WFP Corporate Results Framework 2022 – 2026
EB Strategic Plan Workshop

1 July 2021

Agenda

○ Approach to new Corporate Results Framework (CRF) Development
  - Drivers – external & internal, evidence base and underlying principles

○ CRF Outline: Draft Structure
  - Simplified results levels
  - Strategic Results Chain and CRF Structure 2022-2026
  - Expected sources of evidence for reporting

○ CRF Early Findings

○ Timeline

External Drivers of the New CRF

United Nations Development System (UNDS) Reform

- 'Significant shift'
- Evidence of 'coherence, integration & synergy'
- Broader partnerships – to evidence influencing, leveraging, catalyzing for greater progress towards SDG 2
- 2021 WFP baseline = # inter-Agency collaboration through joint programming, common & shared indicators

Funding Compact calls for:
- Quality of data, reduced transaction costs and bureaucracy
- Transparency and visibility in funding allocations
- Leveraging private-sector partnerships

Grand Humanitarian Bargain 2.0
Framework (2021-2006)

A call for quality funding and localization

- Richer evidence of improved effectiveness & efficiency of humanitarian action),
- Deeper local partnerships, enabling more means to reach those in need

United Nations Alignment & UNDS

- WFP common policy commitments
- WFP joint programming, United Nations Country Teams
- WFP common, joint, complementary indicators

United Nations Sustainable Development Cooperation Framework (UNSDCF) & UNINFO (CO level)

- Common planning, monitoring & reporting system
- 2021 WFP baseline = 24 offices reporting through UNINFO. By end 2021 = 100 UNCT

Quadrennial comprehensive policy review (QCPR) Monitoring and Reporting Framework (2021-2026) - *Dec 2020*

- Evidence 'whole of system response'
- Fully integrated into WFP's CRF, with baselines, milestones & targets

Lessons from the MOPAN UNDS reform report - *June 2021*

- Systemic change of working relationship between United Nations agencies and with private sector / IFI needed
- Strengthened partnerships in and outside of United Nations Development System to achieve SDGs
- Critical need for transparency and visibility in funding allocations vs requirements
- Harmonization of Monitoring, Evaluation & Learning (MEL) & reporting

Internal Drivers of the New CRF

WFP Strategic Plan

Organizational Theory of Change

Strategic Framework

WFP Policies
(existing and upcoming)

e.g. Protection/Accountability to Affected Populations, Gender, Nutrition

WFP Learning

- CRF Mid-Term Review, Audits, User/EB feedback
- Over 100 Evaluations, including nine completed, five ongoing and five planned thematic evaluations

Technical Theories of Change

EXISTING:
- Livelihoods
- Food Systems
- School Based Programming
- Gender
- Accountability to Affected Populations/Protection
- Resilience
- South-South Triangular Cooperation
- Social Protection
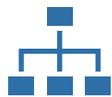- Country Capacity Strengthening

UPCOMING:
- Nutrition
- Disability

Five Principles Underpinning New CRF Development

SIMPLE & LEAN

- **Simplification**
- Planning measurable reduction in # of indicators to strengthen the usefulness & usability of the CRF as a **critical tool for WFP accountability**
- CRF will consist of the **minimum essential** aggregable data required to evidence Strategic Plan implementation
- Follow **Results-based Management (RBM) good practice**, simple structure with minimum # of results layers

EVIDENCE-BASED

CRF indicator baskets grounded in **learning** and **evidence** from:

- WFP technical Theories of Change
- CRF Mid-Term Review (March 2020)
- WFP OEV Evaluations
- WFP-internal User Feedback
- Executive Board User Feedback

STABLE

- CRF indicators **fully tested** prior to inclusion
- CRF indicators will have **baselines, milestones & targets** and reported on for full five-year lifetime of Strategic Plan

