

Intro slide

Good morning. I'm pleased to present you today an update of WFP's work implementing the Corporate Results Framework. As a foundational piece of the Integrated Road Map, the CRF is a commitment to transparency and accountability.

Slide 1 – Agenda

Today we are going to provide an update on CRF implementation to give you more details on Performance Management in WFP. We have structured the presentation in three blocks: first where we have come with the CRF; then an overview of management performance in the CRF; and finally, a detailed look on Corporate Reporting for 2017.

There is a lot of information this morning, and we will take breaks for questions after every block.

Slide 2 –CRF update title

Let's start with the update on WFP's Corporate Results Framework

Slide 3- Purpose of the CRF

As part of the Integrated Road Map, the CRF elaborates on the Strategic Plan to strengthen WFPs corporate commitment to Zero Hunger. By articulating the results, it is possible to guide the planning and use of resources so as to monitor and report the important effort WFP makes in ending hunger.

The Corporate Results Framework has been used since January 2017 to design the Country Strategic Plans. This is the center of the planning, monitoring and reporting elements of the performance management cycle. 16 countries have thus far based their CSP on the CRF.

Let's take a moment to look at the cycle:

- 1) Country offices build their logframes to defining the results they aim to achieve. The logframes also contain standard indicators from the compendium we have built for monitoring and reporting.
- 2) The implementation is further developed in the Country Office Management Plan and is monitored by the Performance Management Plan. Monitoring is supported by corporate guidance and IT systems.
- 3) The CRF is also the basis of country level and corporate level annual reporting.
- 4) The CRF based report allows us to demonstrate the link between resources to results which is essential to build an evidence base to improve our programmes, demonstrate the impact of our work and for our fundraising efforts.
- 5) Management performance is mainstreamed throughout the entire cycle and informs future direction.

Slide 4- CRF links resources to results

As we just mentioned in the previous slide the CRF informs the CSP logframes. These are the basis for budget projections and expenditure tracking. As such the CRF and the Financial Framework

Review allow us to have a clear picture of how WFP allocates its funding to different strategic outcome categories. The ability to link resources to results is a core feature of the IRM.

The CRF also brings together the strategic results and management performance in a single framework mainstreaming Value for Money in our performance management system. The introduction of the CRF also allows us to make improvements to our planning and reporting, to fully implement results-based-management principles. We will go into more details on this in the next section of this presentation.

Slide 5 – Example from Zimbabwe COMP

This slide shows the line of sight from the Zimbabwe CSP in the COMP 2017. At the top level, there is the long-term vision agreed with Zimbabwe Government for WFP to make a meaningful contribution to Agenda 2030 in SDG 2 and 17. Results are planned from strategic result to outcomes and to activities. Resources in USD are allocated to each of these levels.

Information management systems such as COMET and WINGS permit the tracking of implementation and financial information allowing to monitor and report against resources and results planned.

Slide 6 - Implementing CRF Monitoring systems

RMP provides normative guidance and support to the Country Offices for the implementation of the CRF. In terms of programmatic results, this includes the elaboration of the logframes, the indicator compendium and the corporate monitoring guidance.

Regions and country offices are supported through reviews of CSP documents and logframes which are validated at HQ before submission for board approval.

The Indicator Compendium has been recently updated, finalizing the Normative Framework for Monitoring. The complete set of monitoring guidance is currently being updated and a new Corporate Monitoring Strategy is to be developed, to replace the existing one which covers until year 2017.

To enhance the expertise and skills at both regional and country office levels, RMP manages in collaboration with the Office of Evaluation a learning programme, the Monitoring and Evaluation Learning Programme (MELP).

Following the adaptation of COMET to the new line of sight and the creation of direct links between results data in COMET and financial data in WINGS we are providing support to the Country Offices for the implementation of these new processes and maximize their potential. You will be able to see the new features in COMET in the side event after this consultation.

