

**WFP CORPORATE RESULTS FRAMEWORK
(2017–2021)**

FIRST DRAFT



Informal Consultation

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INTRODUCTION

1. WFP's performance management system currently comprises two frameworks: a Management Results Framework (MRF) that shows the efficiency with which WFP provides services; and a Strategic Results Framework (SRF) that measures WFP's effectiveness in achieving results. The two frameworks combine to provide a complete picture of WFP's results and performance and the basis for planning, implementing, monitoring and reporting on the Strategic Plan.
2. WFP has improved its performance management system in a number of ways over the last eight years, reflected in better monitoring systems, better project-level reporting in standard project reports and better corporate reporting in the Annual Performance Report (APR). With its new Strategic Plan aligned with the Sustainable Development Goals (SDGs) and a revised financial framework, WFP will further improve the system by integrating its management and strategic results frameworks in a single Corporate Results Framework (CRF). Consolidating the SRF and the MRF in the CRF will streamline processes and simplify performance management. The CRF will support effective, efficient and economic management of operations together with full accountability and transparency.

DESCRIPTION

3. The CRF begins with the Strategic Goals, followed by the Strategic Objectives and Strategic Results described in the WFP Strategic Plan (2017–2021). The CRF will align with the country strategy planning approach and the new budget structure emerging from the Financial Framework Review, providing a smart and simple way for WFP to show how resources are allocated and used to achieve results.
4. The CRF:
 - defines outcomes and outputs aligned with the Strategic Results and Strategic Objectives;
 - acts as a template for WFP project (and Country Strategic Plan) logical frameworks;
 - provides corporate indicators to be used by all WFP offices for monitoring;
 - enables tracking of managerial efficiency, economy and effectiveness; and
 - informs corporate reporting through standard project reports and the APR.
5. The CRF ensures harmonized project design, monitoring and reporting in all field offices; contributes to performance management; helps operationalize the Strategic Plan; and tracks WFP's contributions to SDGs 2 and 17.

STRUCTURE

6. For each WFP Strategic Result a set of linked outcomes, outputs and activities are included in the CRF. The cascade from Strategic Goals down to activities represents the WFP results chain.
7. The way that the management results will be captured in the CRF will build on the MRF, in particular the key performance indicators. A change in the concept of Management Results is needed, however, in order to align the measurement of management performance with resources and to emphasize value-for-money considerations.
8. Organizational performance will be measured in terms of value for money, defined as:
 - *effectiveness*: success in carrying out activities and achieving intended results;
 - *efficiency*: increase in results with same level of resources OR reduced resources used for the same level of results; and
 - *economy*: reduction of cost of resources used, while maintaining quality standards of results.
9. The measures of effectiveness, efficiency and economy will vary from one organizational area to another and will be captured by specific indicators. Business rules will ensure consistent application of the CRF in all offices.

DEVELOPMENT OF THE CORPORATE RESULTS FRAMEWORK

10. The CRF is being developed through four work streams:
 - i) **Theories of change.** Theories of change were developed for all programme areas, which provide the main input for formulating CRF outcomes, outputs and indicators.
 - ii) **Outcome and output statements.** Draft outcome and output statements were formulated for each programme and cross-cutting area included in the CRF.
 - iii) **Programme indicators.** The CRF will include indicators for each Strategic Result; cross-cutting, outcome and output indicators; and organizational efficiency, effectiveness and economy indicators. The current set of SRF cross-cutting and outcome indicators will be reviewed along with indicators used by other United Nations agencies to see which can be maintained and what new indicators need to be developed.
 - iv) **Management activities and management indicators.** The CRF will also include activities in the areas of Human Resources, Supply Chain, Administration and Security that support programmatic work. Management indicators are to be determined for each of the support areas following review of existing WFP indicators and those used by other United Nations agencies and selected governments; they will measure effectiveness, efficiency and economy. Links between the management indicators and the financial framework will be identified.
11. To support consistent monitoring of the CRF indicators WFP will update its normative framework for monitoring, including revision of the standard operating procedures for monitoring, and the minimum monitoring requirements. Corporate guidance on monitoring will also be updated and project logical frameworks realigned with the CRF.

