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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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

Revised Corporate Results Framework (2017–2021)– Part II: 2021 targets for the programmatic outputs and performance indicators

Draft decision*

Having considered the proposed Part II of the Revised Corporate Results Framework (2017–2021) the Board:

- approves the annual targets up to 2021 for selected programmatic output indicators and all management performance indicators from the revised Corporate Results Framework (2017–2021); approves targets up to 2021 for selected category II indicators from the Management Plan (2019–2021) and acknowledges that annual changes to these targets will be included in the Management Plan and that actual achievements will be reported in the Annual Performance Report.

* 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. The revised Corporate Results Framework 2017–2021 was approved by the Board in November 2018¹ with the understanding that management will prepare a “Corporate Results Framework (2017–2021) – Part II” including 2021 targets for the programmatic outputs and performance indicators.
2. The corporate target setting exercise is a way to set the strategic direction of the organization and will be used for accountability purposes. Targets are set based on needs-based plans and are an opportunity to communicate WFP’s intended response to global food security needs, support advocacy and resource mobilization efforts, and show resourcing gaps.²
3. For programmatic output targets, WFP selected a list of indicators representative of where WFP resources are directed, that speak of the breadth of WFP’s work, and are relevant for both WFP programmes and governance.
4. On management performance, the revised Corporate Results Framework 2017–2021 described three categories of management performance indicators³ and included three category I key performance indicators to measure WFP’s organizational performance. To address the Board request expressed above, WFP developed targets for 2019–2021 for these key performance indicators and selected some category II indicators that will be used in the period 2019–2021.
5. The selected indicators are all mandatory where applicable. Annual targets will be set for a three-year period from 2019 and ending in 2021, in alignment with the current Strategic Plan and may be adjusted annually as required through corporate tools such as the Management Plan and the Annual Performance Report.
6. The roles and responsibilities for the implementation of the CRF Part II will be as follows: headquarters will provide methodology for aggregating the selected indicators at global level and ensure that approved changes are reflected in corporate systems to facilitate corporate reporting. Regional bureaux will provide support and oversight to country offices. Country offices will apply the global programme indicators in their log frames and use them for monitoring and reporting programme results from 2019 until 2021. Headquarter functional areas establish standards and targets, while functional units at all levels (country office, regional bureau, headquarters) will track management performance indicators, to follow the progress in ensuring adequate support to programmes.
7. Progress towards corporate targets will be reported in the Annual Performance Report, which is submitted annually for Executive Board approval. The Annual Performance Report presents results for all indicators, including those of new priority areas such as disabilities which may not be covered in this target exercise because they were added to the CRF in November 2018. Reporting on beneficiaries will continue to be gender-disaggregated.

¹ Revised Corporate Results Framework (WFP/EB.2/2018/5-B/Rev.1).

² WFP will report on WFP’s achievements against resource-based targets in the Annual Performance Report, to demonstrate accountability.

³ As per paragraph 33 of the Revised Corporate Results Framework (WFP/EB.2/2018/5-B/Rev.1), these categories are defined as follows:

- a) Category I KPIs reflect WFP’s corporate performance, and measure management performance that contributes to implementation of the Strategic Plan;
- b) Category II KPIs are more short-term and review progress against corporate priorities set by WFP’s leadership, multilateral arrangements and externally governed commitments; and
- c) Category III KPIs and metrics measure performance in the management of daily operations and business processes in the various functional areas.

