

**WFP CORPORATE RESULTS FRAMEWORK
(2017–2021)**

SECOND DRAFT



Informal Consultation

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**World Food Programme
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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 and support project level and corporate reporting. WFP's performance management system is based on two results frameworks: a Management Results Framework and a Strategic Results Framework. These frameworks 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 strategic objectives. Integrating the two frameworks will improve the relationship and clarity of how results are achieved and at what cost.
3. The alignment of the new Strategic Plan with the Sustainable Development Goals (SDGs) and the revision of WFP's financial framework, presents an opportunity to integrate the Strategic Results Framework and the Management Results Framework into a single Corporate Results Framework (CRF).
4. The key conceptual change is that the strategic results of WFP – linked to SDG 2 and 17 – become the principal focus of WFP's performance. Under the present system, management results are presented at the same level of the results hierarchy as strategic results. Recognizing the primacy of the global agenda and accountability to the people we serve, the new CRF puts the emphasis on the results that drive the organization. Commitment to organizational management excellence remains but is recognized as the means to achieve the strategic results. Organizational performance is conceptualized in terms of measures that capture the effectiveness, efficiency and economy of achieving the strategic results. At the corporate level this will be represented in a much simpler format. At country level it will be represented through an enhanced country level reporting structure that will more clearly align financing with results.
5. The consolidated CRF streamlines and simplifies WFP's corporate reporting structure. Building around the new financial framework and results chain, the revised structure will simplify performance management at the country office level. It will support effective, efficient and economic management of operations while enhancing accountability and transparency.

DEVELOPMENT OF THE CRF

6. The CRF builds on WFP's results chain, starting with the Strategic Plan, and the new financial framework. Technical elements are being developed through four work streams:
 - i) **Theories of change.** Theories of change have been developed for all programme areas. These theories of change provide a foundation for formulating CRF operational outcomes, outputs and indicators.
 - ii) **Preparation of operational outcome and output statements.** Draft statements have been formulated for each programme and cross-cutting area, included in the CRF.
 - iii) **Development of programme indicators.** The CRF will include indicators for each Strategic Result: cross-cutting, operational outcome and output indicators. The current

set of SRF cross-cutting and operational outcome indicators will be reviewed along with indicators used by other United Nations agencies and to ensure alignment with the globally agreed indicators used to measure and report progress against the SDGs by national governments.

- iv) **Indicators for organizational performance.** The CRF will include a number of standard corporate indicators that demonstrate organizational performance. They will follow WFP’s concept of value for money and reflect effectiveness, efficiency and economy. Indicators are being determined after review of: existing WFP indicators (including under the Evaluability Assessment of the Strategic Plan); and those used by other United Nations agencies and selected governments. WFP will maintain an indicator compendium to support structured functional management and oversight of organizational performance.

