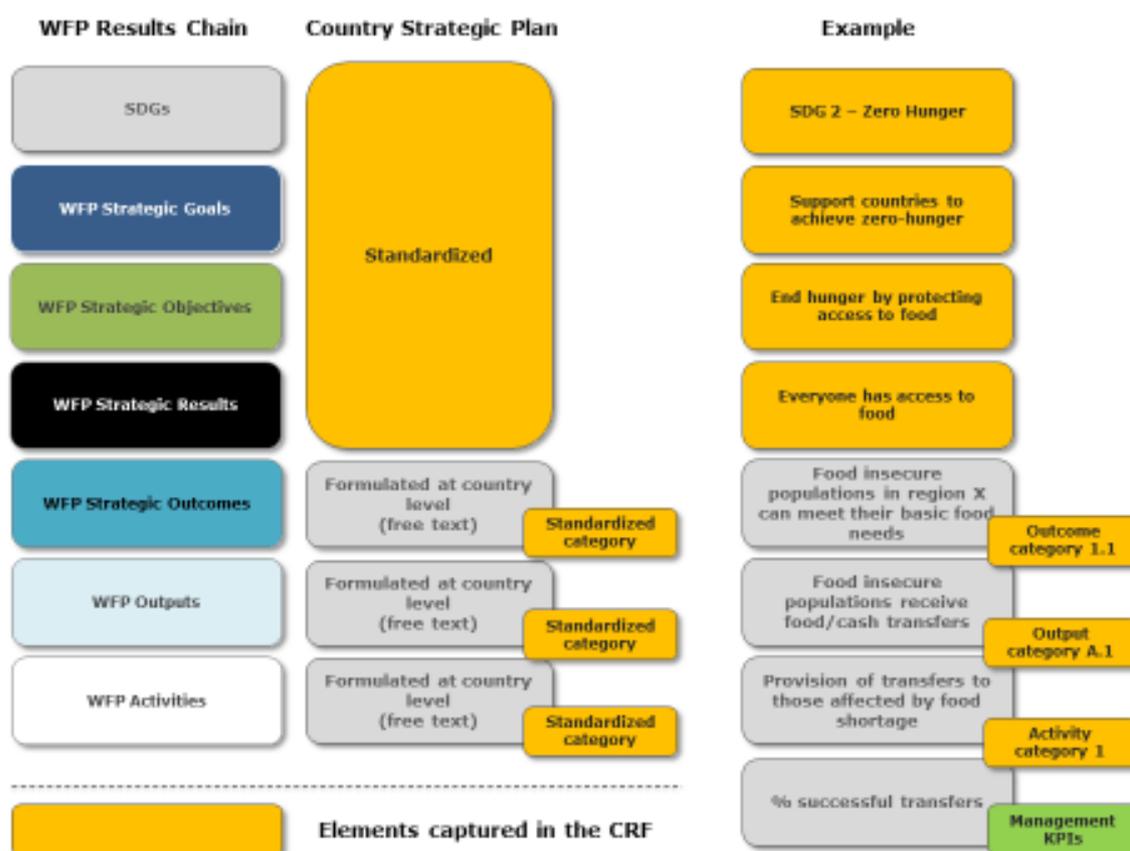
¹ In WFP, value for money is defined as “getting the best results for our beneficiaries by wisely using our resources”. WFP. 2015. *A Value for Money Framework for WFP*.

