

**WFP corporate results framework  
(2022-2025)**



**Second informal consultation**

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**World Food Programme  
Rome, Italy**

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## Introduction

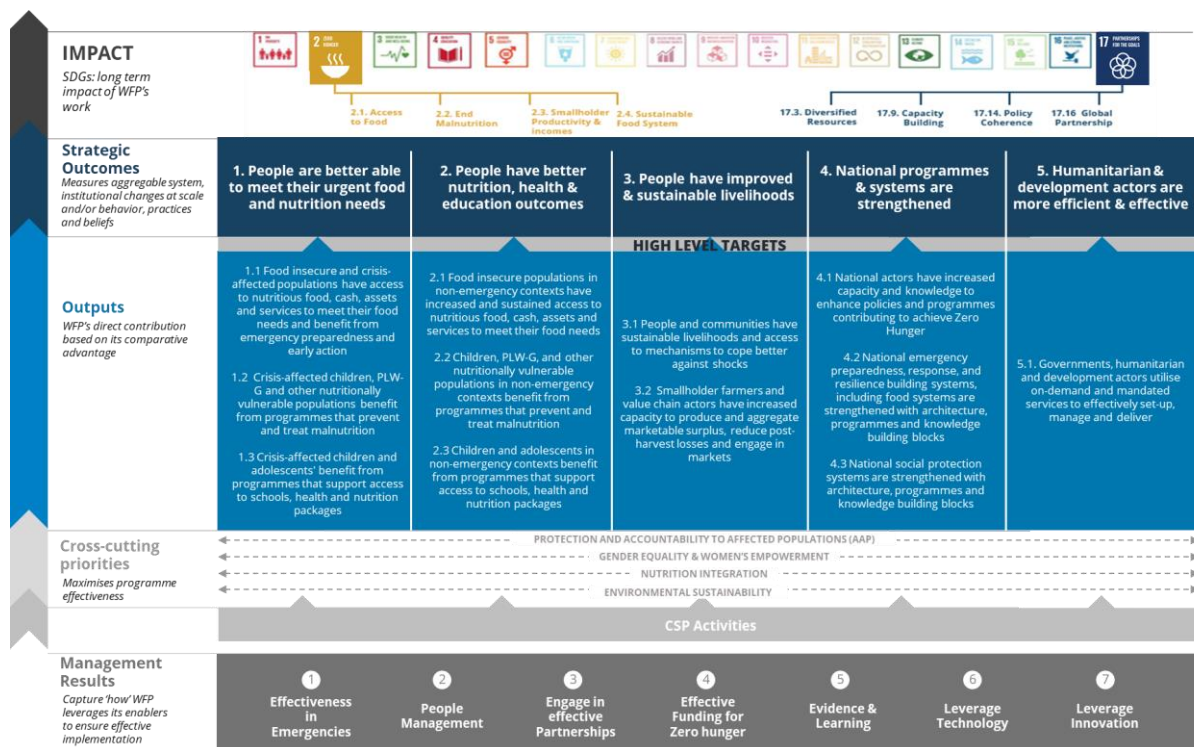
1. The corporate results framework (CRF) for 2022–2025 is the operational tool for the implementation of the new strategic plan, defining *what* WFP will deliver (programmatic outcomes and outputs) and *how* this will be achieved through management results, based on organizational enablers. The CRF, supplemented by the policy on country strategic plans, provides a performance and accountability framework that enables WFP to measure and demonstrate its response to humanitarian needs and to strengthen national governments in their progress towards achieving the 2030 Agenda for Sustainable Development.
2. The new CRF sets out the expected results and targets to be achieved by the entire organization, thereby informing the design of country strategic plans (CSPs) and providing a basis for corporate monitoring, performance assessment and reporting.
3. Furthermore, the development of the new CRF has been informed by recommendations resulting from the mid-term review of the CRF for 2017–2021 (WFP/EB.2/2018/5-B/Rev.1), as well as external evaluations and reviews including the Multilateral Organisation Performance Assessment Network assessment of WFP, which have also informed the revision of outcome and output indicators.
4. The new CRF supports systematic impact reporting, relevant to Sustainable Development Goals (SDGs) 2 and 17, as well as enhanced reporting on WFP's contribution to other SDGs. The CRF moves WFP towards greater United Nations alignment through the formulation of corporate-level outputs, the selection and identification of common and complementary indicators and the integration of quadrennial comprehensive policy review (QCPR) mandates and guidance.
5. The list of outcome indicators has been revisited (with many existing indicators remaining, following validation, and new ones introduced to address gaps and shortcomings in the previous framework). Also, for the first time, high-level targets for each of the strategic plan outcomes have been identified and included as part of the framework. Finally, the three high-level and composite categories of management key performance indicators (KPIs) have been replaced with a consolidated set of management results derived from key organizational enablers described in the strategic plan.
6. The new CRF is constructed around a clear three tier results chain (impact, outcome, output), consistent with United Nations and international best practice in results-based management. The impact level is clearly related to WFP's contribution to SDG targets. The outcome level reflects the strategic change that WFP will strive to achieve in partnership with others and the output level describes the key corporate products and services that WFP and its implementing partners will hold itself directly accountable for delivering.
7. Baselines and targets at country level will be established once all new CSPs are approved (at the 2022 second regular session of the Executive Board) or current CSPs are realigned with the new strategic plan and the new CRF. The full suite of outcome, output and cross-cutting indicators and their respective methodologies, including target setting at country level, will be updated in WFP's indicator compendium.
8. The CRF is **lean, aligned, evidence-based, user-focused and validated** – five key elements that ensure it is relevant, adaptable and useful for staff, partners and stakeholders. It serves a dual function as a tool to guide country offices in their CSP design and results formulation and measurement and as a framework for corporate reporting purposes.

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9. The CRF supports stronger accountability, by WFP, in demonstrating its contribution to the SDGs in line with the United Nations sustainable development group operational guide for United Nations country teams.<sup>1</sup> This CRF reflects WFP's resolve to uphold this commitment and considerations are included throughout the framework. Data disaggregation is a key commitment that WFP has made, relevant to measuring and to ensuring that WFP meets its commitments on leaving no one behind.
  10. Based on a series of consultations with key United Nations partner entities, WFP has reviewed inter-agency common and complementary indicators, as well as QCPR indicators. Common and complementary indicators are noted in parentheses at the end of each indicator statement, along with a list of the United Nations entities that share them. Indicators from the QCPR monitoring framework, including those adapted to entity-specific monitoring and reporting, are included, with their status as QCPR indicators noted in parenthesis.
  11. At the country level, within the framework of the implementation of the United Nations sustainable development cooperation frameworks (UNSDCFs), WFP will gradually increase reporting through UN INFO as it is rolled out. The United Nations Department of Economic and Social Affairs is proposing a series of binary indicators that will be integrated into UN INFO at the United Nations country team level in the first quarter of 2022. WFP will therefore consider how best to integrate them into the CRF, once they are validated. WFP's framework will remain flexible to ensure that new developments in United Nations development system reform and the linked monitoring and reporting systems can be progressively integrated, moving WFP towards increased alignment and coherence and strengthened common and complementary indicators.
  12. Given the ongoing evolution of the United Nations and humanitarian reform agenda, WFP is adopting a phased approach in relation to the alignment and integration of key indicators. The current version of the CRF integrates those QCPR indicators drawn from the newly adopted QCPR monitoring and reporting framework for which WFP and other entities have methodologies. Newly formulated QCPR indicators or other common and complementary indicators for which methodologies have not yet been piloted will only be considered in a second phase, in line with the overall piloting plan for the CRF.

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<sup>1</sup> United Nations Sustainable Development Group. 2019. *Leaving No One Behind: A UNSDG operational guide for UN Country Teams (interim draft)*.

Figure 1 - The corporate results framework structure



## Features of the CRF

- High-level targets (HLTs)** – WFP has identified HLTs that clarify its level of ambition for each strategic outcome. The HLTs carry the closest alignment to the strategic plan commitments by strategic outcome and represent WFP flagship aims and achievements. In essence, they narrate the main thrust behind each distinct strategic outcome while demonstrating their interconnectedness and inherent complementarities. Progress towards achieving these targets will be measured annually through WFP's annual performance report process.
- Programme results<sup>2</sup> at impact, outcome and output levels, including cross-cutting commitments** capture WFP's strategic vision of how it will contribute to the achievement of the SDGs (with special focus on SDGs 2 and 17). See [WFP programme results](#).
- Impact level results and indicators:** As recommended in the 2020 QCPR, WFP's strategic plan and CRF have been conceptualized based on the 2030 Agenda for Sustainable Development. Hence, the impact indicators in the CRF are the same as the SDG indicators and the main focus throughout the results chain continues to be anchored in SDGs 2 and 17. Reflecting the complementarity and interconnectedness of SDG indicators, WFP will also contribute to other SDGs as articulated in the strategic plan.

<sup>2</sup> The linkage between the results chain and WFP activity categories can be found in annex III. In addition output categories are listed in annex IV.

16. Consequently, WFP will report on impact against SDG 2 targets 2.1, 2.2, 2.3 and 2.4 as well as SDG 17 targets 17.3, 17.9, 17.14 and 17.16 to contextualize results achieved at the outcome and output levels. The nine impact indicators selected under the eight targets represent long-term global changes in hunger trends and access to nutritious food as well as strengthened global partnerships for sustainable development. Reporting on performance results will be undertaken at the country level through annual country reports and at the headquarters level in WFP's annual performance report.

