



**Informal Consultation on the Corporate Results Framework**  
17 October 2017



# Agenda

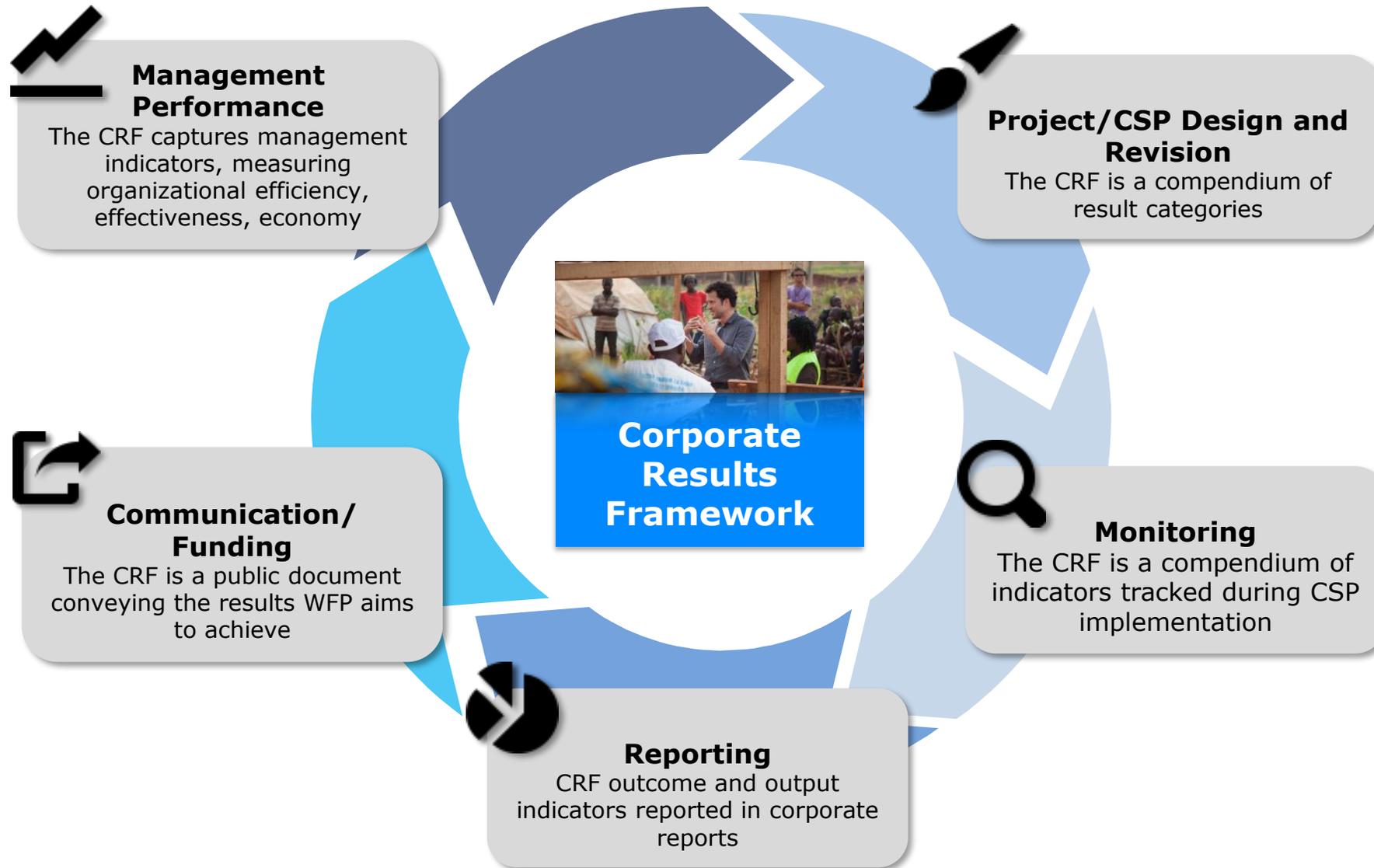
- Update on WFP's Corporate Results Framework
  - *Structure and Purpose of the CRF*
  - *Finding of the working groups*
  - *Next steps and revised CRF timeline*
- Management Performance in the CRF
  - *How do we apply CRF management performance?*
  - *Progress on implementation of CRF management performance*
- Corporate Reporting for 2017 and Going Forward
  - *Scenarios for reporting in 2017*
  - *Planning and Reporting*
  - *Main changes from SPRs to ACRs*
  - *New APR structure*





## Update on WFP's Corporate Results Framework

# At a glance: Purpose of the CRF



## CRF links resources to results

- CSP logframes are the basis for budget and expenditures are recorded by cost category at the activity, outcome, and result levels
- Value for money considerations are included in programme and management performance
- The links between resources to results are in line with UN guidance on results-based-management



