



CORPORATE PLANNING AND PERFORMANCE (CPP)

WFP Corporate Results Framework (2022-2025)

Executive Board Second Informal Consultation

25 January 2022



World Food Programme

SAVING
LIVES
CHANGING
LIVES



Agenda

- Introduction
- Programme results
- Strategic Outcomes / Outputs
- Indicators
- Management results
- Moving forward
- Final Q&A

-- Several additional pauses for Q&A throughout presentation --

1. INTRODUCTION



World Food Programme

Contents of the CRF

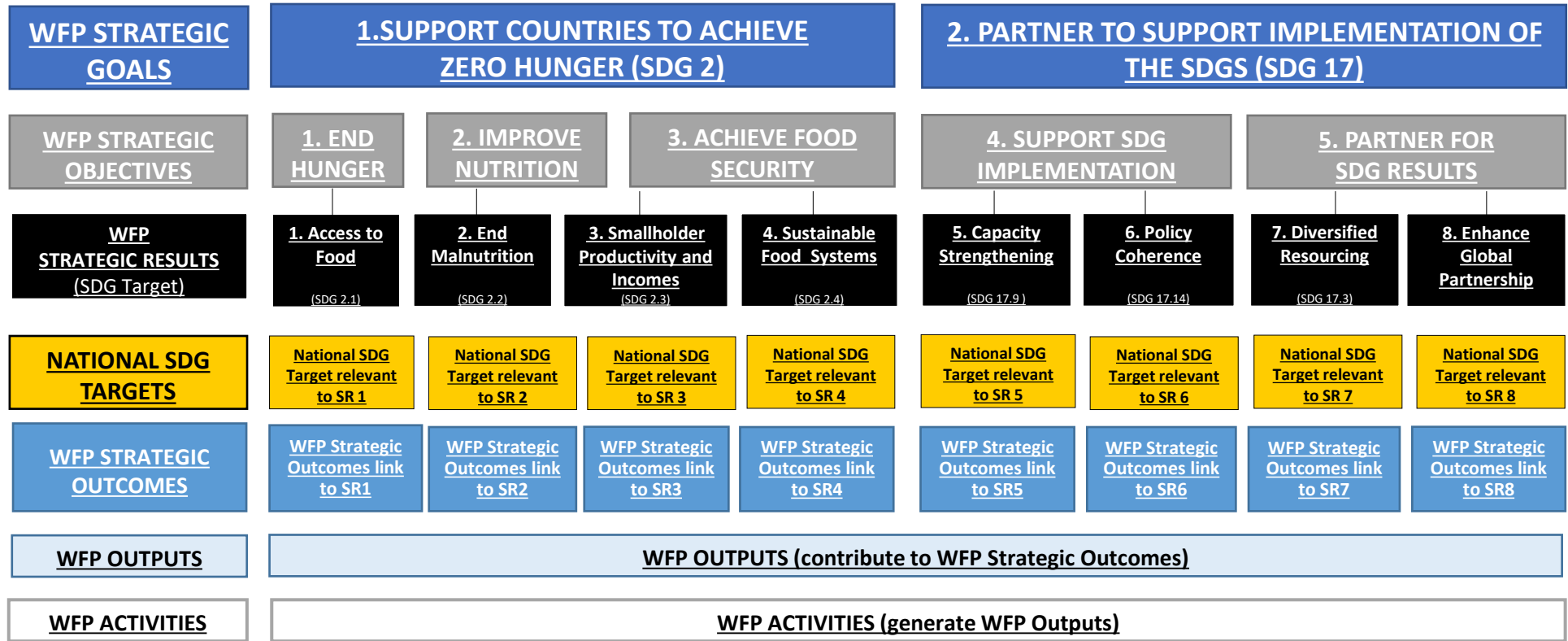
CRF 2021-2025 Sections

1. Introduction
2. Features of the CRF
3. Programme results
 - Strategic Outcomes / High-level targets
 - Outcome indicators
 - Output-level results and indicators
 - Cross-cutting priorities
4. Management results
5. WFP programme results matrix

Annexes

- Annex I - Methodological note
- Annex II – All mandatory outcome indicators for country-level and corporate reporting
- Annex III – WFP activity categories and strategic outcomes
- Annex IV – WFP output categories

