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WFP STRATEGIC RESULTS FRAMEWORK (2014–2017)



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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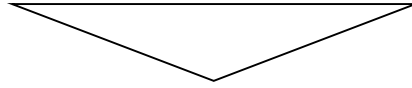
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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Resource Management and Accountability Department

** Performance Management and Monitoring Division

DRAFT DECISION*



Having considered WFP's strategic and management results frameworks (2014–2017) (WFP/EB.2/2013/4-B/Rev.1), the Board:

- **approves** the WFP Strategic Results Framework (2014–2017); and
- **takes note** of the Management Results Framework (2014–2017).

The Board looks forward to receiving further information on WFP's comprehensive performance management system at its First Regular Session in 2014.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

INTRODUCTION

1. With the move to a new strategic planning cycle, WFP has adjusted its results frameworks – the Strategic Results Framework (SRF) and the Management Results Framework (MRF) – to facilitate implementation of the Strategic Plan 2014–2017. The SRF and MRF are the principal results frameworks that WFP uses to plan, measure and monitor, review, report and learn from results. They are WFP’s key tools for translating the Strategic Plan into concrete outcomes, outputs, measurements and targets.
2. While the SRF is WFP’s normative instrument for project design, monitoring and reporting, the MRF articulates WFP’s internal management approach to planning, measuring and reviewing organizational effectiveness and efficiency, and overall effectiveness beyond the level of individual projects.
3. The latest adjustments to the SRF and the MRF take into account the objectives of the new Strategic Plan and the changing focus of management priorities, following the organizational strengthening process. Revisions have been made after consultations with major stakeholders, including the Board, to ensure coherence with approaches and standards across the United Nations system, such as those stemming from the Quadrennial Comprehensive Policy Review (QCPR), and to meet the Board’s expectations for accountability.
4. After applying the SRF and MRF for several years, WFP has sharpened their relationship with one another and refined their roles in the performance management architecture. WFP recognizes that more holistic performance management is required across all organizational levels, with improved linkages to all stages of the performance cycle from planning to learning. Following approval of the SRF included in this document, WFP will elaborate its performance management system further.

THE STRATEGIC RESULTS FRAMEWORK

5. The 2014–2017 SRF is a normative instrument for project design, monitoring and reporting. It guides implementation of the 2014–2017 Strategic Plan and has several purposes: i) aligning outcomes and outputs with the Strategic Objectives, thereby translating WFP’s high-level objectives into actions with measurable results; ii) providing a normative framework for the design of all WFP projects; iii) providing a list of corporate indicators for use by all offices in outcome and output monitoring; iv) enabling WFP to track project effectiveness; and v) informing corporate performance reporting by providing achievement values for the SRF indicators included in WFP’s Standard Project Reports (SPRs) and the Annual Performance Report (APR).
6. In serving these purposes the SRF ensures harmonized project design, monitoring and reporting across WFP operations. The framework also helps WFP demonstrate its contributions to the Millennium Development Goals (MDGs), particularly MDGs 1, 2 and 4.

7. The SRF has been developed through a consultative process involving WFP managers and technical staff at Headquarters, regional bureaux and country offices; other United Nations funds, programmes and agencies in line with the QCPR, particularly the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); and other agencies and stakeholders including the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the International Committee of the Red Cross (ICRC) and the United Nations Office for Disaster Risk Reduction (UNISDR). The Board reviewed the SRF in detail during three informal consultations. This process has improved the quality of the SRF and improved harmonization with other agencies, while preventing gaps and redundancies in work with main partners.
8. In line with the QCPR, WFP has agreed with other United Nations Development Group (UNDG) members to take steps towards the convergence of strategic planning, particularly results frameworks. WFP’s SRF therefore relies on the results chain and definitions included in the UNDG results-based management (RBM) guidelines.
9. The SRF’s structure is based on the WFP Strategic Plan (2014–2017) with its four Strategic Objectives:
 - *Strategic Objective 1:* Save lives and protect livelihoods in emergencies;
 - *Strategic Objective 2:* Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies;
 - *Strategic Objective 3:* Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; and
 - *Strategic Objective 4:* Reduce undernutrition and break the intergenerational cycle of hunger.
10. For each Strategic Objective, the goals included in the 2014–2017 Strategic Plan are listed, along with a set of outcomes and outputs. Each outcome is linked to one or more outputs, with output statements describing the tangible deliverables for which WFP can be held accountable. Thus outcomes are linked upwards to the Strategic Objectives and downwards to outputs. Outputs, in turn, are linked downwards to activities and inputs (not shown in the SRF). These hierarchical linkages constitute the WFP results chain.
11. Rather than charting a new direction, the 2014–2017 Strategic Plan consolidates the shift from food aid to food assistance. In line with this shift, the SRF aims to reflect more accurately the results of WFP’s efforts to prepare and respond to shocks, restore and rebuild lives and livelihoods, enhance nutrition coverage, reduce vulnerability and build lasting resilience. The mainstreaming of capacity development reflects WFP’s strengthening of this aspect of its work across all Strategic Objectives. The new SRF also integrates gender, protection, accountability to affected populations and partnership through a set of cross-cutting results and indicators.
12. The SRF provides WFP with a compendium of outcomes and outputs, each of which has at least one indicator. Indicators included in the SRF are restricted to those that are:
 - i) relevant to most WFP operations; and
 - ii) considered to be of strategic importance.Indicators not meeting these criteria are considered “project-specific” and are listed in a project-specific indicator compendium.