Programme Results

8. WFP's results chain is described in Figure 1, together with an illustrative example. The CRF is built around two Strategic Goals based on SDGs 2 and 17, supported by five Strategic Objectives and eight Strategic Results, as set out in the WFP Strategic Plan (2017–2021). The five Strategic Objectives frame WFP's programmatic and operational focus, and link to country and global efforts under relevant SDG 2 and SDG 17 targets. The Strategic Objectives will be achieved through the Strategic Results, which are elaborated at the country level from a set of WFP strategic outcomes generated by the organization's outputs. WFP strategic outcomes describe the short- to medium-term effects that contribute to the achievement of national SDG targets and the Strategic Results.
9. The strategic outcomes, which are jointly developed with national partners, describe the people (SDG 2) and the entities (SDG 17) who will benefit, the geographic scope, the result sought, and the foreseen timeframe of the programme intervention. WFP's strategic outcomes reflect the goals or targets implied or established in a country's national plan and regional framework to which WFP's assistance will contribute. Outcomes can be classified along three dimensions: individual, household/community, and public- and private-sector systems and institutions. These three dimensions represent the principal ways in which WFP contributes to the achievement of jointly determined strategic outcomes and Strategic Results. The three dimensions also highlight where WFP's results are achieved and its performance is measured.
10. Below the Strategic Results and strategic outcomes are outputs and activities. Outputs are related to what WFP does, what and how much it produces, and who benefits. Outputs are the direct result of WFP's activities and contribute to outcomes.
11. The output and activity categories presented in the CRF under each Strategic Results are to be considered indicative. Other combinations are possible depending on local context and national strategies.
12. The strategic outcome, output and activity statements will be formulated at the country level in alignment with the standardized strategic outcome, output and activity categories included in the CRF.
13. WFP has used the individual, household/community, and public and private sector systems and institutional dimensions as the organizing logic for the formulation of Corporate Outcome Categories. This manner of framing the outcomes around the three dimensions captures the full range of WFP's efforts to support sustainable progress towards the Strategic Results and the achievement of SDGs 2 and 17. Some strategic outcomes might be pursued using a nutrition-sensitive approach, which is reflected in the CRF structure.
14. The standardized strategic outcome, output and activity categories included in the CRF will be used to inform the formulation of free-text strategic outcome, output and activity statements at country level. Ensuring the free-text strategic outcome, output and activity statements are aligned with the standardized categories included in the CRF is important for monitoring, reporting and performance management purposes. It will allow WFP to link CRF indicators to the categories and aggregate achievement values in relation to the standardized categories.

15. Formulated at the country level strategic outcomes are framed around three focus areas:² a) crisis response; b) resilience building and c) root causes. Each strategic outcome will be tagged with one of these three focus areas, which are mutually exclusive.
16. To trace its contributions to SDGs other than SDG 2 and SDG 17, WFP will establish a mechanism in the country office tool for managing effectively (COMET) to link WFP output categories and activities to other SDGs. For example, WFP's school meals activities and related outputs that are intended to contribute to education outcomes can be linked to SDG 4, allowing WFP to quantify its contribution to ensuring inclusive and quality education for all and the achievement of SDG 4.

