



**CORPORATE PLANNING AND PERFORMANCE (CPP)**

# WFP Corporate Results Framework

Executive Board Informal Consultation

9 December 2021



WFP  
World Food Programme

SAVING LIVES  
CHANGING LIVES



# Agenda

- Introduction
- Programme results
  - Strategic outcomes
  - Cross-cutting priorities and new indicator piloting
- Management results
- Final Q&A

*-- Several additional pauses for Q&A throughout presentation --*

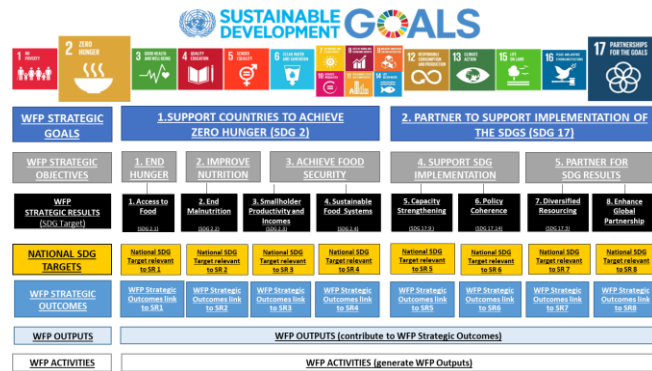
# 1.

# INTRODUCTION

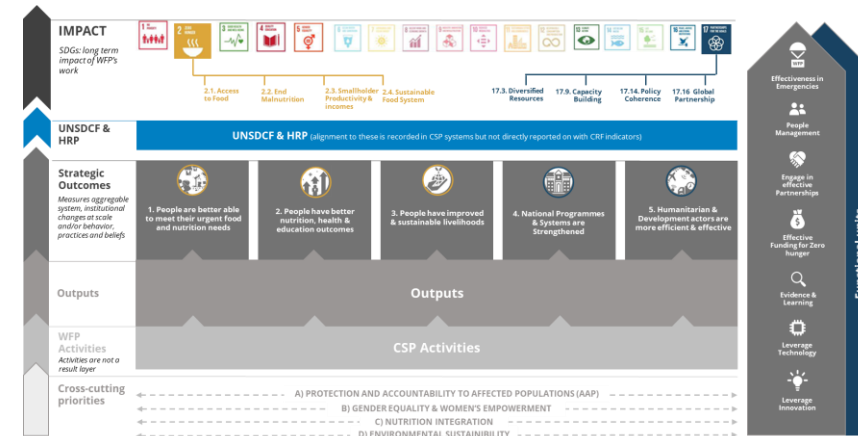


# Key changes compared to the CRF 2017 – 2021

## Strategic Plan Results Framework 2017-2021



## New CRF Structure 2022-2025



Removed **Strategic Objectives**, replaced 19 outcome categories with **5 new outcomes**, and introduced standardized outputs

Approach to corporate indicator selection and country and corporate reporting developed.

Revised outcome indicators, some amended and some new indicators added.

Replacement of the current categories of management KPIs with proposed **management results**.

Greater **UN alignment** by selecting/identifying common and complementary indicators (impact, outcome and outputs) and looking at system coherence/alignment.

# New CRF Structure 2022-2025

## 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)

## Strategic 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



# Integration of inter-agency indicators



## Focus



Ongoing development of current UN frameworks, methodology and tools (QCPR, Funding Compact, MAF)