### Outcome level programme results and related high-level targets

17. **Outcome 1 – People are better able to meet their urgent food and nutrition needs.** Saving lives in emergencies is WFP's highest priority. WFP seeks to strengthen and improve its efficiency and effectiveness and systematically respond to emergencies at the right time, with the right skill sets and people and in the right manner. Working with partners, WFP will extend its reach and sustain access to affected populations and provide urgent food, cash and nutrition assistance, targeting those most vulnerable with speed, at scale and with the quality of support needed. Where possible, WFP will assume a more enabling role, strengthening national and local emergency response capabilities.
18. WFP commits to undertaking all preventative and response measures within its capabilities and influence to ensure no countries experience famine. Fulfilling the commitment of the lead indicator for Outcome 1 requires responding at the right time and in the right manner; and entails extending the reach of WFP emergency assistance and sustaining access to affected populations before hunger gets to catastrophic levels. The supporting indicators measure these aspects of emergency assistance and allow to formulate critical achievements to sustainably avert famine – extending WFP's reach and ensuring timely assistance of high quality – as supporting targets.

		Baseline	Target
<b>1</b>	<b>Number of countries with population experiencing famine conditions</b>	4	0
<b>1.1</b>	Percentage of acutely food-insecure people receiving <u>emergency assistance</u> by WFP	35%	50%
<b>1.2</b>	Percentage of women and children in need who benefit from WFP <u>services to prevent and treat wasting</u>	-	TBD
<b>1.3</b>	Percentage of WFP in-kind transfers that are <u>nutritionally adequate</u>	-	TBD
<b>1.4</b>	Number of countries with cash operations responsive to people's <u>essential needs</u>	-	50
<b>1.5</b>	Median time for the <u>first WFP transfer</u> to reach people after sudden onset emergency	-	3 calendar days

19. **Outcome 2 – People have better nutrition, health and education outcomes.** Together with meeting needs, WFP will leverage its versatility and work with partners to reduce need, including by scaling up efforts to prevent and address malnutrition in all its forms and through bolstering national safety nets and social assistance programmes. WFP's drive to ensure that all hungry children benefit from a nutritious meal at school is a flagship for the organization and can also support local agriculture and markets while simultaneously improving health, nutrition and education outcomes. As the coordinating body for the Global School Meals Coalition, WFP will work with governments and partners globally to promote national commitments to institutionalize support for school health and nutrition programmes.
20. Through scaling up services to address the immediate and underlying causes of malnutrition, providing nutritious school meals and strengthening national programmes, WFP contributes to addressing structural vulnerabilities and building human capital. The lead HLT for strategic outcome 2 is about ensuring access to the right nutrition during the first 1,000 days of life in order to avert malnutrition and its long-term impacts. At the same

time, it is recognized that the nutrition of children requires investment that extends a full 8,000 days. WFP's school feeding linked with school health programmes improve education systems and learning, while strengthening child health and nutrition.

21. In this regard, WFP commits to 46 million children with access to improved health, nutrition, and education services with WFP assistance, up from a baseline of 32.3 million children. The lead indicator for Outcome 2 speaks to WFP's contribution during the first 1,000 days of a child's life, as well as during the next 7,000 days, leading to improved health, nutrition and education. The indicator is the sum of the number of direct beneficiaries receiving transfers under nutrition treatment and prevention activities (2.1) and school-based programmes (2.2).

		Baseline	Target
<b>2</b>	<b>Number of children with access to improved health, nutrition, and education services with WFP assistance</b>	32.3M	46M
<b>2.1</b>	Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the <u>first 1000 days of life</u>	17.3M	25M
<b>2.2</b>	Number of children that receive nutritious meals in schools as a contribution to the <u>next 7000 days</u> - from WFP - from governments and partners	15M 91M	21M 99.8M
<b>2.3</b>	Percentage of national school feeding programmes delivering a <u>comprehensive package of school health and nutrition services</u> thanks to WFP and partners' support	61%	>80%

22. **Outcome 3 – People have improved and sustainable livelihoods.** WFP will contribute to changing lives and saving lives through risk-informed and integrated programmes that help build more resilient households and communities across rural and urban contexts. By layering community and household asset creation, smallholder agricultural market support activities, climate risk management interventions and climate change adaptation programming, WFP and its partners will support food-insecure populations in their efforts to adapt and improve their lives and livelihoods, build self-reliance and better withstand and more quickly recover from recurring shocks.

23. **WFP commits to assisting 22.9 million people to develop more resilient livelihoods in the face of risks and shocks by 2025,** up from a baseline of 14 million people. The lead indicator for Outcome 3 tracks progress towards developing more resilient livelihoods by combining three supporting indicators:<sup>3</sup> The number of people benefitting from resilience building initiatives (3.1), the number of smallholders benefitting from WFP support that improved value chains and strengthened market services (3.2), and the number of people with financial protection from climate hazards (3.3).

		Baseline	Target
<b>3</b>	<b>Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance</b>	14M	22.9M
<b>3.1</b>	Number of people that benefit from <u>resilience building initiatives</u> , which strengthen the livelihood asset base including ecosystems	10M	15M
<b>3.2</b>	Number of smallholders benefitting from WFP support that improved <u>value chains and strengthened market services</u>	410K	1.5M
<b>3.3</b>	Number of people with <u>financial protection from climate hazards</u>	3.5M	9M

<sup>3</sup> In line with WFP's commitment to pursue integrated, sequenced and layered humanitarian and development activities, the lead indicator target considers that people can benefit from an integrated package of activities, therefore accounting for an overlap of 1.5 million people (300,000 smallholder farmers and their families) who receive assistance as measured by 3.1 and 3.2, and 1.1 million people who receive assistance as measured by 3.1 and 3.3.

24. **Outcome 4 – National programmes and systems are strengthened.** Saving lives and changing lives is as much about how WFP works as what WFP does. Wherever possible, WFP will work through – and in a manner that strengthens – national emergency preparedness and response, food and social protection systems, as well as national programmes that contribute to these systems. For long-term impact, WFP will continue its support for the strengthening of national institutions and will increase its engagement as a broker of South–South and triangular cooperation through WFP centres of excellence, regional bureaux and headquarters.<sup>4</sup>
25. **WFP commits to supporting 56 countries with strengthened programmes and systems** over the course of the strategic plan period. The lead indicator for Outcome 4 relies on a country-level measure – the number of policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support – to provide a high-level overview of the targeted reach of WFP’s system strengthening work globally. A set of specific commitments by system, articulated through supporting indicators for emergency preparedness, social protection, food systems and school feeding, complements the lead target.

		Baseline	Target
<b>4</b>	<b>Number of countries that have strengthened programmes and systems with WFP support</b>	<b>49</b>	<b>56</b>
<b>4.1</b>	Number of countries better prepared for and able to respond to <u>emergencies through national systems</u>	-	TBD
<b>4.2</b>	Number of countries whose national <u>social protection systems</u> better contribute to people’s food security, healthy diets and ability to meet essential needs and/or manage risks	-	TBD
<b>4.3</b>	Number of countries where WFP contributes to making <u>food systems</u> more sustainable and resilient	36	45
<b>4.4</b>	Number of countries which have committed and/or increased their commitments to <u>school feeding programmes</u> in their	41	49
	- national policies	0	5
	- budgets		

26. **Outcome 5 – Humanitarian and development actors are more efficient and effective.** WFP supports humanitarian and development actors to be more efficient and effective through the provision of high quality ‘mandated’ and ‘on-demand’ services.
27. Service provision activities<sup>5</sup> can generally be defined as:
- **Mandated common services** – these are services mandated to WFP, such as, the United Nations Humanitarian Air Service (UNHAS) and WFP-led logistics and emergency telecommunications clusters; mandated services are provided by WFP on behalf of the humanitarian community and for the humanitarian community as a whole.

<sup>4</sup> Strengthening of national systems and programmes is WFP’s strategic outcome 4 under SDG 17. However, WFP can also implement institutional capacity strengthening to achieve strategic outcome 1, 2 or 3 outputs under SDG 2.

In these cases additional outputs and respective indicators will be added to the CSP logical framework and reported on in the annual country reports. The annual performance report will aggregate and report only on progress made against strategic outcome 4.

<sup>5</sup> **Financial Regulation 1.1** defines service provision as the provision of services consistent with the purpose, policies, and activities of WFP to a party in exchange for payment. Further, under **Financial Regulation 4.8**, the Executive Director may approve service provision activities. These activities shall be provided on a full-cost recovery basis, as determined by the Executive Director.



- **On-demand services** – these are services that are provided by WFP at the request of an external party or parties in exchange for payment.

28. **WFP commits that 60 countries will benefit from WFP ‘mandated’ and/or ‘on-demand’ services and solutions** over the course of the strategic plan period. This illustrates WFP’s reach and its responsiveness to humanitarian and development actors’ demand for quality services. A country counts towards this target if at least one ‘mandated’ service or one ‘on-demand’ service or solution has been used by the government or partners in the country. Furthermore, supporting indicator 5.1 specifically demonstrates WFP’s commitment to fully meet United Nations country team (UNCT) requests for mandated services, 5.2 shows WFP’s role as a system-wide service provider, while 5.3 illustrates the commitment to deliver quality services.

