



## Technical guide to the 2018 Annual Performance Report

### General notes and methodologies

#### **What is the APR and why is it important?**

The Annual Performance Report (APR) provides an annual assessment and documentation of WFP's progress towards programme and management performance across country offices, regional bureaux and headquarters. It amalgamates monitoring data reported through the Annual Country Reports and Standard Project Reports, focusing on output and outcome data. As one of WFP's primary accountability tools, the APR seeks to demonstrate to donors the relevance of WFP's work and the difference it makes in the lives of the people it serves. This important report not only serves as an annual repository for WFP's achievements, it allows donor and recipient countries to continually assess WFP as a choice partner for eradicating hunger and contributing to the achievement of the Sustainable Development Goals.

#### **The 2018 APR**

All WFP operations were fully aligned with the corporate results framework (2017-2021) for the first time in 2018. The 2018 APR reports against the WFP Strategic Plan (2017–2021) for the second year and informs on WFP's achievements against its plans as articulated in the WFP Management Plan (2018–2020).

The 2018 APR consists of five key sections: 1) the introduction provides an overview of the global context in which WFP operates; 2) the financial resources and funding-section provides an in-depth analysis of WFP's financial situation, including the total funding gap and its consequences; 3) the programme performance-section highlights WFP's reach, coverage and response in 2018; 4) the management performance-section analyses the performance of country office functional areas and the support provided by regional bureaux and headquarter offices; and 5) the final section of the report takes stock of best practices over the course of 2018 and looks ahead at priorities for 2019.

Annexes to the APR include the details of the programme and management indicators, expenditures, and methodologies for assessing corporate programme performance.

#### **The APR-process**

- The Performance Management and Monitoring Division (RMP) manages the process for producing the report by identifying all the inputs required, the individuals responsible and the timeframe for delivery.
- RMP uses Sharepoint to collect and manage all the inputs required and for the preparation of the draft reports.
- The provision of inputs from relevant stakeholders is a key factor. All of the material shall be reviewed for accuracy and consistency and is rewritten to achieve a common voice.
- While RMP has the coordination role for the APR exercise, many people are involved in its preparation. The report consumes thousands of hours of inputs from many people across the entire organization, including colleagues in regional bureaux and country offices.

RMP liaises with some 50 focal points across the organization during the exercise.

#### **How to read the APR?**

As mentioned above, the APR should be read against the Corporate Results Framework (2017–2021) and the Strategic Plan (2017–2021).

Below are some notes on the methodology to use when reading the performance sections in the 2018 APR.

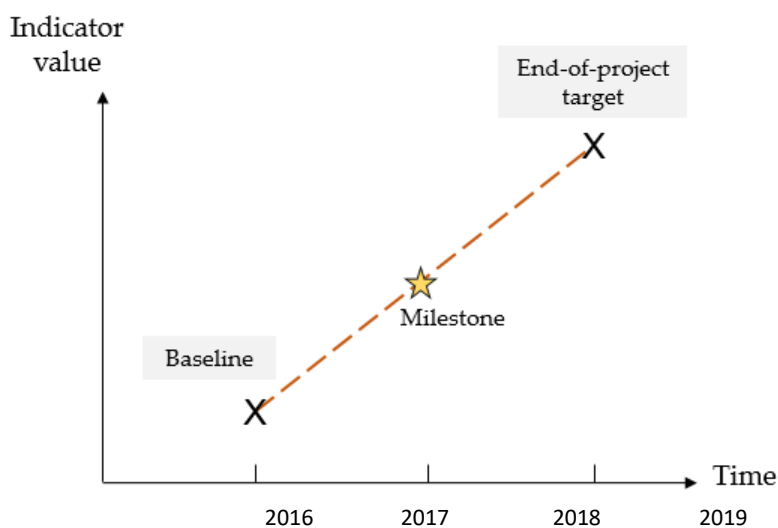
### 1. Methodology for assessing Corporate Programme Performance by Strategic Objective

Evidence-based: the assessment of WFP’s contribution to humanitarian and development results is based on monitoring data presented in the 2018 Annual Country Reports and Standard Project Reports against WFP’s Corporate Results Framework (2017–2021) for country and regional operations. Results from operations active for six months or less by the end of 2018 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.

