

WFP Corporate Results Framework 2022-2026

INFORMATION NOTE



World Food Programme

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World Food Programme

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A. Introduction

The Corporate Results Framework 2022-2026 is primarily a normative instrument for the design, monitoring and reporting of Country Strategic Plans (CSP), as well as for corporate reporting. On the programmatic side, the CRF guides implementation of the 2022–2026 Strategic Plan and has several purposes:

1. Aligning outcomes and outputs with SDGs and SDG Targets, thereby translating WFP's high-level objectives and impact into actions with measurable results.
2. Providing a normative framework for the design of all WFP projects.
3. Providing a list of corporate indicators for use by all offices at impact, outcome, output and cross-cutting levels.
4. Enabling WFP to track programme effectiveness; and
5. Informing corporate performance reporting by providing achievement values for the strategic programmatic indicators included in WFP's Annual Country Reports (ACRs) and the Annual Performance Report (APR).

In addition, the Corporate Results Framework also presents WFP's Management Results: proposed Management Outcomes will articulate WFP's approach to planning, measuring and reviewing organizational effectiveness. The Management outcomes are accompanied by indicators, whose use by Headquarters divisions, regional bureaux, country offices and global offices will generate organizational performance information to facilitate evidence-based executive and management decision-making. The Management-focused Outcomes will also support the prioritization process of the Programme Support and Administration (PSA) budget within the Management Plan and support the tracking of progress of WFP's organizational strengthening and corporate investments. Ultimately, the CRF ensures harmonized programme design, monitoring and reporting across WFP operations to support with evidence the achievement of programmatic and management results.

Although the CRF includes several business rules and principles that support programmatic and management results reporting, and these play an important role in aligning resources to results, it should be highlighted that the CRF in itself does not guide or design WFP's financial and budgetary administration. These are reflected in other policy and frameworks, such as the WFP financial framework.

B. Key changes compared to the CRF 2016-2021

Noting that the CRF is still under development, the following changes are under consultation or considered:

- National datasets available for reporting at impact and outcome levels (complementing M&E data).
- Standardized output statements (removing free-text outputs).
- Replacing the current categories of management KPIs with proposed management outcomes.
- Greater UN alignment by selecting/identifying common and complementary indicators (impact, outcome and outputs)
- Developing corporate criteria for indicator selection and country versus corporate reporting.

C. Process update

WFP established a CRF Working Group in early 2021 to launch the new CRF formulation and ensure a broad consultative process, closely tracking the Strategic Plan work to date for alignment. All relevant technical teams and the Regional Monitoring Advisors have been part of the WG which has met nine times as of 1 October 2021. In parallel, the RAM and CPP Divisions have co-led the Line of Sight / SPRF Working Group.

Bilateral meetings between CPP as the CRF WG lead and technical units are ongoing. Going forward, this work will continue in both broader and smaller groups to ensure a comprehensive and joined-up approach to finalising results statements and their indicators – with clear business rules for and minimum overlaps across

the results chain. WFP has also consulted with for example UNICEF, UNDP, UNHCR, UNFPA and FAO, focusing on measurement related to integrated programming and UNSDCF and QCPR alignment.

A CRF populated with a comprehensive list of results and indicators will be presented at the first regular session of the Executive Board in 2022. A data collection exercise will be designed and implemented in early 2022 to finalize baselines, milestones and targets, in order to ensure the CRF contains as up to date information as possible. The full suite of outcome, output and cross-cutting indicators and their respective methodologies are contained and will be updated in WFP's Indicator Compendium.

D. Principles for CRF formulation

The CRF is being built upon a base of five key principles to ensure that the tool is relevant, adaptable, and most of all useful for internal stakeholders and external observers. A dual purpose will be kept ensuring that Country Offices will be able to use the CRF to guide their respective Country Strategic Plan (CSP) design, results formulation and measurement, as well as for corporate reporting purposes.