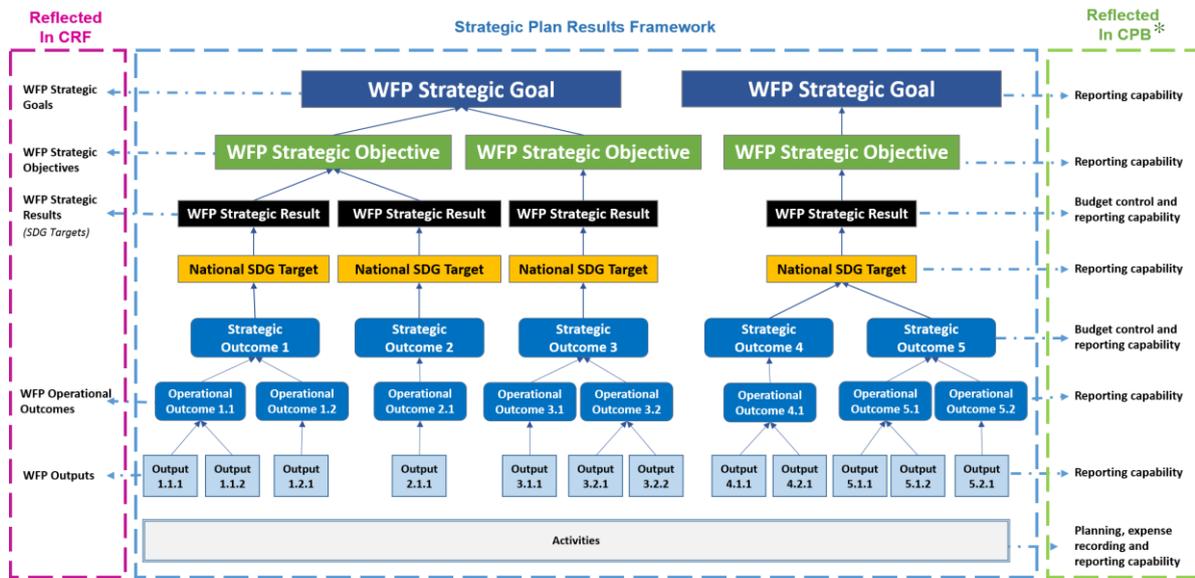
STRUCTURE

- 7. The CRF is built around two Strategic Goals drawn from SDG 2 and SDG 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. Below the eight Strategic Results are two levels: Strategic Outcomes and Operational Outcomes. Strategic Outcomes are country specific and make substantive contributions towards achievement of national priorities. Attribution of results at the Strategic Outcome level is typically collective, combining contributions of WFP and other actors. Operational Outcomes are the direct results of WFP Outputs. They describe the short-term effects, typically over one to three-years, that lead to the higher-level Strategic Outcomes. As attribution is more closely aligned to WFP interventions, Operational Outcomes help WFP monitor and manage its performance. Operational Outcomes are included in the CRF. Figure 1 shows the results chain. Figure 2 shows how it is translated in a country context.

Figure 1: WFP’s results chain



Figure 2: Integrated diagram



* CBP: Country Portfolio Budget

8. Organizational performance is captured with performance indicators in each functional support area (HR, finance, logistics, administration, security etc.). It is expected that this will be supported with cost information. Corporate organizational performance will be captured through corporate level indicators, including a limited number covering areas of improvement in any given planning period, as determined in the Management Plan.
9. The CRF will come into use in January 2017. Corporate guidance will be updated, project logical frameworks will be realigned, and adjustments will be made to COMET, WFP's country office tool for managing effectively. Formal reporting against the framework will start with all SPRs released in April 2018, and the 2017 Annual Performance Report submitted to the Board in June 2018.

WFP'S CORPORATE RESULTS FRAMEWORK (2017–2021) – SECOND DRAFT

Strategic Goal 1: Support countries to achieve zero hunger (SDG 2)

Strategic Objective 1: End hunger (by protecting access to food)

Strategic Result 1: *Everyone has access to food (SDG Target 2.1)*: By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year.

SDG indicators:

Prevalence of undernourishment

Food Insecurity Experience Scale

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
1.1.1 Stabilized or improved food consumption reached for targeted households ¹		A, B, C, E, F, I
1.1.2 Improved dietary intake and health among target beneficiaries through nutrition-sensitive programming		A, B, D, E, F, I, K
1.1.3 Improved and maintained access to education and learning skills		A, B, C, D, E, F
1.1.4 Improved and maintained access to livelihood assets ² for targeted communities and households		A, B, D, E, F, K, M
1.1.5 Cooking fuel and energy needs of food-insecure populations are adequately met and associated risks are addressed		D, E, F, G, H, K
1.1.6 National institutions, regional and local bodies, communities and partners have strengthened capacity to anticipate, prepare for and respond to the humanitarian food needs of affected populations		F, G, H, K
1.1.7 National social protection systems, and hunger-related safety nets, such as school feeding programmes, are well-designed and inclusive to provide adequate access and nutritious food to the food-insecure and most vulnerable		F, G, H

¹ Including households of PLHIV/TB patients.

