Revising WFP's Corporate Results Framework

EB Informal Consultation, 5 October 2018

The Corporate Results Framework 2017-2021

Approved at the November 2016 Executive Board, as 'companion' document to five-year Strategic Plan

"…normative tool for planning, monitoring and measuring the organization's performance towards achieving the strategic objectives."

WFP
World Food Programme

Where does the CRF fit in the accountability picture?

Corporate Performance Management and Accountability in WFP

Sustainable Development Goals

Learn & Adapt

Evaluations
Annual Evaluation Report
Thematic Audits

Strategic Plan
Corporate Results Framework
Management Plan

Plan

CSP Evaluations Audits

CSP / CPB COMP

National Plan
UNDAF
HRP

Annual Country Report

Mid-term review

Report

Annual Performance Report
Annual Financial Statements

Corporate Monitoring Strategy

Monitor & Measure

Emergency response

The revisions to the CRF

Measuring Programme Performance (Annex I, II)

- **Results chain stays the same**

- **35 percent of indicators improved**, better able to measure and report on results

WFP Results Chain presented in the CRF and CSP

Main changes:

- Capacity strengthening indicators disaggregated

- Food system indicators revised

- Partnership indicators improved
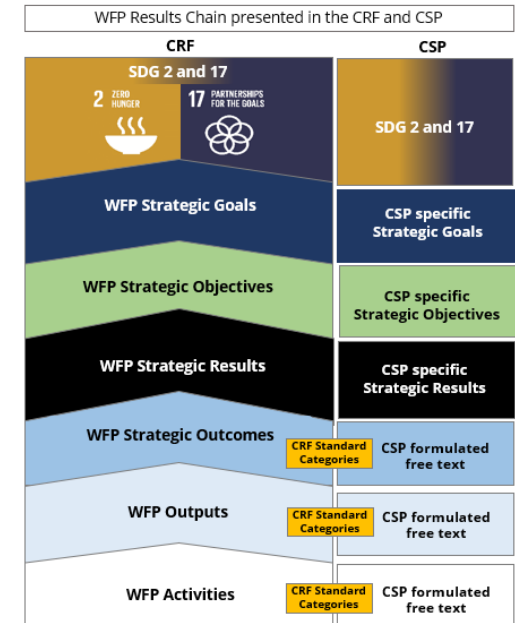
In addition:

- School meals indicators included

- Food security indicator added

- Indicator statements and methodologies improved

Communicating WFP's contribution to other SDGs (Annex III)