STRATEGIC GOAL 1: SUPPORT COUNTRIES TO ACHIEVE ZERO HUNGER (SDG 2)

Strategic Objective 1: End hunger by ensuring access to food

Strategic Result 1: Everyone has access to food (SDG 2.1): By 2030, all people, especially the poor and vulnerable, have access to adequate food all year

Activities (See list of acronyms at end of document)	WFP outcomes	Outputs (see Annex 1)
GD, FFA, HIV/TB	Adequate food consumption reached or maintained for targeted households and/or individuals <i>Indicator: to be determined</i>	A, B
GD	Dietary diversity of targeted households and/or individuals is improved <i>Indicator: to be determined</i>	A, B
GD	Reliance on negative coping strategies is reduced <i>Indicator: to be determined</i>	A,B
GD	Financial literacy and inclusion is enhanced (cash-based transfers) <i>Indicator: to be determined</i>	B, F
SFP	Access to nutritious and diversified food for school-aged children is improved <i>Indicator: to be determined</i>	A, B, C, F, L
SFP	Access to education for school-aged children is improved <i>Indicator: to be determined</i>	A, B, C, D, F
FFA	Access to functional natural and physical livelihood assets by targeted food-insecure communities and households is improved <i>Indicator: to be determined</i>	D, E, K
FFA	Capacity of community-based management committees and targeted vulnerable households to sustainably manage natural and physical assets is improved <i>Indicator: to be determined</i>	F
EPR	Capacity of national authorities, regional bodies and other humanitarian partner to anticipate, prepare for and respond to the humanitarian needs of affected populations is strengthened <i>Indicator: to be determined</i>	F, G, H, J
AAP	Affected populations have access to accurate, timely and relevant information about programmes <i>Indicator: to be determined</i>	P
AAP	Affected populations participate actively throughout the project cycle <i>Indicator: to be determined</i>	K, Q

AAP	Affected populations are able to make complaints and provide feedback about programmes <i>Indicator: to be determined</i>	O, Q
PRO	Safety risks associated with participation in programmes or stemming from reliance on negative coping strategies (violence, injury, coercion, deliberate deprivation) are mitigated <i>Indicator: to be determined</i>	Q
PRO	Affected populations are treated with respect and have increased voice, choice and dignity in matters related to programmes <i>Indicator: to be determined</i>	K, Q
PRO	The rights of all segments of affected populations are respected in programmes and promoted by a protective environment <i>Indicator: to be determined</i>	H, N, Q
GEN	Capacities of girls and women to act autonomously and to exercise agency over their bodies and lives are increased <i>Indicator: to be determined</i>	F ¹ , R
GEN	Opportunities for women to participate in collective decisions are increased <i>Indicator: to be determined</i>	F, O, P, Q, R
GEN	Understanding of relationships between gender equality and women's empowerment (GEWE), ² harmful gender norms, food security and nutrition is improved <i>Indicator: to be determined</i>	F, G, H

¹ Training and sensitization provided under this activity is on voice, assertion, literacy, numeracy, decision-making, masculinities and motivating others.

² As per SDG 5, GEWE encompasses ending discrimination and harmful practices against women and girls, ending gender-based violence, recognizing and valuing unpaid care and domestic work, and encouraging full and effective participation and equal opportunities for women and girls.

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG 2.2): By 2030, no one is malnourished; and, by 2025 the internationally agreed targets on stunting and wasting in children are met

Activities	WFP outcomes	Outputs
NUT	Targeted programme coverage of nutrition beneficiaries is achieved <i>Indicator: to be determined</i>	A, B, C, D, I, K
NUT	Adequate participation of targeted nutrition beneficiaries is achieved <i>Indicator: to be determined</i>	A, B, C, D, I, K
NUT	Diversified high-quality and nutritious diets are consumed by target groups <i>Indicator: to be determined</i>	A, B, C, D, K, X
NUT	Moderate acute malnutrition treatment performance is achieved <i>Indicator: to be determined</i>	A, B, C, K
SFP	Access to nutritious and diversified food for school-aged children is improved <i>Indicator: to be determined</i>	A, B, C, F, L
SFP	Nutrition and health status of school feeding beneficiaries is improved <i>Indicator: to be determined</i>	A, B, C, D, F, I
HIV/TB	Attendance at medical services of people living with HIV and tuberculosis patients is improved <i>Indicator: to be determined</i>	A, B, C, D, I, K
HIV/TB	Nutritional status of PLHIV and TB patients attending medical services is improved or maintained <i>Indicator: to be determined</i>	A, B, C, D, I, K
FFA	Access to functional natural and physical livelihood assets by targeted food-insecure communities and households is improved <i>Indicator: to be determined</i>	D, E, K
FFA	Capacity of community-based management committees and targeted vulnerable households to sustainably manage natural and physical assets is improved <i>Indicator: to be determined</i>	F

