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Programa Mundial de Alimentos
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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Revised Corporate Results Framework (2017–2021)

Draft decision*

Having considered the proposed revised version of the Corporate Results Framework (2017–2021) (WFP/EB.2/2018/5-B/Rev.1), the Board:

- 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 the 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.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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Introduction

1. WFP is committed to supporting countries in their efforts to sustainably end hunger while promoting the highest standards of programme quality, accountability and transparency. This involves optimizing performance management to ensure the effective and efficient use of resources to achieve shared results. The proposed revised Corporate Results Framework (2017–2021) (the revised CRF) operationalizes WFP's Strategic Plan (2017–2021)¹ by providing a single normative tool for planning, monitoring and measuring the organization's performance towards achieving the strategic objectives.
2. Building on the WFP programme results chain in the Corporate Results Framework (2017–2021) approved in November 2016² (the current CRF), this revised CRF presents a more robust approach to measuring performance. Responding to the call to increase support to countries implementing the 2030 Agenda for Sustainable Development, WFP is improving the measurement of its programmes with more wide-ranging indicators. The revised CRF also includes indicators to link WFP strategies to the Sustainable Development Goals (SDGs) to better articulate WFP's contribution to national goals. Finally, for greater transparency and accountability, management performance and key performance indicators (KPIs) are fully integrated.
3. WFP's performance management approach has evolved from separate strategic results and management results frameworks to a single corporate results framework. The premise is that the implementation of programmes is enabled by management processes in various functional areas.
4. The performance measurement approach embodied in the revised CRF is the product of methodological research, testing and consultation. Performance indicators will continue to be refined as necessary to ensure that the revised CRF is supported by a comprehensive performance measurement system meeting the highest standards of accountability and transparency. The indicators and metrics have been developed as follows:
 - a) **Measuring the programme results chain.** Theories of change were developed for key programme areas to establish a standard causal relationship between programme interventions and strategic results. The theories of change provided a foundation for formulating the current CRF outcome categories, output categories, activity categories and indicators.
 - b) **Measuring WFP programme contributions to the 2030 Agenda.** Impact pathways establishing the evidence to demonstrate WFP programme contributions to the SDGs were developed and operational frameworks were tested with country offices.
 - c) **Measuring management support for programme implementation.** Building on the approach described in the WFP Management Plan (2018–2020)³, historical data were reviewed in consultation with WFP managers. Management performance indicators were revised and aligned with business processes that support the implementation of country strategic plans (CSPs). An analysis of functional business processes led to a selection of KPIs that give WFP managers a broader understanding of the shared accountability of country office, regional bureaux and headquarters for the implementation of CSPs.

¹ WFP Strategic Plan (2017–2021) (WFP/EB.2/2016/4-A/1/Rev.2).

² Corporate Results Framework (2017–2021) (WFP/EB.2/2016/4-B/1/Rev.1).

³ WFP Management Plan (2018–2020) (WFP/EB.2/2017/5-A/1/Rev.1).

5. The revised CRF, together with the Strategic Plan (2017–2021), the Financial Framework Review⁴ and the Policy on Country Strategic Plans,⁵ creates a policy framework to enable WFP to respond to humanitarian needs and support national governments in their progress towards achieving the 2030 Agenda.
6. The revised CRF is one element of a holistic performance management cycle of planning, monitoring, reporting and learning. The corporate strategic plan is translated at the country level into five-year CSPs, which are aligned with national priorities and operationalized through programmes, which are implemented in partnership. The design and monitoring of the CSPs is guided by the CRF, which presents the logic of the programme results chain, as well as mandatory and recommended indicators for measuring performance. Resources are linked to results through country programme budgets that are in turn structured in line with the programme results chain.
7. The roles and responsibilities for the implementation of the revised CRF will be as follows: headquarters will provide normative guidance, tools and training and ensure that approved changes are reflected in corporate systems to facilitate data collection; regional bureaux will provide support and oversight to country offices, and the country offices will apply the new programme indicators in their log frames and use them for monitoring and reporting programme results in 2019. Technical units will track management performance indicators at all levels, as appropriate, to follow the progress in ensuring adequate support to programmes.
8. On an annual basis, the organization's strategy is operationalized through an annual corporate work plan presented in the management plan and at the country level in a country operations management plan (COMP) for each country office. Implementation at the country level is captured through ongoing monitoring and reporting, which generates evidence for decision making and accountability.
9. Reporting on the implementation and performance of each CSP is found in the annual country report. Country-level results are then aggregated and analysed in the corporate annual performance report, which is presented to the Executive Board at its annual session each year. This corporate reporting includes selected indicators for aggregation, and an analysis of the number and duration of people assisted by beneficiary type and activities, in line with the focus areas and strategic results in WFP's Strategic Plan (2017–2021). The country and corporate reporting cycle allows for an annual review of country and organization-wide performance and the tracking of trends from year-to-year in diverse country contexts and over the life of the strategic plan. The accountability picture is completed by global strategic and policy evaluations, thematic audits and mandatory CSP evaluations to ensure country and corporate learning and adjustment.
10. This performance management cycle is supplemented by the Enterprise Risk Management toolkit and WFP's Evaluation Policy 2016–2021,⁶ which provide a wide range of review and evaluation instruments for ensuring quality programmes based on risk awareness and mitigation, and regular critical reflection on design principles, implementation and results.
11. WFP is a party to inter-agency agreements that are aimed at facilitating coordination and advancing the implementation of the 2030 Agenda. These include agreements on Rome-based agency (RBA)⁷ collaboration, the quadrennial comprehensive policy review

