

STRATEGIC RESULTS FRAMEWORK (2008–2011)



INFORMAL CONSULTATION

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1. The Strategic Plan (2008–2011) frames WFP’s vision, mission and strategic direction on the basis of five 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. The Strategic Objectives capture WFP’s work in specific contexts as follows:
 - Strategic Objective 1: emergencies;
 - Strategic Objective 2: preparedness and mitigation of acute hunger;
 - Strategic Objective 3: post-crisis situations;
 - Strategic Objective 4: chronic situations; and
 - Strategic Objective 5: capacity development.
3. 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 its Strategic Objectives and the Millennium Development Goals (MDGs), in particular MDG 1 Target 2 – Reduce by half the proportion of people who suffer from hunger.
4. The Strategic Results Framework also 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.
5. To facilitate project-level results measurement and guide impact evaluation, the Strategic Results Framework links the five Strategic Objectives with outcomes and outputs. Country offices will align activities with the appropriate Strategic Objectives by selecting project indicators from the corporate indicators outlined in the framework; these results will be complemented by project-specific outcomes and indicators.
6. Project design, work planning and reporting will be linked to the appropriate Strategic Objectives as part of the results alignment process. 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 be mandatory and will form part of the indicator sets for comprehensive food security and vulnerability assessments (CFSVAs), vulnerability analysis and mapping (VAM) and needs assessments. All indicators will be defined in an Indicator Compendium to ensure consistency in measurement and analysis.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES			Contribution to MDGs 1 and 4
Goals 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks			
Outcome ¹	Indicator	Corporate target and performance measure ²	Project target and data source
Outcome 1.1: Reduced or stabilized acute malnutrition in children under 5 in targeted, emergency-affected populations	1.1.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as %) ³	Target for reduction in acute malnutrition prevalence achieved among children under 5 for 80% of targeted populations	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data
		Stabilized prevalence of acute malnutrition among children under 5 for 80% of targeted populations	Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels Source: Survey data
Outcome 1.2: Reduced or stabilized mortality in children under 5 and in adults in targeted, emergency-affected populations ⁵	1.1.2 Mid-upper arm circumference (MUAC) ⁴	Low MUAC prevalence stabilized for 80% of targeted populations	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data or assessment data
		Reduction in CMR target achieved for 100% of targeted populations	Target: Population-specific – Reduction in CMR Source: Annual survey data
	1.2.1 Crude mortality rate (CMR)	Stabilized CMR for 100% of targeted populations	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) ⁶	Reduction in ASMR-U5 target achieved for 100% of targeted populations
Stabilized ASMR-U5 for 100% of targeted populations	Target: Population-specific – ASMR-U5 stabilized at pre-emergency levels Source: Annual survey data		
Outcome 1.3: Improved food consumption over assistance period for targeted emergency-affected households ⁷	1.3.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 21 or 28 ⁸ for targeted households Source: Annual survey data
Output	Indicator		
Output 1.1/1.2/1.3: Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1 Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned figures 1.1.2 Tonnage of food distributed, by type, as % of planned distribution ⁹ 1.1.3(a) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distribution 1.1.3(b) Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of actual distribution 1.1.4 Quantity of non-food items distributed, by type, as % of planned distribution 1.1.5 Number of security incidents		

¹ This framework pertains to all results obtained with WFP assistance and support (for households, communities, governments and other entities such as schools).

² Only projects aligned with a specific Strategic Objective report on corporate indicators. Results analysis will only include data reported from these projects

³ The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

⁴ MUAC among children under 5 is a proxy for the nutritional status of the population.

⁵ This outcome is appropriate for large emergency operations.

⁶ The ASMR-U5 expresses risk relative to the mid-interval population, similar to crude and other age-specific mortality rates.

⁷ Results will be disaggregated by gender, age and group (IDP, refugee, conflict-affected, disaster-affected, orphans and other vulnerable children (OVC)).

⁸ Threshold depends on local eating habits and diet composition.

⁹ Planned distribution includes quantity, quality and timeliness.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES			Contribution to MDGs 1 and 7
Goals 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 2.1: Early-warning systems; contingency plans; ¹⁰ food security monitoring systems: in place and enhanced with WFP capacity development support	2.1.1 Disaster preparedness index	Government capacity strengthened as per plan for 80% of countries supported	Target: Disaster preparedness index equal to or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support Source: Annual monitoring and/or survey data
Outcome 2.2: Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger ¹¹	2.2.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score stabilized at or greater than 35/42 for targeted households Source: Annual survey data
Outcome 2.3: Hazard impact reduced at community level in targeted communities	2.3.1 Household asset score ¹²	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
	2.3.2 Community asset score ¹³	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		
Output 2.1: Disaster mitigation measures in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.2: (see Output 1.1/1.2)			
Output 2.3: Built or restored disaster mitigation assets by targeted communities	2.3.1 Risk reduction and disaster mitigation assets created or restored, by type and unit of measure (area protected/improved hectares; number of trees planted; dams constructed, etc.)		

¹⁰ Refers to government or inter-agency contingency plans

¹¹ Safety-net programmes, including those for households affected by AIDS, contribute to this outcome.

¹² In the context of Strategic Objective 2, household asset score captures household assets that mitigate vulnerability to disasters and reduce the impact of natural disasters.