AAP	Affected populations have access to accurate, timely and relevant information about programmes <i>Indicator: to be determined</i>	P
AAP	Affected populations participate actively throughout the project cycle <i>Indicator: to be determined</i>	K, Q
AAP	Affected populations are able to make complaints and provide feedback about programmes <i>Indicator: to be determined</i>	O, Q
PRO	Safety risks associated with participation in programmes or stemming from reliance on negative coping strategies (violence, injury, coercion, deliberate deprivation) are mitigated <i>Indicator: to be determined</i>	Q
PRO	Affected populations are treated with respect and have increased voice, choice and dignity in matters related to programmes <i>Indicator: to be determined</i>	K, Q
PRO	The rights of all segments of affected populations are respected in programmes and promoted by a protective environment <i>Indicator: to be determined</i>	H, N, Q
GEN	Capacities of girls and women to act autonomously and to exercise agency over their bodies and lives are increased <i>Indicator: to be determined</i>	F, R
GEN	Opportunities for women to participate in collective decisions are increased <i>Indicator: to be determined</i>	F, O, P, Q, R
GEN	Understanding of relationships between GEWE, harmful gender norms, food security and nutrition is improved <i>Indicator: to be determined</i>	F, G, H

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholder producers have increased productivity and incomes (SDG 2.3): By 2030, smallholder livelihoods are more remunerative and resilient, including through better knowledge, provision of financial services, and increased access to markets

Activities	WFP outcomes	Outputs
SAMS	Post-harvest losses of food produced by smallholders are reduced <i>Indicator: to be determined</i>	D, F
SAMS	The value and volume of food purchases by WFP from pro-smallholder aggregation systems are increased <i>Indicator: to be determined</i>	D, F, L
SAMS	The value and volume of sales of pro-smallholder aggregations systems to WFP and other buyers with decreased contractual default rate are increased <i>Indicator: to be determined</i>	E, F, G, K, M, R
SAMS	Participation of women smallholder farmers is increased <i>Indicator: to be determined</i>	E, F, G, K, M
SFP	Purchase of nutritious food from local smallholder farmers for school feeding programmes is increased <i>Indicator: to be determined</i>	D, F, L
AAP	Affected populations have access to accurate, timely and relevant information about programmes <i>Indicator: to be determined</i>	P
AAP	Affected populations participate actively throughout the project cycle <i>Indicator: to be determined</i>	K, Q
AAP	Affected populations are able to make complaints and provide feedback about programmes <i>Indicator: to be determined</i>	O, Q
PRO	Safety risks associated with participation in programmes or stemming from reliance on negative coping strategies (violence, injury, coercion, deliberate deprivation) are mitigated <i>Indicator: to be determined</i>	Q

PRO	Affected populations are treated with respect and have increased voice, choice and dignity in matters related to programmes <i>Indicator: to be determined</i>	K, Q
PRO	The rights of all segments of affected populations are respected in programmes and promoted by a protective environment <i>Indicator: to be determined</i>	H, N, Q
GEN	Capacities of girls and women to act autonomously and to exercise agency over their bodies and lives are increased <i>Indicator: to be determined</i>	F, R
GEN	Opportunities for women to participate in collective decisions are increased <i>Indicator: to be determined</i>	F, O, P, Q, R
GEN	Understanding of relationships between GEWE, harmful gender norms, food security and nutrition is improved <i>Indicator: to be determined</i>	F, G, H
Strategic Result 4: Food systems are sustainable (SDG 2.4): By 2030, food systems are sustainable and utilize resilient practices that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that improve land and soil quality		
Activities	WFP outcomes	Outputs
CAR	The ability of targeted vulnerable communities and individuals to prepare, cope with and recover from climate shocks through climate risk management, including insurance, resilience-building and adaptation approaches, is improved. <i>Indicator: to be determined</i>	D, E, F, G, H, J, K, M
CAR	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement monitor and analyse climate risk management and adaptation programmes that strengthen capacity for adaptation to climate change, extreme weather events, and resulting drought, flooding and other disasters <i>Indicator: to be determined</i>	F, G, H, J, K
FFA	Improved access to functional natural and physical livelihood assets by targeted food-insecure communities and households <i>Indicator: to be determined</i>	D, E, K
FFA	Increased capacity of community-based management committees and targeted vulnerable households to sustainably manage natural and physical assets <i>Indicator: to be determined</i>	F