## Response



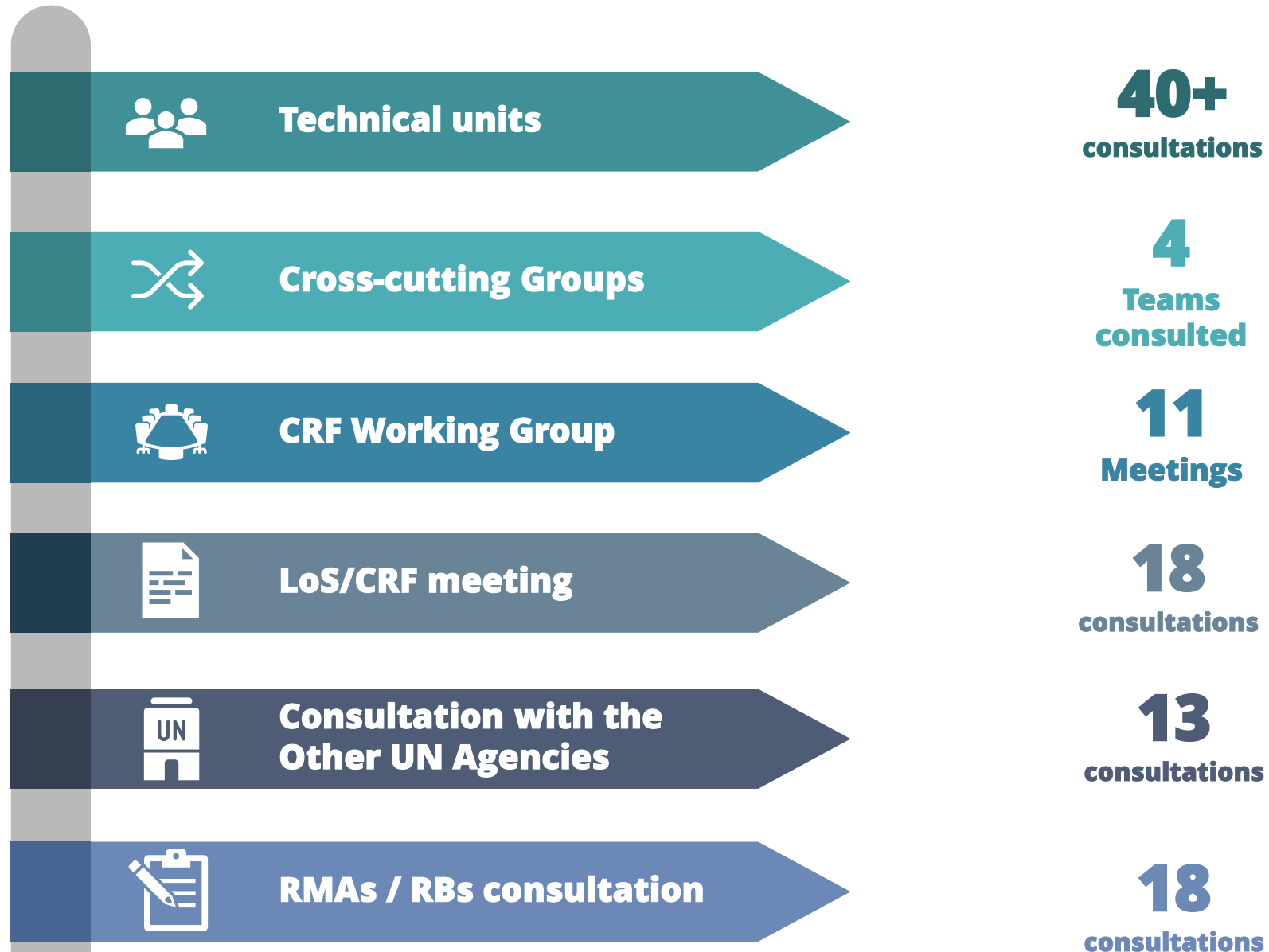
- 12 QCPR & 4 Grand Bargain indicators integrated
- SDG indicators integrated at impact and outcome level

## Next steps



- Inclusion of UN common and complementary indicators and additional QCPR and Grand Bargain indicators during piloting/testing phase
- Further alignment efforts around the result chain

# Summary of CRF consultations



# 2.

## CRF Part 1 – Programme results



World Food Programme



# Selected example of indicators

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



IMPACT

### SDG Goal 2: Support countries in achieving Zero Hunger

- 2.1.1 Prevalence of undernourishment
- 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age

### Strategic plan focus

Under outcome 1 WFP will ensure a holistic focus on acute and protracted food needs.