# CRF links resources to results

<b>WFP Strategic Result 1</b> Everyone has access to food (SDG Target 2.1) USD 16,633,862	<b>2017 Line of Sight for Zimbabwe</b>					
<b>Strategic Outcome 1</b> Food insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or 1.1 Maintained/enhanced individual and household access to adequate food USD 16,633,862	<b>Zimbabwe Country Strategic Portfolio 2017</b> USD 43,198,571					
<b>Activity 1</b> Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages USD 14,317,434 Unconditional resource transfers to support access to food	<b>WFP Strategic Goal 1</b> (SDG2) Support countries to achieve zero hunger USD 38,465,043		<b>WFP Strategic Objective 3</b> Achieve food security USD 19,380,792		<b>WFP Strategic Goal 2</b> (SDG 17) Partner to support the implementation of SDGs USD 4,733,528	
<b>Activity 2</b> Provide unconditional cash and/or food transfers and livelihoods support for refugees in camps Unconditional resource transfers to support access to food USD 2,316,428	<b>WFP Strategic Objective 1</b> End hunger by protecting access to food USD 16,633,862	<b>WFP Strategic Objective 2</b> Improve Nutrition USD 2,450,389	<b>WFP Strategic Result 3</b> Smallholder have improved food security and nutrition (SDG Target 2.3) USD 1,532,888		<b>WFP Strategic Result 4</b> Food systems are sustainable (SDG Target 2.4) USD 17,847,904	<b>Strategic Result 5</b> Countries have strengthened capacity to implement the SDGs (SDG Target 17.9) USD 3,818,732
	<b>WFP Strategic Result 1</b> Everyone has access to food (SDG Target 2.1) USD 16,633,862	<b>WFP Strategic Result 2</b> No one suffers from malnutrition (SDG Target 2.2) USD 2,450,389	<b>WFP Strategic Result 3</b> Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030 (SDG Target 2.3) USD 1,532,888	<b>WFP Strategic Result 4</b> Food insecure rural households and small holder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors (SDG Target 2.4) USD 17,847,904	<b>Strategic Result 5</b> Countries have strengthened capacity to implement the SDGs (SDG Target 17.9) USD 3,818,732	<b>Strategic Result 8</b> Enhance Global Partnership (SDG Target 17.16) USD 914,795
	<b>Strategic Outcome 1</b> Food insecure people, including refugees, in the most affected districts are enabled to meet their basic food and nutrition requirements during severe seasonal shocks or 1.1 Maintained/enhanced individual and household access to adequate food USD 16,633,862	<b>Strategic Outcome 2</b> Children in prioritized districts have stunting rate trends in line with the achievement of national and global targets by 2025 2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals USD 2,450,389	<b>Strategic Outcome 3</b> Smallholder farmers in Zimbabwe have increased access to well-functioning agricultural markets by 2030 3.1 Increased smallholder production and sales USD 1,532,888	<b>Strategic Outcome 4</b> Food insecure rural households and small holder farmers achieve food security and resilience to repeated exposure to multiple shocks and stressors 4.1 Improved household adoption and resilience to climate and other shocks USD 17,847,904	<b>Strategic Outcome 5</b> The social protection system in Zimbabwe ensures that chronically vulnerable populations across the country are able to meet their basic needs all year round 5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations USD 3,818,732	<b>Strategic Outcome 6</b> Partners in Zimbabwe are reliably supported by world-class, cost effective and efficient supply chain services 6.1 Enhanced common coordination platforms USD 914,795
	<b>Activity 1</b> Provide cash and/or food transfers to the most vulnerable households affected by seasonal food shortages USD 14,317,434 Unconditional resource transfers to support access to food	<b>Activity 3</b> Build evidence for nutrition advocacy, policy direction and program decision-making USD 414,774 Analysis, monitoring and assessment activities	<b>Activity 5</b> Support the development of an efficient local food marketing and procurement system USD 780,711 Activity Category: institutional capacity strengthening activities	<b>Activity 7</b> Support the creation and rehabilitation of assets for sustainable food and nutrition security USD 17,659,495 Asset creation and livelihood support activities	<b>Activity 9</b> Provide analytical expertise that supports the planning and management of solutions and responses USD 879,192 Analysis, monitoring and assessment activities	<b>Activity 13</b> Provide logistics and procurement expertise and services USD 914,795 Service provision and platform activities
	<b>Activity 2</b> Provide unconditional cash and/or food transfers and livelihoods support for refugees in camps Unconditional resource transfers to support access to food USD 2,316,428	<b>Activity 4</b> Support the Government on nutrition programming at national and subnational levels USD 2,035,615 Malnutrition prevention activities	<b>Activity 6</b> Enable farmer's organizations to aggregate and market surplus production USD 732,177 Smallholder agricultural market support activities	<b>Activity 8</b> Enhance the capacity of prioritized districts to plan and manage resilience building USD 188,409 Institutional capacity strengthening activities	<b>Activity 10</b> Support innovative risk management, insurance and financing mechanism USD 839,823 Climate adaptation and risk management activities	<b>Activity 11</b> Support the consolidation, administration and implementation of social transfer programmes under institutional capacity strengthening activities USD 994,066
					<b>Activity 12</b> Support re-establishment of the national school meals programme USD 1,105,652 School meal activities	



# Implementing CRF Monitoring Systems

- Guidance
- Technical consultations and research and development
- Support to Country Offices
- Capacity Strengthening
- Information Management Systems



## Building on the CRF experience

- Implementation is providing a strong evidence base to continue improving the CRF
- Two lessons learned exercises from country offices implementing the CRF in strategic plans
- Internal senior and technical working group reviews
- Consultation with Rome-Based Agencies on monitoring contributions to SDGs and collaborating on the humanitarian-development nexus
- Ongoing review of approaches and opportunities for partnership with UNICEF, FAO, IFAD, UNFPA, UNDP
- Participation in the Inter-agency Joint Outcomes working group in New York



## Findings from the CRF Working Groups

Review of SDG alignment for inclusion of additional indicators, and propose new directions and different pilot approaches

Draft impact pathways for programme policies contributions to SDGs FFA results, school meals, nutrition interventions, P4P

Consultation with country offices on capacity strengthening initiatives and results monitoring framework

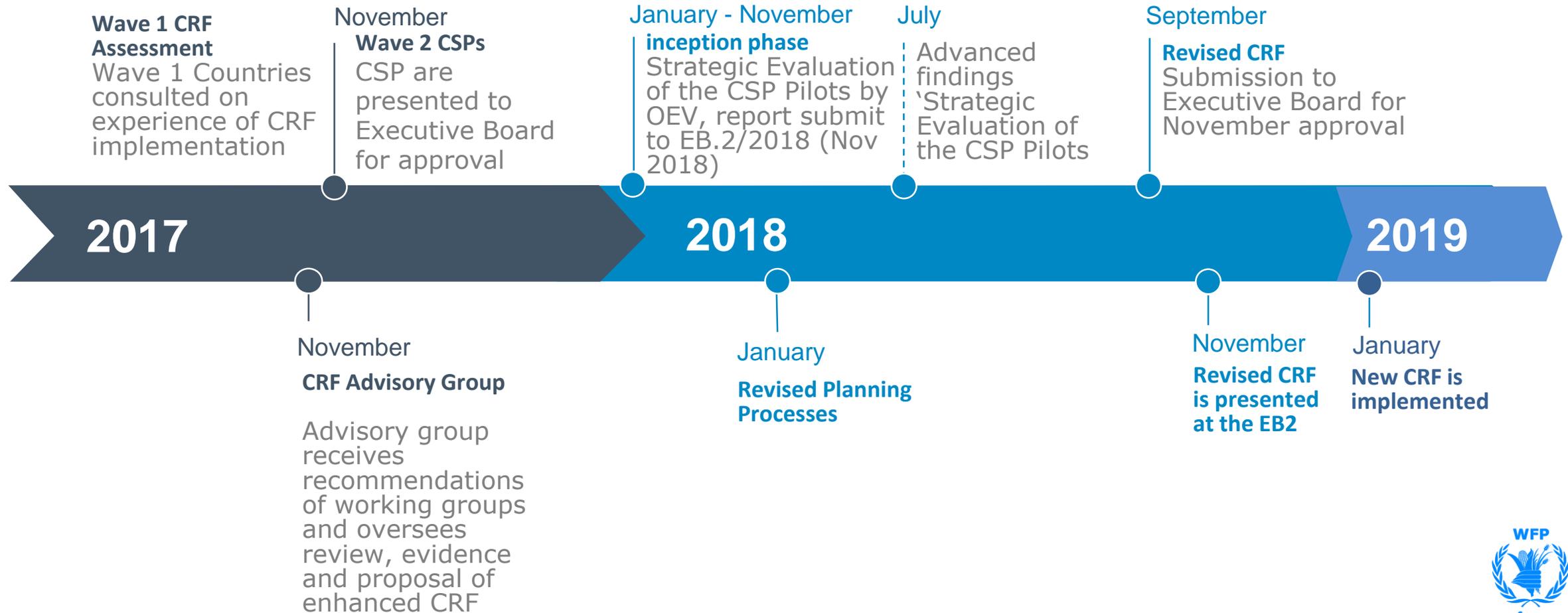
The current CRF will be implemented until the end of 2018 and an enhanced Framework proposed to begin in 2019