Strategic Plan Results Framework 2017-2021

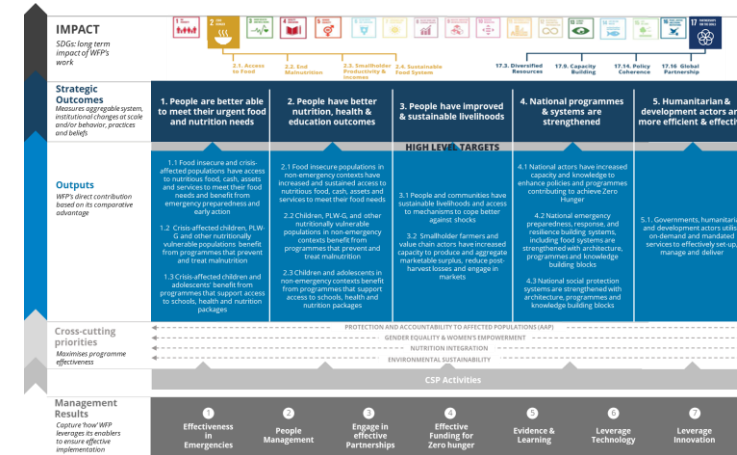


Key changes compared to the CRF 2017 - 2021

Strategic Plan Results Framework 2017-2021



New CRF Structure 2022-2025



Removed **Strategic Objectives**, replaced 19 outcome categories with **5 new strategic outcomes**. Replaced output categories with corporate outputs.

Introduction of **corporate High-Level Targets** setting level of ambition for each SO

Replacement of the current categories of management KPIs with proposed **management results** derived from the strategic plan organizational enablers.

Revised **outcome and output indicators**, some amended and some new indicators added.

Greater **UN alignment** by selecting/identifying common and complementary indicators (impact, outcome and outputs) and looking at system coherence/alignment.

CRF Structure 2022-2025

IMPACT

SDGs: long term impact of WFP's work



Strategic Outcomes

Measures aggregable system, institutional changes at scale and/or behavior, practices and beliefs

1. People are better able to meet their urgent food and nutrition needs

2. People have better nutrition, health & education outcomes

3. People have improved & sustainable livelihoods

4. National programmes & systems are strengthened

5. Humanitarian & development actors are more efficient & effective

Outputs

WFP's direct contribution based on its comparative advantage

1.1 Food insecure and crisis-affected populations have access to nutritious food, cash, assets and services to meet their food needs and benefit from emergency preparedness and early action

1.2 Crisis-affected children, PLW-G and other nutritionally vulnerable populations benefit from programmes that prevent and treat malnutrition

1.3 Crisis-affected children and adolescents benefit from programmes that support access to schools, health and nutrition packages

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

2.2 Children, PLW-G, and other nutritionally vulnerable populations in non-emergency contexts benefit from programmes that prevent and treat malnutrition

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

HIGH LEVEL TARGETS

3.1 People and communities have sustainable livelihoods and access to mechanisms to cope better against shocks

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

4.1 National actors have increased capacity and knowledge to enhance policies and programmes contributing to achieve Zero Hunger

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

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

5.1 Governments, humanitarian and development actors utilise on-demand and mandated services to effectively set-up, manage and deliver