ALIGNED

- Designed to **maximize alignment** from the outset: with Agenda 2030 & SDGs, United Nations Development Cooperation Framework (UNSDCF) & Quadrennial comprehensive policy review (QCPR), Grand Humanitarian Bargain & relevant global standards; United Nations agencies through joint programming
- CRF to capture alignment **progress against 2021 baseline**

USER FOCUSED

- CRF generates corporate performance data primarily for **accountability** purposes
- New CRF will strengthen link with Annual Performance Report (APR) reporting, ensuring **all CRF data** collected will be reported
- Methods for aggregating data and allocating performance ratings will be **transparent and methodologically robust**

Simplification: Robust, Replicable and Transparent

- WFP currently undertaking a review of statistical methods used to translate CRF data into Annual Performance Reports (APR), as recommended by External Auditor on Management of Information on Beneficiaries

- New CRF will be accompanied by statistical guide ensuring consistency of APR & Annual Country Report (ACR) approach in:

  - Minimum thresholds for corporate reporting

  - Treatment of outliers and interpretation of data sets

  - Basket of indicators weightings

  - Time series analysis

  - Transparent user-friendly guide explaining translation of CRF data into APR, including transparency on data limitations, will be produced to strengthen accountability

WFP/ Valentin Bianchi

Strategic Results Chain and CRF Structure 2022-2026

Strategic Results

IMPACT refers to the SDGs, the long-term impact of WFP's work

OUTCOMES Measures aggregable system, institutional changes at scale, and/or behaviour, norms, practices & beliefs

OUTPUTS changes in skills, abilities, capacities of individuals & institutions, or the availability of new products & services

Impact

Outcomes

Outputs

Cross-cutting

CROSS-CUTTING PRIORITIES

Conflict sensitivity; Gender equality & women's empowerment; Inclusion, protection & accountability to affected populations; Nutrition integration; Environmental sustainability

Management Results

LG PRIORITIES

Key change strategies such as Leadership in emergencies and Programme excellence that WFP will prioritize to support the achievement of outcome level changes

ORGANIZATIONAL ENABLERS

Flowing from the Leadership Group (LG) priorities, these are the internal resources that ensure management efficiency and effectiveness and enable the Organization to deliver on its programmatic mandate

Headquarters

Regional Bureaux

Country Offices

CSP Activities

Strategic Results

- Outline structure aligned with RBM standards and other United Nations Agency CRFs

- UNSDCF Internal Guidance definitions used for Impact, Outcome and Output classifications

- All indicators accompanied by baselines, milestones & targets

- Prioritized set of indicators focused on reporting <u>minimum</u> for evidencing corporate progress

- Other evidence generating tools – audits, evaluations, analysis, reviews will complement CRF data as evidence source for ACRs and APRs

Level	Measurement	Evidence Source
Impact	• Strategic Focus on SDG 2 & 17 • Measures trends over time • Puts WFP outcome & output achievement in a broader context • No clear attribution to WFP	Global SDG database Global datasets including IFIs
Outcome	• Categories determined by Theories of Change & Strategic Framework • Measures aggregable system, institutional changes at scale, and/or behaviour, norms, practices & beliefs • Measures WFP contribution	Global SDG database National SDG databases WFP data – HQ & CO
Output	• Changes in skills, abilities, capacities of individuals & institutions, or the availability of new products & services • Directly attributable to WFP • Causal relationship making contribution to outcomes	WFP data – HQ & CO

Sphere of Influence

Sphere of control

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Cross-cutting Themes

- **Conflict sensitivity**

- **Gender equality & women's empowerment**

- **Inclusion, protection & accountability to affected populations**

- **Nutrition integration**

- **Environmental sustainability**

Cross-cutting themes are change strategies that encompass the full continuum of performance measurement from meeting minimum standards to achieving high quality sustainable results

UNICEF cross-cutting themes: Gender equality, disability inclusion, climate action, **resilience** and **peacebuilding**
FAO: cross-cutting themes: Capacity Development, Gender Equality, Indigenous Peoples, Youth, and Inclusion (for reduced inequalities and leave no one behind (LNOB)) and "accelerators": technology, innovation, data and complements
UNFPA: Gender, Climate change, ...