### Strategic plan high-level target

Number of countries with population experiencing famine conditions (IPC 5)

**Baseline: 4**

**Target: 0**

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

Food consumption score

Consumption-based coping strategy index, reduced CSI (rCSI)

### 1.1 People have access to nutritious food, cash, assets and services in emergencies

- Quantity of food provided
- Total volume of cash transferred to beneficiaries

### 1.2 People and communities have the awareness, knowledge, skills, motivation and practices to consume a healthy diet and improve nutrition outcomes for those most vulnerable

- Number of people reached through interpersonal social and behaviour change communication (SBCC) approaches
- Number of people reached through SBCC approaches using media

Outputs

CSP Activities

- 1.1 Emergency preparedness and early action
- 1.2 Unconditional Resource Transfer
- 1.3 Malnutrition prevention programme
- 1.4 Malnutrition treatment programme
- 1.5 School Based Programmes
- 1.6 Community and Household Asset Creation
- 1.9 Actions to protect against climate shocks
- 1.10 Social protection sector support

# Selected example of indicators

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



IMPACT

### SDG Goal 2: Support countries in achieving Zero Hunger

2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age

2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)

### Strategic plan focus

Under outcome 2 WFP will build human capital and address structural vulnerabilities to shocks and stressors as well as protracted poverty, food insecurity, malnutrition and inequalities.

### Strategic plan high-level target

Number of children with access to improved health, nutrition, and education services with WFP assistance

**Baseline: 32.3 M**

**Target: 46.0 M**



2. People have better nutrition, health & education outcomes

Moderate acute malnutrition treatment performance rate: recovery, mortality, default and non-response rate

Minimum diet diversity for women and girls of reproductive age

Retention rate/Drop-out rate (by grade)



Outputs

### 2.3 Increased enrolment in and adherence to malnutrition prevention programmes

Quantity of non-food items distributed  
Total volume of cash transferred to beneficiaries

### 2.6 Girls and boys have increased access to school, health and nutrition packages

Quantity of specialized nutritious foods provided  
Number of children receiving micronutrient powder or supplements



CSP Activities

1.2 Unconditional Resource Transfer  
1.3 Malnutrition prevention programme  
1.4 Malnutrition treatment programme  
1.5 School Based Programmes  
1.7 Household and individual Skill and Livelihood Creation  
1.10 Social protection sector support

# Selected example of indicators

## Outcome 3: People have improved and sustainable livelihoods



IMPACT

### SDG Goal 2: Support countries in achieving Zero Hunger

2.3.2 Average income of small-scale food producers, by sex and indigenous status  
2.4.1 Proportion of agricultural area under productive and sustainable agriculture

### Strategic plan focus

Under outcome 3 WFP will work to improve and adapt livelihoods of the most vulnerable in rural and urban areas



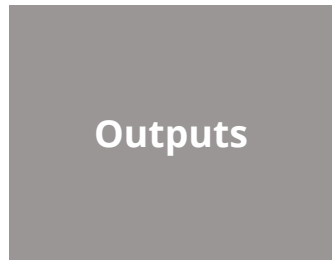
Climate adaptation benefit score  
Value and volume of smallholder sales through WFP-supported aggregation systems

### Strategic plan high-level target

Number of people having more resilient livelihoods, in the face of risks and shocks

**Baseline: 14 M**

**Target: 22.9 M**



Outputs

### 3.2 People and communities have improved access to productive assets

Percentage of FFA assets under monitoring visible (maintained by communities) through AIMS  
Number of smallholder farmers supported with inputs, equipment and infrastructures

### 3.4 Improved linkages between local food suppliers and buyers, including schools and other institutional buyers, private sector and WFP