13. Application across all WFP locations will be harmonized through a set of business rules, which are included in the SRF annex.

THE MANAGEMENT RESULTS FRAMEWORK

14. The MRF articulates WFP's approach to planning, measuring and reviewing organizational effectiveness and efficiency beyond the level of individual projects. It is used by Headquarters divisions, regional bureaux, country offices and liaison offices to develop their annual performance plans linked to individual staff performance plans. The MRF is also the basis for prioritizing the Programme Support and Administration (PSA) budget within the Management Plan. Consistent use of the MRF will generate information on performance to facilitate timely and evidence-based executive management decisions and to track progress of WFP's organizational strengthening.
15. The MRF was introduced in 2009. It is structured around the high-level management priorities – Management Result Dimensions – that enable WFP to deliver results on its Strategic Plan. These dimensions provide the framework for defining departmental, divisional, regional and country-level objectives, and organizational strengthening activities and workstreams.
16. Revisions were derived from a consultative process involving managers and technical staff from Headquarters, regional bureaux and country offices, and peers from other United Nations agencies. The MRF incorporates best practice from comparable public and private sector organizations.
17. The five Management Result Dimensions for the 2014–2017 MRF reflect the management priorities that WFP believes are essential for managing a successful organization:
- *People*: WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability.
 - *Partnerships*: WFP is a preferred and trusted partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations (NGOs) and the private sector.
 - *Processes and systems*: WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation.
 - *Programmes*: WFP programmes deliver effectively and efficiently to the people they serve, and build capacity.
 - *Accountability and funding*: WFP is transparent, provides value for money and accountability for all resources, and is fully funded.
18. Three of these Management Result Dimensions are new: *people*, *partnerships* and *programmes*. These echo WFP's organizational strengthening and are reflected in its new organizational design. The new dimensions enhance the coherence of performance measurement by reflecting the results chain from inputs – *people* and *partnerships*; to outputs – *processes* and *systems*; and outcomes – *programmes*; within a culture of accountability – *accountability and funding*.
19. Each of the Management Result Dimensions contains a set of management results and key performance indicators – currently under development – with annual targets. Selected indicators demonstrating WFP's accountability for economy, efficiency and effectiveness will be reported in the APR.

20. The new MRF enhances alignment with other United Nations agencies. For example, to track implementation of the QCPR, the MRF will incorporate indicators adapted from the UNDG Action Plan. WFP has identified a set of common indicators with UNICEF, UNDP, UNFPA and UN-Women.

HOW THE SRF AND THE MRF COMPLEMENT EACH OTHER

21. The SRF and MRF complement one another:
- The SRF is the basis for defining WFP's response to assessed needs through projects at the country level, with the performance of individual projects reported in their respective SPRs.
 - The MRF articulates the management priorities for delivering output and outcome results effectively, efficiently and economically. For example, WFP needs to manage its human resources – people – well so they can deliver expected results in a sustainable way. The MRF also captures aggregated outcome and output results to monitor implementation of the Strategic Plan, which reflects WFP's overall effectiveness, beyond the level of individual projects.
22. The enhanced relationship between the SRF and the MRF will facilitate implementation of the new Strategic Plan, but it should be emphasized that the two frameworks do not stand in isolation. They are primarily measurement and monitoring tools that are linked to other planning, implementation, reporting and learning tools within the performance management cycle. Similarly, while the frameworks apply to specific organizational levels – project and WFP-wide – they interact with other levels, such as individual performance.
23. The SRF and MRF are core components of WFP's evolving performance management system, which will link all of WFP's performance management tools and mechanisms at different organizational levels. Exploiting and reinforcing these linkages will be critical for successful implementation of WFP's strategy. WFP will present further details of its performance management system at the first regular session of the Board in 2014.