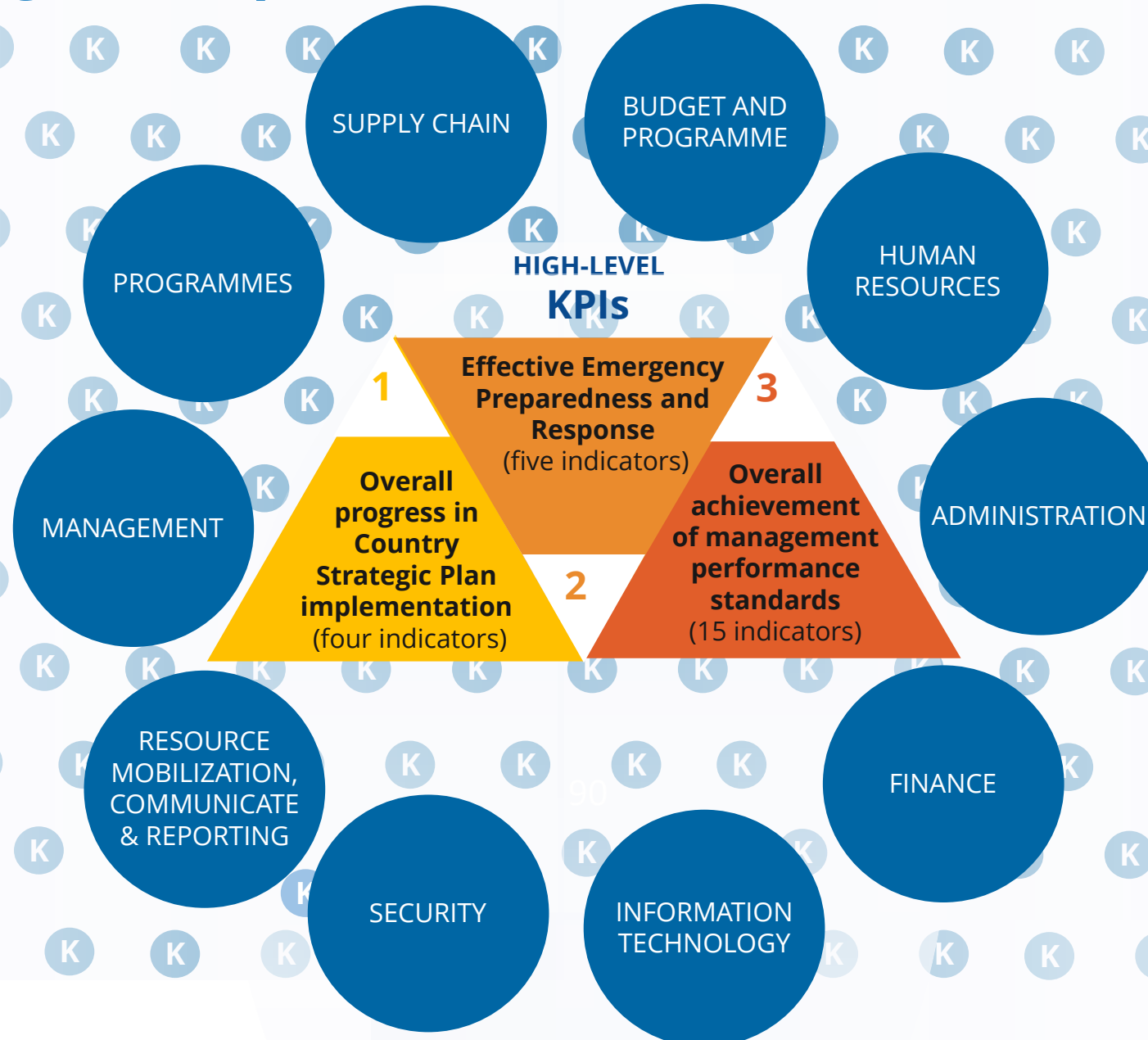**Include SDG-related indicators for 16 SDGs:**

- Country Offices (COs) can report on 'other' SDGs to which WFP is contributing

- Support UN system towards aggregating and reporting contributions to Sustainable Development Goals (SDGs)

- No additional data collection

Measuring management performance (Annex IV)

- Fully integrate WFP's management measurement approach into the CRF

- Sets three high level indicators for the period of the CRF

- Targets set in annual Management Plan (MP)