Programme performance indicators: methodology

Category A: transfer modalities

Indicators	Methodology
Total quantity of food provided (mt) to targeted beneficiaries	Global aggregation and trend projection of planned metric tonnage of all in-kind food assistance provided to targeted beneficiaries. 2019 targets are based on planning figures.
Total USD value of in-kind food provided to targeted beneficiaries	Global aggregation and trend projection of planned total value of all in-kind food assistance provided to targeted beneficiaries corresponding to the metric tonnage. This includes only the food commodity cost and not delivery costs, direct support costs or indirect support costs.
Quantity of fortified food provided	Global aggregation and trend projection of planned metric tonnage of all foods provided to which nutrients have been added, including to commodities such as staple foods and oil. ⁴
Quantity of specialized nutritious food provided	Global aggregation and trend projection of planned metric tonnage of all specialized nutritious foods ⁵ provided to improve the nutritional intake of beneficiaries. This ranges from fortified blended foods and micronutrient powders to ready-to-use foods and high-energy biscuits.
Total amount of value transferred (USD) to targeted beneficiaries	Global aggregation and trend projection of planned total amount of monetary assistance provided in the form of money, value and commodity vouchers to targeted individuals or households. This includes only the transfer cost and not indirect support costs.
Unrestricted cash	Global aggregation and trend projection of planned total amount of monetary assistance provided (either physical currency/cash or electronic cash) to targeted individuals or households. This includes only the transfer cost and not indirect support costs.
Vouchers	Global aggregation and trend projection of planned total amount of monetary assistance provided in the form of value vouchers to targeted individuals or households. Value vouchers are assistance provided in the form of a paper or electronic entitlement redeemable for a pre-defined list of commodities at pre-selected retailers or at specifically organized fairs. This includes only the transfer cost and not indirect support costs.
Commodity vouchers	Global aggregation and trend projection of planned total amount of assistance provided in the form of commodity vouchers to targeted individuals or households. Commodity vouchers are assistance provided in the form of a paper or electronic entitlement that are expressed in fixed quantities of specified commodities redeemable from local pre-selected merchants. This includes only the transfer cost and not indirect support costs.

⁴ Food fortification. Nutrition in numbers: An overview of WFP nutrition programming in 2017 (p 11). <https://docs.wfp.org/api/documents/893d3ae001b04be2b1da115e0da27620/download/>.

⁵ Specialized nutritious foods. Nutrition in numbers: An overview of WFP nutrition programming in 2017 (p 9). <https://docs.wfp.org/api/documents/893d3ae001b04be2b1da115e0da27620/download/>.

Indicators	Methodology
Total USD value of capacity strengthening transfers	Global aggregation and trend projection of planned total amount provided for institutional and individual capacity strengthening for promoting education, awareness-raising and social and behavioural change communication (SBCC) initiatives, providing technical training and assistance, enabling and brokering partnerships, ensuring coherent policies and actions, encouraging multi-stakeholder participation in implementation, promoting innovation, and improving access to resources, expertise, knowledge and networks for achievement of SDG 2 and other SDGs. This includes only the transfer cost and not indirect support costs.
Percentage of UNHAS passengers served against requested	The indicator is defined as the percentage of total United Nations Humanitarian Air Service (UNHAS) passenger requests ⁶ served on the same day as requested, compared to the total requested. As a result of the context in which UNHAS operates, flight cancellations due to security and weather conditions may affect the achievement of the target. In such situations, explanations will be provided, representing the proportion of passengers not served because of these two factors.

Category B: Beneficiaries⁷

Indicators	Methodology
Total number of beneficiaries targeted through WFP food and cash-based transfers (CBTs)	Global aggregation and trend projection of planned number of beneficiaries receiving transfers through in-kind food assistance, cash, commodity vouchers and value vouchers.
Number of schoolchildren targeted through school feeding interventions	Global aggregation and trend projection of planned number of schoolchildren targeted through on-site school feeding programmes and receiving take-home rations including through school feeding interventions that are home-grown, linking local producers and the schools, and in emergency/fragile contexts.
Number of persons targeted through nutrition-specific interventions	Global aggregation and trend projection of planned number of persons targeted through nutrition-specific interventions or programmes, which address the immediate determinates of foetal and child nutrition and development – adequate food and nutrition intake, feeding, caregiving and parenting practices, and low burden of infectious diseases. This includes treatment of moderate acute malnutrition (MAM), prevention of acute malnutrition, prevention of stunting, prevention of micronutrient deficiencies and HIV/TB programming.
Number of persons targeted through food assistance for assets	Global aggregation and trend projection of planned number of persons targeted through food assistance for assets (FFA), which provides a direct food or CBT to meet the consumption gap of the most vulnerable and simultaneously builds household and community assets that reduce the risk of disaster, strengthen livelihoods and build resilience over time.

⁶ In previous years, UNHAS passengers have been comprised of WFP staff (between 10-13% of all passengers), UNHCR (8-9%), UNICEF (around 6%) and other I/NGOs.

⁷ For the purpose of this exercise, beneficiaries (tier 1) are defined as identifiable individuals who receive direct assistance (from WFP or through its cooperating partners) in the form of food, CBTs, non-food items and individual capacity strengthening (training, counselling or awareness provided to benefit individuals in need or their household members). Tier 2 and 3 beneficiaries, or indirect beneficiaries, are not included within the scope of this exercise.