Figure 1: Programme results chain

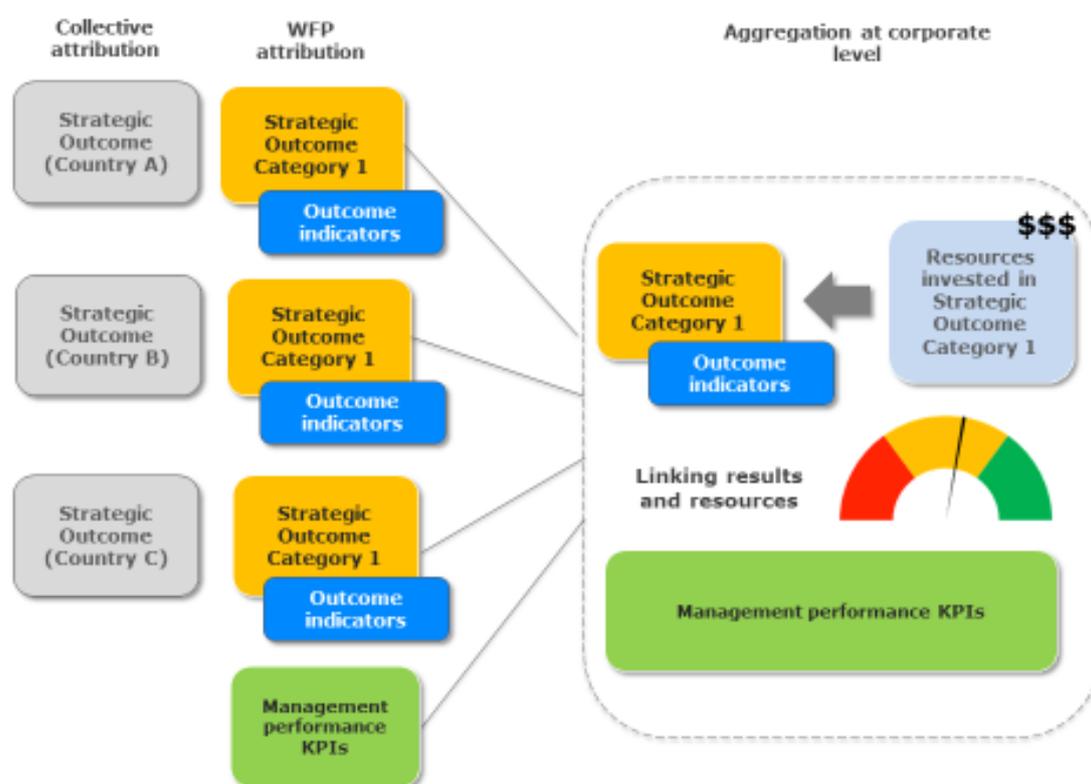


17. The Strategic Outcomes are formulated at the national level as reworded national SDG targets. As such, achieving these targets is a collective responsibility of all actors in the country, with WFP **contributing** to these results.

- ² a) **Crisis response:** aims to provide relief and maintain food security and nutrition in relation to a crisis, and may also include recovery efforts to restore livelihoods; targets internally displaced persons, refugees, vulnerable host communities, and malnourished and food-insecure populations affected by a shock – conflict, natural disaster or economic crisis.
- b) **Resilience building:** aims to build resilience to future crises and shocks by providing support to people and institutions and enabling communities and institutions to develop their assets and capacities to prepare for, respond to and recover from crises; typically supports people, communities and institutions in areas that are food-insecure, poor, hazard-prone or vulnerable to climate change.
- c) **Response to root causes:** occurs in the context of long-standing and/or unaddressed needs and vulnerabilities, and aims to address the underlying, root causes of vulnerability, including unavailability of food, poverty, and poor access to education and basic social services, etc.; objective is to ensure and protect the food security and nutrition of the most vulnerable people and communities while strengthening institutional capacity to respond to their needs; typically targets people and communities suffering from chronic food insecurity, persistent poverty and limited access to services.

18. In turn, the free-text Strategic Outcomes are linked to the Strategic Outcome categories listed in the CRF. While WFP cannot achieve any outcome alone, the Strategic Outcome categories are intended to reflect WFP's contribution in the national context. A set of standardized strategic outcome indicators linked to these standardized strategic outcome categories (listed in the CRF) facilitates monitoring of and reporting on achievements **attributed** to WFP in assisting countries in reaching their SDG targets.

Figure 2: Programme performance aggregation



19. Moreover, through alignment of the strategic outcome, output and activity categories and the new Country Portfolio Budget structure, WFP will be able to view and analyse performance information and expenditure data within and across the various categories.
20. For example, as illustrated in Figure 2, WFP will be able to *aggregate* a strategic outcome category across several countries. This will enable WFP to demonstrate its performance globally. By having standardized categories, WFP will be able to assess country and corporate performance through its monitoring and reporting processes, and to analyse results achieved against the resources invested.

Management Performance

21. Management performance cuts across all standardized outcome and output categories, as it represents the means to achieve programme results. The indicators for management performance measure whether, and to what extent operations are being managed effectively, efficiently and economically (reflected in Figures 1 and 2). In the same way as the programme results, management performance and corresponding indicators are aligned with the Country Strategic Plan and budget structure deriving from the new financial framework. This alignment of programme results and management performance will facilitate mainstreamed planning for country offices and global Headquarters. Integrated programme and management planning, supported by a revamped financial architecture, will allow WFP to draw budget and expenditure information on the cost efficiency and economy of operations, and – through the results chain – to evaluate other aspects of programme effectiveness and efficiency, including timeliness, satisfaction, quality, coverage and compliance.