**Senior WG**

**Capacity  
strengthening and  
Partnership WG**

**Other SDGs**

# CRF Revisions Timeline



# MATHEMATICS

$$2 \times 1 = 2$$

Factors Product

$$4 \times 1 = 4$$

$$3 \times 8 = 24 \quad 3 \times 8 = 24$$

$$7 \times 8 = 56$$

$$3 \times 8 = 28$$

$$6 \times 1 = 6$$

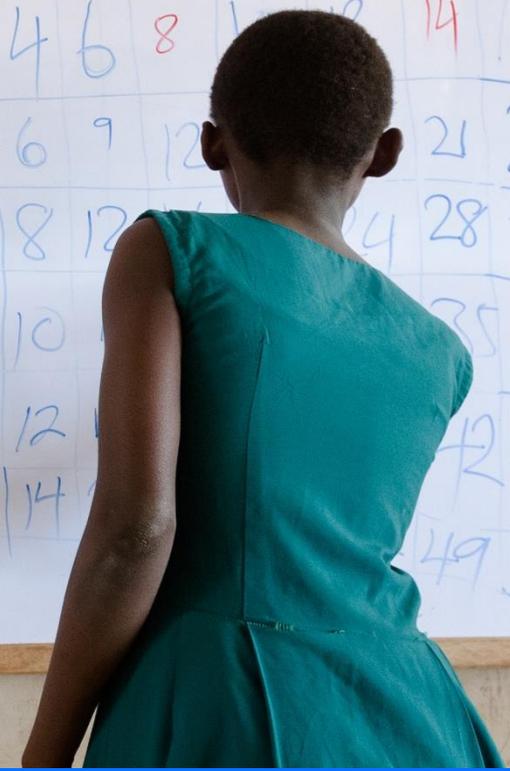
$$7 \times 1 = 7$$

# MULTIPLICATION

06-02-14

## MULTIPLICATION TABLE

X	1	2	3	4	5	6	7	8
2	2	4	6	8	10	12	14	16
3	3	6	9	12	15	18	21	24
4	4	8	12	16	20	24	28	32
5	5	10	15	20	25	30	35	40
6	6	12	18	24	30	36	42	48
7	7	14	21	28	35	42	49	56



## Management Performance in the CRF



# Management Performance in the Corporate Results Framework

*“Management performance is conceptualized as effective, efficient and economic support to operations to achieve the strategic results.”*



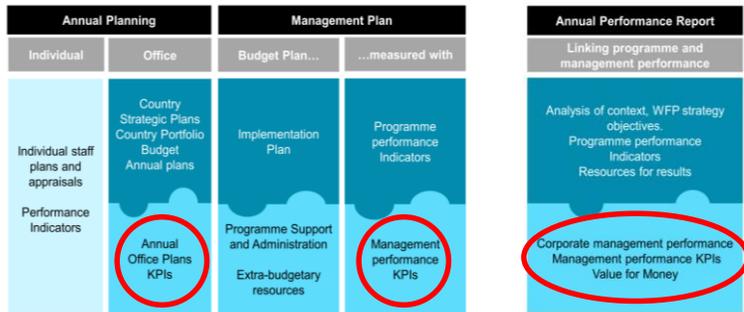
- Corporate Results Framework merges Strategic Results Framework and Management Results Framework
- Strategic results primary, management results only support.

How is this applied?

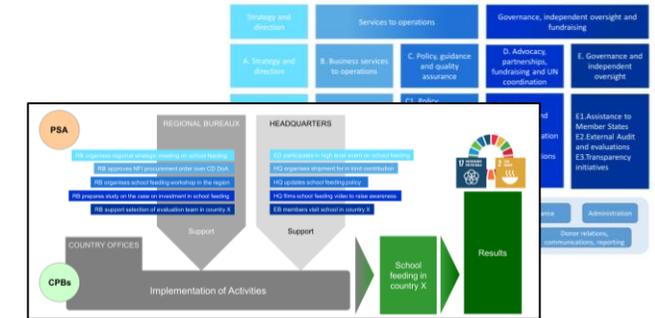
Integrated into WFP performance management system



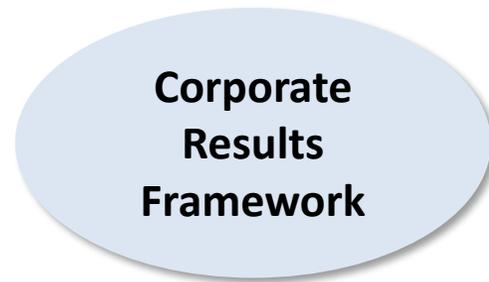
# How do we apply CRF management performance?