CROSS-CUTTING RESULTS AND INDICATORS

Results	Indicators	Targets
<p>Gender Gender equality and empowerment improved</p>	<p>Proportion of assisted women, men or both women and men who make decisions over the use of cash, vouchers or food within the household</p> <p>Proportion of women beneficiaries in leadership positions of project management committees</p> <p>Proportion of women project management committee members trained on modalities of food, cash or voucher distribution</p>	<p>Target: Project-specific</p> <p>Target: > 50%</p> <p>Target: > 60%</p>
<p>Protection and accountability to affected populations WFP assistance delivered and utilized in safe, accountable and dignified conditions</p>	<p>Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme sites</p> <p>Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)</p>	<p>Targets: 80% for emergency operations (EMOPs), 90% for protracted relief and recovery operations (PRROs), 100% for country programmes/development projects (CPs/DEVs)</p> <p>Targets: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs</p>
<p>Partnership Food assistance interventions coordinated and partnerships developed and maintained</p>	<p>Proportion of project activities implemented with the engagement of complementary partners</p> <p>Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)</p> <p>Number of partner organizations that provide complementary inputs and services</p>	<p>Target: Project-specific</p> <p>Target: Project-specific</p> <p>Target: Project-specific</p>



Strategic Objective 1: Save lives and protect livelihoods in emergencies		Impact
Goals 1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels 2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men 3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks		Contributions to: eradication of extreme hunger (MDG 1/Sustainable Development Goal [SDG]) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators ¹	Project targets and data sources
Outcome 1.1: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women² Linked outputs: A and K	1.1.1 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rates 1.1.2 Proportion of target population who participate in an adequate number of distributions³ 1.1.3 Proportion of eligible population who participate in programme (coverage)	Targets: Mortality rate < 3%; recovery rate > 75%; non-response rate < 15%; default rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports Target: > 66% Data source: post-distribution monitoring (PDM) Targets: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, > 90% in camps; MAM prevention coverage > 70% Data sources: semi-quantitative evaluation of access and coverage (SQUEAC) method, surveys
Outcome 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals Linked output: A	1.2.1 Food consumption score,⁴ disaggregated by sex of household head 1.2.2 Daily average dietary diversity, disaggregated by sex of household head 1.2.3 Coping strategy index, disaggregated by sex of household head	Target: 80% of targeted households/individuals ⁵ have at least borderline food consumption Data sources: emergency food security assessment (EFSA), PDM, food security and outcome monitoring (FSOM) Target: 80% of targeted households/individuals consume average of at least 3 food groups per day Data sources: EFSA, PDM, FSOM Target: Coping strategy index of 80% of targeted households is reduced or stabilized Data sources: EFSA, PDM, FSOM

¹ Indicators in bold are key outcome indicators.

² For treatment of MAM, indicators 1.1.1 and 1.1.3 will be measured; for prevention of acute malnutrition, indicators 1.1.2 and 1.1.3; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 1.1.2 and 1.1.3.

³ Measures programme participation, particularly the number of distributions an individual participates in as part of a nutrition intervention. The target of 66 percent measures whether adequate specialized nutritious food (SNF) was delivered over time.

⁴ Food consumption score (FCS) ≤ 21 = poor food consumption; FCS 21.5–35 = borderline food consumption; FCS > 35 = acceptable food consumption.

⁵ Individuals' FCS tracked where project targets individuals, such as HIV and AIDS/tuberculosis (TB) patients and pregnant and lactating women.