#### STEP 1 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT OPERATIONAL LEVEL

A three-pronged approach is used to analyse outcome indicator performance at the operational level:

- a) The country operations for the CSP countries are assessed against the indicator: “annual targets established in the country log frames”.
- b) The performance of closed projects is assessed against the indicator: “targets established for the project endpoint, which are set out in the project log frames”.
- c) For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2018 based on a linear interpolation between baseline and end-of-project target values.<sup>1</sup>



For CSP operations, the outcome indicator values collected in 2018 are compared with the annual targets in the country logframes, and the outcome indicator values collected in 2018 for closed projects are compared with the end-of-project targets, to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2018 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

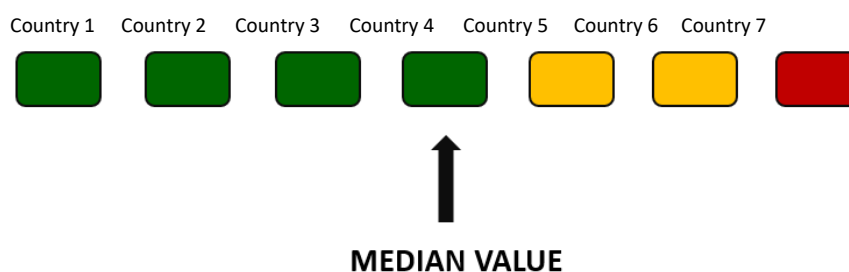
RATING	DESCRIPTION	REQUIREMENT
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<sup>1</sup> For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2018 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

	The CSP operation, or Corporate Results Framework-aligned project has achieved its target or is on-track to achieving its target.	CSP operations: the indicator value is within 10% of the annual target Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2018 milestone
	The CSP operation, or Corporate Results Framework aligned project has made some progress, but the target has not been met or progress is slow.	CSP operations: the indicator value is between 50% and 90% of the annual target Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2018 milestone
	The CSP operation, or Corporate Results Framework-aligned project has made very slow progress, no progress at all or has regressed.	CSP operations: the indicator value is equal to or less than 50% of the annual target Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2018 milestone
<b>Gray</b>	Insufficient data are available to monitor progress.	No indicator value is reported for 2018, or baseline and target values are missing

## STEP 2 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of scores project/operation is calculated at country level to determine an overall rating on WFP-wide performance.<sup>2</sup> If more than half of data meant to report on a given outcome indicator<sup>3</sup> are unavailable, the overall rating is “grey” to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.



*Defines overall outcome indicator performance  
(provided the project reporting rate > 50%)*

## STEP 3 – ASSESSING OUTCOME INDICATOR PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The reliability and representativeness of an indicator is considered when aggregating scores to the corporate outcome level. The key outcome indicators in the CRF (2017–2021) are used in the calculation of the overall outcome result. The performance rating of the five Strategic Objectives against the corporate results framework is computed as the median of corporate outcome-level scores.

### Strategic Objective 1 – End hunger by protecting access to food









1.1.1 Food consumption score

1.1.2 Coping Strategy Index



<sup>2</sup> Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

<sup>3</sup> A project/operation is expected to report on the indicators included in its logframe.

1.1.3 Food expenditure share	
1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	
1.1.5 Minimum Dietary Diversity – women	
1.1.6 Food consumption score – nutrition	
1.1.7 Proportion of children 6–23 months of age who receive a minimum acceptable diet	
1.2.1 Food Price Index	
1.3.1 Zero Hunger Capacity Scorecard	
1.3.2 Emergency Preparedness Capacity Index	

## 2. Methodology for aggregating output-level results

The process of rolling up results from the CSPs and Corporate Results Framework-aligned projects to the corporate level to obtain organization-wide performance ratings is detailed below.

### STEP 1 – OUTPUT INDICATOR DATA AT OPERATIONAL LEVEL

At the operational level, planned and actual data for output indicators are reported in 2018 ACRs and SPRs for country and regional operations. Data considered for aggregation and inclusion into the APR reflects output indicator data as per published ACRs and SPRs.

### STEP 2 – AGGREGATION OF OUTPUT INDICATOR DATA AT CORPORATE LEVEL

Data reported in individual reports is aggregated as per the outputs defined in WFP’s Corporate Results Framework. These are linked to specific outcomes under specific Strategic Objectives.





For each output, WFP has defined one or more output indicators. These can be specific (*e.g. number of national coordination mechanisms*) or generic (*e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure*).

The specific indicators are aggregated directly from the individual reports. For the generic indicators, WFP has configured its reporting system in such a way that they translate into a list of more specific indicators which can be aggregated directly from the ACRs and SPRs (*e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure translates into number of bridges and culverts constructed or repaired, hectares of forest planted, etc.*)

For most indicators, the aggregation is a sum of results from operational-level data (as reported in the ACRs and SPRs). For percentage-based indicators, the aggregation is a weighted average calculated based on specific indicator methodologies.

### STEP 3 – ASSESSING OUTPUT-LEVEL PERFORMANCE AT CORPORATE LEVEL

Once planned and actual values for each output indicator have been aggregated, an achievement percentage is calculated, and colour-coding is applied as per below table. It includes four possible scenarios: three which rank the level of results attained, and one which acknowledges that lack of data impedes the establishment of a credible achievement claim.

RATING	REQUIREMENT
	Aggregated actual results fall within 10% of the aggregated planned values
	Aggregated actual results are > 50% and < 90% of aggregated planned values
	Aggregated actual results are < 50% of aggregated planned values
	Less than 5 projects have reported the output indicator analysed

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