The CRF orients all WFP management activities (HQ, RB and CO) to support the achievement of programme results (CO)

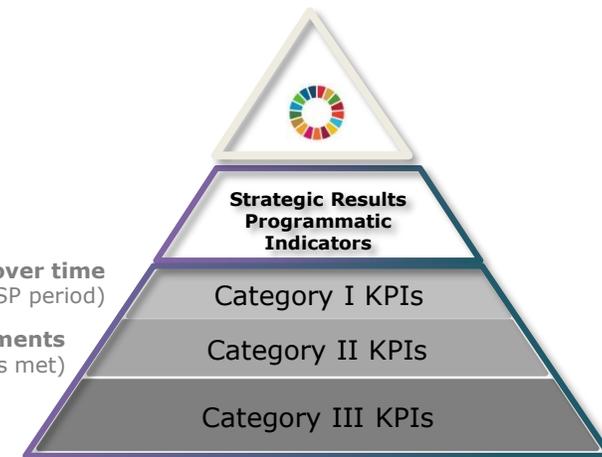


CRF articulates *what* we do and *how* we do it in planning and reporting



CRF introduces the use of Key Performance Indicators that measure effectiveness, efficiency and economy

WFP corporate performance over time (valid for 5 years SP period)  
WFP priorities, external commitments and innovation (valid until targets met)  
Daily management of COs, RBx and HQ Divisions (selected annually)



## Progress on implementation of CRF management performance

- Departure from a high level: planning and reporting tools very well establish in WFP.
- 2018 changes in planning process:
  - New structure applied to Annual Performance Plans and Management Plan
  - KPIs in the Management Plan (Categories I and II)
- 2017/2018 changes to reporting:
  - From SPR to ACR
  - New structure in APR
- Key Performance Indicators (category III)
  - In depth revision and design of new indicators (IRM)
  - Increase internal use of dashboards and online Indicator Compendium





**Corporate Reporting for 2017 and Going Forward**

# 2017 Reporting - Transitional Period

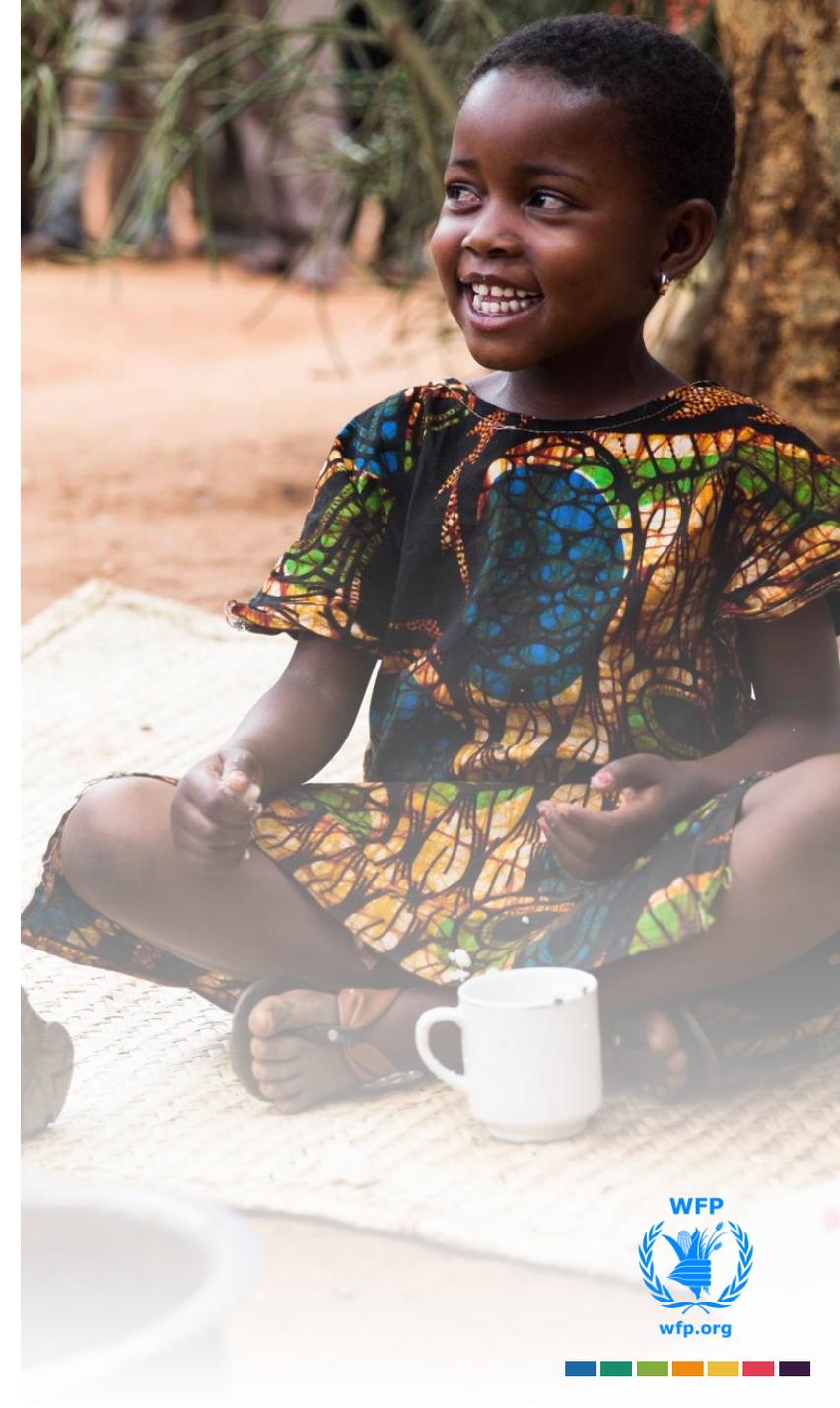
- Includes:

Standard Project Reports (SPRs)