Strategic Objective 1: Save lives and protect livelihoods in emergencies		Impact
Goals 1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels 2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men 3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks		Contributions to: eradication of extreme hunger (MDG 1/Sustainable Development Goal [SDG]) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 1.3: Restored or stabilized access to basic services and/or community assets⁶ Linked outputs: A and B	1.3.1 Retention rate of boys and girls 1.3.2 Enrolment rate of girls and boys 1.3.3 Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission (PMTCT) of HIV programmes 1.3.4 Community asset score	Target: 70% Data sources: Education management information system (EMIS), school records, surveys Target: annual increase of 6% Data sources: EMIS, school records Target: < 15% Data sources: Cooperating partner reports Target: 50% of assets damaged or destroyed during the emergency are restored Data sources: EFSA, PDM, FSOM
Outcome 1.4: National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies Linked outputs: C and D	1.4.1 Emergency preparedness and response capacity index (EPCI) ⁷ 1.4.2 User satisfaction rate	Target: Increased index, based on initial assessment Data source: Capacity analysis Target: Project-specific Data source: User satisfaction survey

⁶ Outputs related to food assistance for assets (FFA) addressing this outcome refer to the repair or maintenance of physical and natural assets that facilitate targeted communities' access to humanitarian assistance, critical infrastructure and services (e.g. roads to markets), and reduce risk (e.g. drainage of canals before the rainy season to reduce the risk of floods).

⁷ WFP provides emergency preparedness and response (EPR) capacity development to the six areas of the EPCI: food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications; hazard analysis and early warning in support of food security; and support for national disaster-response planning.



Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies		Impact
Goals 1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance 2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems 3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs) ⁸ 4. Ensure equitable access to and control over food and nutrition assistance for women and men		Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households Linked output: A	2.1.1 Food consumption score, disaggregated by sex of household head 2.1.2 Daily average dietary diversity, disaggregated by sex of household head 2.1.3 Coping strategy index, disaggregated by sex of household head	Target: 80% of targeted households have acceptable food consumption Data sources: EFSA, PDM, FSOM Target: 80% of targeted households consume an average of at least 4 food groups per day Data sources: EFSA, PDM, FSOM Target: Coping strategy index of 80% of targeted households is reduced or stabilized
Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure Linked outputs: A and B	2.2.1 Community asset score 2.2.2 Retention rate of boys and girls 2.2.3 Enrolment rate of girls and boys	Target: 80% of targeted communities have community assets over baseline Data sources: EFSA, PDM, FSOM Target: 70% Data sources: EMIS, school records, surveys Target: annual increase of 6% Data sources: EMIS, school records

⁸ Outcomes 2.1, 2.2 and 2.3 include refugees, returnees and IDPs.



Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies Goals 1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance 2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems 3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs) ⁸ 4. Ensure equitable access to and control over food and nutrition assistance for women and men		Impact Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 2.3: Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children⁹ Linked outputs: A and K	2.3.1 MAM treatment performance: recovery,¹⁰ mortality, default and non-response rates 2.3.2 Proportion of target population who participate in an adequate number of distributions 2.3.3 Proportion of eligible population who participate in programme (coverage) 2.3.4 Proportion of children who consume a minimum acceptable diet¹¹ 2.3.5 Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	Targets: Mortality < 3%; recovery > 75%; default < 15%; non-response < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports Target: > 66% Data source: PDM Target: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, and > 90% in camps; MAM prevention coverage > 70% Data sources: SQUEAC method, surveys Target: > 70% Data source: PDM Target: 16 days (80% of 20 school feeding days per month) Data sources: School reports, school stock reports
Outcome 2.4: Capacity developed to address national food insecurity needs Linked outputs: E and F	2.4.1 National capacity index (NCI)¹²	Target: Increase of index compared with initial assessment Data source: Capacity analysis

⁹ For treatment of MAM, indicators 2.3.1 and 2.3.3 will be measured; for prevention of acute malnutrition, indicators 2.3.2 and 2.3.3; for prevention of chronic malnutrition (stunting), indicators 2.3.3 and 2.3.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 2.3.2 and 2.3.3.

¹⁰ Including nutritional recovery rates of anti-retroviral treatment (ART), TB-DOTS and PMTCT patients, where applicable.

¹¹ Developed by UNICEF and WHO, “minimum acceptable diet” is part of a compendium of indicators used to measure infant and young child feeding practices. It is widely used in health and nutrition surveys to identify the proportion of children aged 6–24 months who consume a minimum acceptable diet, not counting their consumption of breastmilk.

¹² The NCI can be adapted to capture specific national capacities in school feeding, resilience, nutrition, etc.



Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs Goals 1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance 2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities 3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains		Impact Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience¹³ and reduced risks from disaster and shocks faced by targeted food-insecure communities and households¹⁴ Linked outputs: A, B and I	3.1.1 Community asset score 3.1.2 Food consumption score, disaggregated by sex of household head 3.1.3 Daily average dietary diversity, disaggregated by sex of household head 3.1.4 Coping strategy index, disaggregated by sex of household head 3.1.5 Retention rate of boys and girls	Target: 80% of targeted communities have community assets over baseline Data sources: PDM, FSOM Target: 80% of targeted households have acceptable food consumption Data sources: PDM, FSOM Target: 80% targeted households consume average of at least 4 food groups per day Data sources: PDM, FSOM Target: Coping strategy index of 100% of targeted households is reduced or stabilized Data sources: PDM, FSOM Target: 70% Data sources: EMIS, school records, surveys



¹³ WFP's resilience work is governed by its Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (WFP, 2011), which adheres to the UNISDR definition of resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR. 2009. *Terminology on Disaster Risk Reduction*). Resilience is measured by the combined properties of indicators 3.1.1, 3.1.2, 3.1.3 and 3.1.4.

¹⁴ Assets refer to the five categories of capital: natural, physical, financial, social and human.

Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs Goals 1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance 2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities 3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains		Impact Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 3.2: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels Linked outputs: H and I	3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country 3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country 3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases 3.2.4 Share of active WFP vendors that demonstrate use of pro-smallholder aggregation systems	Target: Project-specific Data sources: Food Procurement Tracking System (FPTS) and the WFP Information Network and Global System (WINGS) Target: Project-specific Data sources: FPTS and WINGS Target: 10% of local and regional purchase volume is procured from pro-smallholder aggregation systems Data sources: FPTS and WINGS Target: 30% of active WFP vendors on the vendor list aggregate commodities sold to WFP in a pro-smallholder manner Data sources: FPTS and WINGS
Outcome 3.3: Risk reduction capacity of people, communities and countries strengthened Linked outputs: B, F, G, J and M	3.3.1 National capacity index 3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Target: Increase of index based on initial assessment Data source: Capacity analysis Target: 80% of targeted communities report improved capacity to manage climatic shocks and risks Data sources: PDM, FSOM



Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger		Impact
Goals 1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance 2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families 3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality		Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Outcomes	Indicators	Project targets and data sources
Outcome 4.1: Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children¹⁵ Linked outputs: A and K	4.1.1 MAM treatment performance: recovery,¹⁶ mortality, default and non-response rates 4.1.2 Proportion of target population who participate in an adequate number of distributions 4.1.3 Proportion of eligible population who participate in programme (coverage) 4.1.4 Proportion of children who consume a minimum acceptable diet 4.1.5 Food consumption score, ¹⁷ disaggregated by sex of household head 4.1.6 Average number of schooldays per month when multi-fortified foods or at least 4 food groups were provided	Target: Mortality rate < 3%; recovery rate > 75%; default rate < 15%; non-response rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports Target: > 66% Data source: PDM Target: MAM treatment coverage: > 50% in rural areas, > 70% in urban areas, and > 90% in camps; MAM prevention coverage: >70% Data sources: SQUEAC method/survey Target: > 70% Data source: PDM Target: 80% of targeted households/individuals have acceptable food consumption Data sources: PDM, FSOM Target: 80% of schooldays Data sources: school reports, school stock report



¹⁵ For treatment of MAM, indicators 4.1.1 and 4.1.3 will be measured; for prevention of acute malnutrition, indicators 4.1.2 and 4.1.3; for prevention of chronic malnutrition (stunting), indicators 4.1.3 and 4.1.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 4.1.2 and 4.1.3.

¹⁶ Includes nutritional recovery rate for ART, TB-DOTS and PMTCT clients, where applicable.

¹⁷ Individuals' FCS tracked where projects target individuals, such as HIV and AIDS/TB patients, and pregnant and lactating women.