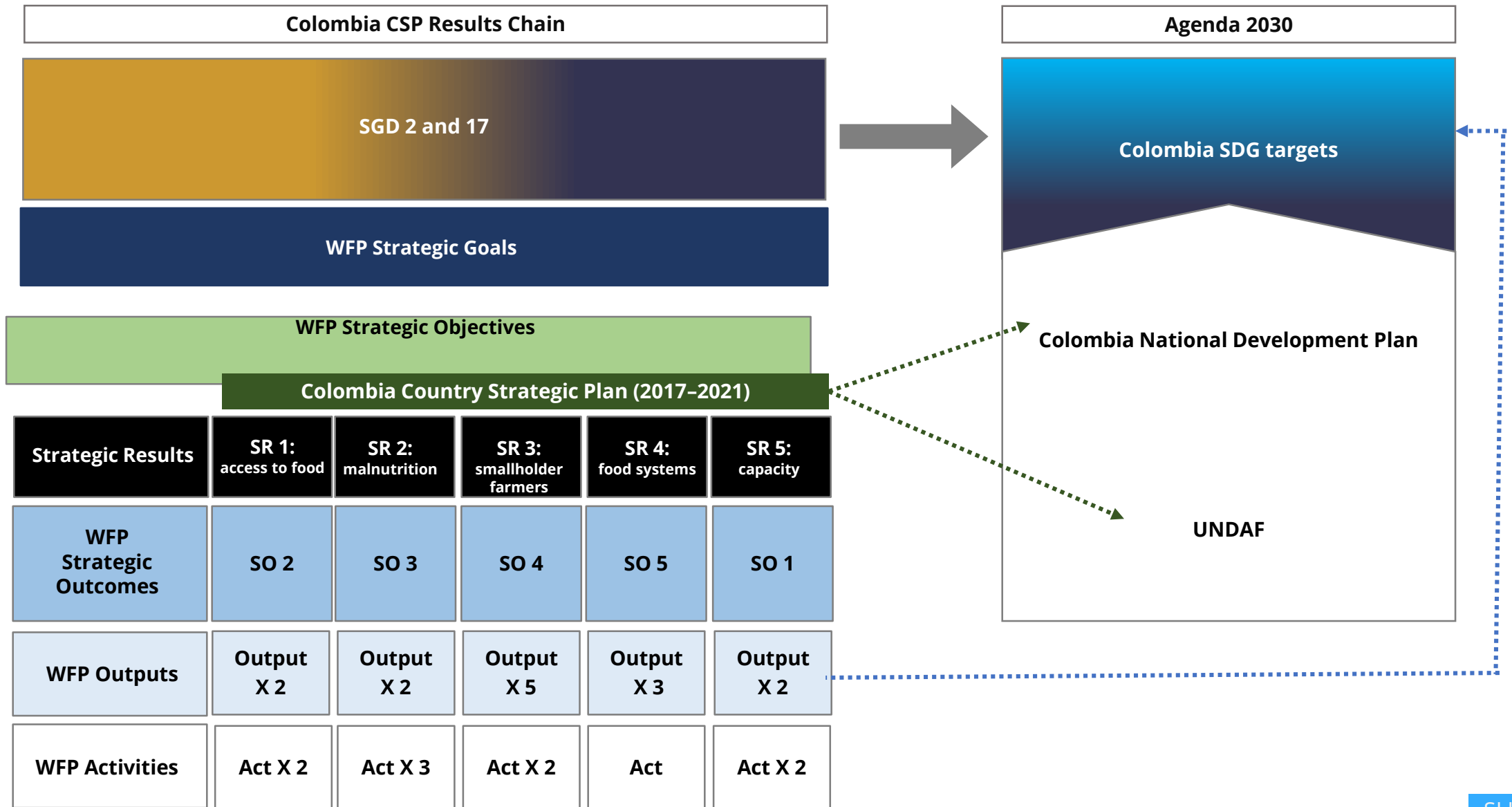- Report in Annual Performance Report (APR)

WFP's management performance indicators

SUPPLY CHAIN

BUDGET AND PROGRAMME

PROGRAMMES

HUMAN RESOURCES

HIGH-LEVEL KPIs

1 **Effective Emergency Preparedness and Response** (five indicators) **3**

MANAGEMENT

ADMINISTRATION

Overall progress in Country Strategic Plan implementation (four indicators) **2**

Overall achievement of management performance standards (15 indicators)

RESOURCE MOBILIZATION, COMMUNICATE & REPORTING

FINANCE

SECURITY

INFORMATION TECHNOLOGY

Applying the revised CRF at the country level

Example 1: Colombia Country Strategic Plan

Colombia CSP Results Chain

Agenda 2030

SGD 2 and 17

Colombia SDG targets

WFP Strategic Goals

WFP Strategic Objectives

Colombia National Development Plan

Colombia Country Strategic Plan (2017–2021)

UNDAF

Strategic Results	SR 1: access to food	SR 2: malnutrition	SR 3: smallholder farmers	SR 4: food systems	SR 5: capacity
WFP Strategic Outcomes	SO 2	SO 3	SO 4	SO 5	SO 1
WFP Outputs	Output X 2	Output X 2	Output X 5	Output X 3	Output X 2
WFP Activities	Act X 2	Act X 3	Act X 2	Act	Act X 2

Example 2: Colombia CSP logframe

Strategic Outcome 1: Local government and civil-society organizations have strengthened capacity to implement accountable programmes that contribute to reducing food insecurity and malnutrition