Cross-cutting priorities

Maximises programme effectiveness



CSP Activities

Management Results

Capture 'how' WFP leverages its enablers to ensure effective implementation

1
Effectiveness in Emergencies

2
People Management

3
Engage in effective Partnerships

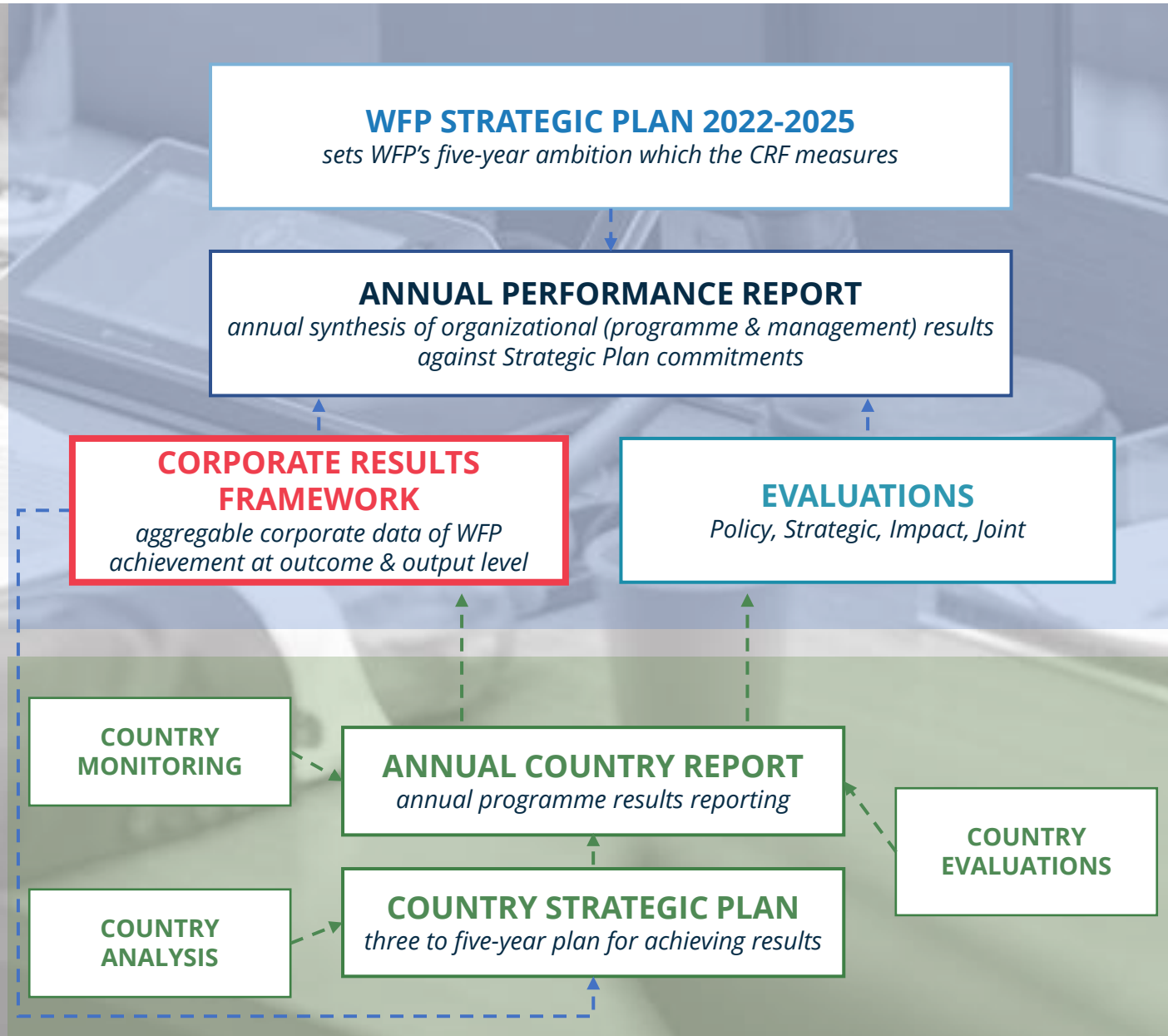
4
Effective Funding for Zero hunger

5
Evidence & Learning

6
Leverage Technology

7
Leverage Innovation

WFP corporate and country-level performance reporting



Corporate Level

Representative (NOT comprehensive)
accountability & transparency driven
aggregable corporate picture

Country Office Level

Comprehensive (NOT Representative)
learning & accountability driven

2. PROGRAMME RESULTS

- *Strategic Outcomes & Outputs*
Indicators

Strategic Outcomes

	SDG 2			SDG 17	
Strategic Outcomes	People are better able to meet their urgent food and nutrition needs	People have better nutrition, health and education outcomes	People have improved and sustainable livelihoods	National Programmes & Systems are Strengthened	Humanitarian and Development actors are more efficient and effective
HIGH LEVEL TARGETS					
Outputs	3 Outputs	3 Outputs	2 Outputs	3 Outputs	1 Output

Key updates since First Informal Consultation on the CRF

- **5 High-level target lead indicators** each with 3-5 supporting indicators attached at outcome or output level results
- **12 corporate Outputs** (previously 37) represent results for which WFP is fully accountable for achieving
- **Output indicators reduced from over 300 to 93 reducing repetition and increasing specificity**
- **All institutional capacity strengthening outcome indicators are placed under SO4**