		Baseline	Target
<b>5</b>	<b>Number of countries benefiting from WFP ‘mandated’ and/or ‘on-demand’ services &amp; solutions</b>	-	<b>60</b>
<b>5.1</b>	Share of countries in which governments or partners avail themselves of WFP <u>‘mandated’ services</u> out of all countries where the UNCT requests ‘mandated’ services	100%	100%
<b>5.2</b>	Number of countries in which governments or partners request and benefit from WFP <u>‘on-demand’ solutions &amp; services</u>	-	60
<b>5.3</b>	Percentage of <u>users satisfied</u> with the services provided	-	80%

### Outcome indicators

29. Outcome indicators complete the picture of WFP’s progress towards each of the five strategic outcomes outlined in the strategic plan for 2022–2025 and ultimately provide the evidence of WFP’s contribution to SDGs 2 and 17.
30. A total of 41 mandatory outcome indicators have been prioritized to measure and report on WFP results. All these indicators are mandatory for country offices to measure when implementing associated activities. They will be reported on in the annual country reports.
31. Out of the 41 mandatory outcome indicators, 25 are considered to be “core” for corporate reporting and will be aggregated from the annual country reports for global analysis in WFP’s annual performance report. The remaining 16 mandatory outcome indicators (see annex II) are mandatory for country-level reporting where those outcomes are selected but will not be aggregated at the corporate level in the annual performance report.
32. Country offices may also propose and measure other country-specific outcome indicators, as is the current practice; these indicators will not be included in the CRF.
33. All outcome indicators, whether for corporate reporting, mandatory or country-specific indicators, must meet certain requirements and are selected based on criteria such as relevance, statistical adequacy, timeliness, quality and representativeness. Technical units have gone through an extensive revision exercise for the indicators pertaining to their specific programme areas and modalities of implementation based on updated strategies and theories of change.
34. Country offices are expected to develop, with the support of relevant divisions, country-specific indicators to ensure appropriate monitoring of their CSPs for all areas of their Theory of Change not covered by corporate indicators.



35. To facilitate a stable CRF, the new results framework only includes outcome indicators that have been fully piloted and tested with complete methodologies. New, proposed indicators that have not been finalized as of January 2022 will be included in a piloting plan. Following a mid-term review of the CRF and in consultation with the Board, WFP will determine whether and which pilot indicators to include in the CRF.

### **Output level programme results and indicators**

36. The CRF contains 12 outputs under the five outcomes. These represent products and services WFP commits to deliver during implementation and reflect the direct outputs of WFP's global operations. Indicators at this level will be standard output indicators that country offices will be able to choose from to best reflect their programmes. The CRF includes 112 output indicators, of which 15 are HLT indicators. Country offices will select the mandatory output indicators linked to standardized outputs reflecting various activities implemented. They will be reported on in the annual country reports and aggregated at the global level in the annual performance report.
37. Country offices will be able to continue to propose and measure other country-specific output indicators, as is the current practice; these indicators will not be included in the CRF.
38. In addition to ensuring that WFP outputs evidence contributions to SDGs 2 and 17, the organization will intensify efforts to collect accurate information and demonstrate its contributions to other SDGs in countries where WFP is present using **output-level SDG-related indicators**. These indicators were introduced in the CRF for 2017–2021 and are formulated in an agency-neutral manner and, when feasible, use the same units of measurement as their corresponding SDG indicators. Existing corporate guidance and the SDG-related indicator compendium will be updated with the roll-out of the new CRF.
39. For further details on methodology, see annex I (methodological note).

### **Cross-cutting priorities**

40. Cross-cutting priorities span both programmatic and management dimensions and are relevant to all aspects of humanitarian and development work. Their successful implementation is a prerequisite for programme excellence. They both encompass approaches within interventions and are results to be achieved in and of themselves, for example, contributing to the achievement of gender equality, to the reduction of risks experienced by affected populations and to environmental sustainability.
41. Simply put, the *saving lives, changing lives* agenda cannot be realized without a normative framework on cross-cutting priorities and decisive action, methodologies, and tools for operationalizing it. This requires ongoing efforts to integrate these priorities into the values, mission and everyday operations of the organization. Such efforts also entail a strong commitment to the use of evidence and learning and the acceptance of new and evolving norms and standards.
42. WFP's new strategic plan defines four cross-cutting priorities: protection and accountability to affected populations; gender equality and women's empowerment; nutrition integration; and environmental sustainability. Correspondingly, the CRF includes organization-wide core indicators for measuring the extent to which WFP is mainstreaming these priorities throughout all activities and its progress in achieving policy objectives in each of these four areas.

43. In classifying cross-cutting indicators as corporate core indicators, the CRF for 2022–2025 is designed to support the mainstreaming of approaches that maximize programme quality, effectiveness and sustainability while providing a much stronger basis for annual performance reporting against programmes and against specific policy objectives presented in corporate policy documents.
44. For 2022–2025, WFP will work to apply its cross-cutting priorities along the nexus in two main ways: as environmental and social safeguards that ensure that its programmes do no harm and as actions that enhance their quality and sustainability. Together these approaches contribute to specific outcomes enshrined in the corporate policies on protection and accountability to affected populations, gender equality and women's empowerment, environmental sustainability and nutrition integration.
45. WFP is working to enhance the application of cross-cutting priorities to improve the quality of its programmes as well as to respond to the recommendations of reviews such as the mid-term review of the CRF for 2017–2021 and the assessment of WFP conducted by the Multilateral Organisation Performance Assessment Network. The four cross-cutting priorities are at differing levels of maturity and application within WFP, and the challenges related to their application differ from one priority to another.
46. While gender equality is a longstanding corporate cross-cutting priority, forthcoming challenges will be related to broadening analytical approaches to include indicators that capture intra-household food security dynamics, as called for in the revised gender policy, as well as consistent disaggregation by sex, age and disability. In relation to the protection agenda, there will be a need to improve the qualitative aspects of measurement in order to identify and address the barriers experienced by individuals seeking access to and control over the means of ensuring their own food security and nutrition. On the other hand, the roll-out of WFP's new environmental and social standards policy is still in its early stages and its initial focus will be primarily on applying a consistent risk-based approach to ensuring that WFP programmes do no harm and support sustainable development.
47. Alignment to United Nations reform requirements and best practices is a central priority to the CRF, QCPR indicators related to cross-cutting priorities have been used where available, and other indicators developed with reference to global standards and learning, to strengthen inter-agency reporting coherence. See indicators related to [WFP cross-cutting priorities](#).

## WFP cross-cutting

### Management results

48. **Management results** capture how WFP leverages its organizational enablers, policies and resources to ensure effective implementation of the strategic plan. Together, these elements operationalize the strategic plan and capture WFP's results and performance throughout the cycle of planning, implementation, monitoring, evaluation and reporting.
49. WFP's management results are based on the key principle that management of corporate performance supports programme performance in the implementation of the strategic plan at the country, regional and global levels. The seven management results and related KPIs will support performance management and accountability. The management KPIs and targets will define the standards to which the organization holds itself accountable in contributing to the implementation of the strategic plan and in supporting programme performance.

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50. The seven management results are derived from the six enablers described in the strategic plan 2022–2025 – people, partnerships, funding, evidence, technology and innovation – as well as an additional area included as a management result – effective emergency response. These will allow the organization to remain efficient and effective while increasing WFP’s ability to achieve results in the eradication of food insecurity and malnutrition.
  51. The management results capture the capabilities that support WFP in implementing the strategic plan. Each management result is broken down into a limited number of outputs to which KPIs have been assigned in line with the suggestions of Board members and following close consultation with technical teams and corporate stakeholders.
  52. **Management result 1 – Effectiveness in emergencies.** The key to WFP’s past success has been its ability to respond quickly to sudden disruptions and unexpected emergencies. An increasingly complex global operational context requires WFP to proactively anticipate, prepare for and respond to emergencies with speed and agility. Focus on effectiveness in emergencies will ensure that crisis response will be embedded in all CSPs, ready for activation when needed. To deliver on effectiveness in emergencies, WFP adheres to the main tenets of the Inter-Agency Standing Committee (IASC) humanitarian system-wide scale-up activation procedure, which includes the approval of a *no regrets* approach based on the five IASC assessment criteria of scale, urgency, complexity, capacity and risk of failure.
  53. **Management result 2 – People management.** *WFP people* refers to all WFP employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual labourers, staff on secondment, junior professional officers, United Nations volunteers, interns and WFP volunteers. People management captures the fact that best practices in human resources and people management, as well as a strong focus on workplace culture, ensures that WFP creates, maintains and attracts a diverse and talented workforce made up of people who are committed to changing lives and saving lives.
  54. **Management result 3 – Engage in effective partnerships.** WFP systematically works towards strengthened collaboration, coherence and greater synergies with all partners across the nexus and in the interests of the affected communities it serves. Partnerships will continue to be a strategic area of focus, and WFP will engage early and regularly with partners including governments, other entities of the United Nations system, international financial institutions, non-governmental organizations, the private sector and community-based and civil society organizations. Overall, WFP engagement, including support for United Nations development system reform, will support governments’ efforts to achieve the SDGs.
  55. **Management result 4 – Effective funding for Zero Hunger.** In terms of funding, WFP will build on the trajectory laid out in its previous strategic plan and CRF by advocating multi-year and flexible financing while continuing to recognize the value of all contributions; it will also build on its ongoing dialogue on sustained financing. Over the past five years, WFP has boosted transparency and accountability in respect of spending and expanded its work with a range of actors. Looking ahead, WFP will reduce barriers to scaling resourcing according to need and will improve mechanisms that make its operations more efficient. To finance its multi-faceted programme, WFP will also work to diversify funding and access available mechanisms including on a thematic basis.