Slide 7- Building on the CRF experience

While we are supporting the Country Offices implement the CRF, we are also learning from experience and working to strengthen the structure of the CRF. For this RMP will be facilitating further improvements on the CRF, working with other divisions, (in particular OSZ), consulting with UN partners (in particular IFAD and FAO), and continuing to engage with UN system discussions on joint monitoring in NY.

Two lessons learned exercises (Feb and June 2017) allow WFP to keep track on the corporate implementation and understanding the depth of change introduced by the CRF.

The two lessons learned exercises concluded that the existing CRF adequately satisfies WFP needs in terms of project design, monitoring and reporting.

However, the following areas were noted for strengthening:

- More support and guidance needed to be available to reflect WFP's contribution to SDGs other than 2 and 17;
- despite allowing measurement of cross-cutting indicators the CRF does not allow their financial tracking;
- the new areas of focus, particularly around SDG 17 and capacity strengthening parts of the CRF would benefit from experience related to WFP specific interventions.

Following two lessons learned exercises, three working groups were established to: strengthen the link between CRF and SDG2 indicators; expand CRF measurement of SDG 17 related activities and; better reflect WFP's contribution to SDGs other than 2 and 17.

For the revisions of the CRF we are also taking into account ongoing UN - wide discussions as you can see in the slide.

Slide 8- Findings from the CRF working groups

Moving to the findings from the CRF working groups and much of the information here comes from consultations that ended on Friday afternoon:

For the inclusion of additional indicators, we are exploring different approaches that will be tested in a selection of countries in 2018. This will allow to build a strong evidence base and incorporate Country Office experiences in the new CRF.

Regarding SDG 17, the working group recommended to study the existing programming tool for capacity strengthening (Capacity Needs Mapping). It could be developed to measure the progress made in Country Capacity Strengthening based on the country-specific context.

In terms of contribution to SDGs other than 2 and 17 discussions recommended that all the programme policy technical areas develop a menu of SDG targets to which they most consistently contribute, to standardise the organisation's approach and support COs in their choices.

Considering all of this, the CRF will remain in force as the core results framework through 2018. Minor adjustments at the indicator level could be proposed for incorporation in the CRF to improve usability for Country Offices and we will come back to you with any of these changes.

More substantive revisions to a Corporate Results Framework may be proposed to come into effect in 2019. For that let's move to the last slide of this block and look at the CRF revisions timeline.

Slide 9 - CRF Revisions Timeline

As you saw, we have made a significant effort to compile lessons learned on CRF implementation. We are currently documenting these lessons in pilot country assessments and evaluations providing more in-depth analysis.

An advisory group, comprising of senior staff members across the organisation has been established to consider the evidence and plan enhancements to the CRF before bringing a strengthened CRF to the board in November 2018 for implementation in 2019.

Slide 10 – title slide Management Performance in the CRF

In this section, I will proceed to dive into more details on the management performance approach in the Corporate Results Framework. Before going to the slides. This is information you have already seen as our new approach during the consultations about the Management Plan.

Slide 11 - Management Performance in the Corporate Results Framework

As we said in the first block the Corporate Results Framework replaces the Strategic Results Framework, and also the Management Results Framework. By merging the two frameworks, the CRF has the ability to structure not only *what* we do to achieve the strategic plan – programme performance-, but also *how* we work to achieve it – management performance.

This is critical, because we recognise strategic results are important supported by the processes of management activities. In other words, WFP supply chain colleagues do not source and transport food in the fastest way possible for the mere goal of speed. They get food to those who need it *and* to achieve our Strategic Outcomes. All resources are oriented to the achievement of the results.

So far we talked about programme performance of the CRF which is visible in CSP logframes and monitoring. But where is the management performance? It is equally embedded in our performance management system. Let's see how.

Slide 12- How do we apply CRF management performance?

As I said, you are already familiar with of the concepts in this slide.

WFP has well-established processes and tools for planning, monitoring and reporting. You can see them represented in the left-hand side of the slide; all of them respond to the CRF structure.