High-level targets

LEAD INDICATORS

Number of countries with populations experiencing famine conditions	Number of children with access to improved health, nutrition, and education services with WFP assistance	Number of people having more resilient livelihoods, in the face of risks and shocks, through WFP	Number of countries that have strengthened programmes and systems with WFP support	Number countries benefiting from WFP “mandated” and/or “on-demand” services and solutions
<i>5 sub-indicators</i>	<i>3 sub-indicators</i>	<i>3 sub-indicators</i>	<i>4 sub-indicators</i>	<i>3 sub-indicators</i>

Objective & Scope

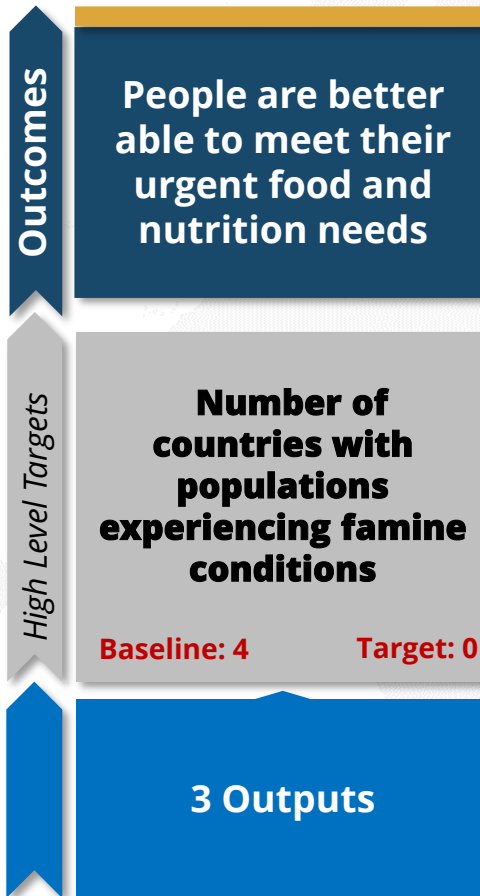
- Calibrate the global **4-year ambition** for WFP | *Targets for 2025*
- *Indicators & targets for WFP’s five strategic outcomes*
- Provide basis for approach to corporate performance in areas of WFP’s span of control
- Offer indication of balance and prioritization across WFP’s strategic outcomes

STRATEGIC OUTCOME 1

WFP will work to deliver its key humanitarian outputs in terms of ensuring food insecure and crisis affected populations have access to nutritious food, cash, assets and services to meet their food needs and benefit from emergency preparedness and early action



SDG 2



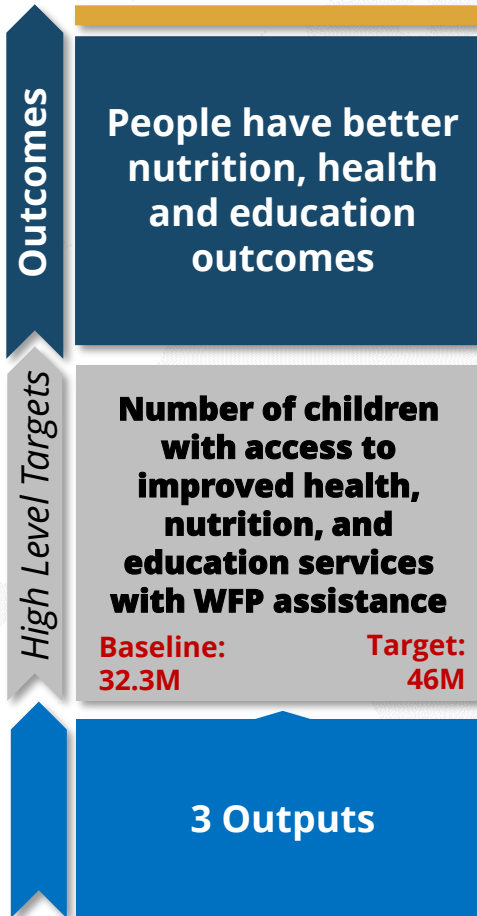
- 1.1 Food insecure and **crisis-affected populations** have access to nutritious food, cash, assets and services to meet their food needs and benefit from emergency preparedness and early action
- 1.2 **Crisis-affected** children, PLW-G and other nutritionally vulnerable populations benefit from programmes that prevent and treat malnutrition
- 1.3 **Crisis-affected** children and adolescents' benefit from programmes that support access to schools, health and nutrition packages