Number of smallholder farmer aggregation systems supported  
Number of meetings, workshops, fairs, events organized to facilitate market linkages



CSP Activities

1.5 School Based Programmes  
1.6 Community and Household Asset Creation  
1.7 Household and individual Skill and Livelihood Creation  
1.8 Smallholder agricultural market support programmes  
1.9 Actions to protect against climate shocks

# Selected example of indicators

## Outcome 4: National programmes and systems are strengthened



IMPACT

**SDG Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development**  
 17.3.1 Foreign direct investment, official development assistance and South-South cooperation as a proportion of gross national income  
 17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries

### Strategic plan focus

Under outcome 4 WFP will partner with governments, the private sector, UN partners and NGOs to strengthen national capacities.

### Strategic plan high-level target

Number of countries with strengthened programmes and systems with WFP support

**Baseline: 49**

**Target: 56**



Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of people covered (T3) by national social protection systems or programmes to which WFP provided technical support



### 4.5 National actors have improved technical, functional and soft skills with WFP training and coaching support

Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger and other SDGs  
 Number of national institutions engaged in WFP capacity strengthening activities

### 4.1 The prominence of national policies, institutions and programmes contributing to zero hunger is enhanced through advocacy and dialogue

Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to zero hunger and other SDGs  
 Number of national institutions engaged in WFP capacity strengthening activities at national and sub-national levels



- 1.1 Emergency preparedness and early action
- 1.2 Unconditional Resource Transfer
- 1.3 Malnutrition prevention programme
- 1.4 Malnutrition treatment programme
- 1.5 School Based Programmes
- 1.6 Community and Household Asset Creation
- 1.7 Household and individual Skill and Livelihood Creation
- 1.8 Smallholder agricultural market support programmes

- 1.9 Actions to protect against climate shocks
- 1.10 Social protection sector support
- 2.4 Supply Chain and Logistics services
- 2.5 Cash transfer and associated services
- 2.6 Digital services solutions (data & analytics and delivery)
- 2.7 Administrative support (management services)
- 2.8 Infrastructure: engineering / construction

# Selected example of indicators

## Outcome 5: Humanitarian and development actors are more efficient & effective



IMPACT

### SDG Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

17.3.1 Foreign direct investment, official development assistance and South-South cooperation as a proportion of gross national income  
17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries

#### Strategic plan focus

WFP will increase the efficiency & effectiveness of humanitarian & development actors through the provision of existing services, the delivery of new services and successful influencing



5. Humanitarian & Development actors are more efficient & effective

Number of countries in which governments or partners request and benefit from WFP on demand solutions and services

Number of global actors who request and benefit from WFP solutions and services at the global scale

#### Strategic plan high-level target

Number of global actors and number of countries benefiting from WFP 'mandated' and/or 'on demand' services and solutions

Baseline: --

Target: 20 actors / 60 countries

Outputs

#### 5.1. Governments, humanitarian and development actors utilise on-demand and mandated services to effectively set-up, manage and deliver

Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions

Shared services, data and analytics platforms provided by type

CSP Activities

- 2.1 Food security cluster (coordination & info. mgmt)
- 2.2 Telecommunications (coordination & services)
- 2.3 Aviation (coordination & services)
- 2.4 Supply Chain and Logistics services
- 2.5 Cash transfer and associated services
- 2.6 Digital services solutions (data & analytics and delivery)
- 2.7 Administrative support (management services)
- 2.8 Infrastructure: engineering / construction

# 2.1

## Cross-cutting priorities & new indicator piloting

# Cross-cutting priorities



## Protection and Accountability to Affected Populations

Strengthened people centered approach to ensure 1) meaningful and safe access to assistance, 2) full participation in programmes, to reflect their own needs and preferences.