SAFE	Cooking fuel and energy needs of food-insecure people are adequately met and associated risks are addressed <i>Indicator: to be determined</i>	D, E, F, G, H, K
AAP	Affected populations have access to accurate, timely and relevant information about programmes <i>Indicator: to be determined</i>	P
AAP	Affected populations participate actively throughout the project cycle <i>Indicator: to be determined</i>	K, Q
AAP	Affected populations are able to make complaints and provide feedback about programmes <i>Indicator: to be determined</i>	O, Q
PRO	Safety risks associated with participation in programmes or stemming from reliance on negative coping strategies (violence, injury, coercion, deliberate deprivation) are mitigated <i>Indicator: to be determined</i>	Q
PRO	Affected populations are treated with respect and have increased voice, choice and dignity in matters related to programmes <i>Indicator: to be determined</i>	K, Q
PRO	The rights of all segments of affected populations are respected in programmes and promoted by a protective environment <i>Indicator: to be determined</i>	H, N, Q
GEN	Capacities of girls and women to act autonomously and to exercise agency over their bodies and lives are increased <i>Indicator: to be determined</i>	F,R
GEN	Opportunities for women to participate in collective decisions are increased <i>Indicator: to be determined</i>	F, O, P, Q, R
GEN	Understanding of relationships between GEWE, harmful gender norms, food security and nutrition is improved <i>Indicator: to be determined</i>	F, G, H

STRATEGIC GOAL 2: PARTNER TO SUPPORT IMPLEMENTATION OF THE SDGS (SDG 17)

Strategic Objective 4: Strengthen the means of implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs (SDG 17.9 and 17.18): Greater support to capacity-building of hunger governance systems and effective mechanisms to promote technology transfer, innovation, data collection and quality, and knowledge-sharing lead to better implementation of all the SDGs

Strategic Result 6: Policies to support development are coherent (SDG 17.14): Policies to end hunger and sustainable development are coherent across sectors and support collective efforts for sustainable development in all its dimensions

Activities	WFP outcomes	Outputs
CDA	National stakeholders (at macro, meso or micro levels as relevant to context) have internalized the tools and skills required to: i) design appropriate and relevant nutrition-sensitive anti-hunger policies and systems; ii) support institutional effectiveness and accountability in assessing, monitoring, analysing and delivering hunger and nutrition objectives; iii) conduct strategic anti-hunger and nutrition-sensitive planning and financing; iv) design and deliver effective anti-hunger and nutrition-sensitive response capacities; v) engage in and enhance hunger-smart, nutrition-sensitive, evidence-based programming <i>Indicator: to be determined</i>	F, G, H, K
CDA, GEN	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse gender-transformative food security and nutrition policies and programmes <i>Indicator: to be determined</i>	G, H, F
CDA, NUT	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse malnutrition treatment and prevention programmes <i>Indicator: to be determined</i>	F, G, H, J
CDA, HIV/TB	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse HIV/TB programmes <i>Indicator: to be determined</i>	F, G, H, J

CDA, SFP	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse cost-efficient school feeding programmes and adequate systems, embedded in broader social protection systems <i>Indicator: to be determined</i>	F, G, H, J
CDA, FFA	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse food [assistance] for assets and asset-creation programmes that strengthen capacity for extreme weather [capacity to withstand?], drought, flooding and other disasters, and improve land and soil quality <i>Indicator: to be determined</i>	F, G, H, J
CDA, CAR	National stakeholders at all levels, communities, civil society and academic institutions have enhanced capacity to assess, plan, design, finance, implement monitor and analyse climate risk management and adaptation programmes that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters <i>Indicator: to be determined</i>	
CDA, SAMS	National stakeholders at all levels have enhanced capacity to assess, plan, design, finance, implement, monitor and analyse smallholder agricultural market-support initiatives <i>Indicator: to be determined</i>	F, G, H, J, L

Strategic Objective 5: Partner for SDG Results

Strategic Result 7: Global partnerships support country efforts, including through sharing knowledge, expertise and technology, to achieve the SDGs (SDG 17.6 and 17.16): In humanitarian and other situations, and when called upon by partners to do so, WFP mobilizes and shares knowledge, expertise, technology and financial resources, including through the provision of common services and cash-based platforms, to support partners in the achievement of the SDGs