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger		Impact Contributions to: eradication of extreme hunger (MDG 1/SDG) achievement of universal primary education (MDG 2/SDG) reduction in child mortality (MDG 4/SDG)
Goals 1. <i>Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance</i> 2. <i>Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families</i> 3. <i>Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality</i>		
Outcomes	Indicators	Project targets and data sources
Outcome 4.2: Increased equitable access to and utilization of education Linked output: A	4.2.1 Enrolment rate of girls and boys 4.2.2 Retention rate of boys and girls	Target: Annual increase of 6% Data source: EMIS, school records Target: 85% retention of boys and girls Data source: EMIS, school records, surveys
Outcome 4.3: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels Linked outputs: L and M	4.3.1 National capacity index	Target: Increase of index based on initial assessment Data source: capacity analysis

Outputs	Indicators
Output A: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	A.1 Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned A.2 Quantity of food assistance distributed, disaggregated by type, as % of planned A.3 Quantity of non-food items distributed, disaggregated by type, as % of planned A.4 Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.5 Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.6 Number of institutional sites assisted (e.g. schools, health centres), as % of planned
Output B: Community or livelihood assets built, restored or maintained by targeted households and communities	B.1 Number of assets built restored or maintained by targeted households and communities, by type and unit of measure
Output C: Augmented logistics, United Nations Humanitarian Air Service (UNHAS) or emergency telecommunications services provided	C.1 United Nations Humanitarian Response Depot (UNHRD) items provided against requests, by type C.2 Number of goods and services provided, by type C.3 Number of passengers transported C.4 Metric tons/cubic meters of cargo transported
Output D: Emergency management capacity created and/or supported	D.1 Number of technical assistance activities provided, by type ¹⁸ D.2 Number of people trained, disaggregated by sex and type of training
Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems, including food security information systems	E.1 Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support E.2 Number of technical support activities ¹⁹ provided on food security monitoring and food assistance, by type
Output F: National systems for monitoring trends in food security and nutrition strengthened	F.1 Number of government counterparts trained in collection and analysis of food and nutrition security data F.2 Number of food security and nutrition monitoring/surveillance reports produced with WFP support

¹⁸ Include early warning information systems, response activation and coordination mechanisms, response framework, food security and vulnerability analysis, humanitarian supply chain management, emergency telecommunications, hazard analysis and early warning, and support to national disaster response planning.

¹⁹ Include policy workshops, training events, secondments, guidance materials and information products produced by WFP or to which WFP has contributed.

Outputs	Indicators
Output G: Assets that reduce risk of disasters and shocks developed, built or restored ²⁰	G.1 Number of risk reduction and disaster mitigation assets built or restored, by capital category, type and unit of measure G.2 Number of people trained, disaggregated by sex and type of training
Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers	H.1 Quantity of food purchased locally through local and regional purchases (in mt) H.2 Quantity of food purchased locally from pro-smallholder aggregation systems (in mt) H.3 Number of WFP vendors that have adopted demonstrable pro-smallholder aggregation practices H.4 Number of farmers' organizations trained in market access and post-harvest handling skills H.5 Number of smallholder farmers supported
Output I: Increased WFP fortified foods, complementary foods and special nutrition products purchased from local suppliers	I.1 Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers
Output J: National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	J.1 Number of technical assistance activities provided, ²¹ by type J.2 Number of people trained, disaggregated by sex and type of training
Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively	K.1 Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned K.2 Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned K.3 Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling
Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	L.1 Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training L.2 Number of technical assistance activities provided, by type ²²
Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place	M.1 Number of national programmes developed with WFP support – nutrition, school feeding, safety net M.2 Number of national safety net policies that are nutrition-sensitive M.3 Number of technical assistance activities provided, by type

²⁰ Assets refer to the five capital categories: natural, physical, financial, social and human capital.

²¹ Include collecting, analysing and disseminating information and data on risk, vulnerability, food security and nutrition; designing and supporting community-based and government-led safety net strategies, policies and programmes that provide food assistance and technical support for food and nutrition security – targeting, conditionality, transfer selection, monitoring and evaluation, graduation criteria, etc.; evaluating and generating evidence on safety nets; and cross-cutting technical and analytical activities aiming to enhance ownership, raise awareness and influence policy-making in safety nets for food assistance.

²² Include secondments to national governments; provision of expertise to draft policy guidance; provision of expertise in institutional strengthening; continuous engagement with national institutions; and provision of expertise in project design, management and monitoring.