¹³ In the context of Strategic Objective 2, community asset score captures community assets that mitigate vulnerability to disasters and reduce the impact of natural disasters.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS			Contribution to MDGs 1 and 7
Goals 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 3.1: Adequate food consumption over assistance period for targeted households and communities	3.1.1 Household food consumption score	Score exceeds threshold for 80% of targeted households	Target: Food consumption score exceeds 35/42 Source: Annual monitoring and/or survey data
	3.1.2 Coping strategy index	Reliance on negative coping mechanisms decreased for 80% of targeted communities	Target: Coping strategy index ¹⁴ stabilized or decreased Source: Annual monitoring and/or survey data
Outcome 3.2: Targeted communities have increased access to assets in fragile, transition situations	3.2.1 Community asset score	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
Outcome 3.3: Enrolment of girls and boys in assisted schools stabilized at pre-crisis levels	3.3.1 Retention rate	Retention rate met for 80% of sampled schools	Target: Retention rate equals 90% for girls and boys in post-crisis situations Source: Survey data from sampled schools
Output	Indicator		
Output 3.1: (see Output 1.1/1.2)			
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals		
	3.2.2 Number of women and men trained in livelihood-support thematic areas		
Output 3.3: School feeding coverage aligned with programme of work	3.3.1 Number of schools assisted by WFP		

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

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and special nutritional products, in countries supported by WFP	4.1.1 % increase in production of fortified foods, including complementary foods and special nutritional products	Production target met for 80% of countries supported	Target: Target set for country to capture % increase in production over assistance period, by commodity type Source: Capacity assessment
Outcome 4.1(b): Adequate food consumption over assistance period for targeted households	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
Outcome 4.1(c): Targeted households have increased access to productive and non-productive assets to break the inter-generational cycle of chronic hunger	4.1.3 Household asset score ¹⁵	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
Outcome 4.2(a): Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average ¹⁶ 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 in which girls and boys attend classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 90% Source: Annual monitoring and/or survey data
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Ratio equals 1 for 95% of assisted schools	Target: Gender ratio equals 1 Source: Annual monitoring and/or survey data

¹⁵ In the context of Strategic Objective 4, the household asset score includes both productive assets and non-productive assets. Productive assets support livelihood activities; non-productive assets are an indication of household wealth.

¹⁶ Average is calculated by taking the annual rate of change in all schools and dividing by the number of schools surveyed.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION			Contribution to MDGs 1, 2, 3, 4, 5 and 6
Goals 1. To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
	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
Outcome 4.2(b): Increased access to education and human capital development of orphans and other vulnerable children (OVC: girls and boys), assisted in formal and informal schools	4.2.5 Enrolment for OVC: average annual rate of change in number of OVC (girls and boys) enrolled	Annual rate of increase of 4% met or exceeded for 80% of assisted schools	Target: Enrolment annual rate of increase equals 4% Source: Annual monitoring and/or survey data
	4.2.6 Attendance rate for OVC (girls and boys): number of schooldays that OVC (girls and boys) attend classes, as % of total schooldays	Attendance rate of 80% met or exceeded for 80% of assisted schools	Target: Attendance rate equals 80% ¹⁷ Source: Annual monitoring and/or survey data
Outcome 4.3: Improved nutritional status of targeted women, girls and boys	4.3.1 Prevalence of stunting among targeted children under 2 (height-for-age as %)	Nutritional target reached for 80% of projects	Target: 10% reduction ¹⁸ 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 ¹⁹	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 %) ²⁰	Nutritional target reached for 80% of projects	Target: 10% reduction in underweight prevalence per year Source: Monitoring data and/or survey data
Outcome 4.4: Increased success of TB treatment for targeted patients	4.4.1 TB treatment success rate ²¹	Treatment success rate of 85% reached for 65% of projects	Target: 85% TB treatment success rate ²² Source: Monitoring data and/or survey data

¹⁷ 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.

¹⁸ Indicates percent reduction, not a percentage point reduction

¹⁹ <110 g/l for pregnant women; <120 g/l for non-pregnant women; < 110 g/l for children aged 6-59 months

²⁰ The target group can also be children under 2 or under 3 years of age.

²¹ TB treatment success rate is % of TB patients who are cured plus % of TB patients who have completed a course of treatment (WHO 2007).

²² 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
Goals 1. <i>To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger</i> 2. <i>To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools</i> 3. <i>To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics</i>			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 4.5: Increase in the % of adults and children living with HIV and receiving nutritional support ²³ 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) ²⁴
Output	Indicator		
Output 4.1/4.2/4.3/4.4/4.5 (see Output 1.1/1.2)			
Output 4.1(c): 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		
Output 4.2: School feeding coverage aligned with programme of work	4.2.1 Number of schools assisted by WFP		

²³ WFP assistance covers a period of 6–12 months, depending on the programme.

²⁴ Adapted from the United Nations General Assembly Special Session on HIV/AIDS (UNGASS)

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE			Contribution to MDGs 1 and 8
Goals			
1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities 2. To develop clear hand-over strategies to enhance nationally owned hunger solutions 3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger			
Outcome	Indicator	Corporate target and performance measure	Project target and data source
Outcome 5.1: Increased marketing opportunities at national level with WFP local purchases	5.1.1 Food purchased locally, as % of food distributed in-country	Target met for food purchased locally in 80% of countries supported	Target: Set for country – % increase in food purchased locally Source: Annual monitoring data
Outcome 5.2: Progress made towards nationally owned hunger solutions	5.2.1 Hand-over agreement implemented according to strategy	Hand-over agreement implemented according to strategy for 80% of countries	Target: Hand-over agreement implemented as per milestones and time frame agreed by Government and WFP – ‘Yes’ or ‘No’ Source: Monitoring and/or survey data
Outcome 5.3: Broader national policy frameworks incorporated hunger solutions ²⁵	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	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		
Output 5.1: Food purchased locally	5.1.1(a) Tonnage of food purchased locally, by type and country classification 5.1.1(b) Food purchased locally, as % of total food purchased		
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments		
Output 5.3: Capacity and awareness developed through WFP-organized actions/training	5.3.1 Number of 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)		

²⁵ 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