

WFP CORPORATE RESULTS FRAMEWORK (2017–2021)



Informal Consultation

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World Food Programme
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Introduction

1. WFP is committed to attaining the highest standards of accountability. This means optimizing its performance management system to realize the most effective and efficient use of resources and support project level and corporate reporting. WFP's current performance management system is based on two results frameworks: the Management Results Framework and the Strategic Results Framework. They operationalize the WFP Strategic Plan and capture WFP's results and performance throughout the project cycle of planning, implementation, monitoring and reporting.
2. A challenge with the present system has been the disconnect between the two frameworks, particularly how the allocation of resources contributes to the efficient and effective attainment of the Strategic Objectives. Integrating the two will improve the relationship and clarity of how results are achieved and at what cost.
3. The alignment of the new Strategic Plan with the Sustainable Development Goals (SDGs) and the revision of WFP's financial framework present an opportunity to integrate strategic results and management results into a single Corporate Results Framework (CRF).
4. The key conceptual change is that the strategic results of WFP – linked to SDG 2 and 17 – become the principal focus of WFP's performance. Under the present system, management results are presented at the same level of the results hierarchy as strategic results. Recognizing the primacy of the global agenda and accountability to the people we serve, the new CRF puts the emphasis on the results that drive WFP. Commitment to management excellence remains but is recognized as a means to achieve the strategic results. Organizational performance is conceptualized in terms of measures that capture the effectiveness, efficiency and economy of achieving the strategic results. At the corporate level this will be represented in a much simpler format. At the country level it will be represented through an enhanced country-level reporting structure that will more clearly align financing with results.
5. The consolidated CRF streamlines and simplifies WFP's corporate reporting structure. Building around the new financial framework and results chain, the revised structure will simplify performance management at the country office level. It will support effective, efficient and economic management of operations while enhancing accountability and transparency.
6. This is the fourth draft of the CRF and is the result of considerable deliberation and consultation. It will, however, continue to evolve and be refined as the consultative process proceeds, both internally among management and with the Board.

Development of the Corporate Results Framework

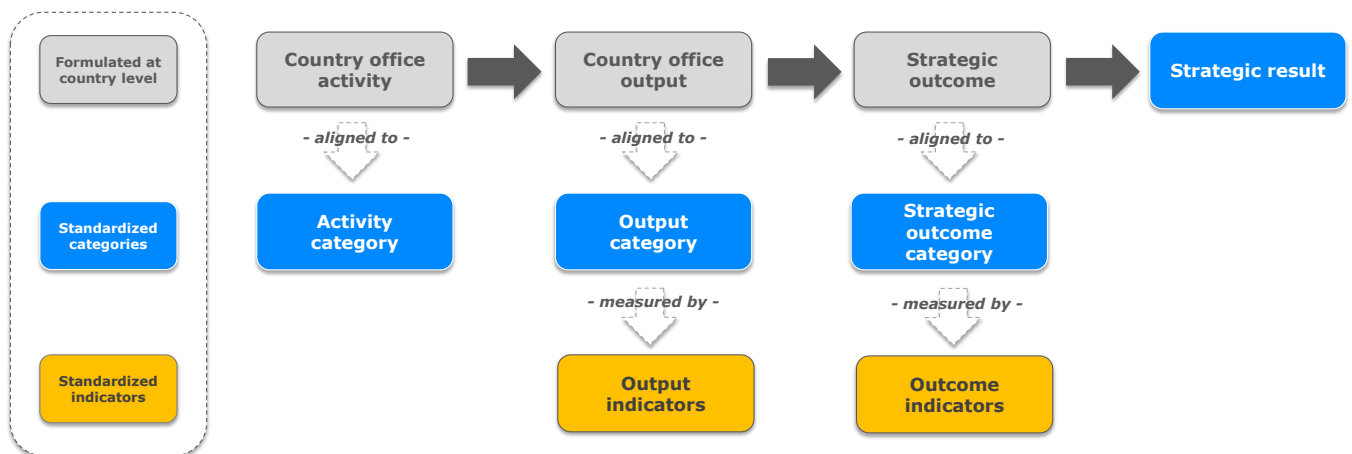
7. The CRF builds on WFP's results chain, starting with the Strategic Plan, and the new financial framework. Technical elements are being developed through four work streams:
 - i) **Theories of change.** Theories of change have been developed for key programme areas. The theories of change provided a foundation for formulating CRF outcome categories, output categories and indicators.
 - ii) **Preparation of outcome, output and activity categories.** A draft set of strategic outcome, output and activity categories has been formulated for each programme area included in the CRF. These will form the basis for the formulation of strategic outcome, output and activity statements by country offices.
 - iii) **Development of programme indicators.** The CRF will include indicators for each Strategic Result: cross-cutting, strategic outcome and output. The current set of SRF indicators has been reviewed along with indicators used by other United Nations agencies to ensure alignment with other agencies and the globally agreed indicators used to measure and report national-government progress against the SDGs.
 - iv) **Indicators for organizational performance.** The CRF will include a number of standard corporate indicators that demonstrate organizational performance. They will follow WFP's concept of value for money and reflect effectiveness, efficiency and economy. Indicators