Activities	WFP outcomes	WFP outputs
SUP	Logistics cluster partners coordinate effectively <i>Indicator: to be determined</i>	J
SUP	Network of United Nations Humanitarian Response Depots established and maintained <i>Indicator: to be determined</i>	F, G, H, T
SUP	Capacity of developing states and other partners to deliver supply chain common services is enhanced <i>Indicator: to be determined</i>	F, G, J
SUP	Supply chain common services for air, road and sea transport are provided to partners <i>Indicator: to be determined</i>	U, V, W
FSC	Food security cluster partners coordinate effectively <i>Indicator: to be determined</i>	J
ENG	Sustainable engineering solutions for humanitarian needs are provided <i>Indicator: to be determined</i>	S, Y
ICT	Seamless, resilient and principled communications are provided to humanitarians, governments and disaster-affected people <i>Indicator: to be determined</i>	X
ICT	Emergency telecommunications cluster partners coordinate effectively <i>Indicator: to be determined</i>	J

WEL	Adequate health care and psycho-social care is extended to humanitarian partner staff as required <i>Indicator: to be determined</i>	Z
MGT	A suitable platform for leasing transport solutions for external partners is provided <i>Indicator: to be determined</i>	T
MGT	Emergency accommodation for humanitarian workers is provided <i>Indicator: to be determined</i>	Y
MGT	Infrastructure is provided and maintained immediately following disasters <i>Indicator: to be determined</i>	S, T, Y

Strategic Result 8: Developing countries access a range of financial resources for development investment (SDG 17.3 and 17.17): Additional financial resources for developing countries from multiple sources, including through public–private partnerships with the private sector and civil society, enable sustained, coherent actions towards the SDGs

Activities	WFP outcomes	Outputs
tbd	tbd	tbd

ANNEX I

Outputs	Indicators
A. Food provided to targeted beneficiaries	To be determined
B. Cash-based transfers provided to targeted beneficiaries	To be determined
C. Specialized nutritional products provided to targeted beneficiaries	To be determined
D. Non-food items provided to targeted beneficiaries	To be determined
E. Natural and physical assets created or rehabilitated by targeted groups	To be determined
F. Training provided to national authorities, civil society, community members, farm organizations or targeted individuals	To be determined
G. Technical support provided for policy and regulatory frameworks, institutions, design and delivery of national programmes, strategic budgeting and resource mobilization	To be determined
H. Advocacy, policy, strategy, advice, sensitization and rights awareness provided to targeted populations, national authorities and partners	To be determined
I. Key nutrition messages adequately delivered to targeted populations	To be determined
J. Coordination services provided	To be determined
K. Community consultation conducted	To be determined
L. Food, fortified food, complementary food and special nutrition products purchased by WFP from regional and national suppliers and local markets	To be determined
M. Linkages to financial and insurance service providers facilitated	To be determined
N. Targeting of affected populations conducted in an impartial, non-discriminatory manner	To be determined
O. Mechanisms established for all segments of targeted populations to lodge complaints about and provide feedback on programmes	To be determined
P. Programme information disseminated to all segments of the targeted population	To be determined
Q. Programmes designed and adjusted to mitigate safety risks and reflect needs, preferences and capacities of all segments of affected populations	To be determined
R. Targeting quotas set for women's representation in relevant committees	To be determined
S. Engineering works designed and built	To be determined
T. Systems and processes developed for the provision of common services	To be determined
U. Air transport of passengers provided as a common service	To be determined
V. Air transport of humanitarian cargo provided as a common service	To be determined
W. Land and sea transport of humanitarian cargo provided as a common service	To be determined
X. Emergency telecommunications, and information and communications technology, provided as a common service	To be determined
Y. Accommodation/camps installed and maintained	To be determined
Z. Health services provided	To be determined

ACRONYMS USED IN THE DOCUMENT

AAP	Accountability to affected populations
APR	Annual Performance Report
CAR	Climate adaptation and risk management
CDA	Capacity development and augmentation
CRF	Corporate Results Framework
ENG	Engineering
EPR	Emergency preparedness and response
FCS	Food security coordination
FFA	Food assistance for assets
GD	general distribution
GEN	Gender
GEWE	gender equality and women's empowerment
HIV/TB	HIV/TB programming
ICT	Telecommunications
MGT	Management services
MRF	Management Results Framework
NUT	Nutrition
PRO	Protection
SAFE	Safe Access to Fuel and Energy
SAMS	Smallholder agricultural support
SDG	Sustainable Development Goal
SFP	School feeding programme
SRF	Strategic Results Framework
SUP	Supply chain
WEL	Wellness