



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES



# Revising WFP's Corporate Results Framework

07 September 2018  
EB Informal Consultation

# STRUCTURE

## Part 1: Why are we revising the CRF?

## Part 2: What are we revising?

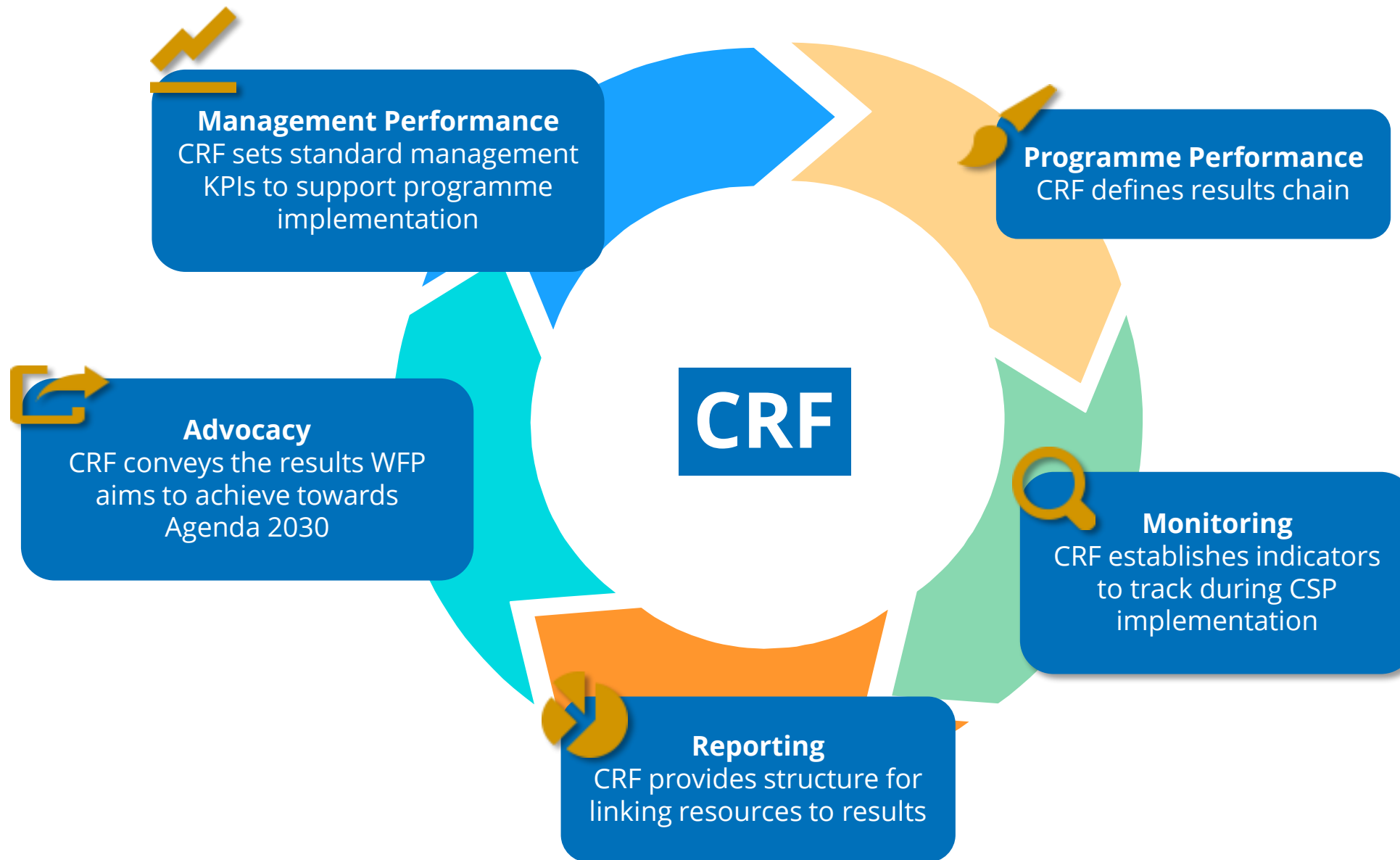
- A. Enable WFP to measure contribution to Agenda 2030
- B. Include strengthened programme performance indicators
- C. Fully integrate management performance approach
- D. Annex indicators and activity categories for flexibility