are being determined after review of existing WFP indicators (including under the Evaluability Assessment of the Strategic Plan) and those used by other United Nations agencies and selected governments. WFP will maintain an indicator compendium to support structured functional management and oversight of organizational performance.

Structure


8. The CRF is built around two Strategic Goals based on SDG 2 and SDG 17, supported by five Strategic Objectives and eight Strategic Results, as set out in the WFP Strategic Plan (2017–2021). The five Strategic Objectives frame WFP’s programmatic and operational focus, and link to country and global efforts under relevant SDG 2 and SDG 17 targets. Below the eight Strategic Results are WFP’s strategic outcomes, outputs and activities. The strategic outcome, output and activity statements will be formulated at country level in alignment with standardized strategic outcome, output and activity categories included in the CRF. Figure 1 illustrates how the standardized strategic outcome, output and activity categories included in the CRF will be used to inform the formulation of free-text strategic outcome, output and activity statements at country level.
9. Ensuring the free-text strategic outcome, output and activity statements are aligned with the standardized categories included in the CRF is important for monitoring, reporting and performance management purposes as it allows WFP to link CRF indicators to the categories and aggregate achievement values in relation to the standardized categories. Moreover, through alignment of the strategic outcome, output and activity categories and the new Country Portfolio Budget structure, WFP will be able to simultaneously view and analyse performance information and expenditure data across the various categories.

Figure 1: Corporate Results Framework and the results chain



10. The CRF strategic outcome, output and activity categories linked to SDG 2/WFP Strategic Goal 1 are listed in pages 3 to 8. Those linked to SDG 17/ WFP Strategic Goal 2 are listed in pages 9 to 10. Page 11 lists the cross-cutting results and related indicators that cut across all SDG 2 categories, while pages 12 and 13 list the output indicators linked to the output categories. In total there are 16 unique outcome categories 13 output categories, 12 activity categories, 3 cross-cutting results, 4 cross-cutting indicators, 25 outcome indicators and 36 output indicators included in the draft CRF.

WFP Corporate Results Framework (2017–2021)

