



CORPORATE PLANNING AND PERFORMANCE (CPP)

WFP Corporate Results Framework

Executive Board Update

7 October 2021



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Agenda

- Introduction
- **New CRF Structure**
- Strategic Outcomes
- Cross-cutting priorities
- Management outcomes (under consultation / KPIs)
- **Ongoing consultations**
- **Building on the QCPR Joint Approach**

- **Next steps**
- **Proposed timeline**
- **Q&A**

Introduction

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

- 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. 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.

What will change?

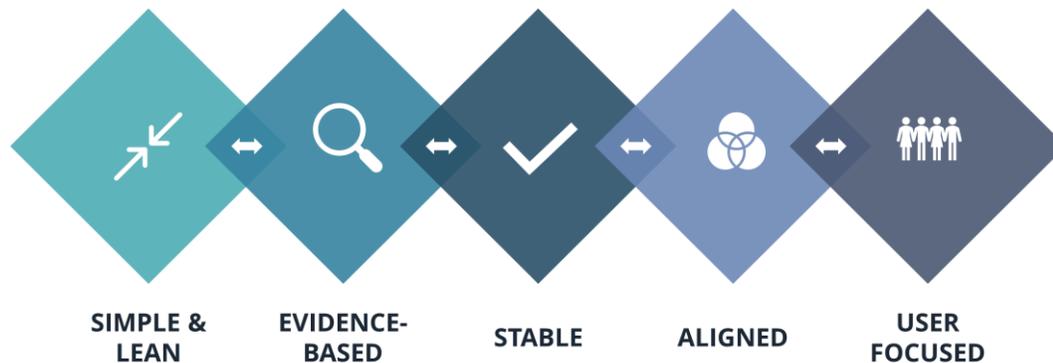
Strategic Plan-related

- Simplification of results layers (at impact level, removing goals and objectives)
- 5 new outcomes (replacing 19 outcome categories)
- WFP Strategic Results now directly presented as SDG targets
- 4 Cross-cutting priorities (including Nutrition integration)

Proposed CRF structure

1. Two parts: Strategic Results and Management Results
2. Exploring corporate criteria to determine “core” outcome indicators (stronger methodology for APR reporting).
3. Reviewing the three categories of Management KPIs in the context of enablers.
4. Standardized outputs (removing free-text outputs)
5. 11 QCPR indicators (common and complementary)
6. Greater use of available national datasets, contextualising WFP results.

Five Principles
Underpinning New
CRF



New CRF Structure 2022-2026

IMPACT

SDGs: long term impact of WFP's work



UNSDCF & HRP

UNSDCF & HRP (alignment to these is recorded in CSP systems but not directly reported on with CRF indicators)

Programme Outcomes

Measures aggregable system, institutional changes at scale and/or behavior, practices and beliefs