⁴ Financial Framework Review (WFP/EB.2/2016/5-B/1/Rev.1).

⁵ Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

⁶ Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1).

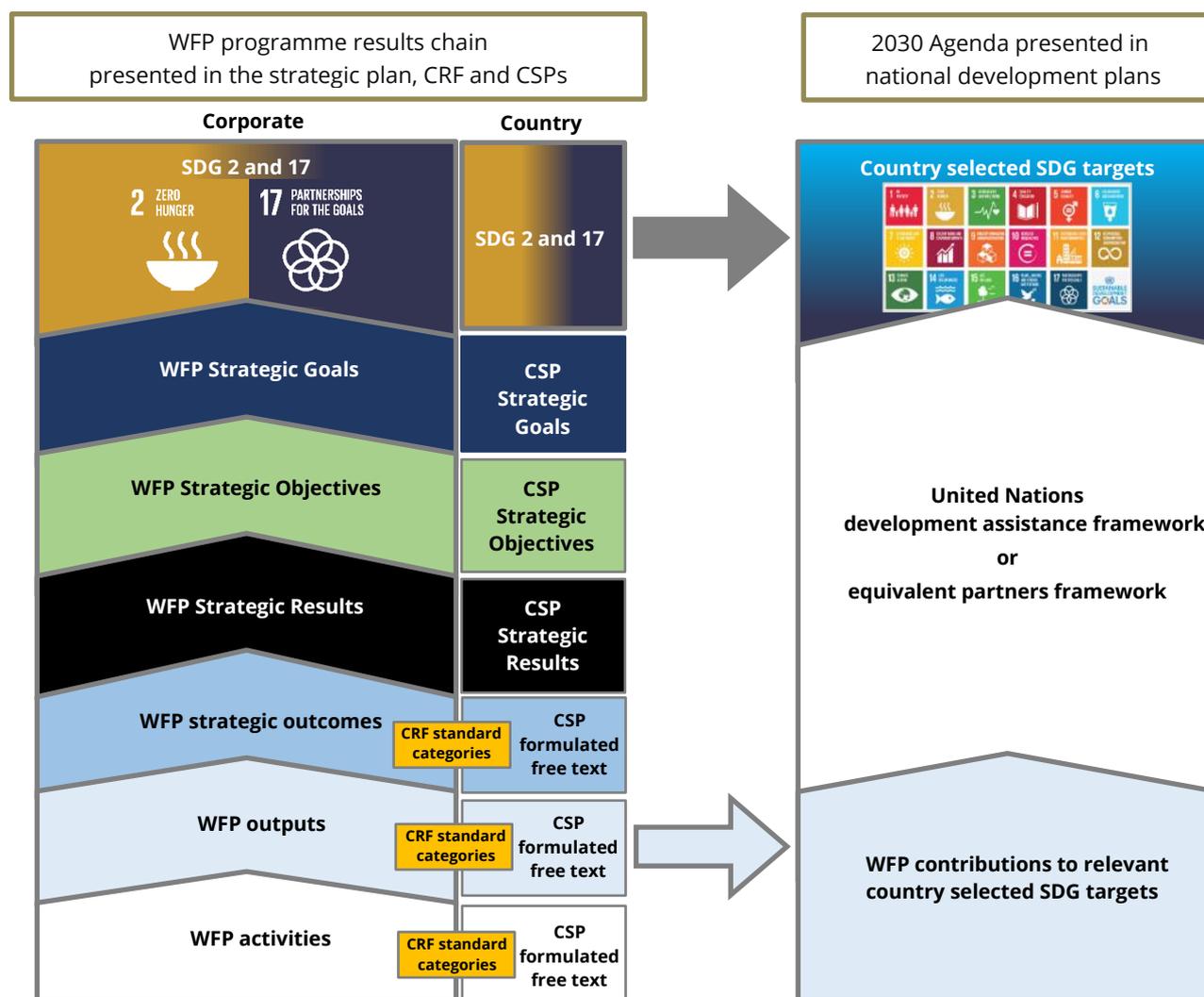
⁷ Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda (WFP/EB.2/2016/4-D/Rev.1, EB 2016/119/R.45, CL 155/12 Rev.2).