## Part 3: Implementing the revised CRF



**PART 1:  
WHY  
ARE  
WE  
REVISING  
THE CRF?**

# Scope and purpose of CRF (2017-2021)

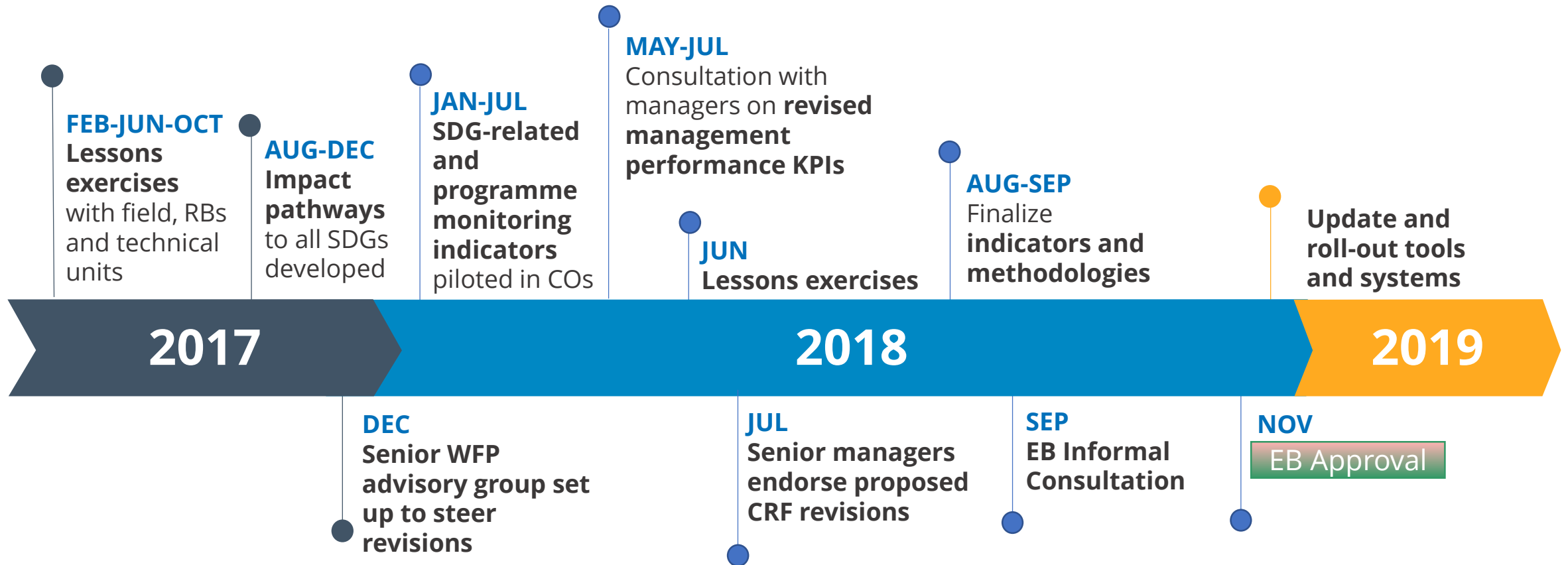


# Why are we revising the CRF?



- Improve ability to communicate WFP's contribution towards Agenda 2030 at country-level
- Strengthen some CRF indicators related to new areas of Strategic Plan
- Fully integrate management performance approach and (revised) KPIs in corporate normative framework
- Dynamic environment (SDG indicators, UN reform) requires flexibility to strengthen WFP results framework over next few years

# Revision process



**PART 2:  
WHAT  
ARE  
WE  
REVISING?**

## The revised CRF will:

- A** Enable WFP to measure contribution to Agenda 2030
- B** Include strengthened programme performance indicators
- C** Fully integrate management performance approach
- D** Annex indicators and activity categories for flexibility

### **... and what will stay the same?**

- Results chain – activities, outputs and outcomes







## Enable WFP to measure contribution to Agenda 2030 (1/3)

Include SDG-related indicators to:

- Improve WFP's ability to communicate contribution towards SDGs at country level
- Support UN system towards aggregating and reporting contributions to SDGs
- Enable COs to report on 'other' SDGs to which WFP is contributing