Outputs

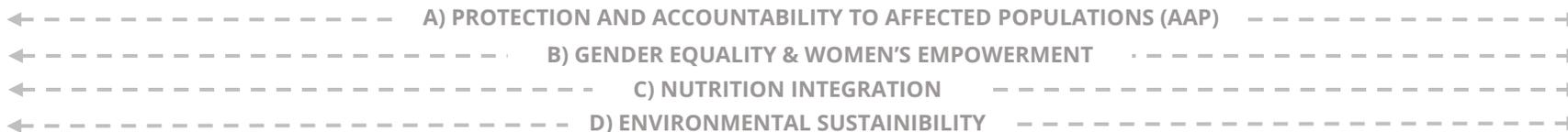
Outputs

WFP Activities

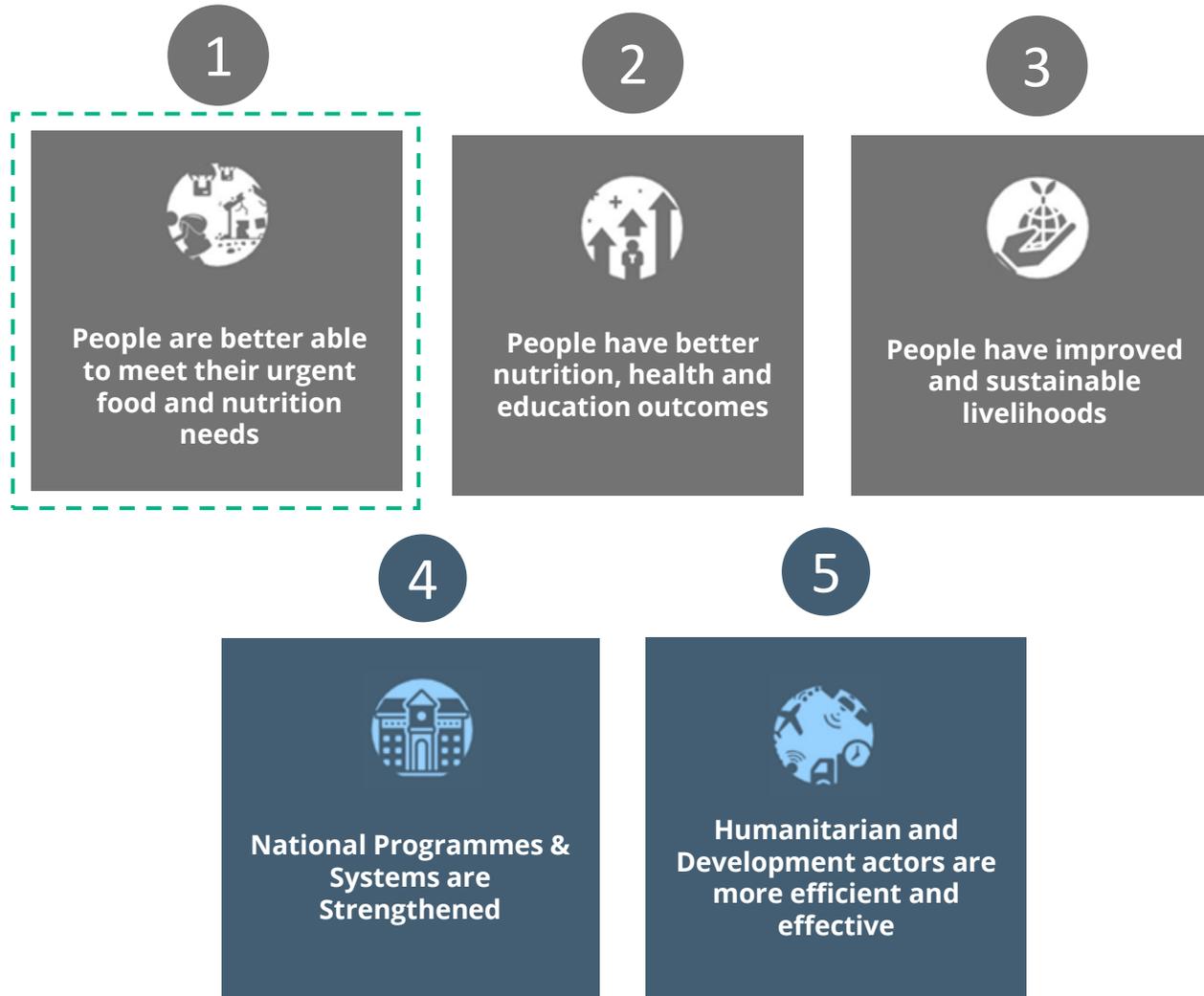
Activities are not a result layer

CSP Activities

Cross-cutting priorities



CRF Part 1 - Strategic Outcomes



Current areas of focus

- Clarify business rules to ensure consistent indicator use and support CRF simplification at outcome level.
- Adopt and test new metrics, considering timeframe and implications for CRF roll-out.
- Reviewing SP commitments and SDG indicator targets.
- Ongoing discussion with technical units and RB-CO stakeholders to identify and report indicators for outcomes 4 and 5.
- Agree on measurement approaches for Resilience across the framework.
- Address overlaps between outcomes in terms of results and activity measuring and reporting.
- Particular focus on business rules between Outcome 5 and Management dimensions of partnership (SDG 17).

Outcome 1: Selected example of outcome indicators

SDG Goal 2: Support countries in achieving Zero Hunger

QCPR Indicators
Core Indicators
Potential/country specific

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

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

Outcome Indicators (example)

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
Economic Capacity to meet essential needs
Food expenditure share

Work in Progress

Outcome 1: Selected example of output indicators

SDG Goal 2: Support countries in achieving Zero Hunger

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

Output indicators (examples)