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56. **Management result 5 - Evidence and learning.** WFP is committed to seeking robust evidence and learning and will strive for ever more timely and relevant evidence gathering and knowledge sharing across the organization. WFP will step up its monitoring, evaluation, knowledge management and learning efforts in line with its updated draft evaluation policy<sup>6</sup> and its knowledge management strategy. In particular, WFP has taken the opportunity to carefully consider recommendations and inputs from external reviews and standard setting exercises to improve the use of evidence and learning in its work. The Multilateral Organisation Performance Assessment Network and the International Aid Transparency Initiative have been instrumental in this regard, in addition to the mid-term review of the CRF for 2017–2021.
57. **Management result 6 - Leverage technology.** Building on its tradition of embracing technology to support operations, WFP will solidify its commitment to becoming a digitally enabled and data driven organization. WFP's investments in new technology and data will help support the vision set out in the strategic plan, which stresses the importance of implementing accessible digital solutions to improve decision making and to ensure that WFP safeguards beneficiary data collection and information management. WFP will seek more and better data for decision making and improved technology support for beneficiary management.
58. **Management result 7 - Leverage innovation.** WFP has a longstanding culture of innovation and the preconditions are in place to scale the innovations that will help those furthest behind. Piloting, implementing and scaling new ideas lie at the heart of WFP's innovation work, which spans all of WFP's footprint and operations ranging from predictive analytics, supply chains, food systems, support for smallholders, cash-based transfers and innovative financing to change lives. Technology and innovation are central to WFP's operations in emergency and non-emergency settings because they enable the organization to respond to new challenges and problems while maximizing limited resources. WFP will continue to explore and implement game-changing frontier innovations and new technologies such as artificial intelligence, blockchain, biotechnology, cutting-edge computing and robotics to allow humanitarians to deliver on their mandate more effectively while ensuring equitable benefits and impacts. See [WFP management results](#).

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<sup>6</sup> To be presented for approval at the 2022 first regular session of the Board.

## WFP programme results

### SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

#### *Outcome 1: People are better able to meet their urgent food and nutrition needs*

Impact indicators (SDGs)	Baseline	Target
2.1.1 Prevalence of undernourishment		
2.2.1 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 – SDG 2.2.1 (common with the United Nations Children’s Fund (UNICEF), WHO, World Bank)		
2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) – SDG 2.2.2 and 2.2.3. (common with UNICEF, WHO, World Bank)		
Outcome indicators (core)	Baseline	Target
Number of countries with populations experiencing famine conditions (high-level target (HLT) lead indicator)	4	0
Consumption-based coping strategy index, reduced CSI (rCSI)		c-s
Food consumption score		c-s
Economic capacity to meet essential needs		c-s
Livelihood coping strategies for essential needs (LCS-EN)		c-s
Livelihood coping strategies for food security (LCS-FS)		c-s
Minimum diet diversity for women and girls of reproductive age		c-s
Percentage of children 6–23 months of age who receive a minimum acceptable diet		c-s
Percentage of eligible population reached by preventive nutrition programme (coverage for malnutrition prevention activities)		>70%
Percentage of target population who participate in an adequate number of distributions (adherence)		>66%
Moderate acute malnutrition treatment performance rate:		
- recovery,		>75%
- mortality,		3%
- default and		<15%
- non-response rate		<15%

Percentage of moderate acute malnutrition cases reached by treatment services (coverage for nutrition treatment activities)	
- rural areas	>50%
- urban areas	>70%
- camps	>90%
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP	c-s
Retention rate/drop-out rate (by grade)	c-s

Outputs and output indicators	Baseline	Target
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**1.1 Food-insecure crisis-affected populations have access to nutritious food, cash-based assistance, assets and services to meet their food needs and benefit from systems and mechanisms that enable and promote effective and timely emergency preparedness and early actions**

Percentage of acutely food-insecure people receiving emergency assistance by WFP (HLT indicator)	35%	50%
Number of countries with cash operations responsive to people's essential needs (HLT indicator)		50
Median time for the first WFP transfer to reach people after a sudden onset emergency (HLT indicator)		72
<i>Number of people in emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, Office of the United Nations High Commissioner for Refugees (UNHCR), WFP)</i>		hours
Quantity of food provided unconditionally or to restore infrastructure and community assets		
Quantity of cash and/or restricted cash (value vouchers) transferred to beneficiaries unconditionally or to restore infrastructure and community assets		
Quantity of commodity vouchers transferred to beneficiaries unconditionally or to restore infrastructure and community assets		
Quantity of non-food items distributed to rebuild/restore communities		
Number of rations provided unconditionally or to restore infrastructure and community assets		
Quantity of fortified food provided unconditionally or to restore infrastructure and community assets		
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure		

<b>1.2 Crisis-affected children, pregnant and lactating women and girls (PLWG) and other nutritionally vulnerable populations benefit from programmes that prevent and treat malnutrition</b>	<b>Baseline</b>	<b>Target</b>
<i>Percentage of women and children in need who benefit from WFP services to prevent and treat wasting (HLT indicator)</i>		TBD
Percentage of WFP in-kind transfers that are nutritionally adequate		TBD
<i>Number of nutritionally vulnerable people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes (complementary with UNICEF, UNHCR, WFP, FAO, WHO)</i>		
Quantity of food provided to nutritionally vulnerable people receiving malnutrition treatment and prevention programmes		
Quantity of cash and/or restricted cash transferred to nutritionally vulnerable people receiving malnutrition treatment and prevention programmes		
Quantity of commodity vouchers transferred to nutritionally vulnerable people received through malnutrition treatment and prevention programmes		
Quantity of fortified food provided to treat or prevent malnutrition		
Quantity of specialized nutritious foods provided to treat or prevent malnutrition		
Percentage of fortified staple commodities (out of total staple commodities) distributed to nutritionally vulnerable people		
<i>Number of people reached through interpersonal social and behaviour change communication (SBCC) approaches (complementary with UNICEF, FAO, WFP, WHO)</i>		
<i>Number of people reached through SBCC approaches using media (complementary with UNICEF, FAO, WFP, WHO)</i>		
<b>1.3 Crisis-affected children and adolescents benefit from programmes that support access to schools, health and nutrition packages</b>	<b>Baseline</b>	<b>Target</b>
<i>Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through emergency school-based programmes (complementary with UNICEF, UNHCR, WFP)</i>		
Quantity of food provided to girls and boys through emergency school-based programmes		
Number of households receiving school-based take-home rations		
Quantity of cash and/or restricted cash transferred to family members of girls and boys benefiting from school-based programmes		
Quantity of commodity vouchers transferred to family members of girls and boys benefiting from school-based programmes		
Number of schools or institutional sites reached through school-based programming		
Quantity of fortified food provided for girls and boys benefiting from school-based programming		
Quantity of specialized nutritious foods provided for girls and boys benefiting from school-based programming		
Percentage of fortified staple commodities (out of total staple commodities) distributed to girls and boys benefiting from school-based programming		



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Number of community-based associations or committees created/established to support school feeding implementation  
(gender-based violence (GBV), any kind of behaviour change)

Feeding days as percentage of total school days

Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)

Number of children receiving deworming with WFP support.

Number of children receiving micronutrient powder or supplements

Number of schools with infrastructure rehabilitated or constructed

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## SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

### Outcome 2: People have better nutrition, health and education outcomes

Impact indicators (SDGs)	Baseline	Target
2.1.1 Prevalence of undernourishment		
2.2.1 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 – SDG 2.2.1 (common with UNICEF, WHO, World Bank)		
2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) – SDG 2.2.2 and 2.2.3. (common with UNICEF, WHO, World Bank)		
<b>Outcome indicators (core)</b>		
Minimum diet diversity for women and girls of reproductive age		c-s
Percentage of children 6–23 months of age who receive a minimum acceptable diet (complementary with UNICEF, FAO, WHO)		c-s
Percentage of eligible population reached by preventive nutrition programme (coverage for malnutrition prevention activities)		>70%
Percentage of target population who participate in an adequate number of distributions		>66%
Moderate acute malnutrition treatment performance rate:		
- recovery,		>75%
- mortality,		< 3%
- default and		<15%
- non-response rate		<15%
Percentage of moderate acute malnutrition cases reached by treatment services (coverage for nutrition treatment activities)		
- rural areas;		>50%
- urban areas;		>70%
- camps		>90%
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP		c-s
Retention rate/drop-out rate (by grade) (complementary with UNICEF, UNESCO, World Bank)		c-s

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**Outputs and output indicators**


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**2.1 Food-insecure populations in non-emergency contexts have increased and sustained access to nutritious food, cash-based assistance, assets and services to meet their food needs**
**Baseline Target**

*Number of people in non-emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, FAO, WHO)*

Quantity of food provided unconditionally or to restore infrastructure and community assets in non-emergency contexts

Quantity of cash and/or restricted cash transferred to beneficiaries unconditionally or to restore infrastructure and community assets in non-emergency contexts

Quantity of commodity vouchers transferred to beneficiaries unconditionally or to restore infrastructure and community assets in non-emergency contexts

Number of rations provided unconditionally or to restore infrastructure and community assets in non-emergency context

Quantity of fortified food provided unconditionally or to restore infrastructure and community assets distributed in non-emergency contexts

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**2.2 Children, PLWG, and other nutritionally vulnerable populations in non-emergency contexts benefit from programmes that prevent and treat malnutrition**
**Baseline Target**