STRATEGIC OUTCOME 2

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



SDG 2



- 2.1 Food insecure populations in **non-emergency contexts** have increased and sustained access to nutritious food, cash, assets and services to meet their food needs
- 2.2 Children, PLW-G, and other nutritionally vulnerable populations in **non-emergency contexts** benefit from programmes that prevent and treat malnutrition
- 2.3 Children and adolescents in **non-emergency contexts** benefit from programmes that support access to schools, health and nutrition packages

STRATEGIC OUTCOME 3

WFP will focus on ensuring sustainable livelihoods and access to mechanisms to cope better against shocks, increasing capacity of smallholder farmers and value chain actors to produce and aggregate marketable surplus, reduce post-harvest losses and engage in markets



SDG 2



3.1 People and communities have **sustainable livelihoods** and **access to mechanisms to cope better against shocks**

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**

STRATEGIC OUTCOME 4

WFP will partner with governments, the private sector, UN partners and NGOs to support national capacities, systems and programmes sustainably and equitably and build early warning systems and crisis response infrastructure



STRATEGIC OUTCOME 5

WFP will increase the efficiency & effectiveness of humanitarian & development actors through provision of existing services, delivery of new services and "Successful influencing"



SDG 17



5.1. Governments, humanitarian and development actors utilise on-demand and mandated services to effectively set-up, manage and deliver

2. PROGRAMME RESULTS

Strategic Outcomes & Outputs

- *Indicators*

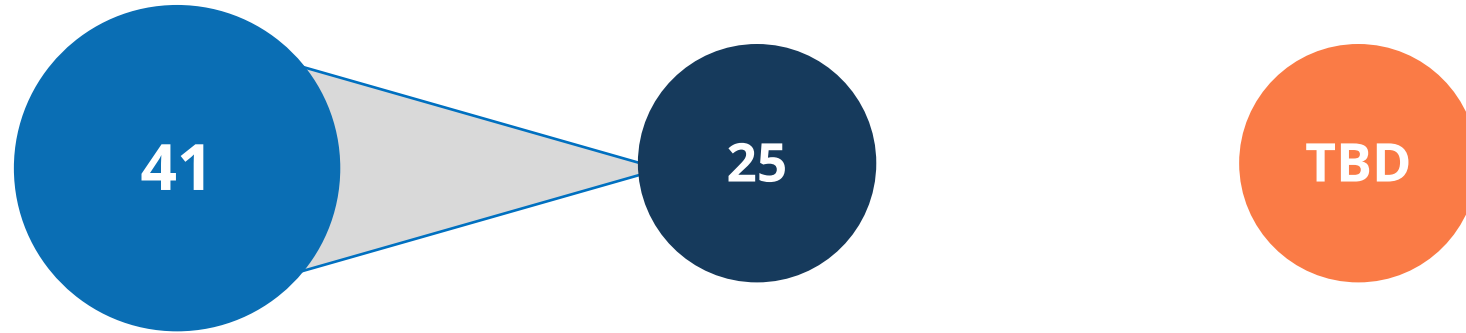
Overview of CRF Indicators

WFP RESULTS CHAIN		TYPE OF CRF INDICATOR	CORE	MANDATORY	COUNTRY-SPECIFIC
Sphere of influence	IMPACT	Impact Indicators			
		SDG 2 & SDG 17 target indicators <i>Data from SDG+ data base</i>	☑		
Sphere of control & accountability	OUTCOMES	Outcome Indicators			
		WFP specific indicators	☑	☑	☑
		High-level target indicators	☑		
		Common and complementary indicators <i>Data aggregated at country level from national and UN data sets</i>	☑	☑	
CROSS-CUTTING	OUTPUTS	Output Indicators			
		WFP specific indicators	☑	☑	☑
		High-level target indicators	☑		
		Common and complementary indicators	☑	☑	
Sphere of control & accountability	ACTIVITIES	QCPR indicators	☑		
		<i>Data aggregated from WFP country-level results</i>			

NOT IN THE CRF

Mandatory indicators

Indicator Type



Mandatory

Core

Country-specific

For country offices to measure when implementing associated activities. They will be reported in ACRs.

25 of the 41 mandatory indicators will also be aggregated and reported in the APR.