## Gender Equality & Women's Empowerment

Cross cutting indicators on gender remaining stable until approval of the new Gender Policy which will make some important updates including around intra-household data collection



## Nutrition Integration

A new cross cutting priority. Strengthened focus on delivery of nutrition sensitive packages as well as delivering on corporate commitments to ensuring adequate investment in and resources for nutrition



## Environmental Sustainability

WFP's new Environmental and Social Sustainability Framework will ensure that both WFP programmes as well as in-house operations '*do no harm*' to the environment or to people and that environmental and social sustainability is supported.

# Cross-cutting priorities

Cross-cutting priorities and indicators

QCPR indicators

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## Protection and accountability to affected populations

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### Protection

Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

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 were provided universally accessible information about WFP programmes

Percentage of UNDS entities/UNCTs meeting or exceeding UNDIS standards on consulting organisations of persons with disabilities (QCPR)

Percentage of country offices with a functioning community feedback mechanism

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## Gender equality and women's empowerment

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Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity.

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## Environmental sustainability

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Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social safeguards (QCPR)

Percentage of entities integrating environmental and social standards/safeguards to policies, projects and programmes (QCPR)

Number of UNSDG entities reporting annually publicly on efforts to reduce their climate and environmental footprint (QCPR)

Percentage of WFP countries implementing environmental management systems

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## Nutrition integration

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Number of leadership group external engagements within nutrition-relevant United Nations and multi-stakeholder partnerships and multilateral events

Proportion of the overall nutrition workforce defined as core positions

Proportion of WFP corporate funding invested in nutrition

Proportion of WFP beneficiaries benefit from a nutrition sensitive package

Proportion of CSPs with nutrition as an explicit cross cutting theme, validated by Nutrition Division

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# Potential new indicators: testing and piloting plans

- To facilitate a stable CRF, only indicators fully piloted and tested, with comprehensive methodologies for analysis are included.
- All the new proposed indicators, not yet piloted and tested as of December 2021, are included in the piloting list.
- These indicators may be included in the CRF once piloted and validated (and upon MTR of CRF).
- Integration of additional QCPR and joint UN indicators.



CPP proposal is to have mid-term review of CRF and include after 2 years the piloted/validated indicators into the CRF, as appropriate.

# Selected examples of indicators to be piloted in 2022

<b>Strategic outcomes</b>	<b>Programme area</b>	<b>Indicator</b>	<b>Location</b>	<b>Timeline</b>
<b>SO1</b>	Food Security	<ul style="list-style-type: none"> <li>Multidimension Deprivation Index</li> </ul>	TBC	Q1
<b>SO2</b>	Nutrition	<ul style="list-style-type: none"> <li>Indicator related to dietary diversity for School Age Children</li> <li>Indicator related to Knowledge, Attitude, Practice (KAP) Healthy diet</li> </ul>	TBC	TBC
	School Based Programmes	<ul style="list-style-type: none"> <li>Number of complementary school health and nutrition interventions delivered alongside school feeding in the national programme</li> <li>Mean number of days absent from school because of ill-health</li> </ul>	TBC	2022
<b>SO3</b>	Smallholder Agricultural Market Support programmes	<ul style="list-style-type: none"> <li>Average price received by aggregators for commodities sold through a marketing channel promoted by WFP, as a percentage of the average local market price registered in that locality at the same time of sale</li> </ul>	Honduras (TBC), Mozambique, Sudan, Uganda	TBC
	Resilience and Asset Creation and Livelihoods	<ul style="list-style-type: none"> <li>Number of people reached (by WFP, or by Governments or partners with WFP support) through integrated resilience building programmes</li> <li>Resilience Capacity Score</li> </ul>	Bangladesh (TBC), Lebanon (TBC), Niger (TBC), South Sudan (TBC), Sri Lanka, Zambia (TBC), Zimbabwe, other RBD COs (TBC)	Q1 2022
		<ul style="list-style-type: none"> <li>Participant's reporting having increased their income as a result of improved or new skills</li> </ul>	Ecuador, Republic of the Congo, Sri Lanka (TBC)	2022
<b>SO4</b>	Country Capacity Strengthening (CCS)	<ul style="list-style-type: none"> <li>Proportion of sub-national institutions' leadership who have received information regarding change in programme designs, processes and platforms</li> </ul>	TBC	TBC
		<ul style="list-style-type: none"> <li>Proportion of sub-national institutions' leadership who are informed regarding regulatory change</li> </ul>	Burundi (TBC), India (TBC)	Q4 2021
<b>SO5</b>	Service Provision	<ul style="list-style-type: none"> <li>Number of partners using Admin Platform to deliver services to beneficiaries</li> <li>Number of supply chain solutions and services provided to the government and partners by WFP</li> <li>Number of data and analytics solutions and services provided to the government and partners by WFP</li> </ul>	TBC	TBC