No additional data collection; better analysis and aggregation

# Enable WFP to measure contribution to Agenda 2030 (2/3)

EXAMPLE



<b>SDG 2 No one suffers from malnutrition (SDG target 2.2)</b>
SDG target 2.1: No one suffers from malnutrition (SDG target 2.2)
SDG indicator 2.2.1: Prevalence of stunting among children under 5 years of age

**SDG-related indicator:**

- Number of people reached (by WFP or by Government/partners with WFP support) with stunting prevention programmes



# Enable WFP to measure contribution to Agenda 2030 (3/3)

EXAMPLE



<b>SDG 4: Ensure Quality Education and Learning</b>
SDG target 4.1: Ensure that all girls and boys complete quality primary and secondary education
SDG indicator 4.1.1: Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

**SDG-related indicator:**

- **Number of children reached (by WFP or by Government/partners with WFP support) to access/remain in school**



## Strengthen selected programme performance indicators (1/5)

### Main changes:

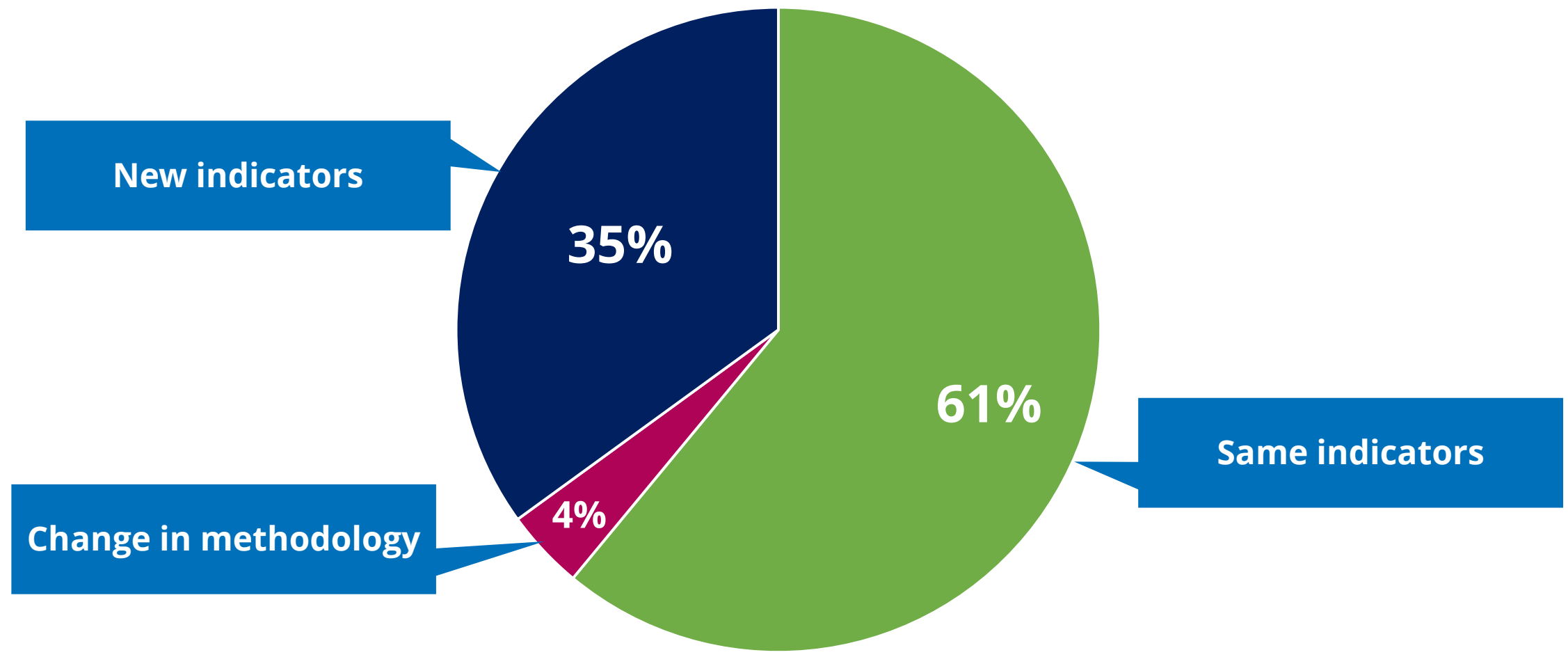
- Capacity strengthening indicators disaggregated
- Food system indicators revised
- Partnership indicators improved