Number of children with access to improved health, nutrition, and education services with WFP assistance (HLT lead indicator)

32.3M

46M

*Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the first 1,000 days of life (HLT indicator)*

17.3M

25M

*Number of nutritionally vulnerable people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes (complementary with UNICEF, FAO, WHO)*

Quantity of food provided to nutritionally vulnerable people through malnutrition treatment and prevention programmes

Quantity of cash and/or restricted cash transferred to nutritionally vulnerable people through malnutrition treatment and prevention programmes

Quantity of commodity vouchers provided to nutritionally vulnerable people through malnutrition treatment and prevention programmes

Number of WFP-assisted health centres or sites

Quantity of specialized nutritious foods provided to treat or prevent malnutrition

Total value (USD) of individual capacity strengthening transfers in support of learning to prevent or treat malnutrition

Quantity of fortified food provided and delivered to treat or prevent malnutrition

*Number of people reached through interpersonal SBCC approaches (complementary with UNICEF, FAO, WFP, WHO)*

*Number of people reached through SBCC approaches using media (complementary with UNICEF, FAO, WFP, WHO)*

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### 2.3 Children and adolescents in non-emergency contexts benefit from programmes that support access to schools, health and nutrition packages

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Number of children with access to improved health, nutrition, and education services with WFP assistance (HLT lead indicator)	15M	21M
Number of children that receive nutritious meals in schools as a contribution to the next 7,000 days (HLT indicator) from:	91M	99.8M
- WFP	61%	>80%
- governments and partners		
Percentage of national school feeding programmes delivering a comprehensive package of school health and nutrition services thanks to WFP and partners' support (HLT indicator)		
<i>Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through school-based programmes (complementary with UNICEF, FAO, WHO)</i>		
Quantity of food provided to girls and boys through school-based programmes		
Quantity of cash and/or restricted cash transferred to beneficiaries		
Quantity of commodity vouchers transferred to beneficiaries		
Quantity of non-food items distributed		
Number of WFP-assisted schools		
Quantity of fortified food provided for girls and boys benefiting from school-based programming		
Quantity of specialized nutritious foods provided for girls and boys benefiting from school-based programming		
Feeding days as percentage of total school days		
Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)		
Number of children receiving deworming with WFP support		
Number of children receiving micronutrient powder or supplements		
Percentage of staple commodities distributed that is fortified		

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## SDG Goal 2: Support countries in achieving Zero Hunger

c-s: country-specific

### Outcome 3: People have improved and sustainable livelihoods

Impact indicators (SDGs)	Baseline	Target
2.3.2 Average income of small-scale food producers, by sex and indigenous status		
2.4.1 Proportion of agricultural area under productive and sustainable agriculture		
<b>Outcome indicators (core)</b>		
Food consumption score		c-s
Consumption-based coping strategy index, reduced CSI (rCSI)		c-s
Minimum diet diversity for women of reproductive age		>70%
Percentage of children 6–23 months of age who receive a minimum acceptable diet		c-s
Percentage of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base		>50%
Value and volume of smallholder sales through WFP-supported aggregation systems		c-s
Climate adaptation benefit score		
Climate resilience capacity score		
<b>Outputs and output indicators</b>		
<b>3.1 People and communities have sustainable livelihoods and access to mechanisms to cope better against shocks</b>	<b>Baseline</b>	<b>Target</b>
Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance (HLT lead indicator)	14M	22.9M
Number of people that benefit from resilience building initiatives, which strengthen the livelihood asset base including ecosystems (HLT indicator)	10M	15M
Number of people with financial protection from climate hazards (HLT indicator)	3.5M	9M
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through resilience building initiatives		
Quantity of food provided to people and communities through resilience building initiatives		
Quantity of cash and/or restricted transfers provided to people and communities through resilience building initiatives		
Quantity of commodity vouchers provided to people and communities through resilience building initiatives		
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure		
Number of people covered by an insurance product through risk transfer mechanisms supported by WFP		
Number of people covered and assisted through forecast-based anticipatory actions against climate shocks		
Number of people provided with direct access to energy products or services		

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Number of food assistance for assets (FFA) activities under monitoring visible (maintained by communities) through the Asset Impact Monitoring System (AIMS)

Number of participants who completed vocational/livelihood skills training activities

Number of children covered by home-grown school feeding (HGSF) based programmes

Total sum insured through risk management interventions

Number of people provided with direct access to information on climate and weather risks

Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action

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**3.2 Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce post-harvest losses and engage in markets**

**Baseline Target**

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Number of smallholders benefitting from WFP support that improved value chains and strengthened market services (HLT indicator)

410K

1.5M

Number of schools supported through the home-grown school feeding model

Number of smallholder farmer aggregation systems supported

Number of smallholder farmers supported with training, inputs, equipment and infrastructure

Number of producers/smallholder farmers supplying schools

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## SDG Goal 17: Partner to support the implementation of the SDGs

c-s: country-specific

### Outcome 4: National programmes and systems are strengthened

Impact indicators (SDGs)	Baseline	Target
17.9.1 Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries		
17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development		
<b>Outcome indicators (core)</b>		
Number of countries that have strengthened programmes and systems with WFP support (HLT lead indicator)	49	56
Number of countries where WFP contributes to making food systems more sustainable and resilient (HLT indicator)	36	45
Transition strategy for school health and nutrition and school feeding developed with WFP support		c-s
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support		
Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP		
Number of national policies, strategies, programmes and other system components contributing to zero hunger enhanced with WFP capacity strengthening support		
Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy		
<b>Outputs and output indicators</b>		
<b>4.1 National actors have increased capacity and knowledge to enhance national policies and programmes contributing to achieve Zero Hunger</b>		
Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other SDGs		
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels		
Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening		
Number of national southern solutions contributing to zero hunger captured and packaged for South–South and triangular cooperation (SSTC)		
Number of WFP country offices that supported voluntary national reviews by programme countries presented at high-level political fora (QCPR)		
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger		



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#### 4.2 National emergency preparedness, response, resilience building systems, including food systems are strengthened with architecture, programmes and knowledge building blocks

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<i>Number of countries better prepared for and able to respond to emergencies through national systems (HLT indicator/complementary with the United Nations Population Fund (UNFPA)</i>			TBD
Number of countries which have committed and/or increased their commitments to school feeding programmes (HLT indicator) in their:			
- national policies	41	49	
- budgets	0	5	
Percentage of WFP country offices that supported their countries' national development plan by identifying the poorest, most vulnerable, and those furthest behind within the framework of a United Nations Joint process (QCPR)			
Percentage of WFP country offices working on advising governments on the use of new technologies and innovation to achieve the SDGs (QCPR)			
Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels (QCPR)			
Value of assets and infrastructure handed over to national stakeholders as part of WFP capacity strengthening support			
Number of national institutions engaged in WFP asset provision capacity strengthening activities			

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#### 4.3 National social protection systems are strengthened with architecture, programmes and knowledge building blocks

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Number of national social protection systems or programmes to which WFP provided technical support			
<i>Number of countries whose national social protection systems better contribute to people's food security, healthy diets and ability to meet essential needs and/or manage risks<sup>7</sup> (complementary with UNICEF) (HLT indicator)</i>			TBD

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<sup>7</sup> Technical support to the system architecture, programmes and knowledge including market linkages, data and analytics, cash-based transfers (CBTs), government-to-person payments systems, supply chain strengthening, strategic reserves, technology, administration; cash transfer services, including payments and assurance.

## SDG Goal 17: Partner to support the implementation of the SDGs

c-s: country-specific

### Outcome 5: Humanitarian and development actors are more efficient and effective

Impact indicators (SDGs)	Baseline	Target
<b>17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs</b>		
<i>Outcome indicators (core)</i>		
Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions (HLT lead indicator)		60
Share of countries in which governments or partners avail themselves of WFP mandated services out of all countries where the UNCT requests mandated services (HLT indicator)	100%	100%
Number of countries in which governments or partners request and benefit from WFP on-demand solutions and services (HLT indicator)		60
Percentage of users satisfied with services provided (HLT indicator)		80%
<b>Outputs and output indicators</b>		
<b>5.1. Governments, humanitarian and development actors utilize on-demand and mandated services to effectively set-up, manage and deliver</b>		
Total volume of cargo transported		
Total number of passengers transported		
Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions		
Number of engineering works prioritized by national actors completed		
Number of shared services, data and analytics platforms provided by type		
Total volume of cash transferred by WFP for government programmes under cash transfer service provision		
Satisfaction level of government and non-government partners with WFP’s cash transfer service provision		

## WFP cross-cutting priorities

c-s: country-specific

Cross-cutting priorities and indicators	Baseline	Target
<b>Protection and accountability to affected populations</b>		
<b>Protection</b>		
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes		
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance		
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes		
Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services		
<b>Accountability</b>		
Percentage of beneficiaries reporting they were provided with universally accessible information about WFP programmes		
Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)		
Percentage of country offices with a functioning community feedback mechanism		
Number of country offices with an action plan on community engagement		
<b>Gender equality and women's empowerment<sup>8</sup></b>		
Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality		
Percentage of food assistance decision making entity members who are women		
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity.		

<sup>8</sup> The indicators for gender equality and women's empowerment will be revised pending approval of the new gender policy in early 2022.

