
ANNEX II-B: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE AND CROSS CUTTING RESULTS

1. WFP's programme performance and its contribution to United Nations Strategic Development Goals 2 and 17 in 2020 is assessed using the programme results chain approach of the revised Corporate Results Framework (2017–2021). The assessment of results by strategic objective and strategic result is drawn from the overall outcome performance of operations active during the reporting year. The analysis is based on corporate outcome indicators monitored by country offices in 2020.

Assessing WFP's programme performance by strategic objective

2. The methodology employed for outcome assessment is consistent with the approach used in previous years and is detailed below.

Step 1 – Assessing outcome indicator performance by country for each strategic outcome category

3. The outcome indicator performance for countries with CSPs is assessed using a performance analysis against annual targets. Outcome indicator values collected in 2020 are compared against the annual targets established in the log frame to determine the extent to which results have been achieved.
4. Each indicator value corresponds to a measurement for a specific targeted group monitored under a specific activity tag, activity, strategic outcome category or strategic result. The performance rating reflects the results of WFP activities for this specific targeted group.
5. Values considered in the analysis are:
 - those for the total targeted population (with no disaggregation by gender);
 - those for all outcome indicators included in the revised corporate results framework (CRF);
 - the year-end target and follow-up value, which must be recorded in the reporting year; if there is more than one follow-up value for the reporting year, the last value only is included in the analysis; and
 - the baseline, year-end target and follow-up values for each measurement, which must be inserted in the log frame; if one of the three is missing, the outcome indicator measurement is excluded from the analysis.
6. There are three types of indicator in the revised CRF:
 - indicators of increase (\geq), when the aim is to increase a positive phenomenon;
 - indicators of reduction (\leq), when the aim is to reduce a negative phenomenon; and
 - context-specific indicators, the direction (increase or reduction) of which is not predetermined.
7. For indicators of increase, percentage achievement = 100 plus (last follow-up minus year-end target) divided by year-end target multiplied by 100.
8. For indicators of reduction, percentage achievement = 100 minus (last follow-up minus year-end target) divided by year-end target multiplied by 100.
9. For context-specific indicators, the direction is the "target value operator" that the country office inserts in WFP's country office management tool, COMET, and the relevant formula for calculating percentage achievement is applied depending on whether the direction of the "operator" is an increase (\geq) or a reduction (\leq).

10. *Data availability:* Only country offices that have reported sufficient data are included in the performance analysis. "Sufficient data" is defined as having at least 50 percent of relevant outcome indicator measurements complete.
11. *Performance assessment:* The outcome indicator performance rating is a three-colour-coding scale applied as below.¹

Strong progress	The indicator value has reached 80 percent of the annual target, meaning that the country has achieved (or is on track to achieving) its target.
Some progress	The indicator value is between 50 and 80 percent of the annual target, meaning that the country has made some progress, but the target has not been met or progress is slow.
Insufficient or no progress	The indicator value is equal to or less than 50 percent of the annual target, meaning that the country has made very slow or no progress or has regressed.

Aggregation rules

12. Performance under any specific indicator is assessed by averaging the percentage achievement of that indicator, unless it is one of the five categorical indicators.
13. Categorical indicators are indicators with sub-categories that all need to be monitored and measured. For example, calculation of the food consumption score (FCS) for any given targeted group assisted, under any given activity, and with any given transfer modality requires the monitoring of three measurements: the percentages of households with poor, borderline and acceptable FCS.
14. For categorical indicators, the percentage achievement is calculated from measurement of the following sub-indicators:
- Food consumption score:
 - FCS – percentage of households with acceptable FCS.
 - Food consumption score – nutrition:
 - percentage of households that never consumed heme-iron-rich food (in the last seven days);
 - percentage of households that never consumed protein-rich food (in the last seven days); and
 - percentage of households that never consumed vitamin-A-rich food (in the last seven days).
 - Livelihood-based coping strategy index:
 - percentage of households not using livelihood-based coping strategies.
 - Retention or drop-out rate:
 - retention rate.
 - Value and volume of smallholder sales through WFP-supported aggregation systems:
 - unit value (USD); and
 - volume (mt).

¹ Between 2018 and 2019 the thresholds were revised in line with other corporate reporting exercises. Before 2019, the thresholds were strong: at least 90 percent; moderate: between 50 and 90 percent; and weak less than 50 percent.