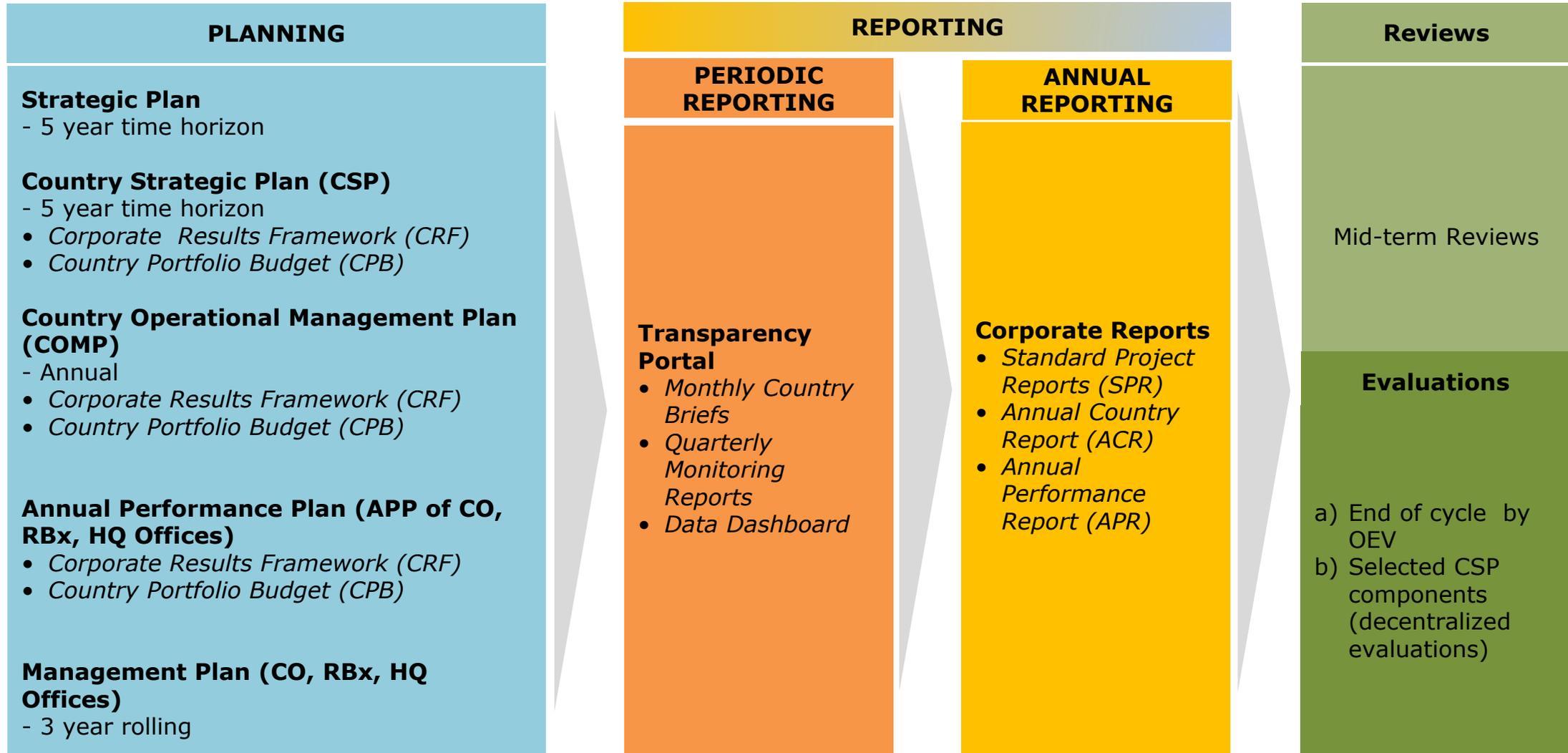
Annual Country Reports (ACRs)

WFP Annual Performance Report (APRs)

- Uses planning as a firm baseline for the project based, country level and corporate reporting.
- Presents - to the extent possible - a clear link between resources and results, line of sight, and Value for Money of the organisation.



# Planning - Baseline for Reporting



# Scenarios for Project and Country Level Reporting in 2017

Scenario **01**

**SRF aligned project level reporting**

***SPRs***

63% of 2017 budget

Scenario **02**

**CRF aligned project level reporting**

***Adjusted SPRs***

32% of 2017 budget

Scenario **03**

**CSP based reporting**  
(6-9 months implementation)

***Interim ACRs***

5% of 2017 budget



# Scenario I - SRF Aligned Projects

*Project-based operations that have not been aligned to the CRF*

- For these projects, SPRs will be prepared in Standard Project Report Intelligent Next Generation (SPRING) reporting system.
- 2016 standard project report template will be used. (All data tables - non-financial and financial - and overall layout will remain unchanged.)
- Presentation will increasingly focus on the link between resources and results and Value for Money.
- This scenario applies to approximately 170 reports.

*Fighting Hunger Worldwide*

Project Number: 200299 | Project Category: **Single Country PRRO**  
Project Approval Date: November 14, 2012 | Planned Start Date: January 01, 2013  
Actual Start Date: January 01, 2013 | Project End Date: December 31, 2017  
Financial Closure Date: N/A

Contact Info  
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Country Director  
Dom Scalpelli

Further Information  
<http://www.wfp.org/countries>  
[SPR Reading Guidance](#)



Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable  
Standard Project Report 2016  
World Food Programme in Myanmar, Union of (MM)

WFP World Food Programme  
wfp.org



wfp.org

## Scenario II - CRF aligned projects

### *Project-based operations that have been aligned to the CRF*

- For these projects, SPRs will also be prepared in SPRING.
- The template is the same as for the SRF based projects. The only visible difference will be the activity names and restructured outcome tables.
- Presentation will increasingly focus on the link between resources and results and Value for Money.
- This scenario applies to approximately 16 reports.

*Fighting Hunger Worldwide*

Project Number: 200310 | Project Category: Single Country PRRO  
Project Approval Date: May 31, 2013 | Planned Start Date: July 01, 2013  
Actual Start Date: July 01, 2013 | Project End Date: December 31, 2017  
Financial Closure Date: N/A

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Country Director  
Negar Gerami

Further Information  
<http://www.wfp.org/countries>  
SPR Reading Guidance



Food Assistance and Education Incentive for Afghan and Iraqi Refugees in the Islamic Republic of Iran  
Standard Project Report 2016  
World Food Programme in Iran, Islamic Republic of (IR)