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**Environmental sustainability**

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*WFP integrating environmental and social standards/safeguards to policies, projects and programmes (QCPR) (common with UNICEF)*

Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/contingent contracts (CCs) for CSP activities screened for environmental and social risks

Publicly available annual report on WFP's efforts to reduce their climate and environmental footprint (QCPR)

Percentage of WFP countries implementing environmental management systems

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**Nutrition integration**

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Percentage of WFP beneficiaries who benefit from a nutrition-sensitive package

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## WFP management results

### Management result 1: Effectiveness in emergencies

Key performance indicators	Baseline	Target (2022)
<b>1. Emergency and surge capacity</b>		
Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)		
Number of days Emergency Operations Division staff deployed in response to emergencies		
<b>2. Ensure timely (pre-emptive) “no regrets” emergency response</b>		
Percentage of surge support requests coordinated and supported in corporate scale up		
<b>3. Enhanced emergency processes: (includes revised emergency protocols and Integrated Road Map (IRM) emergency mechanisms)</b>		
Percentage of corporate alert system countries having benefited from advance financing (Immediate Response Account (IRA), immediate response request (IRR), Immediate Response Account for Preparedness (IR-PREP))		90%
Number of corporate alert system (CAS) reports issued		

### Management result 2: People management

Key performance indicators	Baseline	Target (2022)
<b>1. Nimble and flexible people management practices delivered</b>		
Percentage of the workforce employed on short-term contracts		
<b>2. Performing and improving workforce promoted and safeguarded</b>		
Percentage of employees completing both protection from sexual exploitation and abuse (PSEA) and harassment, sexual harassment and abuse of power (SHAP) mandatory training		100%
Performance and competency enhancement (PACE) compliance rate		100%

Key performance indicators	Baseline	Target (2022)
<b>3. The diversity of the workforce increased</b>		
Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) indicators met or exceeded (QCPR) (common with UNICEF)		88%
Percentage of women among international professional and national staff (QCPR) (common with UNICEF, UNFPA)		
WFP meeting or exceeding UNDIS entity accountability framework standards concerning: i) strategic planning, ii) accessibility, iii) employment (QCPR)		
<b>4. Caring and supportive work environment is provided</b>		
Percentage of compliance with the WFP security management policy and framework of accountability		95%

### Management result 3: Engage in effective partnerships

Key performance indicators	Baseline	Target (2022)
<b>1. Enhanced collective action is aimed at the achievement of the SDGs</b>		
Percentage of country strategic plan (CSP) development outlines that are aligned with UNSDCF		
Number of WFP programmes undertaken in collaboration with a United Nations partner agency, fund or programme		
Number and dollar value of national government/international financial institution (IFI)/WFP agreements signed		
Number of beneficiaries reached through private sector partnerships		
<b>2. Country-level partnerships are aimed at reaching the most vulnerable</b>		
Percentage of outputs achieved within partnerships		
Percentage of WFP funding to implementing partners, awarded as directly as possible to local and national responders (Grand Bargain)		
Number of WFP country offices adopting the United Nations Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners (Grand Bargain)		

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### 3. South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17

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Number of partners mobilized in the provider country, to support WFP-facilitated South-South and triangular cooperation, disaggregated by type

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### Management result 4: Effective funding for Zero Hunger

#### Key performance indicators

Baseline

Target (2022)

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#### 1. Maintain positioning of WFP and a strong funding base for the organization

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Percentage of contributions received vs WFP programme of work

Percentage growth of WFP programme of work vs percentage growth funding level

Score in the International Aid Transparency Initiative aid transparency index (QCPR) (common with UNICEF)

Total (*USD*) funds received during the year

Percentage of funds from top five donors

Percentage of total funds received from:

- Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) governments
- Non-OECD-DAC governments
- International financial institution sources
- *Private Sector (common with UNICEF)*
- United Nations partnerships and joint programmes (funding compact)
- Innovative financing arrangements
- Others

Percentage of CSP expenditures versus implementation plan

90%

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<b>2. Effective and efficient planning and allocation of resources to organizational priorities of strategic importance</b>	<b>Baseline</b>	<b>Target (2022)</b>
Dollar value and percentage of flexible funding sourced (Grand Bargain)		
<ul style="list-style-type: none"> <li>Percentage fully flexible and softly earmarked</li> </ul>		
Dollar value and percentage of funds made available on a multi-year basis (Grand Bargain)		
Dollar value and percentage of funds received during quarter 1		
Dollar value and percentage of funds made available for advance financing mechanisms		
Dollar value and percentage of resources available by earmarking level: CSP, strategic outcome and activity level		
<b>3. Effective leveraging of WFP's programmatic offerings for development-related activities</b>	<b>Baseline</b>	<b>Target (2022)</b>
<i>Percentage of resources for development-related activities channelled through inter-agency pooled funds (funding compact) (common with UNICEF)</i>		
Share of voluntary funding for development-related activities (funding compact)		

## Management result 5: Evidence and learning

<b>Key performance indicators</b>	<b>Baseline</b>	<b>Target (2022)</b>
<b>1. Overall progress in CSP results achievement</b>		
Percentage of outcome indicators achieved or on track		85%
Percentage of output indicators achieved or on track		80%
% of country offices reporting at least 80% of people-related indicators, disaggregated by sex		

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## 2. Utilization of audit and evaluation recommendations

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Number of outstanding audit recommendations	≤
Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	100%
Percentage of WFP draft policies and draft country strategic plans which refer explicitly to evaluation evidence	
Number of joint and system-wide evaluations in which WFP engaged in reporting year (QCPR) (common with UNICEF)	

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## 3. More systematic knowledge-sharing in support of evidence-based decision making

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Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices	
Increase in knowledge-sharing to support decision making	
Management access to evaluations as per the coverage norms established in the draft evaluation policy, <sup>9</sup> by evaluation type	
Evaluation products accessed	

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## Management result 6: Leverage technology

### Key performance indicators

Baseline Target (2022)

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#### 1. More and better data for strategic and operational decision making

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Percentage of compliance with IT security standards	100%
Number of data standards being implemented from the United Nations Financial Data Cube (QCPR) (common with UNICEF)	
Number of countries where WFP uses/contributes to UNInfo (QCPR)	

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<sup>9</sup> To be presented for approval at the 2022 first regular session of the Executive Board.

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## 2. Improved technology solutions in support of beneficiary management

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Percentage of WFP cash transfers supported digitally	80%
Percentage of cash-based transfers (CBTs) by volume supported by trusted digital systems	
Number of women receiving WFP transfers on a digital account in their name	

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## Management result 7: Leverage innovation

### Key performance indicators

Baseline      Target (2022)

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### 1. Expanded profile as a trusted provider of operational technology solutions, innovation and advice

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Number of external innovation programmes run (including repeat requests)  
 Value of acceleration programmes signed with external customers

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### 2. WFP's programmes are enhanced through innovation

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Number of innovation projects funded (in early stage and scaling phase)  
 Number of beneficiaries reached via innovations

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### 3. WFP's operations and management are enhanced through innovation

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Number of new efficiency projects launched (last year)  
 WFP efficiency gains (measured on a yearly basis)

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## ANNEX I

## Methodological note

## Introduction

1. The purpose of this note is to provide a summary overview of how the CRF will be used to measure corporate and country-level performance and thereby demonstrate whether WFP is on track to achieve the objectives set out in the strategic plan. Specifically, the note explains key elements of the performance assessment architecture envisioned for the CRF and how they fit together, in particular indicator categories; QCPR, common and complementary indicators; target setting; and WFP corporate performance reporting.
2. As outlined in the strategic plan, the majority of WFP operations contribute to achieving SDG 2 and SDG 17. At the impact level, global SDG 2 and 17 indicators will be used to closely monitor how hunger trends are changing globally, based on the SDG official database.
3. The table below shows a high-level view of the corporate results chain against three key sets of indicators that will be used to contextualize and measure performance. The three sets of indicators, core, mandatory and country specific, are defined below.

WFP RESULT CHAIN		TYPE OF CRF INDICATOR	CORE	MANDATORY	COUNTRY-SPECIFIC
Sphere of Influence	IMPACT	<b>Impact Indicators</b>			
		SDG 2 & SDG 17 target indicators <i>Data from SDG+ data base</i>	<input checked="" type="checkbox"/>		
Sphere of control & accountability	CROSS-CUTTING	<b>Outcome Indicators</b>			
		WFP specific indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		High-level target indicators	<input checked="" type="checkbox"/>		
		Common and complementary indicators <i>Data aggregated at country level from national and UN data sets</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	OUTPUTS	<b>Output Indicators</b>			
		WFP specific indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ACTIVITIES	High-level target indicators	<input checked="" type="checkbox"/>			
	Common and complementary indicators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
		QCPR indicators <i>Data aggregated from WFP country-level results</i>	<input checked="" type="checkbox"/>		
					<b>NOT IN THE CRF</b>

4. In line with United Nations sustainable development group guidance and international standards in results-based management, programme results have three layers: **impact**, **outcome** and **output**. Also, in line with these standards, the **cross-cutting priorities** section of the CRF contains indicators derived from the four corporate policies and strategies in the areas of protection and accountability to affected populations, gender equality and women's empowerment, environmental sustainability and nutrition integration.
5. Indicators related to cross-cutting priorities are considered core indicators that WFP will apply in two main ways at the CSP level: as environmental and social safeguards (to ensure that its programmes do no harm) and as specific and targeted actions that enhance the quality and sustainability of those programmes. In addition, these policies are mainstreamed throughout the programme and management results to the extent possible, supporting high-quality results and allowing, where possible, for adequate disaggregation of results by sex, age and disability status.