Step 2 – Assessing corporate outcome indicator performance for each strategic outcome category

15. For any given outcome indicator, an average of countries' percentage achievement of the indicator target is calculated to determine overall WFP-wide performance.
16. If none of the CSP countries are eligible for rating owing to insufficient measurements, the corporate rating is "grey", indicating that the evidence base is insufficient for drawing conclusions on WFP-wide performance.²
17. For example, under strategic outcome category 1.1: Maintained/enhanced individual and household access to adequate food, the country performance rating for FCS is calculated for 58 countries reporting a total of 180 measurements. WFP performance for FCS is the average of the percentage achievement across the 180 measurements and is rated using the three-colour-coding scale described in step 1.

Step 3 – Assessing corporate performance towards strategic results and strategic objectives

18. The performance rating for each strategic result is obtained by computing the average of the outcome indicator measurements that apply to it.
19. If an indicator appears more than once (because it is reported on under different strategic outcome categories), a weighted average is calculated based on the number of reporting countries.
20. The same colour-coding scale as in steps 1 and 2 is used for rating performance in outcome categories and towards strategic results.
21. The final rating by strategic objective is the average of the performance rating for strategic results.

² A country is expected to report on the indicators included in the CSP log frame if the related activity is being implemented.

Strategic Result 1 - Everyone has access to food								
Outcome 1.1: Maintained/enhanced individual and household access to adequate food								
Outcome indicator	No. of countries reporting	No. of countries reporting with sufficient data	Country reporting rate (%)	No. of measurements	No. of complete measurements	Reporting rate (%)	Improvement/stabilization compared with baseline (%)	Performance rating
1.1.1 Food consumption score	63	58	92	219	180	82	80	
1.1.10 Enrolment rate	29	21	72	40	26	65	97	
1.1.11 Attendance rate (new)	21	12	57	28	14	50	92	
1.1.18 Emergency preparedness capacity index	1	1	100	1	1	100	100	
1.1.19 Proportion of eligible population that participates in programme (coverage)	19	16	84	38	31	82	82	
1.1.2.2 Consumption-based coping strategy index (average)	50	43	86	146	128	88	84	

Assessing WFP's programme performance by programme area

Assessing outcome indicator performance

22. Each programme area is assessed based on a list of selected outcome indicators and measurements.
23. Assessment of performance under each outcome indicator is based on the same principle and aggregation rules as presented in step 1 in the previous section on the methodology for assessing programme performance by strategic objective, except that there is no requirement for countries to report at least 50 percent of the relevant measurements.

Nutrition-specific activities and nutrition-sensitive interventions

24. Performance under nutrition outcome indicators is assessed for nutrition-specific activities and nutrition-sensitive programming.
25. Nutrition-specific activities include treatment of acute malnutrition programmes, including for HIV and tuberculosis (TB) care and treatment, and malnutrition-prevention programmes, including prevention of acute malnutrition, stunting and micronutrient deficiencies.
26. Nutrition-sensitive programmes contribute to improved nutrition outcomes and complement other types of intervention such as general distributions, school-based programming, and smallholder-facing initiatives, including purchase for progress and asset creation and livelihoods. Specific indicators are used to assess the nutrition outcome performance for these types of intervention.
27. The outcome indicator values used to calculate the performance metrics are related to the nutrition outcome indicators listed in the revised CRF and tagged for specific activities.

Nutrition-specific activities

Nutrition treatment indicator	Activity tags
Moderate acute malnutrition treatment recovery rate	All
Moderate acute malnutrition treatment mortality rate	All
Moderate acute malnutrition treatment non-response rate	All
Moderate acute malnutrition treatment default rate	All
Proportion of population that participates in the programme (coverage)	HIV/TB care and treatment Treatment of moderate acute malnutrition Therapeutic feeding (treatment of severe acute malnutrition).
Anti-retroviral therapy default rate	All
TB treatment default rate	All
Anti-retroviral therapy nutritional recovery rate	All
TB nutritional recovery rate	All

Nutrition prevention indicator	Activity tags
Minimum dietary diversity – women	Prevention of stunting
Proportion of children 6–23 months of age who receive a minimum acceptable diet	Prevention of stunting
Proportion of eligible population that participates in the programme (coverage)	Prevention of micronutrient deficiencies Prevention of acute malnutrition Prevention of stunting Stand-alone micronutrient supplementation
Proportion of target population that participates in an adequate number of distributions (adherence)	Prevention of micronutrient deficiencies Prevention of acute malnutrition Prevention of stunting Stand-alone micronutrient supplementation

Nutrition-sensitive interventions

Nutrition-sensitive indicator	Activity tags
Minimum dietary diversity – women	All except prevention of stunting
Proportion of children 6–23 months of age who receive a minimum acceptable diet	All except prevention of stunting
FCS – nutrition*	All
Percentage increase in production of high-quality and nutrition-dense foods	All
Percentage of targeted smallholder farmers reporting increased production of nutritious crops	All

* Categorical indicator: only values related to FCS – nutrition: Percentage of households that never consumed are included (see subsection on aggregation rules).

