

# Terms of Reference

## Corporate Results Framework (2017-2021) – Part 2

### Technical Advisory Group

#### Rationale

The decision approving the revised Corporate Results Framework (CRF) in November 2018 states that the Executive Board (EB):

“approves the revised results framework set out in the body of the document as the ‘Corporate Results Framework (2017–2021) – Part 1’ on the understanding that management will prepare a ‘Corporate Results Framework (2017–2021) – Part 2’ including 2021 targets for programmatic outputs and performance indicators for approval at the 2019 annual session of the Board; and takes note of the activity categories and performance indicators set out in the annexes to document WFP/EB.2/2018/5-B/Rev.1.”

For the implementation of Part 2 of the revised CRF, it was agreed that a Technical Advisory Group comprising WFP experts and EB representatives will be formed to informally advise WFP Management and the EB.

The introduction of corporate targets at output level and for management performance indicators in the CRF aims at improving governance, oversight and accountability.

It was further agreed during the informal consultations preceding the Board in November 2018 that WFP would study the viability of developing a corporate theory of change to guide the next WFP Strategic Plan. The Technical Advisory Group will advise on this process after the approval of the revised CRF Part 2 in June 2019.

#### Membership

The Technical Advisory Group membership will be limited in number to facilitate coordination, and ensure efficiency, given time constraints. Technical Advisory Group members commit to engaged participation, and to keeping the respective stakeholders in their lists, their representatives in the EB Bureau and WFP informed. To facilitate this process, the Technical Advisory Group will be supported by a secretariat to capture action points, which may be shared with Board members through the Secretary of the Board process.

The Technical Advisory Group will be comprised of ten participants drawn from Member States (each list would be represented) and representatives from WFP headquarters divisions.

#### Role and function

The corporate targets will be set for 2021, aligning to the CRF and Strategic Plan, with progress towards the targets to be reported annually.

The Technical Advisory Group will provide advice to WFP management on how to develop 2021 targets for the most relevant programmatic output indicators and management performance indicators, without significantly increasing the cost or complexity of data collection. The proposal will be submitted to WFP management for broader internal consultation and thereafter to the EB at an informal consultation on 5 April. The work will be in two sequential phases:

1. Review selected output and management performance indicators for corporate target-setting, ensuring availability of data for informed target setting and reporting.
2. Review proposed corporate targets based on strategic direction, planning figures, historic trend analysis and implications on corporate reporting.

The above will help management to finalize and submit Part 2 of the revised CRF for EB approval in June 2019.

## Considerations

1. The Integrated Road Map (IRM), approved in November 2016, positions the organization to better serve Agenda 2030. It allows for improved tracking and reporting of resources to results. In this context, the setting of corporate targets will contribute to further improved line of sight and accountability at corporate level.
2. The transition to country strategic plans (CSPs) is on-going, bringing some challenges to the exercise as planning and reporting documents during this period will be fragmented. Note that 2018 is the first year in which all projects have been aligned to the CRF, and complete data will only be available in the first quarter of 2019. In addition, in 2019, some projects will still be transitioning into interim/country strategic plans (I/CSPs).
3. Some 80 percent of WFP's resources are in response to crises; WFP is entirely voluntary-funded, and nearly 95 percent of its funding is earmarked, mostly at activity level. The implication of this is that the achievement of long-term corporate output targets is significantly influenced by external events and donor decisions.
4. The introduction of corporate targets should not require adjustment by country offices, as CSPs have already set national level targets for main outputs, in consultation with national authorities and partners.

## Key deliverables and timeline

The Technical Advisory Group will provide inputs, guidance and recommendations in accordance with the purpose, roles and functions and considerations outlined in the terms of reference. A provisional timeline is given to align with WFP governance events and may be adjusted in the respective detailed workplans.

Month	Key events/deliverables
December 2018	20 December: Agreement on terms of reference at an informal consultation, clarifications on scope of the exercise
January 2019	25 January: Agreement on Technical Advisory Group membership, first meeting to refine the scope of the exercise, clarify workplan, and develop initial considerations
February 2019	21 February: Second Technical Advisory Group meeting. WFP to present analysis conducted and recommended options
March 2019	15 March: Third Technical Group meeting. WFP to present CRF Part 2 which includes feedback from second Technical Advisory Group meeting
April 2019	5 April: Informal consultation with EB membership
	12 April: WFP deadline for translation and EB document processing
June 2019	10–14 June: Approval of CRF Part 2 at EB.A/2019

*Note:* Additional Technical Advisory Group meetings may be convened as necessary.

Opportunities to periodically engage with management will also include briefings at the EB Bureau, starting with the planned EB Bureau meeting on 21 January 2019.