22. WFP's management performance is reflected by three categories of indicators, with categories I and II serving strategic planning and reporting purposes, and category III daily management of operations. Indicators of categories I and II will be organized around the five Management Dimensions, which were already part of the Management Results Framework 2014–2017.
23. The five Management Dimensions reflect the management priorities that WFP believes are essential for managing a successful organization:
 - a. *People*: WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability.
 - b. *Partnerships*: WFP is a preferred and trusted partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations and the private sector.
 - c. *Processes and systems*: WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation.
 - d. *Programmes*: WFP has programmes that effectively and efficiently deliver assistance to the people it serves while developing their capacities.
 - e. *Accountability and funding*: As a voluntarily funded organization, WFP is transparent, provides value for money and demonstrates accountability for all its resources.
24. Category I comprises indicators that reflect WFP's performance at the corporate level, and will measure WFP progress against the Strategic Plan. Examples of potential indicators, which will be used for the duration of the CRF, are "Percentage of change in staff engagement as per Global Staff Survey" ("People"); "WFP partnership principles adherence score" ("Partnerships"); "Percentage of strategic outcomes and results meeting their targets" ("Programmes"); "Percentage of emergency responses to sudden-onset emergencies in which the first round of distributions start within three days of the government request" ("Processes and Systems") and "Percentage of gross funding needs met" ("Accountability and funding").
25. Category II indicators will be shorter-term, corporate-level indicators that reflect the priorities set by WFP's leadership or relate to specific WFP external commitments. An example of potential indicators in this category is "Percentage achievement of short- and medium-term priority goals identified by the WFP Leadership Group".
26. Category III indicators are designed to support managers throughout WFP in the functional management of operations and will be contained in a Management Indicator Compendium. This compendium will be elaborated based on WFP business processes as part of a set of internal management tools and will be reflected primarily in internal planning and reporting, and to a certain extent in country external reporting. Examples of potential indicators in this category are "Percentage of timely payments" for Finance, "Percentage of changes in lead time for food" for Supply Chain, and "PACE compliance rate" for Human Resources.

Conclusion

27. The CRF strategic outcome, output and activity categories linked to SDG 2/WFP Strategic Goal 1 are listed in pages 7 to 10. Those linked to SDG 17/ WFP Strategic Goal 2 are listed in pages 11 to 13. Page 14 lists the cross-cutting results and related indicators that cut across all SDG 2 categories, while pages 15 and 16 list the output indicators linked to the output categories. Page 17 lists the corporate activity categories. In total there are 19 unique strategic outcome categories, 13 output categories, 12 activity categories, 4 cross-cutting results, 7 cross-cutting indicators, 29 outcome indicators and 42 output indicators.
28. In November 2016, the Board will be asked to approve the Programme Results component of the CRF. Subject to the Board's approval, projects and Country Strategic Plans aligned with the new Strategic Plan (2017–2021) will be aligned with the new CRF as of 2017.
29. The opportunity provided by the Integrated Road Map to link financial resources with results calls for in-depth technical integration with the Financial Framework Review. This integration will be tested through the Country Strategic Plan pilots during 2017, with progress reported to the Board throughout next year. From 2018, the CRF would be fully reflected in corporate planning and accountability documents such as the Management Plan and the Annual Performance Report.

WFP Corporate Results Framework (2017–2021)		
 <p>2 ZERO HUNGER</p>	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 1: End hunger by protecting access to food	
	Strategic Result 1: Everyone has access to food (SDG target 2.1)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Prevalence of undernourishment - Food Insecurity Experience Scale (FIES) 		
Strategic outcome categories	Outcome indicators* ³	Output categories
1.1 Maintained/enhanced individual and household access to adequate food⁴	1.1.1 Food Consumption Score, disaggregated by sex of household head 1.1.2 Coping Strategy Index ⁵ 1.1.3 Food expenditure share 1.1.4 <i>Proportion of the population in targeted communities reporting benefits from an enhanced asset base⁶</i>	A, B, C, D, E
<i>- if above outcome is pursued using nutrition-sensitive approach⁷</i>	1.1.5 <i>Minimum Dietary Diversity – Women</i> 1.1.6 Food Consumption Score – Nutrition ⁸ 1.1.7 Proportion of children 6–23 months of age who receive a minimum acceptable diet	
1.2 Stabilized/improved availability and affordability of appropriate foods in markets	1.2.1 <i>Food Price Index</i>	C
1.3 Enhanced social and public-sector capacity⁹ to assist populations facing acute, transitory or chronic food insecurity	1.3.1 <i>Zero Hunger Capacity Scorecard¹⁰</i> 1.3.2 Emergency Preparedness Capacity Index	C, I, J, K, L, M
Activity categories		
<ul style="list-style-type: none"> • Unconditional resource transfers to support access to food • Asset creation and livelihood support activities • School meal activities • Individual capacity strengthening activities • Institutional capacity strengthening activities • Emergency preparedness activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

³ Where WFP outcomes pertain to individuals, data will be disaggregated by sex and age. WFP will also capture disability data, where relevant.

⁴ Where school meals activities are implemented with an education and/or nutrition objective and/or are linked to social protection, country offices can refer to the School Meal Monitoring Manual for project-specific outcome indicators.