² Livelihoods assets refer to the five categories of capital: natural, physical, financial, social and human.

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG Target 2.2): By 2030, no one is malnourished, and, by 2025 the internationally agreed targets on stunting and wasting in children are met

SDG indicators:

Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age

Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5, disaggregated by type (wasting and overweight)

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
2.2.1 Higher quality, nutrient dense diets are consumed among target beneficiaries ³		A, B, C, D, F, I, K, L
2.2.2 Improved dietary intake and health among target beneficiaries through nutrition-sensitive programming		A,B, D, E, F, I, K
2.2.3 National capacities enhanced to design, implement and effectively manage nutrition prevention and treatment programmes		F,G,H

³ Including pregnant and lactating women, children under 5, HIV/TB patients, adolescent girls.

Strategic Objective 3: Achieve food security

Strategic Result 3: *Smallholders have improved food security (SDG Target 2.3):* By 2030, smallholders have higher incomes and greater productivity than in 2015, supporting improved food security and nutrition.

SDG indicators:

Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size

Average income of small-scale food producers, by sex and indigenous status

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
3.3.1 Stabilized or improved food consumption reached for targeted households		A,B,C,E
3.3.2 Improved dietary intake and health among target beneficiaries through nutrition-sensitive programming		A,B, D, E, F, I, K
3.3.3 Increased male and female smallholder farmers' agricultural production and sales		A,B, D, E, F, G, K, L, M,R,
3.3.4 Improved and maintained access to livelihood assets ¹ for targeted communities and households		D, E, F, K
3.3.5 National capacities enhanced to design, implement and manage smallholder agricultural market support initiatives		F, G, H,

¹ Livelihoods assets refer to the five categories of capital: natural, physical, financial, social and human.

Strategic Result 4: Food systems are sustainable (SDG Target 2.4): By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality.

SDG indicator for SR4:

Proportion of agricultural area under productive and sustainable agriculture

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
4.4.1 Stabilized or improved food consumption reached for targeted households ²		A,B,C,E
4.4.2 Improved dietary intake and health among target beneficiaries through nutrition-sensitive programming		A,B, D, E, F, I, K
4.4.3 Improved ability of targeted vulnerable communities and individuals to prepare for, cope with and adapt to the impacts of climate shocks and climate change		D, E, F, G, H, J, K, M
4.4.4 Strengthened institutional capacities to anticipate climate shocks and respond in a timely manner		D, E, F, G, H, J, K, M
4.4.5 Improved and maintained access to livelihood assets ³ for targeted communities and households		D, E, F, K

² Including households of PLHIV/TB clients.

³ Livelihoods assets refer to the five categories of capital: natural, physical, financial, social and human.

Strategic Goal 2: Partner to support implementation of the SDGS (SDG 17)

Strategic Objective 4: Strengthen the means of implementation

Strategic Result 5: *Countries have strengthened capacity to implement the SDGs (SDG Target 17.9)*: International support for capacity strengthening, including through South–South and triangular cooperation, improved implementation of national plans to achieve all the SDGs, especially through greater technology transfer, innovation, improved data collection and quality, and knowledge sharing.

SDG indicators:

Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
5.5.1 Innovations, technologies and best practices introduced by WFP are scaled-up by partners		F, G, H,
5.5.2 National food security and nutrition assessment, monitoring and analysis systems strengthened		F, G, H
5.5.3 National capacities enhanced to design, implement and manage nutrition-sensitive, anti-hunger programmes		F, G, H

Strategic Result 6: *Policies to support sustainable development are coherent (SDG 17.14)*: Policies on ending hunger and promoting sustainable development are coherent and support collective efforts for sustainable development in all its dimensions.