Outcome Category 5.1: Enhanced capacities of public and private sector institutions and systems, including local respondents, to identify, target and assist food insecure and nutritionally vulnerable populations

Focus area: root causes

Outcome indicators ▼

- ~~Zero Hunger Scorecard~~

- Number of national food security and nutrition system components influenced by WFP capacity strengthening *(new)*
- Partnership Index *(new)*
- Number of national programmes benefitting from WFP-facilitated South–South and triangular cooperation initiatives *(new)*

Output: technical support provided for policy development, the design, delivery and evaluation of programmes, and evidence generation

Output: South-South cooperation facilitated to support capacity strengthening in capacity risk reduction and implementation of social programmes

Output Category C: Capacity development and technical support provided

Output indicators ▼

- ~~# of people trained; number of capacity development activities provided; number of technical support activities provided~~

- # of tools/products developed/revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening *(new)*
- # of capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities *(new)*
- # of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities *(new)*
- # of institutions benefitting from embedded/seconded expertise as a result of WFP capacity-strengthening support *(new)*

Activity 1. Strengthening the capacities of territorial actors to plan, implement and evaluate food security and nutrition policies and programmes

Activity Category 9: Institutional capacity-strengthening

Example 3: Colombia Country Portfolio Budget 2017-2021

Establishes "line of sight" from strategic results to strategic outcomes to activities to costs

WFP Strategic Results/ SDG Targets	Strategic Result 5 / SDG 17.9	Strategic Result 1 / SDG 2.1	Strategic Result 2 / SDG 2.2	Strategic Result 3 / SDG 2.3	Strategic Result 4 / SDG 2.4
WFP Strategic Outcomes	**Strategic Outcome 1**	**Strategic Outcome 2**	**Strategic Outcome 3**	**Strategic Outcome 4**	**Strategic Outcome 5**
Focus areas	Focus area	Focus area	Focus area	Focus area	Focus area
Country activities	**Activity 1**	**Activity 3**	**Activity 5**	**Activity 7**	**Activity 9**
	Activity 2	**Activity 4**	**Activity 6**	**Activity 8**	
			Activity 10		
TOTAL (USD 152m)	**USD 31m**	**USD 76m**	**USD 33m**	**USD 5m**	**USD 7m**

SR example: SR2/SDG 2.2 No one suffers from malnutrition

SO example: End Malnutrition - Communities and families have the capacities to prevent malnutrition in all its forms, with a focus on leaving nobody behind in marginalized urban and remote rural areas

Focus area example: Root Causes

Activity example: Implement school meals programmes in response to Government request

Example 4: Colombia – management support to CSP implementation

Colombia Country Strategic Plan (2017–2021)

Strategic Result 2: No one suffers from malnutrition

Strategic Outcome 3: End Malnutrition - Communities and families have the capacities to prevent malnutrition in all its forms, with a focus on leaving nobody behind in marginalized urban and remote rural areas