It is designed to be **lean, aligned, evidence-based, user-focused, and stable**:

- 1. Simple and Lean:** Inclusion of essential metrics for corporate reporting to demonstrate progress towards strategic outcomes and corporate priorities have been included and will be reported in the WFP Annual Performance Report. To achieve corporate goals, WFP must strive to simplify and automate the processes and transactions which contribute to improved effectiveness and efficiency across the organization. This priority refers to improved business processes and transactions, demonstrable efficiency gains, and improved performance management.
- 2. Alignment:** WFP has taken great strides towards deeper UN **alignment**. This CRF will be organized to ensure that WFP is well aligned with the Agenda 2030 & SDG framework, the QCPR, the Grand Bargain, UNSDCF reporting requirements, UNINFO reporting, and other global standards.
- 3. Evidence based:** The development of the new CRF has been underpinned by evaluative evidence – such as the CRF mid-term review, plus lessons learned from implementation through 1st Generation CSP reviews. Where technical theories of change exist (as in the case of School Based Programming), these combined with other evidence sources – notably, informed by internal and external evaluations, has informed the revision of outcome and output indicators.
- 4.** Fourth, this CRF is **user-focused**, designed with monitoring and reporting in mind. The CRF recognizes the importance of data quality, and the CRF's roll out will be accompanied by a resourced uptake plan. Furthermore, the CRF has been developed in consultation with an external statistical consultant to ensure the robust translation of data collected into WFP's annual reporting exercises.
- 5.** Finally, the CRF is designed to be **stable**. The majority of programme and management performance indicators will have gone through extensive review and testing in 2021 in preparation for the new CRF.

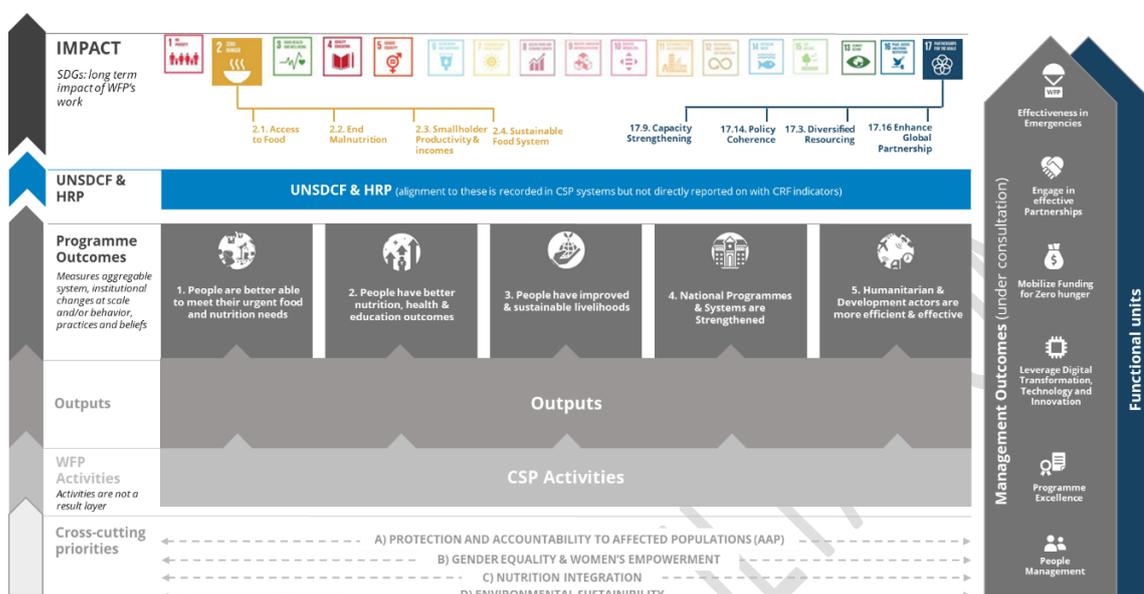
E. CRF Structure

The CRF 2022-26 is composed of two main parts:

- 2.1 Programme Results** composed of impact, outcomes, outputs and indicators capturing WFP's strategic vision of how the organization will contribute to the achievement of the SDGs (with special focus on SDGs 2 and 17) and;
- 2.2 Management Results** capturing how WFP leverages its organizational enablers, policies and resources to ensure effective delivery of the entire Strategic Plan.

Together, these two elements operationalize the WFP Strategic Plan and capture WFP’s results and performance throughout the cycle of planning, implementation, monitoring and reporting.

Figure 1 - The Corporate Results Framework Structure



The measurement of WFP’s programme results is built around measuring progress made against SDG2 and 17. Strategic Outcomes 1-3 are linked to SDG 2 and Strategic Outcomes 4 and 5 are linked to SDG 17. These five strategic outcomes frame WFP’s programmatic and operational focus and will be achieved through the generation of outputs.