SDG indicator:

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

Operational outcomes	Operational outcome indicators	Outputs (see Annex)
TBD		
TBD		

<p>Strategic Objective 5: Partner for SDG results</p> <p>Strategic Result 7: <i>Developing countries have access to a range of financial resources for development investment (SDG Target 17.3)</i>: Additional financial resources from multiple sources are enabling developing countries to engage in sustained coherent action to achieve the SDGs.</p> <p>SDG indicator: <i>Foreign direct investments, official development assistance and South–South cooperation as a proportion of total domestic budget</i> <i>Volume of remittances (in US dollars) as a proportion of total GDP</i></p>		
Operational outcomes	Operational outcome indicators	Outputs (see Annex)
7.7.1 Increased resources for national assistance programmes to mitigate shocks through contingency financing instruments and related risk management approaches		M
<p>Strategic Result 8: <i>WFP common services and sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)</i>: In humanitarian and other situations, and when called on by partners, WFP mobilizes and shares knowledge, expertise, technology and financial resources.</p> <p>SDG indicator for SR 8: <i>Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals</i></p>		
Operational outcomes	Operational outcome indicators	Outputs (see Annex)
National preparedness strengthened through well-coordinated food security, logistics and telecommunications clusters		J,S,T,U,V,W
Humanitarian and government partners' demand for quality services satisfied through WFP common services ⁴		J,S,T,U,V,W,X,Y,
Enhanced Common delivery platform for cash-based transfers		Z

⁴ Including United Nations Humanitarian Response Depots; United Nations Humanitarian Air Services, air, road and sea supply chain; engineering; communications; transport leasing; staff wellness; accommodation; infrastructure.

CROSS-CUTTING RESULTS

Result	Indicators	Outputs (see Annex)
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs and doing so in a manner that reflects their views and preferences		P, K,Q, O
Affected populations are able to benefit from WFP programmes in a manner that ensures and where possible promotes their safety, dignity and integrity		Q, H, N
Improved gender equality and women's empowerment among WFP-assisted population		F,G, H, O, P, Q, R,

ORGANIZATIONAL PERFORMANCE AND INDICATORS

Result	Corporate indicators	Organizational management indicators (will be available in WFP's Indicator Compendium)
Effective, efficient and economic support to Operations	TBD	N/A
	TBD	
	TBD	
	TBD	

WFP Corporate Results Framework

Outputs and output indicators

Outputs	Output Indicators
A. Targeted beneficiaries provided with food in sufficient quantity and quality and in a timely manner	
B. Targeted beneficiaries provided with cash-based transfers in sufficient amounts and in a timely manner	
C. Targeted beneficiaries provided with specialized nutritional products	
D. Targeted beneficiaries provided with non-food items	
E. Natural and physical assets created or rehabilitated by targeted groups	
F. Training provided to national authorities, civil society, community members, farm organizations or targeted individuals	
G. Technical support provided for policy and regulatory frameworks, institutions, design and delivery of national programmes, strategic budgeting, and resource mobilization	
H. Advocacy, policy, strategy, advice, sensitization and rights awareness provided to targeted populations, national authorities and partners	
I. Key nutrition messages adequately delivered to targeted populations	
J. Coordination services provided	
K. Community consultation conducted	
L. Food, fortified food, complementary food and special nutrition products purchased by WFP from regional and national suppliers and local markets	
M. Linkages to financial and insurance service providers facilitated	
N. Targeting of affected populations conducted in an impartial, non-discriminatory manner	
O. Mechanisms established for all segments of targeted populations to lodge complaints about and provide feedback on programmes	
P. Programme information disseminated to all segments of the targeted population	
Q. Programmes designed and adjusted to mitigate safety risks and reflect needs, preferences and capacities of all segments of affected populations	
R. Targeting quotas set for women's representation in relevant committees	
S. Engineering works designed and built as a common service	

Outputs	Output Indicators
T. Systems and processes developed for the provision of common services	
U. Air transport of passengers provided as a common service	
V. Humanitarian cargo provided as a common service	
W. Emergency telecoms and ICT provided as a common service	
X. Accommodation and camps installed and maintained as a common service	
Y. Health services provided as a common service	
Z. Cash-based transfer platforms provided as a common service	