Output 3.4: targeted school children in situation of high food insecurity receive nutritious meals
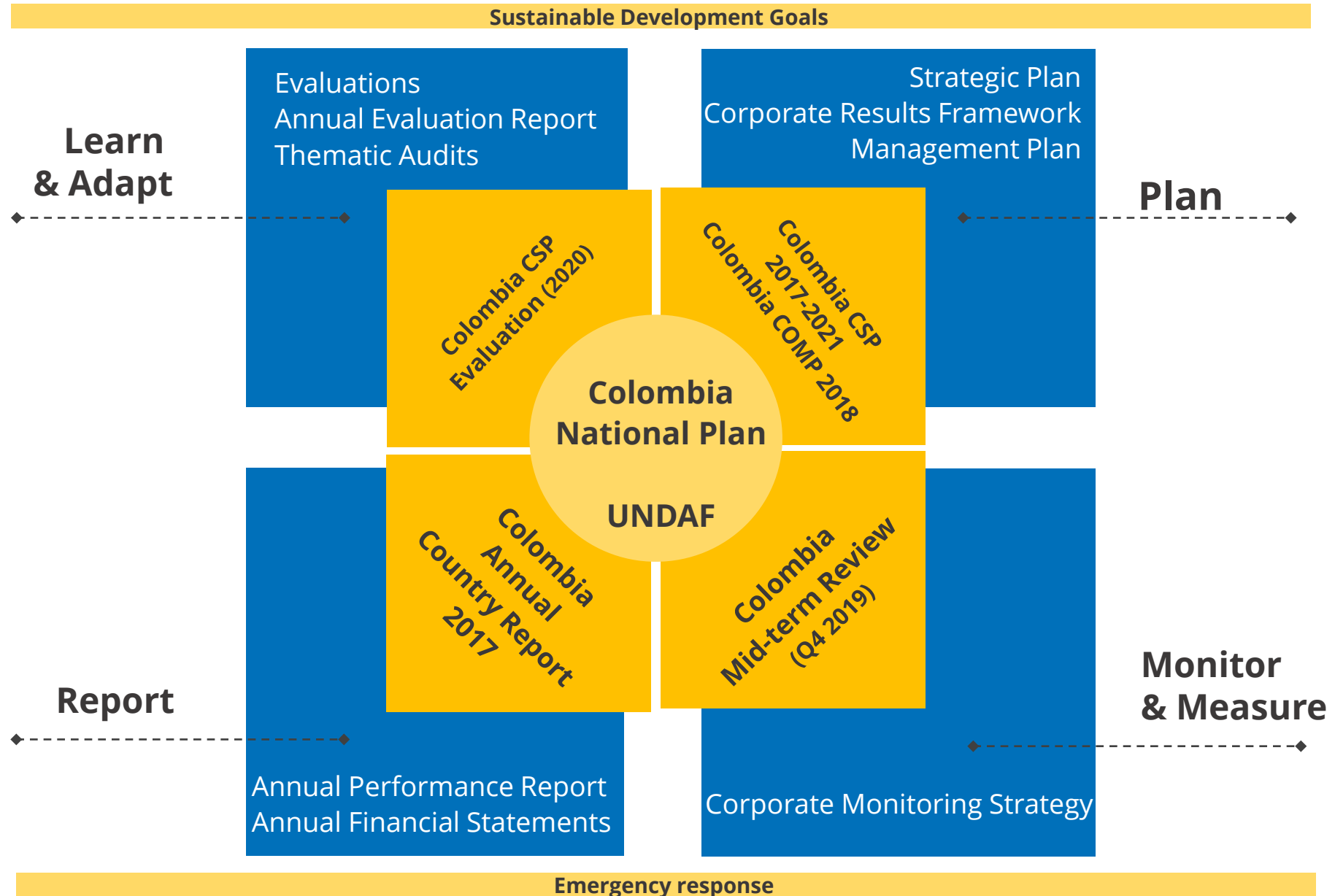
Headquarters

Supply Chain division
Update LESS module for post-delivery losses tracking to allow real time tracking
KPI: percentage
of real time information entered in the system
School feeding division
Issuance of good practices on behavioural change related to school feeding
Finance and Treasury division
Monitors payables, certificates expenditures, produces financial dashboard.
KPI: overall percentage of high risk items in financial dashboard

Regional Bureau Panama

Functional area: Supply Chain
Regional workshop on new Procurement Manual, oversight on post and pre-delivery losses
KPI: post - delivery losses in the region
Functional area: Programme
Support mission to Colombia Country Office to develop BCC strategy for school feeding activities
KPI: percentage of outcomes achieved in CSPs in the region
Functional area: Finance
Regular oversight mission to Colombia
KPI: percentage of high risk items in financial dashboard

Country Office Colombia

Functional area: Supply Chain
Prepares logistic assessment for new areas covered, revises transport tariff system.
KPI: post- delivery losses – percentage of food uplifted
Functional area: Programme
Negotiates agreement with implementing partners, design and implements capacity strengthening activities with local partners, market price monitoring
KPI: percentage of outputs in partnership agreements
Functional area: Finance
Processes payments to implementing partners and transporters
KPI: percentage of timely payments

Activity 10. Implement school meals programmes in response to Government requests

Colombia CSP Log Frame

Functional Areas

And what goes into the 2019-2021 MP?