### In addition:

- School meals indicators included
- Food security indicator added
- Indicator statements and methodologies improved



# Strengthen selected programme performance indicators (2/5)



Change in programme indicators



## Strengthen selected programme performance indicators (3/5)

SDG	Thematic area	Implementation plan in 2019 (USD million)	% of USD value total portfolio	Affected by changes in CRF (% indicators)
SDG 2	1 Food Security	4,391	67	12
	2 Nutrition	560	9	6
	3 Smallholder support	165	2	6
	4 Sustainable Food Systems	204	3	19
SDG 17	5 Capacity Strengthening	66	1	44
	6 Policy Coherence	4	0.5	0
	7 Diversified Resourcing	0.1	0.5	0
	8 Enhance Global Partnership	1,089	17	13
<b>Total</b>		<b>6479.1</b>	<b>100</b>	<b>100</b>



## Strengthen selected programme performance indicators (4/5)

EXAMPLE

Example of new outcome indicators:

### **Food Security:**

- Percentage of households meeting the Minimum Expenditure Basket

### **School Feeding:**

- Enrolment, Retention, Attendance, Graduation Rates
- Percentage of students who, by the end of two grades of schooling, demonstrate ability to read and understand grade level text



## Annex: Programme Performance Indicators

**EXAMPLE**

### Outcome Indicators

#### Food Security

Owner: VAM

Used most commonly in interventions where beneficiaries are receiving direct transfers to improve their food security (Unconditional Resource Transfer and Food for Asset and Livelihood interventions).

#### Mandatory

- Food Consumption Score
- Consumption-based Coping Strategy Index, reduced CSI (rCSI)
- Livelihood-based Coping Strategies (methodology updated, mandatory only for FFA interventions)

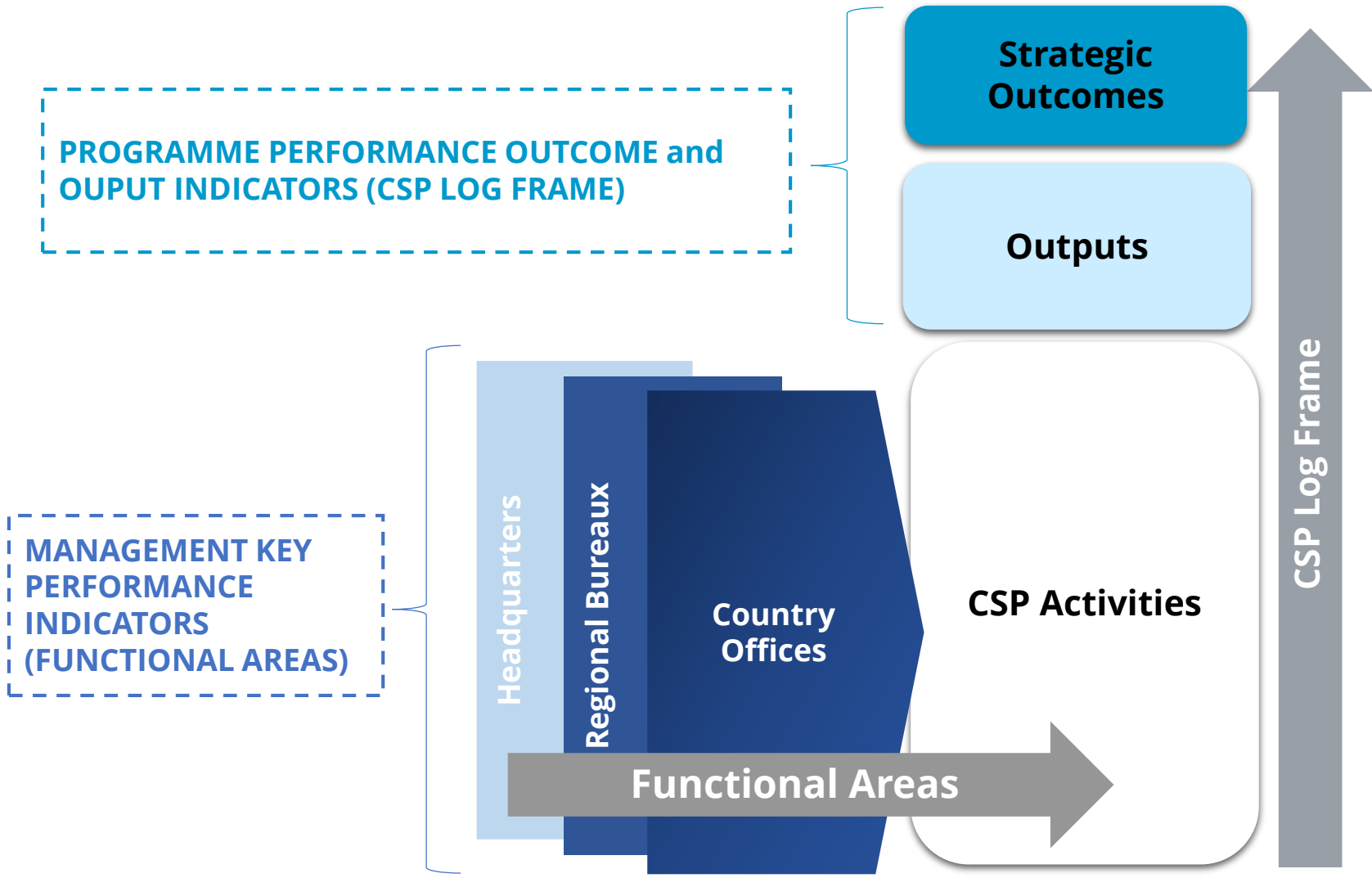
Mandatory for multipurpose cash interventions, recommended for all interventions except sudden onset emergencies