(QCPR),⁸ and the United Nations System-wide Action Plan on Gender Equality (UN SWAP) and the Empowerment of Women.⁹ This revised CRF is aimed at further enforcing WFP's commitment to playing a significant role in the overall United Nations effort to support the achievement of national SDG targets.

Measuring programme performance

12. The CRF is a normative framework and the primary tool for guiding country offices in monitoring and measuring whether interventions are achieving intended outputs, outcomes, and cross-cutting priorities (accountability to affected populations, protection, gender and environment).¹⁰ The CRF is based on a hierarchy of measurable results, visualized in figure 1, ensuring alignment with global and national development goals.

Figure 1: WFP programme results chain



⁸ Quadrennial comprehensive policy review of operational activities for development of the United Nations system, General Assembly resolution 71/243 of 21 December 2016.

⁹ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Economic and Social Council resolution 2012/24 of 27 July 2012.

¹⁰ The CRF is complemented by a technical compendium of methodologies for each indicator. CRF Indicators are quantitative and represent both quantitative and qualitative data. For all programme areas, minimum mandatory indicators are identified (applicable as relevant) to allow for comparative analysis. Country offices have the flexibility to introduce additional country-specific indicators. Data is collected through baseline and post-distribution monitoring and focus groups. In some operational contexts, third-party monitoring or remote mobile tools may be required.

13. The WFP Strategic Plan (2017–2021) and country strategic plans introduce new areas and long-term integrated approaches to programming. Monitoring must adequately capture the results of WFP's increasingly diverse programming. The revised CRF builds on experience and learning thus far to refine methodologies and indicators and introduces flexibility that allows outcomes to be captured more accurately where results may be multi-faceted and cross-cutting.
14. The measurement of WFP's programme performance is built around two strategic goals based on SDGs 2 and 17, supported by five strategic objectives and eight strategic results, as set out in the WFP Strategic Plan (2017–2021). The five strategic objectives frame WFP's programmatic and operational focus. The strategic objectives will be achieved through strategic results, which are linked to country and global efforts to meet relevant SDG 2 and SDG 17 targets. Strategic results are pursued at the country level based on a set of WFP strategic outcomes, generated by the organization's outputs. Strategic outcomes describe the short- to medium-term effects of WFP programmes that contribute to the achievement of national SDG targets and the strategic results.
15. Strategic outcomes, jointly developed by the country office and national partners, describe the people and entities that will benefit from the outcome, the geographic scope of the outcome, the result sought, and the foreseen timeframe for achieving the outcome. Strategic outcomes reflect the goals or targets implied or established in a country's national plan and regional framework to which WFP's assistance will contribute.
16. Strategic outcomes are framed around one of three focus areas:¹¹ crisis response; resilience building; and response to root causes. Each strategic outcome is tagged with one of these focus areas, which are mutually exclusive, thereby allowing analysis and aggregation by focus area.
17. Strategic outcomes, outputs and activity statements are formulated at the country level as "free text" that is aligned with standardized strategic outcome, output and activity categories. The activity categories are indicative and are aligned with strategic outcomes and outputs, depending on national strategies and local context (see annex I). The standardized categories permit resources to be monitored at the activity, outcome and result levels by country.
18. Through the alignment of strategic outcome, output and activity categories and the new country portfolio budget structure, WFP will be able to view and analyse performance information and expenditure data within and across the various categories, analysing the results achieved in relation to the resources invested. WFP will be able to aggregate data across several countries and demonstrate performance regionally and globally. The country portfolio budget structure and the revised CRF permit all programme resources to be tracked from planning, through to monitoring and reporting.
19. Outcome categories are classified in one of three ways, indicating the level at which the outcome is targeted and thus the level through which WFP contributes to achieving jointly determined strategic outcomes and strategic results: individual/household; community; and public- and private-sector systems and institutions. At the country level, the CSP results chain, together with that of the United Nations system (as set out in United Nations development assistance frameworks, for example), is fully aligned with the national development plan.
20. Table 1 presents WFP's programme results chain in more detail, showing the relationship between the organization's strategic goals, objectives and results, and the strategic outcome, output and activity categories. Output categories presented in the table are the

¹¹ Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

most frequently used. Other combinations are possible depending on local context and national strategies. The table also includes cross-cutting priorities related to strategic goal 1, covering accountability to affected populations, protection, gender and environment.