Programmatic results have three layers – Impact, Outcome and Output. Whilst the impact and outcome level results reflect the combined efforts of governments, UN organisations, the private sector, civil society and other partners, output-level results more closely reflect the specific contribution of WFP. Accordingly, WFP adopts three layers of indicators to reflect how the organisation will measure progress made towards the results and contributions towards the SDGs as set out in the new Strategic Plan.

6. Programme indicators

Impact **indicators** are aligned with hunger related Sustainable Development Goals and related global strategies. Whilst focusing on SDG 2 and SDG 17, they also identify other key SDGs to which WFP will make contributions. These impact indicators represent the longer-term global changes in hunger trends and access to nutritious food and will be used to contextualize WFP’s results at output and outcome level.

At country level WFP will derive its CSP outcomes from the UNSDCF outcomes and link respective programme outcome indicators to impact level SDG indicators in the CSP logframe, which will have been jointly selected by the UNCT. WFP country offices ensure that WFP country level results are reflected in UN INFO and included in the One UN Country Results Report and public dashboards. At corporate level WFP will report on progress made globally towards these impact level indicators.

The new Strategic Plan has five outcomes:

Outcome 1 - People are better able to meet their urgent food and nutrition needs

Saving lives in emergencies is WFP's highest priority. WFP seeks to strengthen and improve its efficiency and effectiveness and systematically respond to emergencies at the right time, with the right skill sets and people and in the right manner. This includes strengthening early warning and anticipatory action and building a top-class, deployable workforce for emergencies. Working with partners, WFP also seeks to extend its reach and sustain access to affected populations and provide urgent food, cash and nutrition assistance, targeting those most vulnerable with speed, at scale and with the quality of support needed. Where possible, WFP will assume a more enabling role, strengthening national and local emergency response capabilities

Outcome 2: People have better nutrition, health and education outcomes

Alongside meeting need, WFP will leverage its versatility and work with partners to reduce need, including by scaling up efforts to prevent and address malnutrition in all its forms and bolstering national safety nets and social assistance programmes. WFP's drive to ensure that all hungry children benefit from a nutritious meal at school serves as a flagship effort with the potential to support local agriculture and markets while simultaneously improving health, nutrition and education outcomes.

Outcome 3: People have improved and sustainable livelihoods

WFP will change lives while saving lives through risk-informed and integrated programmes that help build more resilient households and communities across rural and urban contexts. By layering community and household asset creation, smallholder agriculture market support activities, climate risk management interventions and climate change adaptation programming, WFP and its partners will support food-insecure populations in their efforts to adapt and improve their lives and livelihoods, build self-reliance and better withstand and more quickly recover from recurring shocks.

Outcome 4: National Programmes and Systems are strengthened

Saving lives and changing lives is as much about how WFP works as what WFP does. Wherever possible, WFP will work through and in a manner that strengthens national systems, namely, emergency preparedness and response, food and social protection systems. For long-term impact, WFP will increase its engagement as a broker of South-South and triangular cooperation through the WFP centres of excellence, regional bureaux and headquarters.

Outcome 5 - Humanitarian and development actors are more efficient and effective

WFP provides valuable services for partners in the areas of transport and logistics, procurement, cash-based transfers, administration, infrastructure, digital solutions and data analytics. These will be further enhanced and made available, on-demand, to augment national capacity and support governments and the humanitarian and development community. WFP also leads the logistics cluster and the emergency telecommunications cluster, and with the Food and Agriculture Organization of the United Nations co-leads the food security cluster, providing coordination and "last resort" capability for the global humanitarian system.

Outcome indicators are identified to measure the five outcomes of WFP's Strategic Plan 2022-2026 and their specific components. As a UN agency, WFP adopts UNSDCF definitions, understanding corporate outcomes to be at scale with changes in institutions, systems behavior, norms, practices and beliefs.

At country level WFP will derive its CSP outcomes from the UNSDCF outcomes (or from the Humanitarian Response Plan (HRP) where UNSDCF does not capture humanitarian outcomes) and link CSP free-text outcomes to one of the five outcomes of WFP's Strategic Plan.

Outcome indicators should use all existing available evidence. For this reason, in line with other UN agencies, WFP is exploring the possibility to make greater use of national data, where they exist, to evidence WFP contribution to national level progress (primarily achieving SDG 2 and 17).