WFP World Food Programme  
wfp.org

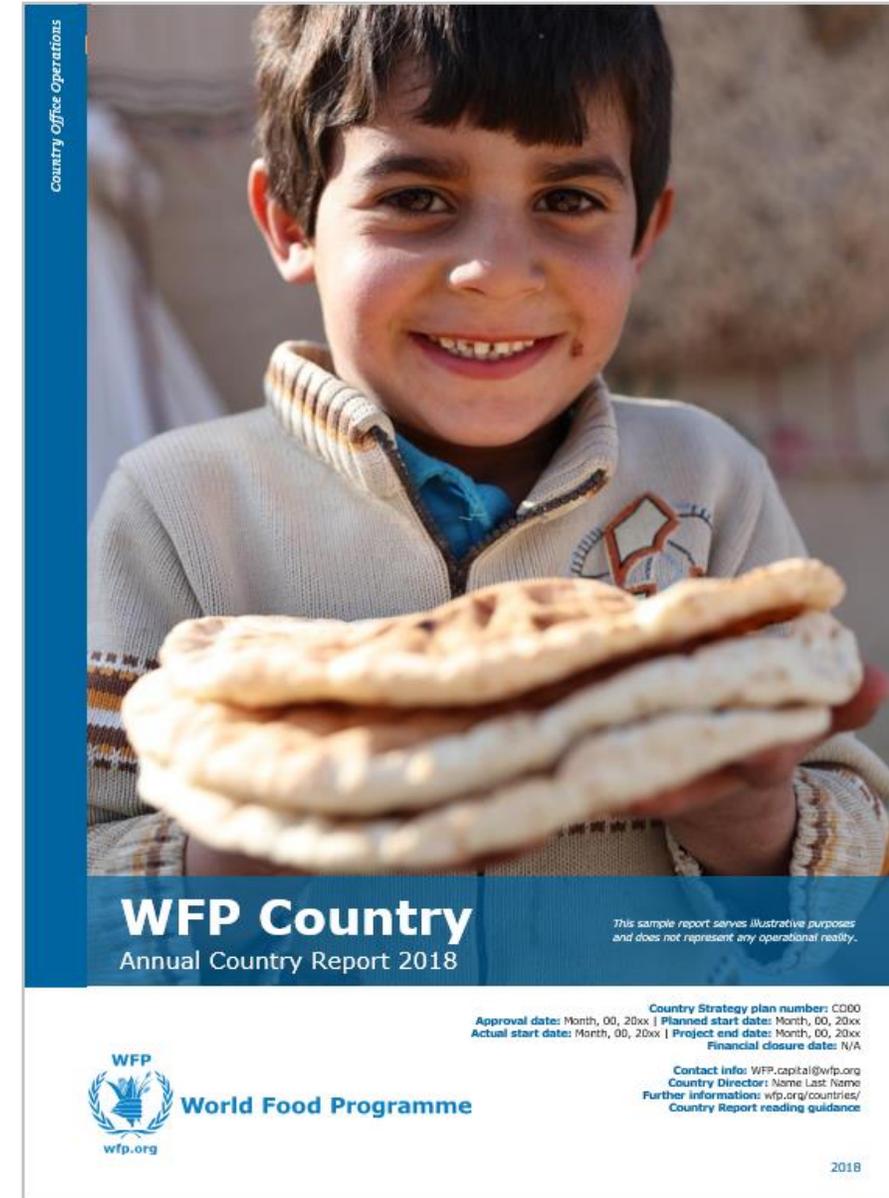
WFP  
wfp.org



## Scenario III - CSP reporting

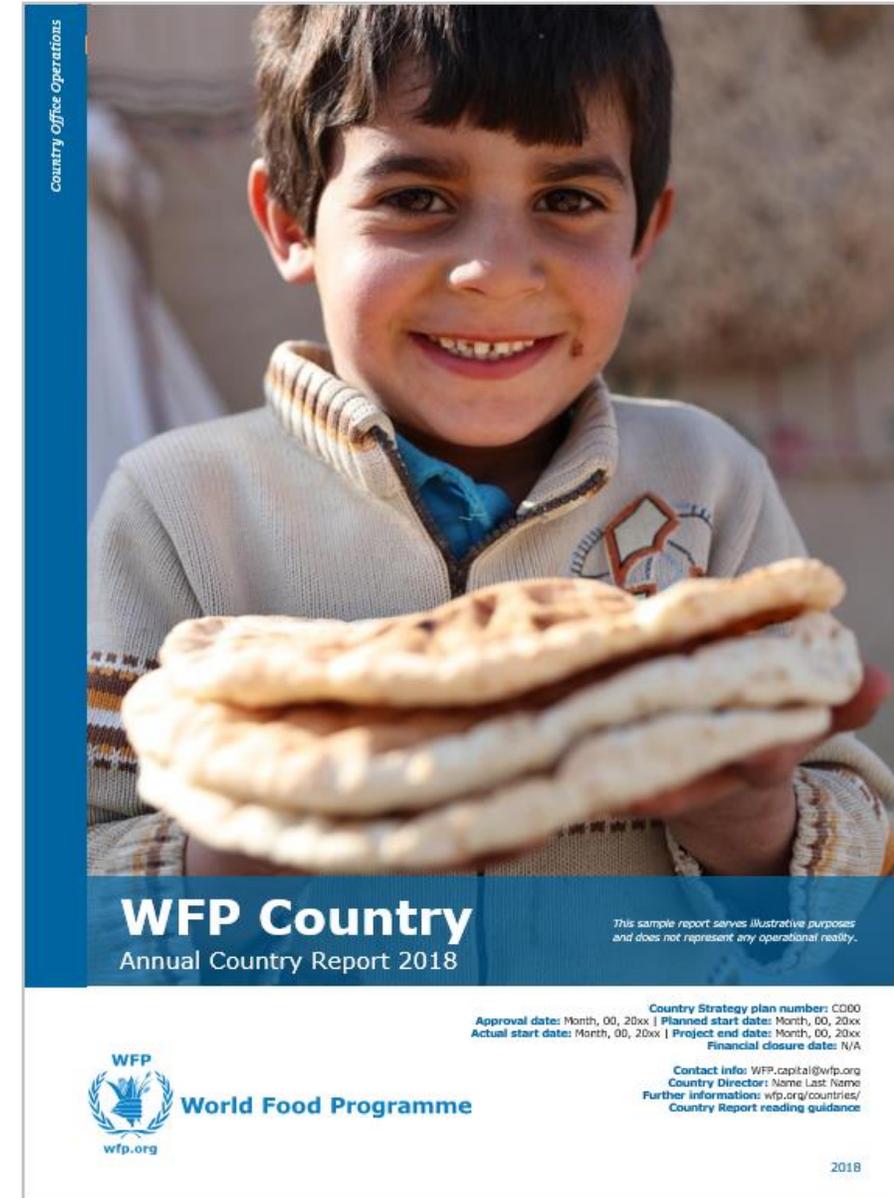
### *CSP wave 1A and wave 1B countries*

- The Interim ACRs will be prepared as off-line Word documents. In addition, automated data tables from COMET and financial system will be used.
- The reporting is done against the structure and content of the CSP, COMP, CRF logical framework, APP, and the CSB.
- The reporting focuses on demonstrating the link between resources and results, line of sight, and Value for Money.
- This scenario applies to 12 CSP countries.