Programme performance indicators: global targets

Category A: Transfer modalities

Indicators	2019 target	2020 target	2021 target
Total quantity of food provided (mt) to targeted beneficiaries	5.6 million	5.7 million	5.8 million
Total USD value of food provided to targeted beneficiaries	2.81 billion	2.86 billion	2.92 billion
Quantity of fortified food provided (mt)	326k	376k	406k
Quantity of specialized nutritious food provided	747k	785k	824k
Total amount of value transferred (USD) through CBT and commodity vouchers to targeted beneficiaries	3.3 billion	3.8 billion	4.2 billion
Unrestricted cash	2.2 billion	2.3 billion	2.6 billion
Vouchers	1 billion	1.2 billion	1.3 billion
Commodity vouchers	130 million	306 million	337 million
Total USD value of capacity strengthening transfers	425 million	446 million	464 million
Percentage of UNHAS passengers served against requested	95 percent	95 percent	95 percent

Category B: Beneficiaries

Indicators	2019 target	2020 target	2021 target
Total number of beneficiaries targeted through WFP food and CBTs	78.8 million	81 million	83 million
Number of schoolchildren targeted through school feeding interventions	17.7 million	17.7 million	17.9 million
Number of persons targeted through nutrition-specific interventions	22.4 million	23.5 million	24.6 million
Number of persons targeted through FFA	10.9 million	11.7 million	12.5 million

Management key performance indicators: methodology

Indicators	Methodology
Category I indicators	
KPI 1: Overall progress in country strategic plan implementation	<p>A composite indicator which measures how funding and operational constraints influence WFP's implementation, and the performance against the activities and strategic outcomes implemented during the period being measured.</p> <p>It compares (against the CSP plan): 1) the proportion of outcome and output indicators for which corresponding activities have been implemented and 2) the proportion of the outcome and output indicators for which the corresponding indicator targets have been achieved.</p>
KPI 2: Effective emergency preparedness and response	A composite indicator that measures WFP's performance against emergency preparedness and response standards. This includes preparedness at the country and corporate levels, as well as implementation of corporate responses to acute emergencies.
KPI 3: Overall achievement of management performance standards	A composite indicator which measures country office performance in each functional area (against their specific corporate standards) in supporting the implementation of CSPs. Aggregation of functional area permits a corporate analysis of management processes. Functional areas correspond to the different units in country offices, which work with each other to implement the CSP activities and achieve the programme results. For each of these functional areas, one or two critical indicators, which measure the performance of its most representative processes, have been selected and included as components in the KPI 3.
Selected category II indicators	
Percentage of employees completing the Prevention of Harassment, Sexual Harassment and Abuse of Authority mandatory training	The total number of employees completing the two mandatory courses which include the referred modules, compared to the total number of employees for which these courses are compulsory.
Percentage of country offices that have a protection from sexual exploitation and abuse (PSEA) focal points	Of all the country offices active any given year, the proportion of them that have a person of the adequate profile, that has received specific training and is officially designated as PSEA focal point
Percentage of substantiated reported cases on sexual exploitation and abuse (SEA) and sexual harassment (SH) for investigations have been completed, are on-going or are to be started ⁸	The series of three indicators, which always add up to 100 percent demonstrate the actions taken over the substantiated reported cases on both SEA and SH. Ongoing investigations and investigations to be started are considered because complaints received close to the end of the year might not be fully investigated by the 31 December.

⁸ Source of information is the WFP Annual Report of the Inspector General.

Indicators	Methodology
Percentage of disciplinary measures (separation or other) taken during the year on completed investigations for SEA and SH ⁹	The two indicators, which always add up to 100% demonstrate the actions taken when investigations have been completed during the year and disciplinary actions have been taken.
Percentage of country offices with functioning complaint and feedback mechanisms	The number of country offices which have complaints and feedback mechanisms compared to the total number of country offices. A functioning complaints and feedback mechanism is defined as a mechanism available for beneficiaries that can refer protection and other specialized issues to relevant partners, give feedback to affected populations, and provide information for WFP to use to adapt implementation. The mechanism should have an associated system to process information received through the existing channels while adequately protecting sensitive data.
Percentage of WFP cash beneficiaries supported digitally	The proportion of all WFP beneficiaries of cash transfers which are managed – totally or partially – through SCOPE (WFP's beneficiary and transfer management system).