The proposed adoption and incorporation of “national indicators” in WFP’s CRF is under consideration. Leveraging data collected by other International Organizations will increase the reporting system transparency and reliability without adding additional burden to country offices. Monitoring and reporting on these additional data which will be pulled either from UNINFO or from UN STATS. Examples of national indicators to consider for outcomes 1 and 2 have been identified (see annex [Outcome 1: People are able to meet their urgent food and nutrition needs \(selected example\)](#)).

Beyond national outcome indicators, WFP will strengthen its reporting system leveraging the monitoring indicators internally developed and broadly adopted by country offices in the past. Among these indicators the adoption of a set of mandatory outcome indicators is strongly encouraged to strengthen corporate reporting.

As criterion for defining an indicator of corporate importance, and therefore to be reported in the Annual Performance Report exercise, it is important to also consider the coverage of the interventions for which the indicators are calculated and the resources WFP invested to carry out those specific results. Further work on the applicability of these criteria is still ongoing to assess the feasibility of their inclusion for the final selection of corporate indicators.

Output indicators quantify the full range of support that WFP activity implementation provides in various country contexts, such as direct service provision, systems strengthening, policy processes and normative work. These results flow from WFP inputs and activities and are directly within the organisations control. Country offices will select the relevant indicators based on their outputs.

Output statements have already been standardized for most outcomes and will be further elaborated in collaboration with the respective technical units.

Cross-cutting Priorities

Cross-cutting priorities are applied across all of WFP’s work to maximize programme efficiency and effectiveness. They describe how WFP will implement its operations and are commitments that will be delivered on through this strategic plan.

The **successful** management of cross-cutting priorities is a prerequisite for excellence in programming since they bring together social, environmental and contextual concerns that must be analyzed and adequately addressed when designing and implementing programmes in particular for those most at risk of increased vulnerabilities and in the most challenging environments.

Cross-cutting priorities should be applied along the nexus in two main ways: as safeguards (to ensure WFP’s programmes do no harm) and as humanitarian-development actions that enhance the quality and sustainability of WFP programmes while also contributing to specific outcomes.

For this reason, they represent both integral aspects of humanitarian response and development cooperation as well priorities in themselves [‘achieve gender equality’, ‘ensure the safety and protection and dignity of the most vulnerable’, ‘achieve environmental sustainability’ and ‘nutrition integration’].

F. Management Results

WFP’s management results are composed of management outcomes, currently under consultation, derived from the organizational enablers and corporate priorities as shown in figure 1.

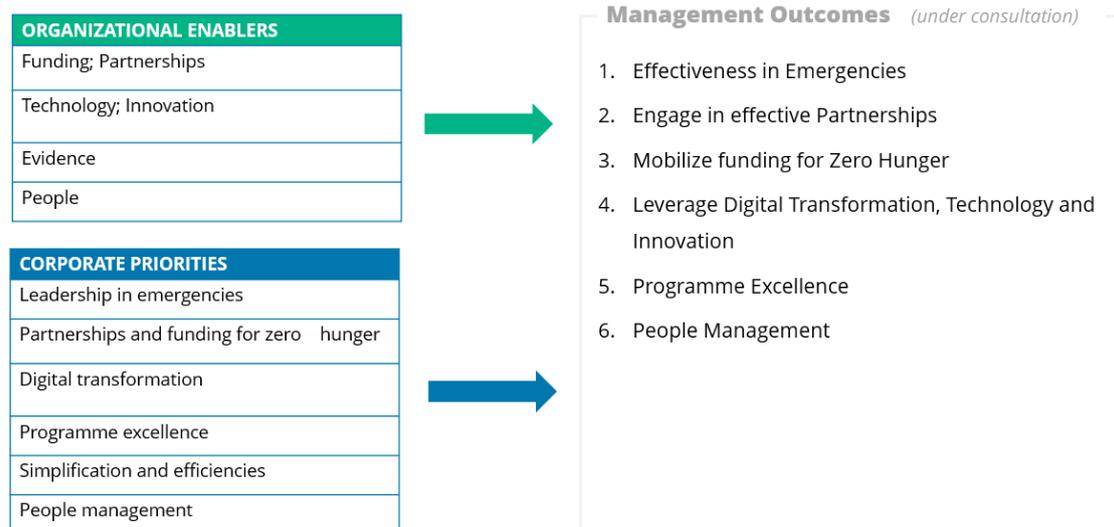


Figure 1: Management Results derived from Corporate Priorities and Organizational Enablers

The core assumption concerning management at WFP is that it exists to support the implementation of the Strategic Plan through programmatic activities. For the CRF 2022-26, subject to further internal consultation, corporate priorities and organizational enablers are being carefully analysed and consolidated into proposals on Management outcomes.