## Indicator categories – core, mandatory and country specific

6. At the outcome and output level, WFP differentiates between mandatory indicators and core indicators.

7. **Mandatory indicators** are driven by programme area and must be included in each CSP logical framework during project design and monitored **if** the CSP includes outputs, programme areas and activities to which the indicators relate. These indicators will not be included in corporate level performance reports but will be systematically reported on in annual country reports.
8. **Core indicators** are a **subset of mandatory outcome indicators** that country offices must include in the logical frameworks of their CSPs. These core indicators will be used to report WFP's results, by strategic outcome, to external audiences at the corporate level and to report on programme performance in the annual performance report within a broader set of outcome indicators. High-level lead indicators and supporting indicators are considered core indicators for reporting purposes.
9. Core indicators are considered the most meaningful indicators for strategic outcome and outputs and will provide a global overview of WFP interventions during the reporting year, enable comparison with previous years and analysis of trends, and facilitate the development of responses to questions from donors and management.
10. **Country-level targets** are country-specific annual targets set at the CSP design stage. The compendium of indicators provides guidance on target-setting for each outcome indicator. If the context in which activities are being implemented does not deteriorate, target-setting must show an improvement compared to the baseline.<sup>1</sup>
11. Output-level targets at the country level reflect country-specific intended programmatic results. They are currently based on annual projected needs identified during the preparation of the WFP management plan and are prioritized according to the forecasted funding during the preparation of the country office management plan.

#### **QCPR, common and complementary indicators**

12. QCPR, common and complementary indicators are mandatory and core and are defined as follows:
  - **QCPR indicators** are indicators from the QCPR monitoring and reporting framework reflected in the indicator matrix. Indicators from the QCPR monitoring framework, including those adapted to entity-specific monitoring and reporting, are shown in parenthesis.
  - **Common indicators** are those that appear the same in at least two entities' results or reporting frameworks and are drawn, where possible, directly from other globally agreed frameworks – including the QCPR monitoring and reporting framework for 2021–2024. In the results framework, Roman (or “normal”) font is used for common indicators. Common indicators help to clarify how WFP is achieving results in a coherent manner with other United Nations entities, including in response to the QCPR.
  - **Complementary indicators** are identified as those in the results framework that are not repeated verbatim in the results or reporting frameworks of a United Nations entity but are related or provide different but complementary ways of assessing or insights into a single issue, high-level result and/or area of complementary work, such as a Sustainable Development Goal target. To be categorized as a

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<sup>1</sup> The only exception will be those indicators for which the target must be set below or above a globally accepted threshold. For example, this is the case with moderate acute malnutrition treatment performance indicators, for which thresholds are set according to the SPHERE standards (see <https://spherestandards.org/>) and are endorsed by the World Health Organization and the United Nations Children's Fund.

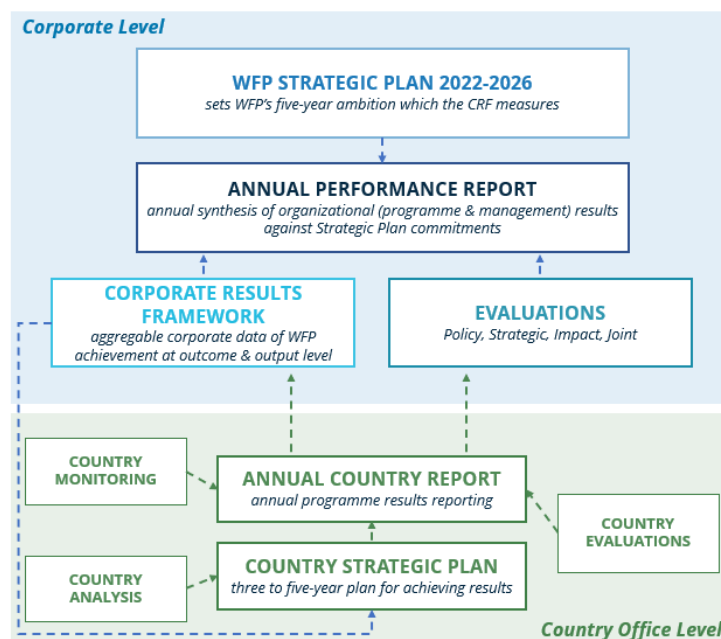
complementary indicator, a related indicator must have been identified as being tracked by at least one other United Nations entity as part of its corporate reporting. In the results framework, the *italic* font is used to signify complementary indicators. Complementary indicators help to clarify how WFP is achieving results in a coherent manner with other United Nations entities, including in response to the QCPR.

### Target setting

13. **Corporate-level targets** – In line with good practices of other United Nations entities, WFP will include targets at the corporate level ('high-level targets' or HLTs). The HLTs carry the most succinct alignment to the strategic plan commitments by strategic outcome and represent WFP flagship aims and achievements and may be measurable annually through the annual performance report process. These are output level targets and therefore reflect WFP's sphere of control and accountability. To ensure that these targets are an adequate metric for measuring performance, they will be resource-based, where possible, and will be defined each year through the management performance plan process.
14. The cornerstone of corporate performance assessment will be output level targets that are aggregated and reporting as described below.
15. WFP is including common and complementary indicators to help clarify how the organization achieves results in alignment with other United Nations entities, including in response to the QCPR, for the first time in the new CRF. This approach will be strengthened over the course of the strategic plan and will feed into ongoing United Nations coordinated efforts. Alignment with other United Nations entities will be clearly indicated through the labelling of indicators as either common (i.e., the same as those used by other entities) or complementary.

### WFP corporate performance reporting

16. The annual performance report will include information on the status of impact, outcome, and output indicators, supplemented by the annual country reports. WFP currently has two main corporate accountability levels with regard to evidence, planning, monitoring and reporting systems:
  - i) The **corporate** level aims to provide a **representative** but not comprehensive picture of WFP's performance. It presents an aggregate corporate picture. The corporate level is accountability and transparency driven;
  - ii) The **country** office level provides a picture of country-level results that is comprehensive but not representative of results across the organization. It represents an aggregable country-level picture of performance and is driven by the need for learning, continuous improvement and country-level accountability. It is aligned with national priorities and integrated within the framework of the UNSDCF process.



17. **Corporate performance** – In line with other United Nations entities, WFP corporate performance will be assessed at the output level based on corporate output level targets, baseline, and actual values. Country-level output indicator results will be aggregated and compared against baselines and targets (set in the management plan), and the performance rating will be presented using a traffic light system in the annual performance report. Progress against impact and outcome and impact indicators will be reported in the annual performance report where possible. They will not be used for performance rating.
18. Country-level output indicator results will be aggregated, and a performance rating will be calculated to assess the achievements against the annualized output targets.
19. As outcome indicators will be used for contextualization, WFP is currently exploring potential alternatives for reporting on core outcome indicators, which will be informative for the reader. Among these are reporting the number of countries where the core indicators meet their country-specific targets and/or show improvement compared to previous year. Where data collection permits it, WFP is also considering the possibility to report on aggregated population showing improved results for the 'core' indicators that are monitored for direct beneficiaries.
20. Examples of outcome-level reporting at the corporate level include:
  - i) In emergency contexts, WFP will assess the food security situation (globally) for all targeted populations assisted under strategic outcome 1 using the food consumption score at the end of each year:
    - 'Number of countries that reduced (or increased) the prevalence of households with poor/borderline (or acceptable) food consumption compared to previous year'.
    - 'Number of countries where the prevalence of households with poor/borderline (or acceptable) food consumption is below (or above) the corporate threshold (set in the indicator compendium).
    - Number of households with poor food consumption at end-year (if statistically representative).



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- ii) In emergency contexts (strategic outcome 1) and non-emergency contexts (strategic outcomes 2 and 3), outcome results for nutrition-sensitive and prevention of stunting interventions will be presented separately using the following core indicators: minimum diet diversity for women and girls of reproductive age and percentage of children 6-23 months of age who receive a minimum acceptable diet. Under each strategic outcome we will report:
- Number of countries where the percentage of women of reproductive age (15–49) who reached minimum diet diversity has increased compared to the previous year.
  - Number of countries where the percentage of children (6–23 months) who receive a minimum acceptable diet increased compared to the previous year.
  - Number of women of reproductive age that reached the minimum diet diversity and number of children 6–23 months of age who receive a minimum acceptable diet (if statistically representative).
21. **Country-level performance** -Progress against the annual country-level targets at the output and outcome levels will be reported on by the country offices by strategic outcome to demonstrate results in different contexts and presented in the annual country reports. In addition to using the CRF indicators, country offices will have the ability to develop specific indicators to meet country needs, although these indicators will not be reported on at the corporate level.
22. Reporting on progress against cross-cutting indicators will be used both as an integral part of the annual performance report as well as of the reports that the Secretariat makes to the Executive Board on the implementation of the individual policies and their individual objectives and commitments.