Some of these tools are shared and approved by you. For example, the Management Plan and the Annual Performance Report; other tools are internal documents, i.e.: Offices' Annual Performance Plans and Staff work plans.

You might remember the images from the last Management Plan consultation. We are repeating these here because the CRF goes one step further. Programme performance is paramount: the entire organisation is oriented towards the achievement of programmatic objectives. The work of Regional Bureaux and Headquarters Offices supports operations to achieve strategic results.

Finally, you might also remember the pyramid at the bottom of the slide. The CRF establishes KPIs across the organisation. This consists of three categories of KPIs: I, II and III. Categories I and II are corporate – I (one) fixed for the duration of the Strategic Plan, and II, for indicators which can be replaced when their targets are achieved. The KPIs that have been introduced in the Management plan, belong to Categories I and II.

Category III indicators, are for the management of operations, and are used in Office performance management at all levels in WFP (Country Offices, Regional Bureaux and Headquarters). Under the CRF, we give as much flexibility as possible to the Offices to select the KPIs that are relevant to their context, by keeping mandatory indicators to a minimum.

Slide 13- Progress on implementation of CRF management performance

Many of the performance management tools that we are using have been in place for a few years. Therefore during 2018 we expect to complete the last steps to align systems.

You are already acquainted with the changes in the Management Plan; internally, its approval will bring changes to the annual Office planning of Regional Bureaux and Headquarters Offices. At the same time, the CSPs and COMPs have also introduced changes to the Country Office annual plans. Of course, all these changes in planning will be reflected in corresponding changes in reporting which we will discuss in the last block of this presentation.

In terms of KPIs, the IRM systems make more information available to develop indicators. In the context of the CRF, we have developed a detailed methodology to design KPIs, based on business processes. You can learn more in the interactive exhibit. We also work in collaboration with other UN agencies to harmonise indicators.

The revision of the CRF, of which we talked about earlier, will also include this management performance approach.

Slide 14- Title Corporate Reporting for 2017 and Going Forward

Let us now move to the last topic of the session, reporting. 2017 is very much a transitional period for reporting. As you know, we have in force two different performance management approaches – the separated SRF and MRF, and the harmonized CRF.

In the following slides, I will walk you through reporting with these different approaches.

Slide 15 - 2017 Reporting - Transitional Period

For 2017, we are going to deliver three major reporting products: the traditional Standard Project Reports, the new Annual Country Reports, and the WFP Annual Performance Report.

In all three, we will be focusing on two main areas of improvement. First, clearly presenting the baseline for reporting. For example, in the context of the WFP Annual Performance Report this means establishing the Management Plan as the basis of the reporting.

Second, presenting in the reports, as possible, the link between resources and results and value for money. You may well know that the 2016 Standard Project Reports already took the first steps in these areas. The 2017 SPRs and ACRs will build on this work. A bigger change will be seen in the WFP Annual Performance Report that will incorporate financial information and analysis.

Slide 16 -Planning Baseline for Reporting

This slide maps the 2017 planning and reporting landscape, and shows the continuum from planning to reporting and evaluation. On the left side, you see the planning tools. In the middle, we have the reporting products - for periodic and annual reporting. We have already referred to some of those in the previous section. In the right column, we have review and evaluation.

In the next slides, I will discuss in more detail.

Slide 17 - Scenarios for Project and Country Level Reporting in 2017

Let me start with the Standard Project Reporting and Annual Country Reporting.

In 2017, we have three scenarios for project and country portfolio reporting.

Scenario 1: includes all project based operations that still utilise SRF and MRF

Scenario 2: the adjusted SPRs cover all project based operations that have already been aligned to CRF

Scenario 3: includes country portfolio reports of the countries that moved to CSPs in 2017, and utilise the past results frameworks, and CRF

Of these scenarios, the “traditional” SPRs will count for some 63% of the total budgets, while the new CSP based Annual Country Reports will represent only some 5%.

Slide 18- Scenario I - SRF Aligned Projects

This slide presents the approach we have for Scenario 1 –the traditional SPRs.