 2 ZERO HUNGER	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 1: End hunger by protecting access to food	
	Strategic Result 1: Everyone has access to food (SDG target 2.1)	
Relevant SDG indicators		
<ul style="list-style-type: none"> - Prevalence of undernourishment - Food Insecurity Experience Scale (FIES) 		
Strategic outcome categories	Outcome indicators	Output categories
1.1 Stabilized/improved food consumption	1.1.1 Food Consumption Score ¹ 1.1.2 Coping Strategy Index ²	A1. Unconditional resources transferred A.2 Conditional resources transferred B. Nutrition products provided
1.2 Improved access to social safety nets	1.2.1 Gross enrolment rate of boys and girls 1.2.2 Retention rate of boys and girls 1.2.3 Gender ratio (girl–boy ratio in primary school) 1.2.4 Attendance rate ³	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Advocacy and education delivered
1.3 Improved/maintained access to livelihood assets	1.3.1 Food Consumption Score 1.3.2 Coping Strategy Index ⁴ 1.3.3 Proportion of households and individuals reporting benefits from an enhanced livelihood asset base	A1. Unconditional resources transferred A2 Conditional resource transferred B. Nutrition products provided D. Assets created
1.4 Improved dietary intake through nutrition-sensitive programming	1.4.1 Minimum Dietary Diversity - Women 1.4.2 Food Consumption Score - Nutrition	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided E. Advocacy and education delivered
1.5 Strengthened national/local capacity, including for emergency preparedness and response	1.5.1 Zero Hunger Capacity Scorecard ⁵ 1.5.2 Emergency Preparedness Capacity Index	C. Training and technical support provided
Activity categories		
<ul style="list-style-type: none"> • Unconditional/conditional resource transfers to support access to food • Asset creation and livelihood support • School meals • Individual capacity strengthening • Institutional capacity strengthening • Emergency preparedness 		

¹ Can be Food Consumption Score (FCS) and/or FCS – Nutrition along with Food Expenditure Share

² Coping Strategy Index (Food)

³ Including % of pupils with 80% attendance rate

⁴ Coping Strategy Index (Food CSI and/or Livelihood CSI)

⁵ Progress towards positive change in capacity will be measured annually as the proportion of capacity-strengthening process milestones achieved




Relevant SDG indicators

- Prevalence of stunting among children under 5 years of age
- Prevalence of malnutrition among children under 5, disaggregated by type (wasting and overweight)


Strategic outcome categories	Outcome indicators	Output categories
2.1 Improved consumption of high-quality, nutrient-dense foods⁶	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 target groups that consume a minimum acceptable diet 2.1.4 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate ⁷ 2.1.5 Minimum Dietary Diversity - Women	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided E. Advocacy and education delivered
2.2 Improved dietary intake through nutrition-sensitive programming	2.2.1 Minimum Dietary Diversity - Women 2.2.2 Food Consumption Score - Nutrition	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided E. Advocacy and education delivered
2.3 Strengthened national/local capacity for nutrition solutions	2.3.1 Zero Hunger Capacity Scorecard	C. Training and technical support provided
Activity categories		
<ul style="list-style-type: none"> • Unconditional/conditional resource transfers to support access to food • School meals • Individual capacity strengthening • Institutional capacity strengthening • Nutrition treatment • Malnutrition prevention 		

⁶ Indicators for **MAM treatment programmes**: MAM (recovery, mortality, default and non-response rate) and Proportion of eligible population that participates in programme (coverage); for **MAM prevention programmes**: Proportion of eligible population that participates in programme (coverage) and Proportion of target population that participates in an adequate number of distributions (adherence); for **micronutrient programmes**: Proportion of eligible population that participates in programme (coverage) and Proportion of target population that participates in an adequate number of distributions (adherence); for **stunting prevention programmes**: Proportion of eligible population that participates in programme (coverage), Proportion of target population that participates in an adequate number of distributions (adherence), Proportion of target groups that consumes a minimum acceptable diet, and Minimum Dietary Diversity - Women.

⁷ This indicator includes default rate of clients from anti-retroviral therapy (ART), tuberculosis-directly observed treatment, short course (TB-DOTS) treatment and prevention of mother-to-child transmission (PMTCT) of HIV programmes and ART/TB nutrition programmes.