⁵ Coping Strategy Index (Food) and Coping Strategy Index (Livelihoods)

⁶ This indicator applies only to multi-year asset creation and livelihood support activities

⁷ Nutrition-sensitive programming is carried out in complementary sectors, such as agriculture, health, social protection and water and sanitation, to affect the underlying determinants of nutrition including food security, adequate caregiving, and access to health services and a safe and hygienic environment. The primary objective of this programming is not necessarily nutrition-related, but these programmes articulate secondary nutrition objectives (improved dietary intake, food environments, or access to healthy environments), actions and indicators (*Lancet*, Scaling Up Nutrition). Indicators for nutrition-sensitive programmes that improve dietary intake (to be chosen based on target group): Minimum Dietary Diversity – Women; Food Consumption Score – Nutrition; Proportion of children 6–23 months of age who receive a minimum acceptable diet.

⁸ The Food Consumption Score – Nutrition is an analysis of household-level consumption of nutrient-rich food groups that is carried out alongside analysis of the Food Consumption Score and that needs to be measured in combination with individual-level indicators of dietary outcomes.

⁹ Includes national/local capacity for emergency preparedness and response.

¹⁰ Progress towards positive change in capacity will be measured annually as the proportion of capacity-strengthening process milestones achieved.

	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 2: Improve nutrition	
	Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Prevalence of stunting among children under 5 years of age - Prevalence of malnutrition among children under 5, disaggregated by type (wasting and overweight) 		
Strategic outcome categories	Outcome indicators*	Output categories
2.1 Improved consumption of high-quality, nutrient-dense foods¹¹ among targeted individuals	2.1.1 Proportion of eligible population that participates in programme (coverage) 2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence) 2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet 2.1.4 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate ¹² 2.1.5 <i>Minimum Dietary Diversity – Women</i>	A, B, C, E
2.2 Improved value chains for high-quality, nutrition-dense foods	2.2.1 Percentage increase in production of high-quality and nutrition-dense foods	C
2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations	2.3.1 <i>Zero Hunger Capacity Scorecard</i>	C, I, J, K, M
Under Strategic Result 2, WFP will aggregate results from nutrition-sensitive outcomes from SR 1, SR 3 and SR 4 for financial and performance reporting on improved dietary intake, food environments, and/or access to health through nutrition-sensitive programming.		
Activity categories		
<ul style="list-style-type: none"> • Nutrition treatment activities • Malnutrition prevention activities • Unconditional resource transfers to support access to food • Individual capacity strengthening activities • Institutional capacity strengthening activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

¹¹ Indicators for **MAM treatment programmes**: MAM (recovery, mortality, default and non-response rate) and Proportion of eligible population that participates in programme (coverage); for **MAM prevention programmes**: Proportion of eligible population that participates in programme (coverage) and Proportion of target population that participates in an adequate number of distributions (adherence); for **micronutrient programmes**: Proportion of eligible population that participates in programme (coverage) and Proportion of target population that participates in an adequate number of distributions (adherence); for **stunting prevention programmes**: Proportion of eligible population that participates in programme (coverage), Proportion of target population that participates in an adequate number of distributions (adherence), Proportion of target groups that consumes a minimum acceptable diet, and Minimum Dietary Diversity - Women.

¹² This indicator includes default rate of clients from anti-retroviral therapy (ART), tuberculosis-directly observed treatment, short course (TB-DOTS) treatment and prevention of mother-to-child transmission (PMTCT) of HIV programmes and ART/TB nutrition programmes.

	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 3: Achieve food security	
	Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Volume of production per labour unit by class of farming/pastoral/forestry enterprise size - Average income of small-scale food producers by sex and indigenous status 		
Strategic outcome categories	Outcome indicators*	Output categories
3.1 Increased smallholder production and sales ----- <i>- for programmes implementing asset creation activities</i> ----- <i>- if above outcome is pursued using nutrition-sensitive approach¹⁴</i>	3.1.1 <i>Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems</i> 3.1.2 <i>Rate of post-harvest losses</i> 3.1.3 <i>Value and volume of pro-smallholder sales through WFP-supported aggregation systems</i> 3.1.4 <i>Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes</i> ----- 3.1.5 <i>Food Consumption Score, disaggregated by sex of household head</i> 3.1.6 <i>Coping Strategy Index¹³</i> 3.1.7 <i>Food expenditure share</i> 3.1.8 <i>Proportion of the population in targeted communities reporting benefits from an enhanced asset base</i> ----- 3.1.9 <i>Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer</i> 3.1.10 <i>Minimum Dietary Diversity – Women</i> 3.1.11 <i>Proportion of children 6–23 months of age who receive a minimum acceptable diet</i> 3.1.12 <i>Food Consumption Score-Nutrition</i>	A, B, C, D, E, F
3.2 Increased efficiencies in pro-smallholder aggregation in food value chains	3.2.1 <i>Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system</i>	C, F
3.3 Improved availability of key pro-smallholder public goods and services	3.3.1 <i>Zero Hunger Capacity Scorecard</i>	C, I, J, K, M
Activity categories		
<ul style="list-style-type: none"> • Unconditional resource transfers to support access to food • Asset creation and livelihood support activities • Individual capacity strengthening activities • School meal activities • Institutional capacity strengthening activities • Smallholder agricultural market support activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