WFP's management performance indicators

SUPPLY CHAIN

BUDGET AND PROGRAMME

PROGRAMMES

HUMAN RESOURCES

HIGH-LEVEL
KPIs

MANAGEMENT

1 **Effective Emergency Preparedness and Response** (five indicators) **3**

ADMINISTRATION

Overall progress in Country Strategic Plan implementation (four indicators)

2 **Overall achievement of management performance standards** (15 indicators)

RESOURCE MOBILIZATION, COMMUNICATE & REPORTING

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ANNEX IV: Management key performance indicators (KPI 1)

KPI 1: Overall progress in country strategic plan implementation

Baseline and target set in 2019 Q1 against 2018 results

Measures how funding and operational constraints influence WFP's implementation, and the performance of the activities and strategic outcomes that are implemented during the period being measured

Confirmed annually in Management Plan

Component indicators	Targets
• % of outcomes for which there was implementation	Baseline & target set against 2018 Results
• % of outcomes for which values were achieved or on track	75 %
• % of outputs for which there was implementation	Baseline & target set against 2018 Results
• % of outputs for which values were achieved or on track	80 %

ANNEX IV: Management key performance indicators (KPI 2)

KPI 2: Effective emergency preparedness and response

Five of five components reached targets

Measures WFP's performance against emergency preparedness and response standards. Includes preparedness at the country and corporate levels, and corporate responses to acute emergencies

Confirmed annually in Management Plan

Component indicators	Targets
Preparedness	
• % of Country Offices that update or implement at least 80 % of min. preparedness actions	100%
• # of training events in emergency response according to FASTER standard	4 events
• Timeliness of the Immediate Response Preparedness facility	5 days
Response	
• Timeliness of the Operational Task Force	24 hours
• Timeliness of the elaboration of Concept of Operations by the Country Office	5 days

ANNEX IV: Management key performance indicators (KPI 3)

KPI 3: Overall achievement of management performance standards

Overall target is 100 percent

Measures country office performance in each functional area in supporting the implementation of country strategic plans. Aggregation of functional areas permits a corporate analysis of management processes

Confirmed annually in Management Plan

Component indicators	Targets
Management: Gender representation	by Country Office
Management: Number of outstanding audit recommendations	Less than (<)previous
Programme: Percentage of output achievement in partnership agreements	90%
Programme: Percentage of implementation of evaluation action recommendations	100%
Supply chain: Percentage of post-delivery losses	<1%
Supply chain: Percentage of tonnage uplifted as per the agreed date (STO) – Transporter Performance	95%
Budget and programming: Percentage of non-transfer expenditures against implementation plan	90%
Human resources: Performance and competency enhancement (PACE) compliance rate	100%
Human resources: Percentage of staff completing all mandatory trainings	100%
Administration: Percentage of internal controls that are in place and implemented in administration	100%
Administration: Percentage of fixed assets physically counted and verified	100%
Finance: Percentage of enhanced risk items in financial dashboard	< 5%
Information technology: Percentage of compliance with information technology security standards	100%
Security: Percentage of compliance with Field Security Accountability Framework standards	100%
Resource mob., com. & report: Percentage of needs-based plan funded in Country Office operations	TBD

Corporate priorities (options for category II)

Performance indicators for priorities and external commitments

These measure WFP commitments to strategic priorities as set by management and in external agreements. They are included in the Management Plan and reported in the Annual Performance Report

Confirmed annually in Management Plan

Indicators	Targets
Current	
% of achievement of QCPR commitments	100%
RBA collaboration indicator (TBC)	TBD
% of Gender UNSWAP targets (15) achieved	100%
% of cluster (WFP lead) surveys that achieve targets	100%
Possible additional indicators reflecting leadership priorities	
% of staff completed the mandatory training (UN Course on prevention of Harassment, Sexual Harassment and Abuse of Authority)	100%
% of Country Offices that have a Complaints and Feedback mechanism	93%
% of Country Offices implementing Environmental Management Systems	TBD
% of flexible funding received by WFP	TBD
% of beneficiaries covered by SCOPE	TBD
% of CSPs that achieve Gender with Age Marker code 3 or 4	TBD

Q&A