*Country specific indicators ensure appropriate monitoring of CSPs for all areas of CO Theory of Change not covered by corporate indicators; these indicators will **not be included in the CRF***

Systematic alignment with UN agencies: phased approach to integration

← Approach →

Integrating QCPR monitoring indicators	13 indicators	Measure progress on key asks on UN Reform (QCPR resolution). Indicators Streamlined in the CRF matrix. To be expanded (methodology and approach under review)
SDG Impact	8 indicators	SDG targets at the impact level as the collective contribution and increased coherence and integration between the outcomes.
Funding Compact	3 indicators	Better reflect WFP's commitments on key Funding Compact indicators, next to existing indicators on efficiency, value for money and reporting on results
Additional common and complementary indicators with other UN agencies	15 indicators	Clarifying how WFP is achieving results in a coherent manner with other United Nations entities. <i>Consultations with other partner UN entities to continue</i>

15 new mandatory outcome indicators already piloted

1. Livelihood coping strategies for essential needs (LCS-EN)
2. Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP
3. Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions
4. Percentage of FFA under monitoring (visible) maintained by communities
5. Climate adaptation benefit score
6. Climate resilience capacity score
7. Climate services score
8. Investment capacity index
9. Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support
10. 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
11. Transition strategy for school health and nutrition/including school feeding developed with WFP support
12. Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support
13. Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions
14. Share of countries in which governments or partners avail themselves of WFP mandated services out of all countries where the UNCT requests mandated services
15. Number of countries in which governments or partners request and benefit from WFP on-demand solutions and services

Selected examples of new indicators to be piloted

Strategic Outcome	Programme area	Indicator	Location	Timeline
SO2	Nutrition	<ul style="list-style-type: none"> Indicator related to dietary diversity for School Age Children Indicator related to Knowledge, Attitude, Practice (KAP) Healthy diet Number of legislative instruments, standards or facilities for fortified staple foods developed and/or capacitated as result of WFP capacity strengthening support 	TBC	TBC
	School Based Programmes	<ul style="list-style-type: none"> Number of complementary school health and nutrition interventions delivered alongside school feeding in the national programme Diet diversity score (for enrolled girls and boys) (to be piloted) 	TBC	2022
SO3	Smallholder agricultural support	<ul style="list-style-type: none"> Average price received by aggregators for commodities sold through a marketing channel promoted by WFP, as a percentage of the average local market price registered in that locality at the same time of sale 	Uganda, Mozambique, Sudan, Honduras (TBC)	TBC
	Resilience and Asset Creation and Livelihoods	<ul style="list-style-type: none"> Number of people reached (by WFP, or by Governments or partners with WFP support) through integrated resilience building programmes Resilience Capacity Score (RCS) <ul style="list-style-type: none"> a) Percentage of households with high RCS b) Percentage of households with medium RCS c) Percentage of households with low RCS 	Zimbabwe, Sri Lanka, Lebanon (TBC), South Sudan (TBC), Zambia (TBC), CXB (TBC), Niger and other RBD COs (TBC)	Q1 2022
SO4	South-South triangular cooperation	<ul style="list-style-type: none"> Proportion of people participating in advocacy-activities, training, coaching, or mentoring reporting increased awareness/knowledge in southern solutions contributing to Zero Hunger through WFP-facilitated South-South cooperation 	Ecuador, Congo (Rep.) and Sri Lanka (TBC)	2022
	Country Capacity Strengthening	<ul style="list-style-type: none"> Number of coordination meetings led by national convening entity Amount of annual budget allocated to nationally owned FSN programmes 	TBC	TBC
SO5	Service Provision	<ul style="list-style-type: none"> Number of partners using Admin Platform to deliver services to beneficiaries Number of external users reporting efficiency & effectiveness through using admin platform 	TBC	TBC

Resilience



Resilience

- WFP has developed a five-step approach in the **Resilience Toolkit**, which also includes **several new corporate indicators in 2022**

Indicators to be piloted

- Resilience Capacity Score (RCS)
- Percentage of people engaged in Income generating activities (IGA) as a result of skills development trainings (FFT)
- Percentage of the population in targeted communities reporting the application of new acquired knowledge/skills promoted by the programme to strengthen or diversify livelihoods
- Number of countries implementing integrated resilience building programmes
- Number of people reached (by WFP, or by Governments or partners with WFP support) through integrated resilience building programmes

Outcome 3 – People have improved and sustainable livelihoods

Most relevant indicators

- Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base
 - Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions
 - Percentage of FFA under monitoring (visible) maintained by communities
 - Climate adaptation benefit score
 - Climate resilience capacity score
 - Climate services score
 - Investment capacity index
- * Additional indicators pertaining to livelihood coping strategies and essential needs are also applicable*