	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 3: Achieve food security	
	Strategic Result 3: Smallholders have improved food security and nutrition (SDG target 2.3)	
Relevant SDG indicators <ul style="list-style-type: none"> - Volume of production per labour unit by class of farming/pastoral/forestry enterprise size - Average income of small-scale food producers by sex and indigenous status 		
Strategic outcome categories	Outcome indicators	Output categories
3.1 Increased smallholder production and sales	3.1.1 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex and type of programmes 3.1.2 Percentage of targeted smallholder farmers reporting increase in marketable surplus, disaggregated by sex 3.1.3 Percentage of targeted smallholder farmers selling through pro-smallholder farmer aggregation systems, disaggregated by sex 3.1.4 Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system 3.1.5 Percentage of targeted smallholder farmers reporting increased production of nutritious crops	A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided F. Purchases from smallholders completed
3.2 Improved/maintained access to livelihood assets	3.2.1 Food Consumption Scorecard 3.2.2 Coping Strategy Index ⁸ 3.2.3 Proportion of household and individuals reporting an increased benefits from an enhanced livelihoods asset base 3.2.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	A. Conditional resources transferred B. Nutrition products provided D. Assets created
3.3 Improved dietary intake through nutrition-sensitive programming	3.3.1 Minimum Dietary Diversity - Women 3.3.2 Food Consumption Score - Nutrition	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided E. Advocacy and education delivered
3.4 Strengthened national/local capacity	3.4.1 Zero Hunger Capacity Scorecard	C. Training and technical support provided
Activity categories		
<ul style="list-style-type: none"> • Unconditional/conditional resource transfers to support access to food • Individual capacity strengthening • Institutional capacity strengthening • Smallholder agricultural market support • Asset creation and livelihood support 		

⁸ Food and Livelihood Coping Strategy Index

	Strategic Goal 1: Support countries to achieve zero hunger	
	Strategic Objective 3: Achieve food security	
	Strategic Result 4: Food systems are sustainable (SDG target 2.4)	
Relevant SDG indicators - Proportion of agricultural area under productive and sustainable agriculture		
Strategic outcome categories	Outcome indicators	Output categories
4.1 Improved adaptation to climate shocks/change	4.1.1 Coping Strategy Index ⁹	F. Access to services that increase risk thresholds facilitated
4.2 Improved/ maintained access to livelihood assets	4.2.1 Food Consumption Score 4.2.2 Coping Strategy Index ¹⁰ 4.2.3 Proportion of households and individuals reporting benefits from an enhanced livelihoods asset base 4.2.4 Post-harvest losses	A. Conditional resources transferred B. Nutrition products provided D. Assets created
4.3 Improved dietary intake through nutrition-sensitive programming	4.3.1 Minimum Dietary Diversity - Women 4.3.2 Food Consumption Score - Nutrition	A1. Unconditional resources transferred A2. Conditional resources transferred B. Nutrition products provided C. Training and technical support provided E. Advocacy and education delivered
4.4 Strengthened national/ local capacity, including for disaster risk reduction	4.4.1 Zero Hunger Capacity Scorecard 4.4.2 Emergency Preparedness Capacity Index	C. Training and technical support provided
Activity categories		
<ul style="list-style-type: none"> • Unconditional/conditional resource transfers to support access to food • Climate adaptation and risk management • Individual capacity strengthening • Institutional capacity strengthening • Asset creation and livelihood support 		

⁹ Livelihood Coping Strategy Index

¹⁰ Food and Livelihood Coping Strategy Index



Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs (SDG target 17.9)

Relevant SDG indicators

- Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries

Strategic Outcome categories	Outcome indicators	Output categories
5.1 Strengthened national/local capacity	5.1.1 Zero Hunger Capacity Scorecard	C. Training and technical support provided
5.2 Demand for quality common services satisfied	5.2.1 User satisfaction rate	G. Common services and platforms provided

Activity categories

- Institutional capacity strengthening
- Common services and platforms

Strategic Result 6: Policies to support sustainable development are coherent (SDG target 17.14)

Relevant SDG indicators

- Number of countries with mechanisms in place to enhance policy coherence of sustainable development

