

2022-2025 Corporate Results Framework

Mid-Term Review (MTR) Synthesis

January 2025



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Background

The 2022-2025 Corporate Results Framework (CRF) guides the planning, implementation, monitoring and reporting of WFP's outcome, output and cross-cutting results, aligned to the 2022-25 Strategic Plan. It provides a basis for measuring *what* WFP will deliver in support of the 2022-2025 Strategic Plan (programmatic results) and *how* delivery will be supported corporately through management results (MRs), formulated to create the enabling environment necessary to support efficient and effective operations at the country level. The CRF is also intended to serve as a performance and accountability framework, guide the design of Country Strategic Plan (CSP) Lines of Sight (LoS) and respective Logframes and provide the basis for monitoring and reporting at both country and corporate levels. Management results and their related management result outputs and Key Performance Indicators (KPIs) specifically support WFP's leadership in emergencies role while guiding the work of management in leveraging the strategic plan enablers to provide efficient and effective business services to operations.

The Mid-Term Review (MTR) of WFP's 2022-2025 Corporate Results Framework (CRF), conducted between June and November 2024, was designed to fulfill **two main objectives**:

- i. Reflect on the relevance, effectiveness, and use of the 2022-25 CRF as a framework for measuring results achieved through implementation of the 2022-2025 Strategic Plan (SP).
- ii. Collect evidence and recommendations to inform modifications to the forthcoming 2026-2029 CRF.

Coordinated by an external consultant, the CRF MTR exercise was co-led by the Programme Monitoring and Reporting (APP-M) Unit and the Corporate Planning & Reporting Unit under the Chief Financial Officer (CFO), with APP-MM (Monitoring Frameworks, Methods and Standards Unit) overseeing programme-related aspects and Corporate Planning, Budgeting & Reporting (CFO-B) overseeing management performance aspects.

Mid-term Review Questions

The focus of the MTR was on the following **four questions**:

Does the CRF results chain effectively support the design and reporting of Country Strategic Plans (CSPs)?

How do CRF indicators, targets and results contribute to performance management and reporting?

To what extent does the CRF align with the global indicator framework for the SDGs?

Do CRF management results reflect WFP's organizational enablers for Strategic Plan implementation?

3. **Desk Reviews** covering: Deviation of Activity Categories from standard outputs and strategic outcomes; Proportion of CSP Activities in logframes that include activity bundling; Percentage of core outcome indicators being reported on under a Strategic Outcome (SO) different from the established one; Details of indicators available to COs for inclusion in logframes; Proportion of indicators selected and reported on by Country Offices, the proportion of KPIs used for planning and reporting annually;
4. Two **on-line surveys** to WFP staff in Country Offices, Regional Bureaux and Headquarters on programme related aspects and management results aspects respectively.

Methodology

The CRF MTR used a mixed-methods approach that combined both qualitative and quantitative data for more robust findings and insights. The **highly consultative** review process included the following methods:

1. Thirty-one **Key Informant Interviews** (KIIs) with managerial, technical, programme, M&E and other staff at Country, Regional and Headquarters levels;
2. Six **Focus Group Discussions** (FGDs) with technical, programme, M&E, and other staff at Country, Regional and Headquarters levels;

The MTR's key findings and recommendations were tempered by the following limitations:

- The MTR could not fully take into account the findings of the 2022–2025 Strategic Plan mid-term Evaluation, which was still under finalization at the time of data analysis and reporting. Limited data was available, as 2023 was the first reporting year for the 2022–2025 CRF, and many new indicators introduced in late 2024¹ could not be analyzed.
- The restructuring of WFP in 2024 has impacted organizational roles and responsibilities as functions were realigned with the new Organizational architecture.

¹ WFP has revised its corporate results framework for 2022–2025 in November 2024 by incorporating 40 newly piloted programmatic indicators, in accordance with the commitment outlined in paragraph 36 of the framework approved by the Executive Board in February 2022. This revision is the result of the successful piloting of these indicators.

Key Findings

1. Complexity of the CRF

The CRF is currently overly complex and serves multiple purposes simultaneously, with numerous target audiences, making it challenging to apply the CRF effectively and consistently.

2. Excessive Number of Indicators

The CRF includes an excessive number of mandatory indicators, which can overwhelm Country Offices (COs) and contribute to low reporting rates for certain indicators. COs need a simpler, more flexible set of indicator selection rules to streamline the process and focus on relevant metrics. Similarly, corporately aggregated indicators should more effectively capture WFP's global efforts, drawing inspiration from the successful implementation of High-Level Targets (HLTs) introduced in the 2022–2025 CRF.