Table 1: WFP programme results chain

 Strategic Goal 1: Support countries to achieve zero hunger					
Strategic Objective 1: End hunger by protecting access to food			Strategic Objective 2: Improve nutrition		
Strategic Result 1: Everyone has access to food (SDG target 2.1)			Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)		
Strategic outcome categories			Strategic outcome categories		
1.1 Maintained/enhanced individual and household access to adequate food	1.2 Stabilized/improved availability and affordability of appropriate foods in markets	1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity	2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals	2.2 Improved value chains for high-quality, nutrition-dense foods	2.3 Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations
Output categories			Output categories		
A. Resources transferred (<i>revised</i>)	C. Capacity development and technical support provided	C. Capacity development and technical support provided	A. Resources transferred (<i>revised</i>)	C. Capacity development and technical support provided	C. Capacity development and technical support provided
B. Nutritious foods provided		I. Policy engagement strategies developed/implemented	B. Nutritious foods provided		I. Policy engagement strategies developed/implemented
C. Capacity development and technical support provided		J. Policy reform identified/advocated	C. Capacity development and technical support provided		J. Policy reform identified/advocated
D. Assets created		K. Partnerships supported	E. Social and behaviour change communication delivered (<i>revised</i>)		K. Partnerships supported
E. Social and behaviour change communication delivered (<i>revised</i>)		L. Infrastructure and equipment investments supported			L. Infrastructure and equipment investments supported
N. School feeding provided (<i>new</i>)		M. National coordination mechanisms supported			M. National coordination mechanisms supported
Activity categories (see annex I)			Activity categories (see annex I)		

 Strategic Goal 1: Support countries to achieve zero hunger					
Strategic Objective 3: Achieve food security					
Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)			Strategic Result 4: Food systems are sustainable (SDG target 2.4)		
Strategic outcome categories			Strategic outcome categories		
3.1 Increased smallholder production and sales	3.2 Increased efficiencies in pro-smallholder aggregation in food value chains	3.3 Improved availability of key pro-smallholder public goods and services	4.1 Improved household adaptation and resilience to climate and other shocks	4.2 Supported inclusive commercial food system functions and services	4.3 Improved availability of food system-strengthening public goods and services
Output categories			Output categories		
A. Resources transferred (<i>revised</i>)	C. Capacity development and technical support provided	C. Capacity development and technical support provided	A. Resources transferred (<i>revised</i>)	C. Capacity development and technical support provided	C. Capacity development and technical support provided
B. Nutritious foods provided	F. Purchases from smallholders completed	I. Policy engagement strategies developed/implemented	B. Nutritious foods provided	D. Assets created	I. Policy engagement strategies developed/implemented
C. Capacity development and technical support provided		J. Policy reform identified/advocated	C. Capacity development and technical support provided		J. Policy reform identified/advocated
D. Assets created		K. Partnerships supported	D. Assets created		K. Partnerships supported
E. Social and behaviour change communication delivered (<i>revised</i>)		M. National coordination mechanisms supported	E. Social and behaviour change communication delivered (<i>revised</i>)		M. National coordination mechanisms supported
F. Purchases from smallholders completed			G. Linkages to financial resources and insurance services facilitated		
Activity categories (see annex I)			Activity categories (see annex I)		

 Strategic Goal 2: Partner to support implementation of the SDGs			
Strategic Objective 4: Support SDG implementation			
Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)		Strategic Result 6: Policies to support sustainable development are coherent (SDG target 17.14)	
Strategic outcome categories		Strategic outcome categories	
5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations	5.2 Partners' demand for quality services fulfilled	6.1 Supported inclusive and sustained food security and nutrition policy reform processes	6.2 Prioritized and implemented food security and nutrition policy reforms
Output categories		Output categories	
C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported	C. Capacity development and technical support provided H. Shared services and platforms provided K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported	I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported	I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported
Activity categories (see annex I)		Activity categories (see annex I)	

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