Strategic Outcome categories	Outcome indicators	Output categories
6.1 Inclusive and sustained food security and nutrition policy reform processes	- To be determined	J. Engagement strategies developed/implemented
6.2 Prioritized and implemented food security and nutrition policy reforms		K. Policy reform identified or advocated

Activity categories

- Institutional capacity strengthening
- Analysis, monitoring and assessment



Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results

Strategic Result 7: Developing countries access a range of financial resources for development investment (SDG Target 17.3)

Relevant SDG indicators

- Foreign direct investments, official development assistance and South–South cooperation as a proportion of total domestic budget
- Volume of remittances (in US dollars) as a proportion of total GDP

Strategic outcome categories	Outcome indicators	Output categories
7.1 Inclusive financial services	- TBD	H. Domestic/external resources mobilized
7.2 Private-sector financing of food security and nutrition	- TBD	

Activity categories

To be determined

Strategic result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)


Relevant SDG indicators

- Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs

Strategic outcome categories	Outcome indicators	Output categories
8.1 Humanitarian cluster coordination	8.1.1 User satisfaction rate	G. Common services and platforms provided L. Partnerships supported



Activity categories

- Common services and platforms

	Strategic Goal 1: Support countries to achieve zero hunger	
	Cross-cutting results	
	Result	Indicators
	Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)
	Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges
	Improved gender equality and women’s empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers Proportion of women and men in food assistance decision-making entities (committees, boards, teams, etc.)

Output categories	Indicators ¹¹
A1. Unconditional resources transferred A2. Conditional resources transferred	<ul style="list-style-type: none"> - Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers - Quantity of food provided - Total amount of cash transferred to targeted beneficiaries - Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries - Quantity of non-food items distributed - Number of institutional sites assisted - Number of retailers participating in cash-based transfer programmes - Number of rations provided
B. Nutrition products provided	<ul style="list-style-type: none"> - Quantity of fortified food provided - Quantity of specialized nutritional foods provided
C. Training and technical support provided	<ul style="list-style-type: none"> - Number of people trained - Number of training activities provided - Number of technical support activities provided
D. Assets created	<ul style="list-style-type: none"> - Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure
E. Advocacy and education provided	<ul style="list-style-type: none"> - Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling - Number of people exposed to WFP-supported nutrition messaging - Number of people receiving WFP-supported nutrition counselling
F. Purchases from smallholders completed	<ul style="list-style-type: none"> - Number of smallholder farmers supported/trained - Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers
G. Access to services that increase risk thresholds facilitated	<ul style="list-style-type: none"> - To be determined
H. Domestic/external resources mobilized	<ul style="list-style-type: none"> - Number of people obtaining an insurance policy through insurance-for-assets mechanisms or by paying in cash - Total premiums paid, by access modality (insurance for assets or cash) - Total sum insured, by access modality (insurance for assets or cash)

¹¹ Indicators will be disaggregated, where relevant, by criteria such as activity, sex, age, beneficiary category, commodity type, focus of training, etc., and reported as % of planned.

	Strategic Goal 1: Support countries to achieve zero hunger Strategic Goal 2: Partner to support implementation of the SDGs	
Output categories and indicators		

Output categories	Indicators ¹¹
I. Common services and platforms provided	<ul style="list-style-type: none"> - Number of shared/common services provided, by type - Number of WFP-led clusters operational, by type - Number of engineering works completed, by type - Total volume of cargo transported - % of cargo capacity offered against total capacity requested - % of payload delivered against available capacity - Total number of passengers transported - Number of emergency telecoms and information and communications technology (ICT) systems established, by type - Number of camps and sites installed/maintained - Number of humanitarian workers provided health services, by agency and type - Number of agencies using common cash-based transfer platforms
J. Policy engagement strategies developed/implemented	<ul style="list-style-type: none"> - Number of policy engagement strategies developed/implemented
K. Policy reform identified/advocated	<ul style="list-style-type: none"> - Number of policy reforms identified/advocated
L. Partnerships supported	<ul style="list-style-type: none"> - Number of partners supported