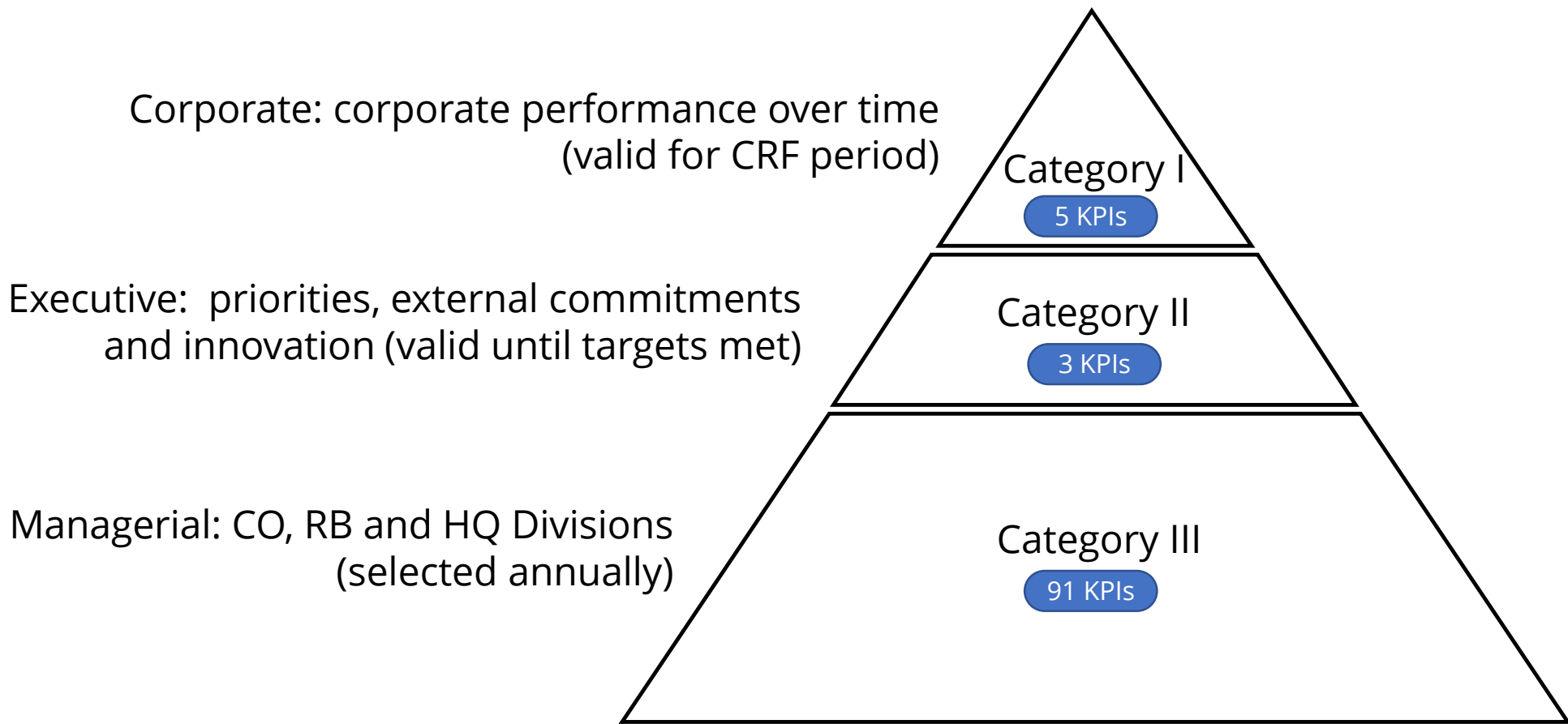
- % of households meeting the Survival Minimum Expenditure Basket ([new indicator](#))
- % of households meeting the Minimum Expenditure Basket ([new indicator](#))