¹³ Coping Strategy Index (Food) and Coping Strategy Index (Livelihoods).

¹⁴ Indicators for nutrition-sensitive programmes that improve **food environments** (to be chosen based on target group): Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer. Indicators for nutrition-sensitive programmes that **improve dietary intake** (to be chosen based on target group): Minimum Dietary Diversity – Women; Proportion of children 6–23 months of age who receive a minimum acceptable diet; Food Consumption Score – Nutrition.

	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 3: Achieve food security	
	Strategic Result 4: Food systems are sustainable (SDG target 2.4)	
Relevant SDG indicators		
- Proportion of agricultural area under productive and sustainable agriculture		
Strategic outcome categories	Outcome indicators*	Output categories
4.1 Improved household adaptation and resilience to climate and other shocks	4.1.1 Food Consumption Score, disaggregated by sex of household head 4.1.2 Coping Strategy Index ¹⁵ 4.1.3 Food expenditure share 4.1.4 <i>Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base</i> 4.1.5 Proportion of the population in targeted communities reporting environmental benefits 4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks ¹⁶	A, B, C, D, E, G
- if above outcome is pursued using <i>nutrition-sensitive approach</i> ¹⁷	4.1.6 <i>Minimum Dietary Diversity – Women</i> 4.1.7 Food Consumption Score – Nutrition 4.1.8 Proportion of children 6–23 months of age who receive a minimum acceptable diet	
4.2 Supported inclusive commercial food system functions and services	4.2.1 <i>Percentage reduction of Supply Chain costs in areas supported by WFP</i>	C, D
4.3 Improved availability of food system-strengthening public goods and services	4.3.1 <i>Zero Hunger Capacity Scorecard</i> 4.3.2 Emergency Preparedness Capacity Index	C, I, J, K, M
Activity categories		
<ul style="list-style-type: none"> • Unconditional resource transfers to support access to food • Climate adaptation and risk management activities • Individual capacity strengthening activities • Institutional capacity strengthening activities • Asset creation and livelihood support activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

¹⁵ Coping Strategy Index (Food) and Coping Strategy Index (Livelihoods).

¹⁶ This indicator will be collected only for activities with a climate risk management or climate adaptation objective.

¹⁷ Indicators for nutrition-sensitive programmes that improve **food environments** (to be chosen based on target group): Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer. Indicators for nutrition-sensitive programmes that **improve dietary intake** (to be chosen based on target group): Minimum Dietary Diversity – Women; Proportion of children 6–23 months of age who receive a minimum acceptable diet; Food Consumption Score – Nutrition.

17 PARTNERSHIPS FOR THE GOALS 	Strategic Goal 2: Partner to support implementation of the SDGs	
	Strategic Objective 4: Support SDG implementation	
	Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries 		
Strategic Outcome categories	Outcome indicators*	Output categories
5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations	5.1.1 <i>Zero Hunger Capacity Scorecard</i>	C, I, J, K, M
5.2 Partners' demand for quality services¹⁸ fulfilled	5.2.1 User satisfaction rate	C, H, K, L, M
Activity categories		
<ul style="list-style-type: none"> • Institutional capacity strengthening activities • Service provision and platforms activities • Analysis, monitoring and assessment activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

¹⁸ Shared services include common services and service provision – Memoranda of Understanding, Service-Level Agreements and Technical Agreements. Examples include United Nations Humanitarian Air Service (UNHAS), United Nations Humanitarian Response Depot (UNHRD), wellness services, and accommodation services.