Management key performance indicators: global targets

Key performance indicator	2019 target	2020 target	2021 target
KPI 1: Overall progress in country strategic plan implementation	70% (of COs meet targets)	80% (of COs meet targets)	90% (of COs meet targets)
KPI 2: Effective emergency preparedness and response	3 out of 5	4 out of 5	5 out of 5
KPI 3: Overall achievement of management performance standards	70% (of COs meet targets)	80% (of COs meet targets)	90% (of COs meet targets)

Key performance indicator	2019 target	2020 target	2021 target
KPI 1: Overall progress in country strategic plan implementation			
Percentage of outcomes with implementation	70%	70%	70%
Percentage of outcomes for which values were achieved or on track	75%	75%	75%
Percentage of outputs with implementation	80%	80%	80%
Percentage of outputs for which values were achieved or on track	80%	80%	80%

⁹ Source of information is the WFP Report on Practice in Disciplinary Matters, produced on an annual basis.

Key performance indicator	2019 target	2020 target	2021 target
KPI 2: Effective emergency preparedness and response			
Percentage of country offices that update or implement at least 80% of minimum preparedness actions	100%	100%	100%
Number of training events in emergency response according to Functional and Support Training for Emergency Response (FASTER) standard	4	4	4
Timeliness of the Immediate Response Account for Preparedness facility	5 working days from country office's request to receipt of funds	5 working days from country office's request to receipt of funds	5 working days from country office's request to receipt of funds
Timeliness of the operational task force	Less than 24 hours	Less than 24 hours	Less than 24 hours
Timeliness of the elaboration of concept of operations by the country office	Less than 5 days	Less than 5 days	Less than 5 days
KPI 3: Overall achievement of management performance standards			
Management: gender representation	Achievement of milestones ¹⁰	Achievement of milestones	Achievement of milestones
Management: number of outstanding audit recommendations	Fewer than previous measurement	Fewer than previous measurement	Fewer than previous measurement
Programme: percentage of implemented evaluation recommendations (due for implementation)	100%	100%	100%
Programme: percentage of outputs achieved within partnerships	90% corporate average	90% corporate average	90% corporate average
Supply chain: percentage of post-delivery losses	Less than 2%	Less than 2%	Less than 2%
Supply chain: percentage of tonnage uplifted by the agreed date	95%	95%	95%
Budget and programming: percentage of all CSP expenditure against implementation plan	90%	90%	90%
Human resources: Performance and competency enhancement (PACE) compliance rate	100%	100%	100%
Human resources: percentage of staff who have completed all mandatory training	85%	85%	85%
Administration: percentage of internal controls in place and implemented in administration	100%	100%	100%
Administration: percentage of WFP fixed assets physically counted and verified	100%	100%	100%

¹⁰ Each country office has a contextualized target for 2021 and subsequent milestones.

Key performance indicator	2019 target	2020 target	2021 target
Finance: percentage of enhanced risk items in the financial dashboard	7%	7%	7%
Information technology: percentage of compliance with information technology security standards	100%	100%	100%
Security: percentage compliance with Field Security Accountability Framework standards	100%	100%	100%
Resource mobilization, communication and reporting: % of needs-based plan funded in country operations	80%	80%	80%
Additional selected category II key performance indicators			
Key performance indicator	2019 target	2020 target	2021 target
Percentage of employees completing Prevention of Harassment, Sexual Harassment and Abuse of Authority mandatory trainings	100%	100%	100%
Percentage of country offices that have a PSEA focal point	100%	100%	100%
Percentage of substantiated reported cases on SEA and SH for investigations have been completed, are on-going or are to be started	100% ¹¹	100%	100%
Percentage of disciplinary measures (separation or other) taken during the year on completed investigations for SEA and SH	100% ¹²	100%	100%
Percentage of country offices with functioning complaint and feedback mechanisms	85% ¹³	90%	95%
Percentage of WFP cash beneficiaries supported digitally	60% ¹⁴	70%	80%

¹¹ Also presented by status: completed, on-going, to be started.

¹² Also presented by type: separation or other disciplinary measure.

¹³ Original target published in the Management Plan 2019–2021 (WFP/EB.2/2018/6-A/1/Rev.1) has been revised based on baseline (2018 data).

¹⁴ Ibid.