(TBC) = to be confirmed

# Indicators to be piloted in 2022 (examples)

<b><i>Cross-cutting priority</i></b>	<b><i>Indicator</i></b>
Social Protection	<ul style="list-style-type: none"><li>• Agreement in place with government, to replicate or use systems (where they exist), establish systems/programmes for eventual transition (where they do not), and/or model new approaches</li><li>• Type(s) of social protection system building blocks supported</li><li>• Percentage of beneficiaries feeling satisfied with their level of engagement in WFP programmes</li><li>• Number of Country Offices with an action plan on community engagement</li></ul>
Nutrition integration	<ul style="list-style-type: none"><li>• Proportion of country office's implementing nutrition sensitive programming meeting minimum quality standard (as identified by a marker or score)</li></ul>
Protection and accountability to affected populations	<ul style="list-style-type: none"><li>• Percentage of UNDS entities/UNCTs meeting or exceeding UNDIS standards on consulting organizations of persons with disabilities (QCPR)</li></ul>

# 3.

## CRF Part 2 – Management results

# CRF Part 2 - Management Results

The SP organizational enablers could be consolidated into seven Management results for the Corporate Results Framework CRF 2022-25. The key performance indicators (KPI) and performance targets will enable better performance management and accountability for results-based management.

## Replaced current KPIs

**Category I:** measure management performance that contributes to implementation of the Strategic Plan

- KPI 1: CSP Implementation
- KPI 2: Emergency Preparedness and Response
- KPI 3: Management Performance Standards

**Category II:** review progress against short-term corporate priorities set by WFP's leadership, multilateral arrangements and externally governed commitments

**Category III:** measure performance in the management of daily process in the various functional areas

## Organizational enablers

1. People
2. Partnerships
3. Funding
4. Evidence
5. Technology
6. Innovation



## Management Results

1. Effectiveness in Emergencies
2. People management
3. Engage in effective Partnerships
4. Effective funding for Zero Hunger
5. Evidence and Learning
6. Leverage Technology
7. Leverage Innovation

## Management result 1: Effectiveness in emergencies

Key performance indicators

QCPR indicators

### 1. Emergency and surge capacity

Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)

Number of days Emergency Operations Division staff deployed in response to emergencies

### 2. Ensure timely (pre-emptive) “no regrets” emergency response

Percentage of surge support requests coordinated and supported in corporate scale up

### 3. Enhanced emergency processes: (Includes revised emergency protocols and IRM emergency mechanisms)

Percentage of corporate alert system countries having benefited from advance financing (IRA, IRR, IR-PREP)

Number of CAS reports issued

## Management result 2: People management

Key performance indicators

### 1. Nimble and flexible people management practices delivered

Percentage of the workforce employed on short-term contracts

### 2. Performing and improving workforce promoted and safeguarded

Percentage of employees completing both PSEA and SHAP mandatory training

PACE compliance rate

### 3. The diversity of the workforce increased

Percentage of UNSWAP indicators met or exceeded (QCPR)

Percentage of women among international professional and national staff (QCPR)

Percentage of UNDS entities meeting or exceeding UNDIS entity accountability framework standards concerning i) strategic planning, ii) accessibility, iii) employment (QCPR)