SRF OUTCOME INDICATOR DETAILS

Indicator	Partners/other fora using indicator	Data sources	Collection method	Project targets	Periodicity (frequency of tracking)	Reporting (formats to be used)
Food consumption score	Food Security Cluster, Integrated Food Security Phase Classification (IPC)	EFSA, PDM, FSOM	Household /individual interviews (<i>representative sample for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible</i>)	Strategic Objective 1: 100% of targeted households have at least <i>borderline</i> food consumption Strategic Objective 2, Strategic Objective 3: 80% of targeted households have <i>acceptable</i> food consumption, Strategic Objective 4: 80% of targeted households/individuals have <i>acceptable</i> food consumption	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin
Daily average dietary diversity	Food Security Cluster, IPC	EFSA, PDM, FSOM	Household/ individual interviews (<i>representative samples for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible</i>)	Strategic Objective 1: 100% of targeted households consume average of at least <i>3 food groups</i> per day Strategic Objective 2, Strategic Objective 3: 80% of targeted households consume average of at least <i>4 food groups</i> per day	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin

SRF OUTCOME INDICATOR DETAILS						
Indicator	Partners/other fora using indicator	Data sources	Collection method	Project targets	Periodicity (frequency of tracking)	Reporting (formats to be used)
Coping strategy index	Food Security Cluster, IPC	EFSA, PDM, FSOM	Household interviews <i>(representative samples for Strategic Objectives 2, 3 and 4, and for Strategic Objective 1 where feasible)</i>	Strategic Objectives: 1, 2: Coping strategy index of 80% of households is reduced or stabilized Strategic Objective 3: Coping strategy index of 100% of targeted households is reduced or stabilized	Pre-intervention/during intervention For ongoing interventions: at least twice per year	SPR Outcome monitoring bulletin
MAM treatment performance: recovery, mortality, default and non-response rates	Nutrition Cluster	Ministry of Health/WFP patient register, monthly cooperating partner reports	Health centre register	Mortality rate < 3%; recovery rate > 75%; non-response rate < 15%; default rate < 15%	Monthly	SPR/global nutrition update
Proportion of eligible population who participate in programme (coverage)	Nutrition Cluster	Survey, SQUEAC method survey	Household interviews	MAM treatment coverage: > 50% in rural areas, > 70% in urban areas, and > 90% in camps; MAM prevention coverage > 70%	MAM prevention: annually or based on project objective or duration SQUEAC: annually	SPR/global nutrition updates
Proportion of target population who participate in an adequate number of distributions	WFP-specific	PDM	Household interviews	> 66%	Baseline/endline or dependent on project cycle	SPR
Proportion of children consuming a minimum acceptable diet	UNICEF, WHO	PDM	Household interviews	> 70%	Baseline/endline or dependent on project cycle	SPR



SRF OUTCOME INDICATOR DETAILS

Indicator	Partners/other fora using indicator	Data sources	Collection method	Project targets	Periodicity (frequency of tracking)	Reporting (formats to be used)
Default rate of clients from ART, TB-DOTS and/or PMTCT programmes	UNAIDS, WHO, UNICEF	Cooperating partner reports	Health centre register (outpatient records)	< 15%	Monthly	SPR/UNAIDS Unified Budget Results and Accountability Framework (UBRAF) report
Community asset score	WFP specific	PDM, EFSA, FSOM	Focus group discussion	Strategic Objective 1: 50% of assets that were damaged or destroyed during the emergency are restored Strategic Objectives 2 and 3: 80% of targeted communities with community assets over baseline	End of Asset Creation Activity	SPR
Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks	WFP specific	PDM, FSOM	Focus group discussion	80% of targeted communities report improved capacity to manage climatic shocks and risks	End of project	SPR
Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	WFP specific	FPTS and WINGS	Extraction from FPTS	Project-specific	Updated after each WFP procurement	SPR



SRF OUTCOME INDICATOR DETAILS

Indicator	Partners/other fora using indicator	Data sources	Collection method	Project targets	Periodicity (frequency of tracking)	Reporting (formats to be used)
Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	WFP specific	FPTS and WINGS	Extraction from FPTS	Project-specific	Updated after each WFP procurement	SPR
Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	WFP specific	FPTS and WINGS	Extraction from FPTS	10% of local and regional purchase volume is procured from pro-smallholder aggregation systems	Updated after each WFP procurement	SPR
Share of active WFP vendors that demonstrate use of pro-smallholder aggregation systems	WFP-specific	FPTS and WINGS	Extraction from FPTS	30% of active WFP vendors on the vendor list aggregate commodities sold to WFP in a pro-smallholder manner	Updated after each WFP procurement	SPR
Average number of schooldays per month when multi-fortified foods or at least 4 food groups were provided	WFP-specific	School reports, school stock report	Physical count	80% of schooldays	Monthly	SPR