Strategic Result 6: Policies to support sustainable development are coherent (SDG target 17.14)		
Relevant SDG indicators - Number of countries with mechanisms in place to enhance policy coherence of sustainable development		
Strategic Outcome categories	Outcome indicators*	Output categories
6.1 Supported inclusive and sustained food security and nutrition policy reform processes	<p>6.1.1 <i>Proportion of targeted sectors and government entities participating in national zero hunger strategic reviews</i></p> <p>6.1.2 <i>Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews</i></p>	I, J, K, M
6.2 Prioritized and implemented food security and nutrition policy reforms	6.2.1 <i>Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition</i>	I, J, K, M
Activity categories		
<ul style="list-style-type: none"> • Institutional capacity strengthening activities • Analysis, monitoring and assessment activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

17 PARTNERSHIPS FOR THE GOALS 	Strategic Goal 2: Partner to support implementation of the SDGs													
	Strategic Objective 5: Partner for SDG results													
	Strategic Result 7: Developing countries access a range of financial resources for development investment (SDG Target 17.3)													
Relevant SDG indicators <ul style="list-style-type: none"> - Foreign direct investments, official development assistance and South–South cooperation as a proportion of total domestic budget - Volume of remittances (in US dollars) as a proportion of total GDP 														
<table border="1"> <thead> <tr> <th style="background-color: #0070C0; color: white;">Strategic outcome categories</th> <th style="background-color: #0070C0; color: white;">Outcome indicators*</th> <th style="background-color: #0070C0; color: white;">Output categories</th> </tr> </thead> <tbody> <tr> <td>7.1 Increased government access to financial resources (through public, private and public-private partnerships)</td> <td><i>7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review)</i></td> <td>C, G, K</td> </tr> <tr> <td colspan="3" style="background-color: #0070C0; color: white;">Activity categories</td> </tr> <tr> <td colspan="3"> <ul style="list-style-type: none"> • Institutional capacity strengthening activities </td> </tr> </tbody> </table>			Strategic outcome categories	Outcome indicators*	Output categories	7.1 Increased government access to financial resources (through public, private and public-private partnerships)	<i>7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review)</i>	C, G, K	Activity categories			<ul style="list-style-type: none"> • Institutional capacity strengthening activities 		
Strategic outcome categories	Outcome indicators*	Output categories												
7.1 Increased government access to financial resources (through public, private and public-private partnerships)	<i>7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review)</i>	C, G, K												
Activity categories														
<ul style="list-style-type: none"> • Institutional capacity strengthening activities 														

17 PARTNERSHIPS FOR THE GOALS 	Strategic Goal 2: Partner to support implementation of the SDGs	
	Strategic Objective 5: Partner for SDG results	
	Strategic result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs 		
Strategic outcome categories		
Outcome indicators*		Output categories
8.1 Enhanced common coordination platforms¹⁹	8.1.1 User satisfaction rate	C, H, K, L, M
8.2. Enhanced strategic partnerships with the public and private sectors, Rome-based-agencies and other operational partners	<i>8.2.1 Effectiveness, coherence and results of partnerships (as per qualitative review)</i>	I, J, K, M
Activity categories		
<ul style="list-style-type: none"> • Institutional capacity strengthening activities • Service provision and platforms activities • Analysis, monitoring and assessment activities 		

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

¹⁹ Includes coordination of logistics, emergency telecommunications and food security clusters.

	Strategic Goal 1: Support countries to achieve zero hunger	
	Cross-cutting results	
	Result	Indicators
	C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	<p>C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)</p> <p>C.1.2. <i>Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements</i></p>
	C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	C.2.1. <i>Proportion of targeted people accessing assistance without protection challenges²⁰</i>
	C.3 Improved gender equality and women's empowerment among WFP-assisted population	<p>C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality</p> <p>C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women</p> <p>C.3.3. <i>Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity</i></p>
	C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment	C.4.1 Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

* Outcome indicators in *italics* are newly introduced into WFP's results framework.

²⁰ WFP activities for minimizing the protection challenges of its beneficiaries include, among others, promoting equal participation by women and men, protecting beneficiaries from gender-based violence and choosing appropriate and easy-to-cook rations to reduce the need for firewood collection in unsafe environments.