World Food Programme

Management Results

ORGANIZATIONAL ENABLERS

Leadership Group (ED) Priorities have been the key drivers underpinning the Management Performance and align with the Enablers in the Strategic Framework.
These represent key operational strategies that WFP will prioritize to support the achievement of outcome level changes.

Organizational enablers Internal corporate resources that ensure efficiency and effectiveness and enable the Organization to deliver on its programmatic mandate.
Management results and KPIs are formulated against each of the enablers.

LEADERSHIP GROUP PRIORITIES	ORGANIZATIONAL ENABLERS
1. Leadership in emergencies	
2. Partnerships and funding for zero hunger	Funding; Partnerships
3. Digital transformation	Technology; Innovation
4. Programme excellence	Evidence
5. Simplification and efficiencies	
6. People management	Workforce

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Reporting Hierarchy for WFP Corporate Results

Corporate Level

WFP Strategic Plan 2022 – 2026

Sets WFP's five-year ambition which CRF measures

Theory of Change

Sets out WFP's contribution to measurable change

Annual Performance Report

Annual synthesis of organisational (programme & managerial) results against Strategic Plan commitments

Corporate Results Framework

Aggregable corporate data of WFP achievement at outcome & output level, including crosscutting & performance management KPIs

Evaluations

Policy, Strategic, Impact, Joint

Technical Theories of Change

i.e. Protection & AAP, Gender, School-Based Programming, Gender

Country Monitoring
Third Party, Real Time, Satellite (AIMS), Adaptive

Annual Country Report

Annual programme results reporting

Country Evaluations

Country, Programme, Project

Strategic Framework

Provides organising framework for reporting results & identifying Resource to Results

Country Analysis
Conflict, Inclusion & Vulnerability, Gender

Country Strategic Plan

three – five year plan for achieving results

Country Office Level

CRF Early Findings

- ✓ **Simplification**

- ✓ **Structure** – Fewer & limited number of indicators; fewer results 'layers'; grouped in 'baskets' to tell an evidence-based story of WFP progress; each indicator with clear baselines, milestones & targets to effectively measure progress; new 'impact' layer linked to SDG indicators

- ✓ **Nexus** – Baseline established on joint programming, common, joint and complementary indicators to measure progress

- ✓ **Greater disaggregation** – including of sex, age, disability, in order to fully implement commitments made in WFP policies, such as Gender and Protection & Accountability to Affected Populations

- ✓ **New metrics** – including conflict sensitivity; results of country capacity strengthening & social and behaviour change; partnership and localization; influencing & leverage

- ✓ **Improved metrics**, revisions to methodologies & data collection, plus indicators including further alignment with global standards – for example, further adoption of the Washington Short Set of Questions on Disability

- ✓ **Transparent methodological guidance** supporting robust and replicable APR & ACR statistical reporting

- ✓ **Improved data quality** – through further investments in Monitoring, Evaluation & Learning (MEL) capacity & systems, improving CRF data quality, consistency and timeliness, supporting both learning and accountability objectives

Timeline

- **Informal consultation with EB**:

  - 2nd Consultation in July: Focus on Strategic Plan

  - Proposed September Consultation: to review fully populated CRF (without baselines, milestones & targets)

  - November Executive Board: Planned Strategic Plan approval and proposed CRF approval

- **Timeline Challenges:**

  - Sept/Oct: QCPR Results Reporting finalised - insufficient time to incorporate into CRF 2022-2026 (Nov)

  - CRF GO LIVE:

    o Time lag needed to enable System & Process Implications

    o CSP mapping and logframe redesign requires significant transition between SP/CRF approval and roll-out

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THANK YOU

Q&A