### 4. Caring and supportive work environment is provided

Percentage of compliance with the WFP security management policy and framework of accountability

## **Management result 3: Engage in effective partnerships**

*Key performance indicators*

Grand Bargain 2.0 indicators

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### **1. Enhanced collective action is aimed at the achievement of the SDGs**

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Percentage of CSPs' development outlines that are aligned with UNSDCF

Number of WFP programmes undertaken in collaboration with United Nations partner agency, fund or programme

Number and dollar value of national government/IFI/WFP agreements signed

Number of beneficiaries reached through private sector partnerships

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### **2. Country-level partnerships are aimed at reaching the most vulnerable**

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Percentage of outputs achieved within Partnerships

Percentage of WFP funding to implementing partners awarded as directly as possible to local and national responders (GB)

Number of WFP Country offices adopting the UN Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners (GB)

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### **3. South-South and triangular cooperation partnership base expanded to accelerate country-led progress on SDG 2 and SDG 17**

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Number of partners mobilized in provider country to support WFP-facilitated South-South Cooperation (disaggregated by type, e.g. government institutions, research institutions, private sector actors, etc.)

Financial resources mobilized (USD value) to enable WFP-facilitated South-South Cooperation (disaggregated by funding source)

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## Management result 4: Effective funding for Zero Hunger

QCPR indicators

Grand Bargain 2.0 indicators

Key performance indicators

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### 1. Maintain positioning of WFP and a strong funding base for the organization

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Percentage of contributions received vs the WFP programme of Work

Percentage growth of WFP's programme of work vs percentage growth funding level

Score in the International Aid Transparency Initiative aid transparency index (QCPR)

Total (USD) funds received during the year

Percentage of funds from top five donors

Percentage of total funds received from:

- Organization for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) governments
- Non-OECD-DAC governments
- International financial institution sources
- Private Sector
- United Nations partnerships and joint programmes (funding compact)
- Innovative financing arrangements
- Others

Percentage of CSP expenditures versus implementation plan

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### 2. Effective and efficient planning and allocation of resources to organizational priorities of strategic importance

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Dollar value and percentage of flexible funding sourced (GB)

- Percentage fully flexible and softly earmarked

Dollar value and percentage of funds made available on multi-year basis (GB)

Dollar value and percentage of funds received during quarter 1

Dollar value and percentage of funds made available for advance financing mechanisms

Dollar value and percentage of resources available by earmarking level: CSP, SO and activity level

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### 3. Effective leveraging of WFP's programmatic offerings for development related activities

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Percentage of non-core resources for development related activities channelled through inter-agency pooled funds (funding compact)

Core share of voluntary funding for development-related activities (funding compact)

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## Management result 5: Evidence and learning

Key performance indicators

QCPR indicators

### 1. Overall progress in CSP results achievement

Percentage of outcome indicators achieved or on track

Percentage of output indicators achieved or on track

### 2. Utilization of audit and evaluation recommendations

Number of outstanding audit recommendations

Percentage of implemented evaluation recommendations

Percentage of WFP draft policies and draft country strategic plans which refer explicitly to evaluation evidence

Number of joint and system-wide evaluations in which [agency name] engaged in reporting year (QCPR)

## Management result 6: Leverage technology

Key performance indicators

### 1. More and better data for strategic and operational decision-making

Percentage of compliance with IT security standards

Number of data standards being implemented from the UN Financial Data Cube (QCPR)

Number of countries where WFP uses/contributes to UNINFO (QCPR)

### 2. Improved technology solutions in support of beneficiary management

Percentage of WFP cash transfers supported digitally

Percentage of CBT by volume supported by trusted digital systems

Number of women receiving WFP transfers on a digital account in their name

## ***Management result 7: Leverage innovation***

### *Key Performance indicators*

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#### **1. Expanded profile as a trusted provider of operational technology solutions, innovation and advice**