#### Recommended

- Food Expenditure Share (FES)







*No additional data collection*

**KPI levels**



## Current KPI in 2018-2021 MP and 2017 APR

% of achievement of outcome indicators

% of emergencies timely responded

% of achievement of management indicators

% of QCPR indicators for which WFP reports achieved targets

RBA indicator measuring progress towards Rome-based agency collaboration.

% of ERM system components in place

## Proposed KPI in Revised CRF

- 1 Overall progress in Country Strategic Plan implementation
- 2 Effective Emergency Preparedness and Response
- 3 Overall achievement of management performance standards

*Not included in CRF. Keep in APR.  
Governed externally, subject to change.*

*Not included in CRF. Keep in APR.  
Method needs work.*

*Temporary, achieved. New metrics to be introduced with new ERM policy.*



## KPI 1: Overall progress in Country Strategic Plan implementation

Measures active output and outcome annual targets. Aggregated globally.

### Components

- % of outcomes for which there was implementation
- % of outcomes for which values were achieved or on track
- % of outputs for which there was implementation
- % of outputs for which values were achieved or on track



## KPI 2: Effective emergency preparedness and response

Measures country emergency preparedness steps; aggregated globally. Measures implementation of corporate response to acute emergencies.

### Components

#### Preparedness

- % of updated or implemented Minimum Preparedness Actions
- # country offices with more than 80% MPAs updated or implemented
- # Staff trained in emergency response according to FASTER standard
- % CSPs which include preparedness and/or stand-by emergency response activities

#### Response

- Timely activation of Strategic Task Force
- Timely submission of Concept of Operations
- Timely availability of funds from Immediate Response Account

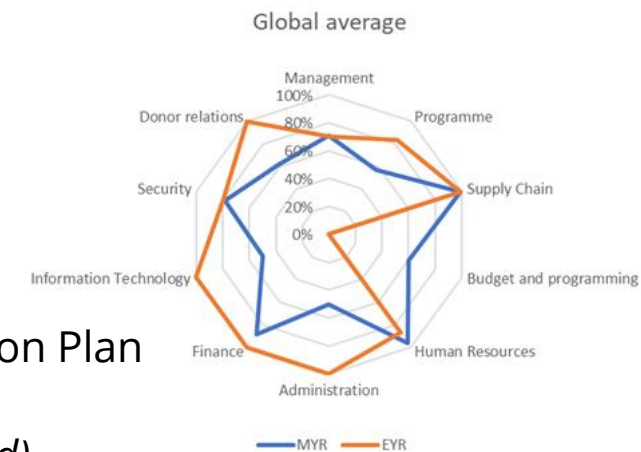


### KPI 3: Overall achievement of management performance standards

Measures functional area performance at Country Office level in support of implementing Country Strategic Plan. Aggregation of functional areas permits a corporate analysis of management processes.