## ANNEX II

## All mandatory outcome indicators for country-level and corporate reporting<sup>1</sup>

Programme area	Mandatory outcome indicators <sup>2</sup>
Food security and essential needs (Ref. to activity cat. 1.1, 1.2, 1.6 and 1.7)	<ul style="list-style-type: none"> <li>➤ Food consumption score</li> <li>➤ Consumption-based coping strategy index, reduced CSI (rCSI)</li> <li>➤ Livelihood coping strategies for food security (LCS-FS)</li> <li>➤ Economic capacity to meet essential needs</li> <li>➤ Livelihood coping strategies for essential needs (LCS-EN)</li> <li>➤ Food consumption score – nutrition</li> </ul>
Malnutrition prevention programme (Ref. to activity cat 1.3)	<ul style="list-style-type: none"> <li>➤ Proportion of eligible population reached by nutrition preventive programme (coverage)</li> <li>➤ Proportion of target population who participate in an adequate number of distributions (adherence)</li> <li>➤ Proportion of children 6–23 months of age who receive a minimum acceptable diet (MAD)</li> <li>➤ Minimum diet diversity for women and girls of reproductive age (MDD-W)</li> </ul>
Malnutrition treatment programme (Ref. to activity cat 1.4)	<ul style="list-style-type: none"> <li>➤ Percentage of moderate acute malnutrition (MAM) cases reached by treatment services (coverage)</li> <li>➤ Moderate acute malnutrition (MAM) treatment performance rate (recovery, mortality, default and non-response)</li> <li>➤ Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission of HIV (PMTCT) programmes</li> </ul>
School-based programmes (ref. to activity cat. 1.5)	<ul style="list-style-type: none"> <li>➤ Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP</li> <li>➤ Retention rate/drop-out rate (by grade)</li> <li>➤ Attendance rate (complementary with UNICEF, UNESCO, World Bank)</li> <li>➤ Enrolment rate</li> <li>➤ Graduation/completion rate (complementary with UNICEF, UNESCO and the World Bank)</li> <li>➤ Systems Approach for Better Education Results (SABER) school feeding index</li> </ul>
Community and household asset creation (ref. to activity cat. 1.6)	<ul style="list-style-type: none"> <li>➤ Percentage of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base</li> <li>➤ Percentage of FFA supported assets that demonstrate improved vegetation cover and conditions</li> <li>➤ <i>Percentage of FFA under monitoring (visible) maintained by communities</i></li> </ul>

<sup>1</sup> These indicators will be measured and reported on at country level (annual country reports) but not aggregated at corporate level and will not feature in the annual performance report.

<sup>2</sup> Indicators reflected in *italics* are considered mandatory, but not core indicators.

Programme area	Mandatory outcome indicators <sup>2</sup>
Smallholder agricultural market support programmes (ref. to activity cat.1.8)	<ul style="list-style-type: none"> <li>➤ Value and volume of smallholder sales through WFP-supported aggregation systems</li> <li>➤ Average percentage of smallholder post-harvest losses at the storage stage</li> <li>➤ Percentage of targeted smallholder farmers reporting increased production of nutritious crops</li> <li>➤ Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems</li> </ul>
Actions to protect against climate shocks (ref. to activity cat. 1.9)	<ul style="list-style-type: none"> <li>➤ Climate adaptation benefit score</li> <li>➤ Climate resilience capacity score</li> <li>➤ Climate services score</li> <li>➤ Investment capacity index</li> </ul>
Capacity strengthening (ref. to activity cat 1.1. to 1.10 under strategic outcome 4).	<ul style="list-style-type: none"> <li>➤ Transition strategy for school health and nutrition and school feeding developed with WFP support</li> <li>➤ Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support</li> <li>➤ Number of national policies, strategies, programmes and other system components contributing to zero hunger enhanced with WFP capacity strengthening support</li> <li>➤ Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy</li> <li>➤ Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support</li> <li>➤ Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support</li> <li>➤ Number of people covered (T3) by national social protection systems or programmes to which WFP provided technical support</li> </ul>
Partnerships (strategic outcome 5) (ref. to activity cat. 2.1 to 2.4)	<ul style="list-style-type: none"> <li>➤ Number of countries benefiting from WFP “mandated” and/or “on demand” services and solutions (HLT lead indicator)</li> <li>➤ Share of countries in which governments or partners avail themselves of WFP mandated services out of all countries where the UNCT requests mandated services (HLT indicator)</li> <li>➤ Number of countries in which governments or partners request and benefit from WFP on-demand solutions and services (HLT indicator)</li> <li>➤ Percentage of users satisfied with services provided (HLT indicator)</li> </ul>

## ANNEX III

WFP activity categories	Strategic outcomes
<b>WFP programmes</b>	
1.1 Emergency preparedness and early action	SO1, SO4
1.2 Unconditional resource transfer	SO1, SO2, SO4
1.3 Malnutrition prevention programme	SO1, SO2, SO3, SO4
1.4 Malnutrition treatment programme	SO1, SO2, SO4
1.5 School based programmes	SO1, SO2, SO3, SO4
1.6 Community and household asset creation	SO1, SO3, SO4
1.7 Household and individual skill & livelihood creation	SO2, SO3, SO4
1.8 Smallholder agricultural market support programmes	SO3, SO4
1.9 Actions to protect against climate shocks	SO1, SO3, SO4
1.10 Social protection sector support	SO4
<b>WFP advisory solutions &amp; service delivery</b>	
2.1 Logistics cluster	SO4, SO5
2.2 Emergency telecommunications cluster	SO4, SO5
2.3 United Nations Humanitarian Air Service	SO4, SO5
2.4. On-demand services	SO4, SO5

## ANNEX IV

WFP output categories<sup>1</sup>

WFP output categories	Output indicators
A. Resources transferred	A.1 Number of women, men, boys and girls receiving food/cash or restricted cash transfers/commodity vouchers and capacity strengthening transfers (including people with disabilities) A.2 Quantity of food provided A.3 Quantity of cash and/or restricted cash transferred A.4 Quantity of commodity vouchers transferred A.5 Quantity of non-food items distributed A.6 Number of institutional sites assisted A.8 Number of rations provided A.10 Total value ( <i>USD</i> ) of individual capacity strengthening transfers
B. Nutritious food provided	B.1 Quantity of fortified food provided B.2 Quantity of specialized nutritious foods provided B.3 Percentage of staple commodities distributed that is fortified
C. Capacity development and technical support provided	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger and other SDGs C.5 Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other SDGs C.6 Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening C.7 Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels C.8 USD value of assets and infrastructure handed over to national stakeholders as part of WFP capacity strengthening support (new) C.9 Social protection system building blocks supported C.10 Number of national southern solutions contributing to zero hunger captured and packaged for SSTC
D. Assets created	D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure D.2 Number of people provided with energy assets, services and technologies
E. Social and behaviour change communication (SBCC) provided	E.4 Number of people reached through interpersonal SBCC approaches E.5 Number of people reached through SBCC approaches using media

<sup>1</sup> Output categories are groupings of output indicators as defined in CRF 2017–2021. Output category codes will be updated.

WFP output categories	Output indicators
F. Purchases from smallholders	F.1 Number of smallholder farmers supported or trained F.2 Number of producers/smallholder farmers supplying schools F.3 Number of smallholder farmer aggregation systems supported F.4 Number of other value chain actors supported F.5 Number of agricultural and post-harvest inputs, equipment and infrastructures provided F.6 Number of meetings, workshops, fairs, events organized to facilitate market linkages F.7 Number of contracts/commercial agreements facilitated
G. Linkages to financial resources and insurance services	G.1 Number of people covered by an insurance product through risk transfer mechanisms supported by WFP G.2 Total USD value of premiums paid under risk transfer mechanisms supported by WFP G.3 Total sum insured through risk management interventions G.4 Number of participants of financial inclusion initiatives promoted by WFP G.5 Amount of loans accessed by participants of financial inclusion initiatives promoted by WFP G.6 Amount of savings made by participants of financial inclusion initiatives promoted by WFP G.7 Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action G.8 Number of people provided with direct access to information on climate and weather risks G.9. Number of people covered and assisted through forecast-based anticipatory actions G.10 Number of people benefiting from assets and climate adaptation practices facilitated by WFP's risk management activities G.11 Number of people benefiting from insurance pay outs of risk transfer mechanisms supported by WFP G.12 Total USD value disbursed as pay outs of risk transfer mechanisms supported by WFP
H. Shared services and platforms provided	H.1 Number of shared services, data and analytics platforms provided by type H.2 Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions H.3 Number of engineering works prioritized by national actors completed H.4 Total volume of cargo transported H.7 Total number of passengers transported H.11 Total volume of cash transferred by WFP for government programmes under cash transfer service provision

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<b>WFP output categories</b>	<b>Output indicators</b>
N. School feeding provided	N.1 Feeding days as percentage of total school days N.2 Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator) N.3 Number of children receiving deworming with WFP support. N.4 Number of children receiving micronutrient powder or supplements N.5 Number of schools with infrastructure rehabilitated or constructed N.6 Number of schools supported through home-grown school feeding model

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## Acronyms

AIMS	Asset Impact Monitoring System
CAS	corporate alert system
CBT	cash-based transfer
CC	contingent contract
CRF	corporate results framework
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FLA	field-level agreement
GBV	gender-based violence
HGSF	home-grown school feeding
HLT	High-level target
IASC	Inter-Agency Standing Committee
IFI	international financial institution
IRA	Immediate Response Account
IRM	Integrated Road Map
IR-PREP	Immediate Response Account for Preparedness
IRR	immediate response request
KPI	key performance indicator
MAM	moderate acute malnutrition
MOU	memorandum of understanding
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
PACE	Performance and competency enhancement
PLWG	pregnant and lactating women and girls
PSEA	protection from sexual exploitation and abuse
QCPR	quadrennial comprehensive policy review
SABER	Systems Approach for Better Education Results
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SHAP	harassment, sexual harassment and abuse of power
SSTC	South–South and triangular cooperation
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women



UNCT	United Nations country team
UNDIS	United Nations Disability Inclusion Strategy
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
WHO	World Health Organization