 2 ZERO HUNGER	Strategic Goal 1: Support countries to achieve zero hunger Strategic Goal 2: Partner to support implementation of the SDGs	 17 PARTNERSHIPS FOR THE GOALS
Output categories and indicators		
Output categories	Indicators ²¹	
A1. Unconditional resources transferred A2. Conditional resources transferred	A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers A.2 Quantity of food provided A.3 Total amount of cash transferred to targeted beneficiaries A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries A.5 Quantity of non-food items distributed A.6 Number of institutional sites assisted A.7 Number of retailers participating in cash-based transfer programmes A.8 Number of rations provided	
B. Nutritious foods provided	B.1 Quantity of fortified food provided B.2 Quantity of special nutritious foods provided	
C. Capacity development and technical support provided	C.1 Number of people trained C.2 Number of capacity development activities provided C.3 Number of technical support activities provided	
D. Assets created	D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	
E. Advocacy and education provided	E.1 Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling E.2 Number of people exposed to WFP-supported nutrition messaging E.3 Number of people receiving WFP-supported nutrition counselling	
F. Purchases from smallholders completed	F.1 Number of smallholder farmers supported/trained F.2 Quantity of fortified foods, complementary foods and special nutritious foods purchased from local suppliers	
G. Linkages to financial resources and insurance services facilitated ²²	G.1 Number of people obtaining an insurance policy through asset creation G.2 Total premiums paid through asset creation G.3 Total sum insured through asset creation G.4. Number of commercially viable financial products and services developed G.5 Number of food-insecure and nutritionally vulnerable people accessing financial products and services G.6 <i>Number of public, private and public-private partnerships for financing hunger solutions</i>	

²¹ Indicators will be disaggregated, where relevant, by criteria such as activity, sex, age, disability, beneficiary category, commodity type, focus of training, etc., and reported as percentage of planned.

²² Includes products and services for effective risk management.

 2 ZERO HUNGER	Strategic Goal 1: Support countries to achieve zero hunger Strategic Goal 2: Partner to support implementation of the SDGs	 17 PARTNERSHIPS FOR THE GOALS
Output categories and indicators		
Output categories	Indicators ²¹	
H. Shared services and platforms provided	H.1 Number of shared services provided, by type H.2 Number of WFP-led clusters operational, by type H.3 Number of engineering works completed, by type H.4 Total volume of cargo transported H.5 Percentage of cargo capacity offered against total capacity requested H.6 Percentage of payload delivered against available capacity H.7 Total number of passengers transported H.8 Number of emergency telecoms and information and communications technology (ICT) systems established, by type H.9 Number of camps and sites installed/maintained H.10 Number of humanitarian workers provided health services, by agency and type H.11 Number of agencies using common cash-based transfer platforms	
I. Policy engagement strategies developed/implemented	I.1 Number of policy engagement strategies developed/implemented	
J. Policy reform identified/advocated	J.1 Number of policy reforms identified/advocated	
K. Partnerships supported	K.1 Number of partners supported	
L. Infrastructure and equipment investments supported	L.1 Number of infrastructure works implemented, by type L.2 Amount of investments in equipment made, by type	
M. National coordination mechanisms supported	M.1 Number of national coordination mechanisms supported	

	Strategic Goal 1: Support countries to achieve zero hunger Strategic Goal 2: Partner to support implementation of the SDGs	
List of Corporate Activity Categories		
Nr.	Activity Category	
1.	Unconditional resource transfers to support access to food	
2.	Asset creation and livelihood support activities	
3.	Climate adaptation- and risk management activities	
4.	School meal activities	
5.	Nutrition treatment activities	
6.	Malnutrition prevention activities	
7.	Smallholder agricultural market support activities	
8.	Individual capacity strengthening activities	
9.	Institutional capacity strengthening activities	
10.	Service provision and platforms activities	
11.	Emergency preparedness activities	
12.	Analysis, assessment and monitoring activities	
13.	Other	

Acronyms Used in the Document

ART	anti-retroviral therapy
COMET	Country Office Tool for Managing Effectively
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CO	Country Office
FIES	Food Insecurity Experience Scale
FFR	Financial Framework Review
GDP	Gross Domestic Product
HIV	human immunodeficiency virus
HQ	headquarters
KPI	key performance indicator
MAM	moderate acute malnutrition
MRF	Management Results Framework
NGO	non-governmental organization
PACE	Performance and Competency Enhancement Tool
PMTCT	prevention of mother-to-child transmission
RB	regional bureau
SDG	Sustainable Development Goal
SRF	Strategic Results Framework
SP	Strategic Plan
TB-DOTS	tuberculosis directly observed treatment
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot
WINGS	WFP Information Network and Global System