We continue to use, to a large extent, the same template and systems we have used in the 2016 SPRs. The focus will be on improved quality of reports, in particular the VfM narrative. There will be approximately 170 reports. If you have not already, I warmly recommend you to have a look at the 2016 reports to get a feeling what will be available for 2017. You will also have a chance to learn more about how they are prepared at the side event later.

Slide 19 - Scenario II - CRF aligned projects

Scenario 2 is for the adjusted SPRs – reporting on projects that have already been aligned to the new CRF. For these reports, we continue to use the 2016 template and system, with CRF adjusted data tables and narratives. This template will be used to prepare 16 reports.

Slide 20 - Scenario III - CSP reporting

Scenario 3 covers all wave 1A and 1B CSP countries, and 12 reports will be produced. The baseline for reporting is formed by the CSP, COMP, CPB, and the Annual Performance Plan (APP) of the country offices. A new interim template has been developed for these reports.

Slide 21 - CSP reporting – Preliminary Content

This slide highlights the key areas of the new interim ACR report. We have developed the new templates based on the lessons learned from 2016 reporting cycle, work of the cross-divisional working group on reporting, feedback from our global reporting consultation in last July, and the donor survey on reporting we carried out last summer. The evolution of the CSP country planning, e.g COMP, has influenced the development of the template.

The latest version has been sent for final comments and feedback to RB and COs just last week. Inputs are also collected from HQ colleagues.

Slide 22- CSP reporting - WFP Strategic Results included in planning and reflected in ACR

To give you an idea what we will be reporting in the ACRs - in this slide you see a quick summary of the Strategic Results we have included in the current results frameworks of the 1A and 1B countries (8 of the 12).

As you can see, SDG target 2.1 “Everyone has access to food” is part of each logframe, while the SDG target 17.9 “is not included in the logframes of the 1A and 1B countries.

Slide 23 - CSP reporting – Contributions to SDGs included in planning and reflected in ACR

Also of interest is to see the planned contributions to SDGs.

As you can see from the graph, all country offices have identified contributions to SDG 2 and SDG 17. In addition to this, SDG1, SDG3, and SDG4, together with SDG13, feature in the planning, and consequently will be incorporated in reporting.

Slide 24 - Key Changes – From SPR to ACR

This slide summarises the key changes in reporting, when moving from SPRs towards ACRs, so from projects to country strategic plans. In addition, it is important to note that 2017 is a transitional year for country portfolio reporting: we will test the new template and build on the lessons learned going forward.

Slide 25 APR – From Planning to Reporting

Let me now move to the WFP 2017 Annual Report. The basis for the report is corporate level planning, and most importantly the Management Plan. The 2017 report continues to report against both the programme and management performance. As in the past, the programme performance is aggregated from the SPRs and the ACRs.

Slide 26 - APR – Preliminary Content

The APR table of content presented in this slide is preliminary. The process of building the internal APR process and content of the report is scheduled to begin this Thursday. At this point, I would however like to highlight that we envisage to include further information on resources and financial performance; and link it to our discussion on results. Further information is also envisaged on multilateral funding.

In making any changes in the APR, we will pay extra care not to reduce the amount of information we have provided to you in the past. We have listened to you and will incorporate the suggestions you have made.

Altogether, our overall aim is to improve the analysis of our performance.

Slide 27: Key Changes – APR

The key ways to improve the analysis include:

Clear recognition of the baseline – for the APR, the Management Plan and the Strategic Plan

Moving the focus from details to linking resources and results, and

Also capturing results from working with partners

In addition, as for the ACRs, 2017 is a transitional period: to accommodate the two approaches in parallel and report results and financial frameworks.

Slide 28- Key Milestones

Let me conclude this section on reporting, by presenting the key milestones for the three corporate reporting products - the SPRs, ACRs and the Annual Performance Report. The most important date is the report submission deadline. We look forward to delivering high quality reports to you in a timely manner.

And with this we have finished our presentation and would be happy to take your question.