Output 3.1

People and communities have **sustainable livelihoods and access to mechanisms to cope better against shocks**

Output 3.2

Most relevant indicators

- Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure'
- Number of people provided with direct access to energy products or services
- Number of FFA assets under monitoring visible (maintained by communities) through AIMS**
- Number of participants who completed vocational/livelihood skills training activities
- 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

Activity Category: 1.6 Community and household asset creation

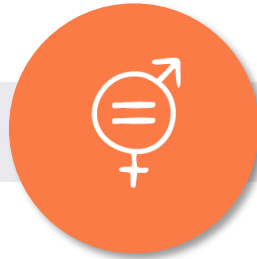
Cross-cutting priorities

Protection and Accountability to Affected Populations



Enhanced focus on community feedback and engagement

Gender Equality & Women's Empowerment



Cross cutting indicators on gender remaining stable until approval of the new Gender Policy (foreseen for February 2022)

Nutrition Integration



Enhanced focus on nutrition-sensitive programming

Environmental Sustainability



Focus is on the roll-out of WFP's new Environmental and Social Sustainability Framework to ensure that WFP programmes '*do no harm*' to the environment or to people and that environmental and social sustainability is supported.

3. MANAGEMENT RESULTS



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Management Results

Management Results (# of indicators)

1. Effectiveness in Emergencies (5)
2. People management (7)
3. Engage in effective Partnerships (8)
4. Effective funding for Zero Hunger (14)
5. Evidence and Learning (11)
6. Leverage Technology (6)
7. Leverage Innovation (6)

Measurement & reporting

- 57 total indicators (16 KPIs from CRF 2017-2021)
- Targets stated in methodologies and included in Management Plan
- Progress against annual targets reported in APR
- Measurement done at corporate level by technical units (as well as at RB/CO level, where applicable)

Management results

Key changes from first informal consultation on CRF

- Aligns with the IASC humanitarian system-wide scale-up activation
- Expanded profile as a trusted provider of operational **technology solutions**, innovation and advice
- WFP's programmes, operations and management are enhanced through **innovation**
- Strengthened management result on **Evidence and Learning**
 - New indicators on knowledge management and learning have been included in this revised CRF
- Benchmarked with other UN agencies on approach and indicators

CRF Part 2 - Management Results



Outputs

- Emergency and surge capacity
- Ensure timely (pre-emptive) no regrets emergency response
- Enhanced emergency processes*

Continuity from CRF 2017-2021

- Percentage of corporate alert system countries having benefited from advance financing

**Includes alignment with new emergency protocol*

CRF Part 2 - Management Results



People Management



Outputs

- Nimble and flexible people management practices delivered
- Performing and improving workforce promoted and safeguarded
- Diversity of workforce increased
- Caring and supportive work environment is provided

Continuity from CRF 2017-2021

- Percentage of employees completing both PSEA and SHAP mandatory training
- PACE compliance rate
- Percentage of UNSWAP indicators met or exceeded
- Percentage of women among international professional and national staff
- Percentage of compliance with the WFP security management policy and framework of accountability

CRF Part 2 - Management Results



Engage in Effective Partnerships



Outputs

- Enhanced collective action is aimed at the achievement of the SDGs
- Country-level partnerships are aimed at reaching the most vulnerable
- SSTC partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17

Continuity from CRF 2017-2021

- Percentage of outputs achieved within partnerships

CRF Part 2 - Management Results



Effective Funding for Zero Hunger



Outputs

- Maintain positioning of WFP and a strong funding base for the organization
- Effective and efficient planning and allocation of resources to organizational priorities of strategic importance
- Effective leveraging of WFP's programmatic offerings for development related activities

Continuity from CRF 2017-2021

- Percentage of contributions received vs WFP programme of work
- Percentage of CSP expenditures versus implementation plan
- Percentage of resources available by earmarking level: CSP, strategic outcome and activity level

CRF Part 2 - Management Results

🔍 Evidence & Learning



Outputs

- Overall progress in CSP results achievement
- Utilization of audit and evaluation recommendations
- More systematic knowledge-sharing in support of evidence-based decision-making

Continuity from CRF 2017-2021

- Percentage of outcome indicators achieved or on track
- Percentage of output indicators achieved or on track
- Number of outstanding audit recommendations
- Percentage of implemented evaluation recommendations (disaggregated by evaluation type)