3. Alignment Between the CRF and Country Strategic Plans (CSPs)

Improved alignment between the CRF and Country Strategic Plan (CSP) planning elements, such as the Line of Sight (LoS), particularly at the activity and sub-activity levels, is essential. Strengthening this alignment would streamline CSP design, enhance measurement processes, and reduce reporting burdens.

4. Use of Indicators

There is a need to better distinguish indicators used for country-level decision-making and to move beyond purely quantitative metrics, placing greater emphasis on both existing and new qualitative methods, where feasible.

5. Key Performance Indicators Challenges

While KPIs provide a strong foundation for performance measurement, challenges remain in ensuring that performance results can be effectively translated into performance data insights that can be systematically actioned at regular intervals for continuous improvement and reporting, establishing ownership and informing budget allocations.

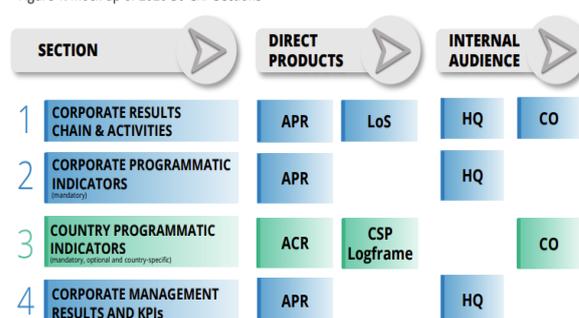
Recommendations

The CRF MTR generated **24 internal recommendations**: 19 programmatic recommendations under the oversight of APP-M, and 5 management results recommendations overseen by CFO-B. Below is a non-exhaustive overview of the most pertinent recommendations.



It is recommended to **clearly define the purposes of the different types of indicators in the 2026–2029 CRF**. Organizing indicators by section based on their intended use would help users easily distinguish between those for accountability and corporate reporting and those meant for programme management at the country level. *Figure 1* below illustrates a potential structure for this arrangement.

Figure 1: Mock-up of 2026-30 CRF Sections



In the proposed structure of the new CRF 2026-2029:

- **Section 1:** Outlines the results chain by Strategic Outcome, providing a high-level



overview of WFP's goals and objectives in line with those outlined in the new SP.

- **Section 2:** Focuses on corporate programmatic indicators used for WFP's Annual Performance Report (APR). These indicators, aggregated at the global level based on country level reporting, are of primary interest to Executive Board members and HQ.
- **Section 3:** Briefly outlines the process for country-level monitoring and reporting, and provides the link to the WFP (externally published) Indicator Compendium, as the source to select country-level programmatic indicators.
- **Section 4:** Strategically consolidates the work of management into a leaner and more concise set of management results and integrates the results framework with the budgetary framework. The revised approach will ensure clearer linkages between resources and results, and will maintain visibility of the enablers while also capturing core headquarters activities that were previously missing.



It is recommended that CRF Business Rules be modified to **provide Country Offices more flexibility in the selection of indicators they choose to rely on for programme monitoring purposes** along with a significantly reduced number of mandatory country-level indicators.



It is recommended that the **reasons for low reporting** on those indicators whose 2023-24 reporting rates were below 50 percent be **assessed and solutions proposed** by respective technical units to assist Country Offices in overcoming current monitoring and reporting challenges. Additionally, in those few areas currently underrepresented, additional indicators should be considered to ensure appropriate coverage.

It is recommended that all **CRF-related guidance for COs be developed cohesively and in a timely fashion**. This process should capitalize on the alignment between the 2026-29 CRF and Strategic Plan developments, both of which are scheduled for submission at the November 2025 Executive Board session.



During the development of the 2026-29 CRF, it is recommended that **the monitoring frameworks of other UN agencies be reviewed to enhance alignment** between CRF indicators and those used by other agencies.



The next CRF should **support the use of qualitative methods alongside quantitative metrics**, encouraging Country Offices to incorporate these methods as input for their annual country reporting.



The results of **core areas** such as finance, supply chain and governance need to be **more visible in the management results framework** which should be better aligned to the financial framework.



The **focus of KPIs** should be **high-level** and strategic to maintain clarity and relevance and annual KPI target setting should consider resource availability.



Efforts should be made to achieve a **shift from reactive to proactive KPI utilization** and reporting mechanisms should be enhanced using digitization and structured tools to ensure alignment with strategic objectives.

The APP and CFO divisions have developed internal action plans to address each recommendation stemming from the 2022-2025 CRF Mid-Term Review. These internally agreed-upon actions have been underway since December 2024 and serve as the foundation for both units to coordinate the development of the 2026-2029 CRF with all actors.