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Number of external innovation programmes run (including repeat requests)

Value of acceleration programmes signed with external customers

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#### **2. WFP's programmes are enhanced through innovation**

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Number of innovation projects funded (in early stage and scaling phase)

Number of beneficiaries reached via innovations

Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices

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#### **2. WFP's operations and management are enhanced through innovation**

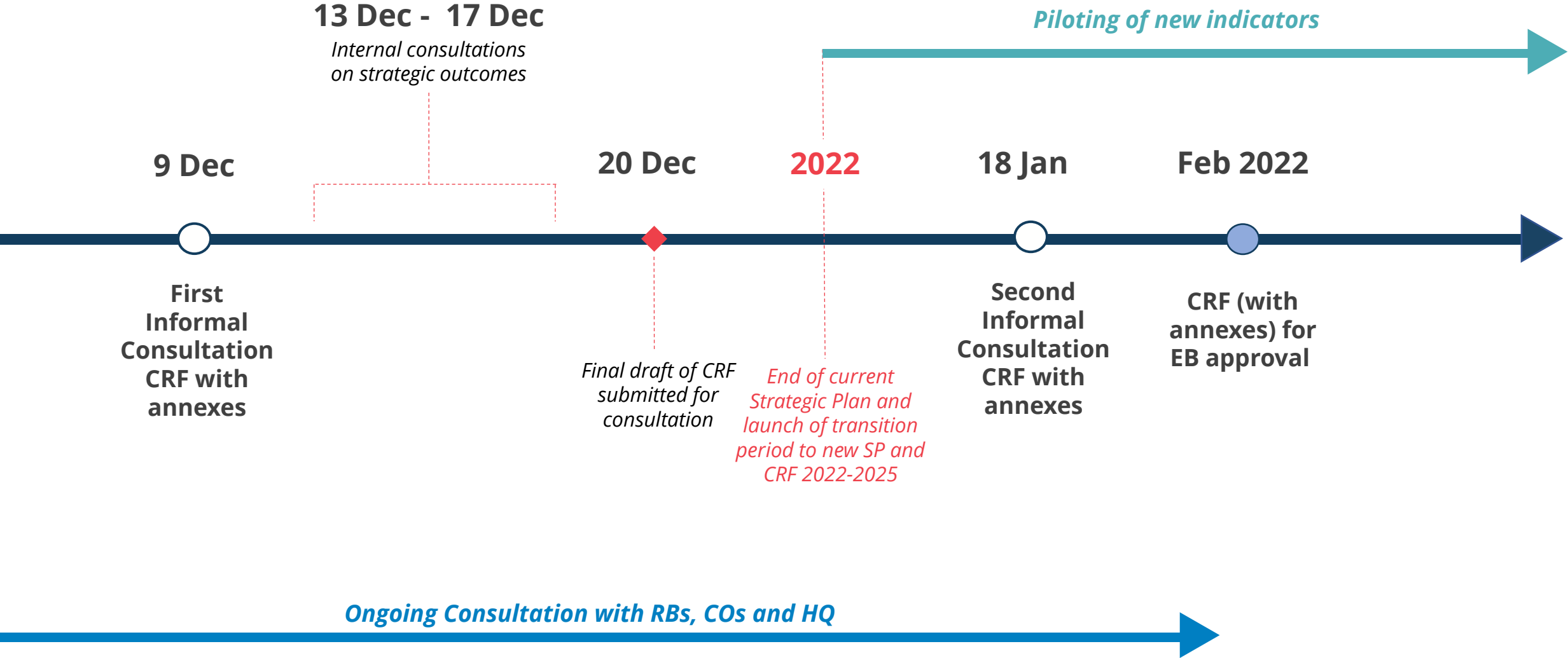
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Number of new efficiency projects launched (last year)

WFP efficiency gains (measured on a yearly basis)

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# Moving forward



# Q&A