SRF OUTCOME INDICATOR DETAILS

Indicator	Partners/other fora using indicator	Data sources	Collection method	Project targets	Periodicity (frequency of tracking)	Reporting (formats to be used)
Enrolment rate of girls and boys (average annual rate of change)	<i>United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF, others (with different measurement methodology)</i>	EMIS, School records	Physical count	Annual increase of 6%	Annually	SPR
Retention rate of boys and girls	<i>UNESCO, UNICEF, others (with different measurement methodology)</i>	EMIS, school records, survey	Physical count	Strategic Objective 1 and Strategic Objective 2: Retention rate of 70% Strategic Objective 4: Retention rate of 85%	Annually	SPR
National capacity index	WFP-specific	Capacity analysis	Consultative process with government partners	Increase in index compared with initial assessment	Annually or in accordance with agreed milestones in the country strategy	SPR
Emergency preparedness and response capacity index (EPCI)	WFP-specific	Capacity analysis	Consultative process with government partners, secondary data	Increase in index compared with initial assessment	At least beginning and end, depending on duration of intervention	SPR
User satisfaction rate	WFP-specific	User satisfaction survey	Survey questionnaire	Project-specific	Mid-term/end of operation	SPR



ANNEX II

BUSINESS RULES FOR USING THE SRF

1. Application of the following business rules will ensure harmonized approaches to project design, monitoring and reporting at all WFP locations:
 - i) The SRF should be used for the design of all EMOPs, PRROs, DEVs/CPs and special operations (SOs).
 - ii) The design of a project's logical framework should be based on the Strategic Objective(s) identified in the narrative section of the project document. Depending on the operational context and programmatic scope, a project may support the achievement of one or several Strategic Objectives.
 - iii) Each project objective in the narrative section must be aligned to only one Strategic Objective.
 - iv) For each Strategic Objective selected for the project, at least one outcome must be selected from the SRF.
 - v) For each outcome selected, the corresponding key outcome indicators (those in bold font in the logical framework) must be selected from the SRF.¹ All other indicators of relevance to the project should also be selected. For outcomes that do not have corresponding key performance indicators, at least one other indicator must be selected.
 - vi) For each outcome selected, at least one linked output must be selected from the SRF.
 - vii) For each output selected, all the linked output indicators of relevance to the programme must be selected from the SRF.
 - viii) Indicators selected from the SRF can be complemented by indicators from the project-specific indicator compendium.
 - ix) Baselines must be established for all outcome indicators as part of the project development process. Baselines should be established no more than three months before the start of the activity, and no later than three months after.
 - x) Project targets must be established for all outcome indicators as part of the project development process. The project target values will normally be those included in the SRF, but might differ, depending on the country context. Project-specific targets should be set at the same time as baselines are established.
 - xi) All outcome indicators included in project logical frameworks must be monitored according to the timeframe described in Annex I. For EMOPs and emergency components of PRROs, this rule can be waived if the activity is implemented for less than six months.
 - xii) Cross-cutting indicators must be used in all projects and included in project logical frameworks. All cross-cutting indicators must be monitored at least twice a year.

¹ Further guidance for nutrition outcome indicators is being developed and will be shared with country offices and regional bureaux.

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
ART	anti-retroviral therapy
CP	country programme
DEV	development project
EFSA	emergency food security assessment
EMIS	education management information system
EMOP	emergency operation
EPCI	emergency preparedness and response capacity index
FAO	Food and Agriculture Organization of the United Nations
FPTS	food procurement tracking system
FSOM	food security and outcome monitoring
IDP	internally displaced person
IPC	Integrated Food Security and Humanitarian Phase Classification
ISDR	International Strategy for Disaster Reduction
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MRF	Management Results Framework
NCI	national capacity index
NGO	non-governmental organization
PDM	post-distribution monitoring
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
QCPR	Quadrennial Comprehensive Policy Review
SDG	sustainable development goal
SNF	specialized nutritious food
SPR	standard project report
SQUEAC	semi-quantitative evaluation of access and coverage
SRF	Strategic Results Framework
TB-DOTS	tuberculosis directly observed treatment
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WINGS	WFP Information Network and Global System
WHO	World Health Organization