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

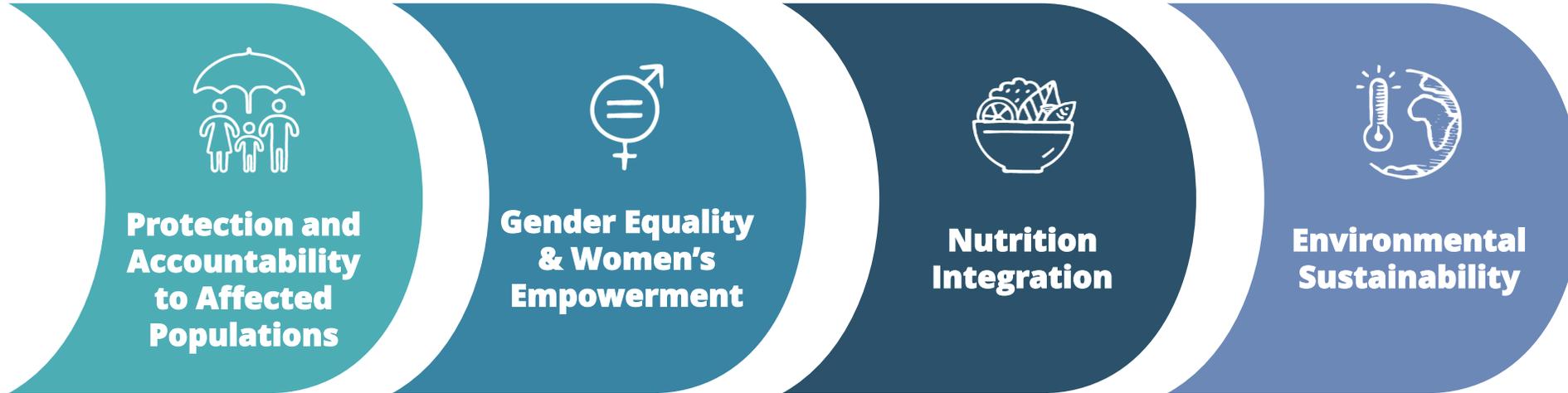
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers
Quantity of food provided
Total amount of cash transferred to targeted beneficiaries

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

Work in Progress

Cross-cutting priorities



WFP endeavors to **reduce protection risks faced by crisis-affected populations** and to empower people to express their views and preferences, enabling **safe and dignified access to food, nutrition and essential needs**

WFP will pursue a **gender-transformative approach, by investing in and advancing gender equality and women's empowerment**, to ensure that all people have equal opportunities, access to resources and a voice in decision-making

WFP will **integrate nutrition at scale** by investing in programmes, operations and platforms that tackle underlying and immediate drivers of poor diets and malnutrition, while expanding access to nutrition services

WFP **will implement best practices and maintain environmental safeguards** to reduce the potential negative impact of its activities on the environment

Cross-cutting priorities: selected indicators

QCPR Indicators
Core Indicators
Potential/country specific indicators

Cross-cutting priority

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

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

Percentage of the relevant indicators from the UNDIS accountability framework where [agency name] has met or exceeded the standard (QCPR)

Percentage of COs with a functioning Community Feedback Mechanism

Work in Progress

CRF Part 2 - Management Outcomes *(under consultation)*

ORGANIZATIONAL ENABLERS

Funding; Partnerships

Technology; Innovation

Evidence

People



CORPORATE PRIORITIES

Leadership in emergencies

Partnerships and funding for zero hunger

Digital transformation

Programme excellence

Simplification and efficiencies

People management



Management Outcomes

1. Effectiveness in Emergencies
2. Engage in effective Partnerships
3. Mobilize funding for Zero Hunger
4. Leverage Digital Transformation, Technology and Innovation
5. Programme Excellence
6. People Management

Summary of CRF consultations



Technical units

18
consultations

All the relevant technical Teams have been part of the process and Bilateral meetings are ongoing for in regard to the consultation.



Cross-cutting Groups

5
Teams
consulted

- a) Protection and accountability to affected populations (AAP)
- b) Gender equality and women's empowerment
- c) Environmental sustainability
- d) Nutrition integration



CRF Working Group

9
Meetings

The CRF working Group is a combination of both Technical Units and the RMAs, and to date 9 consultations have taken place from 1st meeting 17 December 2020.



LoS/CRF meeting

16
consultations

A number of Consultations have been conducted. This is conducted jointly with CCPM and RAM including all the technical units and the field.