CRF Part 2 - Management Results



Leverage Technology



Outputs

- More and better data for strategic and operational decision-making
- Improved technology solutions in support of beneficiary management

Continuity from CRF 2017-2021

- Percentage of compliance with IT security standards
- Percentage of WFP cash transfers supported digitally

CRF Part 2 - Management Results



Leverage Innovation



Outputs

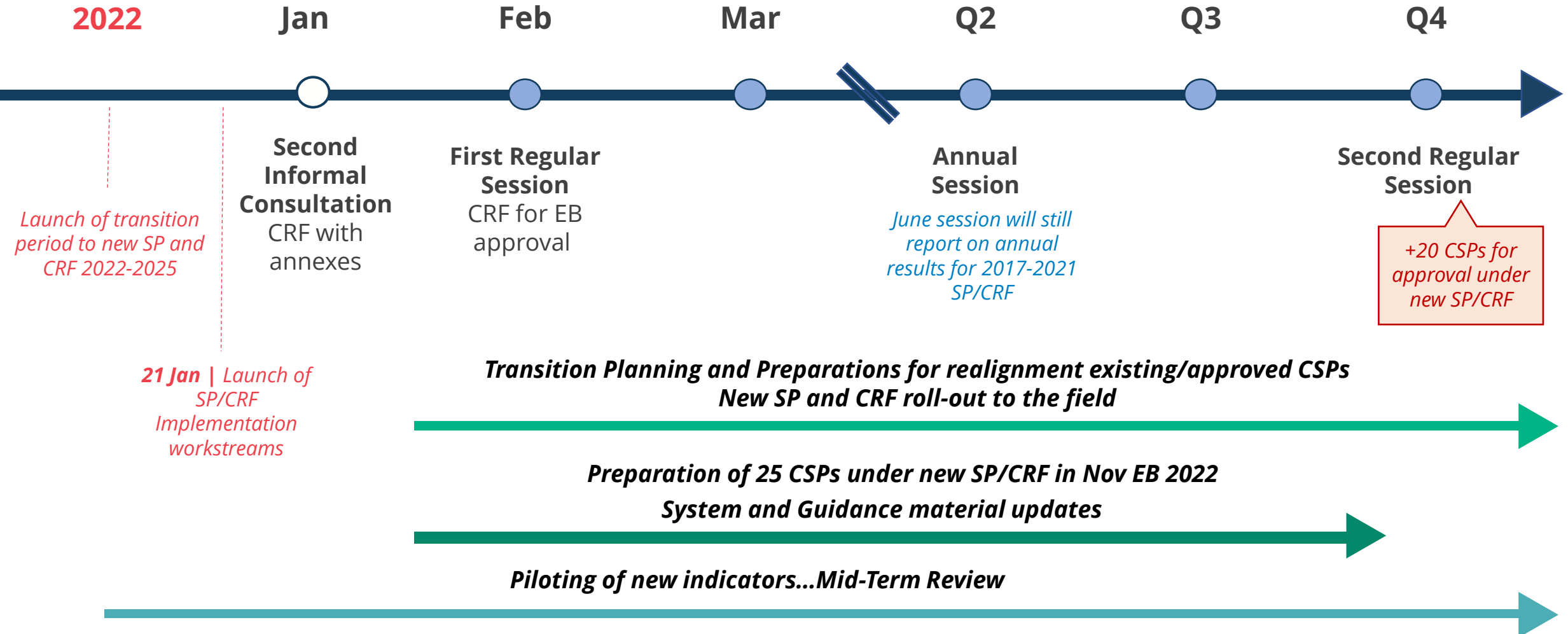
- Expanded profile as a trusted provider of operational technology solutions, innovation and advice
- WFP's programmes are enhanced through innovation
- WFP's operations and management are enhanced through innovation

6. MOVING FORWARD



World Food Programme

Moving forward



Toward CRF finalization

Ongoing conversations

1. Placement of high-level targets
2. Finalizing baseline and target approach
3. Final validation of **output reformulation** for a leaner framework with technical units
4. Strengthening approach to **cross-cutting priorities**
5. Ensuring **dual purpose of CRF** is clearly translated into CSP guidance and annual reporting
6. Final **validation of new indicator** piloting plans

A group of approximately 15 children of various ages are gathered outdoors in a rural, arid environment. They are all smiling and making heart shapes with their hands. The background shows sparse trees and a clear sky. The entire image has a blue color cast.

Q&A

THANK YOU