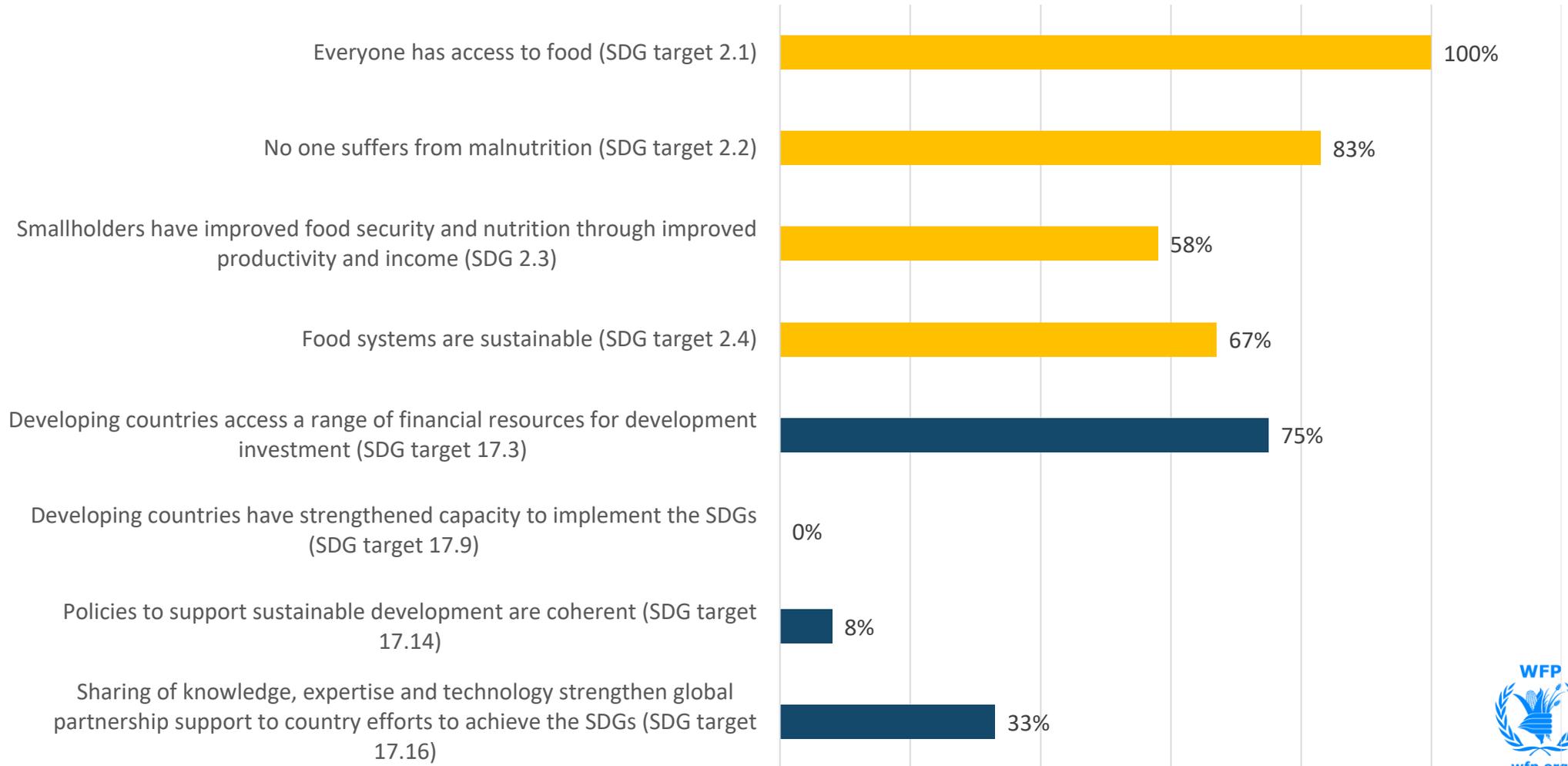
# CSP reporting – Preliminary Content

- Foreword by the Country Director
- Executive Summary
- Introduction
  - Country context and response of the Government
  - WFP's objective and strategic coordination
  - WFP's reach and coverage
  - Resources for results
- Difference we make
- Programme performance
- Cross-cutting commitments
- Management performance
  - Main results by functional areas
  - Value for money
  - Risk management