The management outcomes seek to capture the capabilities that support WFP in implementing the Strategic Plan. To measure progress in each area, every outcome will be articulated by a limited number of (3 to 6) outputs. Key Performance Indicators (KPIs) are being assigned at output level in close consultation with technical teams and corporate stakeholders.

G. Conclusion

The following pages provide a specific selected example of results and indicators for Outcome 1 - People are able to meet their urgent food and nutrition needs, as well as selected indicators from cross-cutting priorities directly linked to this outcome (pages 8, 9).

Subject to the EB's approval of the CRF in February 2022, it is proposed that a transition period will be granted to allow preparation of the implementation of the new Strategic Plan and CRF. This approach has proven to be successful when the previous SP/CRF were adopted to allow for respective adjustments to WFP's systems and frameworks (internal and external). The transition period would further allow for re-aligning all CSPs to the new SP/CRF, while all second Generation CSPs and Budget Revisions for approval in November 2022 to be directly designed with the new SP/CRF.

Outcome 1: People are able to meet their urgent food and nutrition needs (selected example)

National Indicators (example)	Baseline	Milestones	Target	Data Source
Prevalence of undernourishment Percentage of children under 5 who are stunted Percentage of children under 5 who are wasted				
<i>Outcome Indicators (example)</i>				
Food Consumption Score Food Consumption Score – Nutrition/ Hem Iron rich food Food Consumption Score – Nutrition/ Protein rich food Food Consumption Score – Nutrition/ Vit A rich food Minimum Dietary Diversity – Women Proportion of children 6-23 months of age who receive a minimum acceptable diet Consumption-based Coping Strategy Index (Average) TB Treatment Default rate TB Nutritional Recovery rate TB Treatment Success rate Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) Economic Capacity to meet essential needs Food expenditure share				QCPR Indicators Core Indicators Potential/country specific
<i>Output indicators (examples)</i>				
1.1 People have access to nutritious food, cash, assets & services in emergencies				
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers Quantity of food provided Total amount of cash transferred to targeted beneficiaries				
1.5 Increase of nutrition vulnerable individuals treated for wasting				
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers Quantity of food provided Total amount of cash transferred to targeted beneficiaries				
1.7 People have sufficient access to services, food & cash transfers to protect their livelihoods at the onset of an emergency				
Number of people covered by an insurance product through risk transfer mechanisms supported by WFP Total USD value of premiums paid under risk transfer mechanisms supported by WFP Total sum insured through risk management interventions				

Cross-cutting priorities (selected indicators)

*Baseline**Milestones**Target**Data source*

Nutrition integration

Number of LG external engagements within nutrition-relevant UN and multi-stakeholder partnerships and multilateral events
proportion of the overall nutrition workforce defined as core positions
proportion of WFP cooperate funding invested in nutrition
Proportion of WFP beneficiaries benefit from a nutrition sensitive package
Under development/roadmap: Proportion of country office's implementing nutrition sensitive programming meeting minimum quality standard (as identified by a marker or score)
Proportion of CSPs with nutrition as an explicit cross cutting theme

Protection

Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in programmes
Percentage of beneficiaries perceiving increased sense of agency and respect as a result of their participation in programmes
Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
Number of country offices conducting a people-centred risk analysis
Percentage of WFP and Cooperating Partners participating in training on protection-related topics
Number of country offices developing an action plan to address barriers to accessing assistance
Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

QCPR Indicators

Core Indicators

Potential/country specific

Accountability

Percentage of beneficiaries reporting they understand their rights and obligations as participants in WFP programmes
Percentage of beneficiaries feeling satisfied with their level of engagement in WFP programmes
Percentage of beneficiaries who report that concerns they raised were addressed
Percentage of beneficiaries reporting they were provided universally accessible information about WFP programmes
Number of Country Offices with an action plan on community engagement
Number of beneficiaries who have access to an appropriate channel to ask questions, voice complaints, and provide feedback on WFP programmes