#### Components

- Management: a) Gender representation  
b) Number of outstanding audit recommendations
- Programme: a) % implementation of evaluation recommendations  
b) % outputs achieved in partnership agreements
- Supply Chain: % post-delivery losses
- Budget and Programming: % of spent and committed funds as % of Implementation Plan
- Human Resources: PACE compliance rate
- Administration: a) % of COs compliant with administrative standards (*being finalized*)  
b) % change in greenhouse gas emissions from WFP's operations (*being finalized*)
- Finance: # of enhanced risk items in the financial dashboard as percentage of all items (*being finalized*)
- Information Technology: % of compliance with IT security standards
- Security: % compliance with field Security Accountability Framework
- Resource mobilisation, communication and reporting: % of needs based plan funded (*being finalized*)





## Move indicators and activity categories to annex 'for information' (1/2)

**WHY  
IS  
FLEXIBILITY  
IMPORTANT?**

- Stability of the CRF preserved to ensure continuity, possible to follow historical trends
- Minimum changes expected in 2019 and 2020
- Allows WFP to adjust to UN system/reform changes (joint outcome monitoring, UNDAF)
- Can immediately apply any new learnings in areas of growth



2 ZERO HUNGER



**Strategic Goal 1: Support countries to achieve zero hunger**

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)

**EXAMPLE**

Relevant SDG indicators

- SDG indicator 2.2.1: Prevalence of stunting among children under 5 years of age

**SDG-related indicator:**

**Number of people reached (by WFP or by Government/partners with WFP support) with stunting prevention programmes**

Strategic outcome categories	Outcome indicators	Output categories
2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals	2.1.1 Proportion of eligible population that participates in programme (coverage) 2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence) 2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet 2.1.4 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate 2.1.5 Minimum Dietary Diversity – Women	A, B, C, E
2.2 Improved value chains for high-quality, nutrition-dense foods	2.2.1 Percentage increase in production of high-quality and nutrition-dense foods	C
2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations	2.3.1 <i>Zero Hunger Capacity Scorecard</i>	C, I, J, K, M

Under Strategic Result 2, WFP will aggregate results from nutrition-sensitive outcomes from SR 1, SR 3 and SR 4 for financial and performance reporting on improved dietary intake, food environments, and/or access to health through nutrition-sensitive programming.

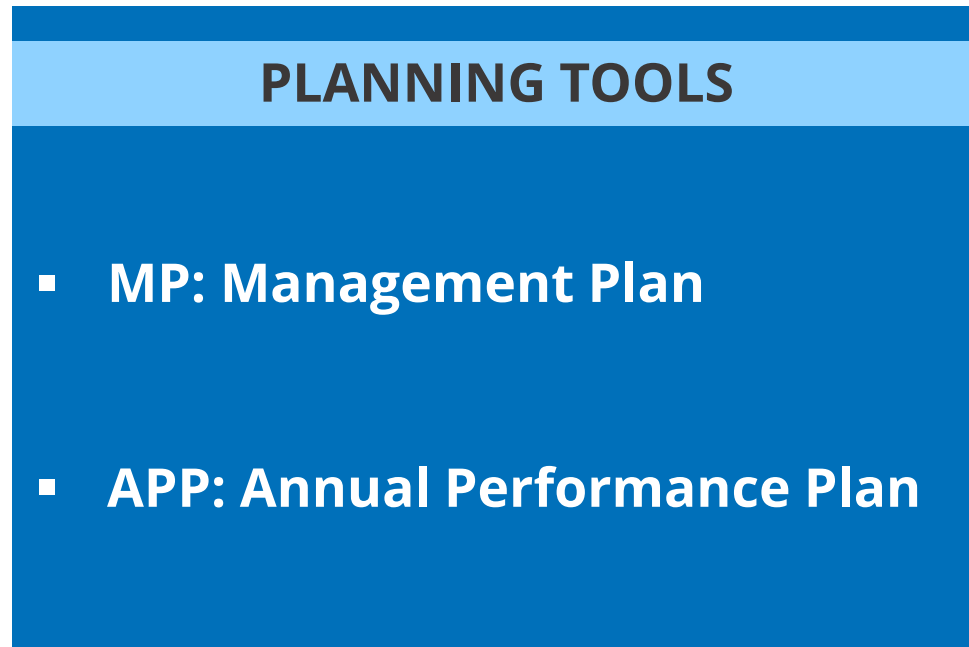
**Activity categories**

- Nutrition treatment activities
- Malnutrition prevention activities
- Unconditional resource transfers to support access to food
- Individual capacity strengthening activities
- Institutional capacity strengthening activities



**PART 3:  
IMPLEMENTING  
THE  
REVISED  
CRF**

# Now that we have a revised CRF...





**THANK YOU**

*(Refer to slide 21)*

## KPI 3: Overall achievement of management performance standards