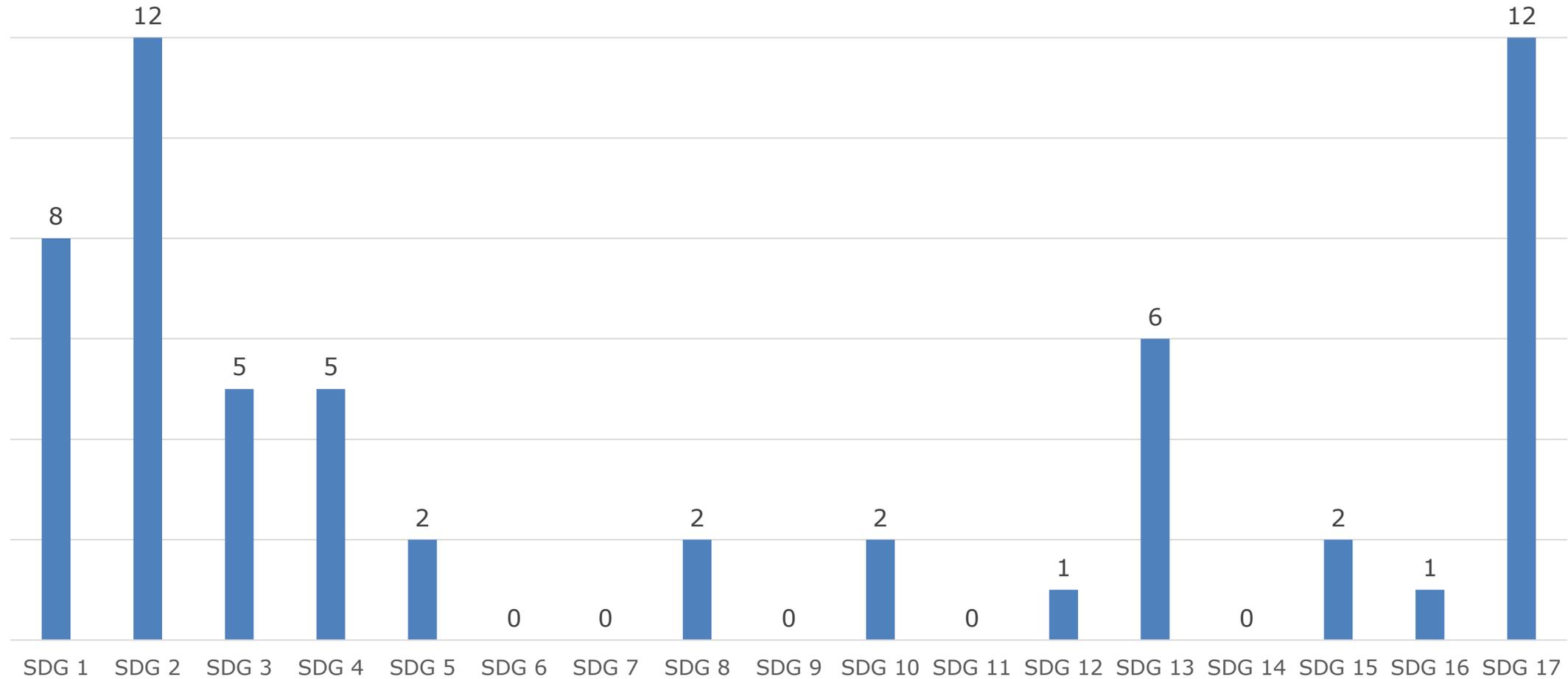


# CSP reporting - WFP Strategic Results included in planning and reflected in ACR

*Wave 1A and 1B Countries*



# CSP reporting – Contributions to SDGs included in planning and reflected in ACR



*Number of CSP countries per SDG*

## Key Changes – From SPR to ACR

- The baseline: move from project proposals **to** country portfolio plans.
- The focus: move from project level results and financial information **to** demonstrating the link between resources and results, line of sight, and Value for Money.
- The content: move from WFP focus **to** increasingly capturing results from working with partners and the difference we make.

✓ *2017 is a transitional period to test the new ACR template and collect lessons learned for 2018 reporting and beyond.*



# APR – From Planning to Reporting

**SP**  
**APP**  
**CSP**  
**MNGMT PLAN**  
**Strategic Plan (2017-2020)**

**Planning Documents**

**Programme Performance**  
at CO level based on monitoring data through SPRs/ACRs

**Programme Performance**  
at CO level based on monitoring data through SPRs/ACRs

**Management Performance**  
against MP & CO/RBx/HQ APPs

**APR**  
Executive Board  
Annual Session  
Rome, XX-VI June 2018

**Annual Performance Report 2017**

**Evaluation - Reports and Recommendations**

# APR – Preliminary Content

- Foreword by the Executive Director
- Executive Summary
- Introduction
  - Global Context and Strategy
  - WFP Objectives and Strategic Coordination
  - WFP’s Reach and Coverage
  - Total Resource Requirements and Funding levels
- WFP Programme Performance
  - Strategic Results
  - Resources for Results
- Cross-cutting commitments
- WFP Management Performance
  - Main Results
  - Resources for Results
  - Value for Money
- Lessons Learned and Conclusion



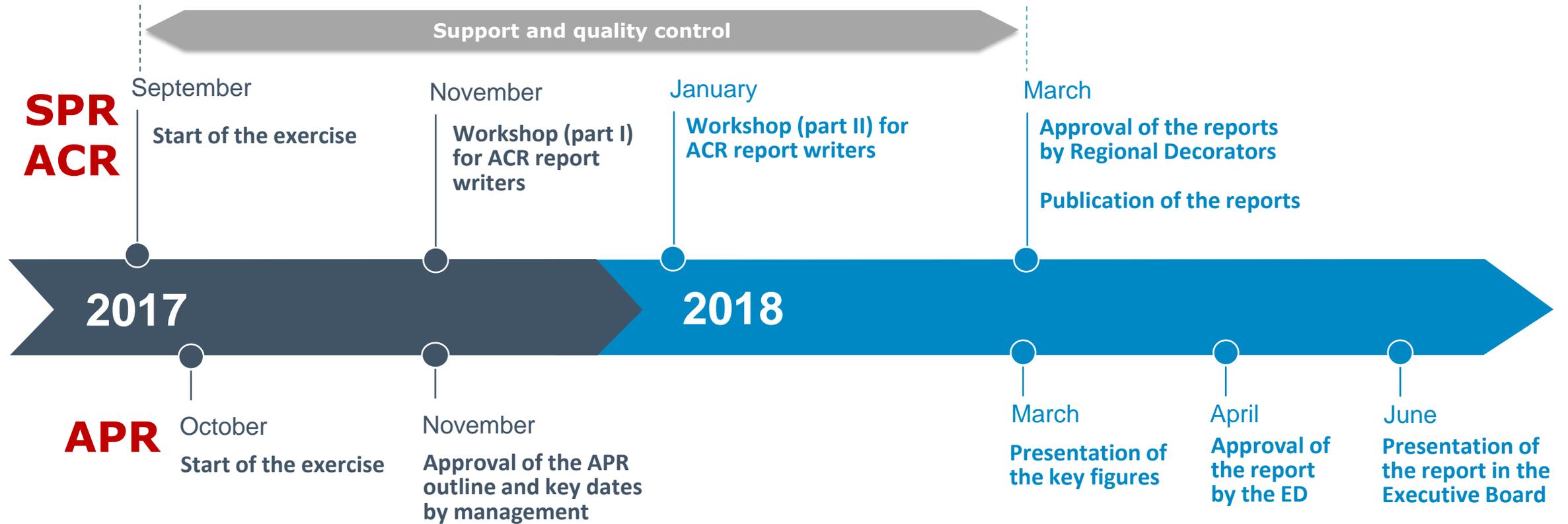
## Key Changes – APR

- The baseline: move from vague baseline **towards** Management Plan and Strategic Plan as the baselines. Inclusion of trends.
- The focus: move from wealth of detailed data **towards** a performance story demonstrating the link between resources and results, line of sight, and Value for Money.
- The content: move from WFP focus **to** increasingly capturing results from working with partners and the difference we make.

✓ *2017 is a transitional period to test the new APR template and collect lessons learned for 2018 reporting and beyond.*



# Key milestones



# Questions?