School-based programmes

28. For school-based programmes, outcome indicator performance is measured for school feeding (onsite), school feeding (alternative take-home rations) and school feeding (take-home rations).
29. The outcome indicator values used to calculate the performance metrics are related to the nutrition outcome indicators listed in the revised CRF.

School feeding indicator	Activity tags
Attendance rate (new)	All
Enrolment rate	
Graduation rate (new)	
Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade-level text (new)	
Retention rate/drop-out rate (new)*	
SABER school feeding national capacity (new)	

* Categorical indicator: only values related retention rate are included (see subsection on aggregation rules).
SABER = Systems Approach for Better Education Results.

Smallholders, livelihoods, food system investments and risk management

30. Outcome performance is calculated to assess collective achievements in asset creation and livelihoods, smallholder agricultural market support, climate change adaptation and risk management activities.
31. The outcome indicator values used to calculate the performance metrics are related to the outcome indicators listed in the revised CRF.

Indicator	Activity tags
Livelihoods/food assistance for assets and food systems	All
Proportion of the population in targeted communities reporting benefits from an enhanced asset base	
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	
Proportion of the population in targeted communities reporting environmental benefits	
Smallholder agricultural market support	
Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts	
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	
Percentage of WFP food procured from smallholder farmer aggregation systems	
Rate of post-harvest losses (Zero Food Lost Initiative) (new)	
Rate of smallholder post-harvest losses	
Value and volume of smallholder sales through WFP-supported aggregation systems*	
Adaptation and resilience to climate and other shocks	
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	
USD value of funds raised with a climate risk reduction objective (<i>new</i>)	

* Categorical indicator: values related to value of sales and volume of sales are aggregated separately and the performance metrics are colour-coded separately.

Unconditional resource transfers

32. Outcome performance is calculated to assess results for unconditional resource transfers.

Outcome indicator specifications

33. The outcome indicator values used to calculate the performance metrics for unconditional resource transfers are related to the outcome indicators listed in the revised CRF and tagged for general distribution.

Food security indicator	Activity tags
FCS	General distribution
Livelihood-based coping strategy index (percentage of households using coping strategies)	
Consumption-based coping strategy index (average)	
Economic capacity to meet essential needs (new)	

Assessing corporate performance for each programme area

34. The performance rating for each programme area is obtained by computing an average of the outcome indicators applicable to it.

Assessing WFP's cross-cutting results

35. The methodology applied to assess cross-cutting results follows the same steps as that for outcome results. In step 1, the indicator performance is assessed by country for each cross-cutting result, using the same rules as for outcome indicators. In step 2, an average of the percentage achievement of each cross-cutting indicator is calculated from countries with sufficient measurements to determine WFP-wide performance at the cross-cutting indicator level. In step 3, WFP performance under each cross-cutting indicator is averaged to estimate overall achievement at the result level.

Methodology limitations

Measuring results

36. The methodology applied in calculating the outcome analysis for 2020 is consistent with the approach used in previous years and has the same limitations. The first limitation is that indicators are averaged and weighted equally, which means that performance under one indicator might substantially affect the results related to a strategic objective. To provide more context, annex II-C provides the performance rating under each indicator and the number of country offices using the indicator. The second limitation relates to data availability: only those country offices that have reported sufficient data are included in the performance analysis. While this helps WFP to avoid drawing conclusions from incomplete data, it means that the performance rating might not be indicative of the organization's operations overall and may reflect performance in only a subset of countries with relevant operations. To reflect these nuances, the performance rating reported for each strategic objective is complemented by reference to the number of countries included in the analysis. Ratings should be read in conjunction with the narrative in order to obtain a better overview of performance.
37. Although not a limitation, it should be noted that target setting is a critical component of WFP's results-based reporting, and while some targets are set at the corporate level for selected output indicators, others (at both the output and the outcome levels) are set at the country level in accordance with the specific context.
38. As WFP reviews its CRF in 2021, there is an opportunity to assess and standardize its target setting practices and address the current limitations in its methodology for measuring results.