**Consultation with the
Other UN Agencies**

12
consultations

- UNICEF
- UNDP
- UNFPA
- FAO
- UNHCR



RMAs / RBs consultation

13
consultations

The RMA meeting are conducted in collaboration with the RAM colleagues 1 meeting every 2/ 3weeks

Building on the QCPR Joint Approach

'Joint Approach' has yielded 11 indicators that WFP plans to fully integrate into its new CRF, including baselines, milestones and targets and therefore in line with per QCPR measurement requirements. The indicators are spread across Cross-cutting priorities, Management outcomes (which also include category I and II KPIs from the current CRF, *under consultation*) and programmatic technical areas.

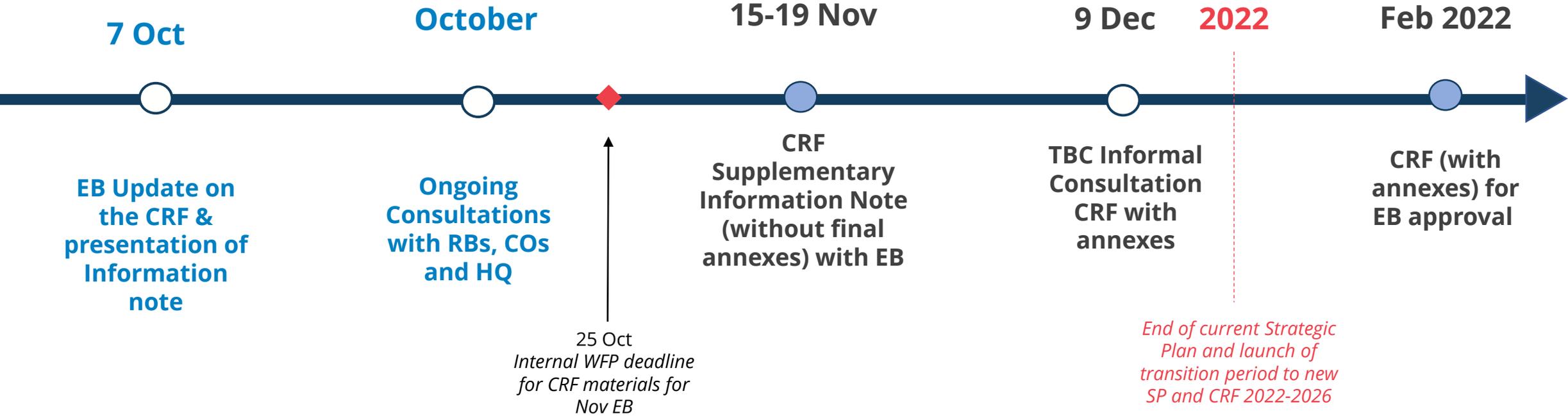
WFP CRF section	Thematic Area/Output	Number of Indicators
WFP Cross-cutting priorities	Protection and accountability to affected populations (AAP)	1
	Environmental sustainability	1
Programmatic Results	Common Indicators	3

WFP CRF section	Thematic Area/Output	Number of Indicators
Effective Funding for Zero Hunger	Effective leveraging of WFP's programmatic offerings to secure funding for saving lives and changing lives (TBC)	1
	Maintain positioning of WFP and a strong funding base for the organization (TBC)	1
Programme Excellence	Programme design draws on quality data and evidence (TBC)	1
Leverage Digital Transformation, Technology and Innovation	More and better data for strategic and operational decision-making (TBC)	1
People Management	Diverse and inclusive (TBC)	1
Other	Increased transparency and simplification of performance management processes, services and products (TBC)	1

Next steps

1. Ensure **consistency in CO reporting** and **CRF simplification** by minimising use of repeated indicators and establish clear business rules.
2. **Address programme and management overlaps** in results reporting to ensure corporate reporting is clear, simple and robust.
3. Ensure the CRF more robust indicators for **cross-cutting priorities**, evidencing policy commitments.
4. Ensure underlying **monitoring, evaluation and learning systems**, plus new metrics, are tested and in place to generate quality data evidencing WFP's contribution to change.
5. Continue work to strengthen the **consistent and robust disaggregation** of SDG 2 related data, plus develop new metrics to evidence WFP's contribution to national level capacity building progress (SDG 17).
6. Finalise WFP's **use of national datasets**, to support contextualisation of WFP's outcome level results, in line with other UN agencies.
7. Consider how multi-faceted **resilience** results, reported through a range of indicators across the CRF as well as through impact evaluation, can be brought together to succinctly evidence WFP achievements.
8. Work with technical units to **establish targets** once indicators stabilized and validated.

Proposed Timeline



Q&A

