Performance Management, Monitoring and Evaluation

Induction session for members and observers of the WFP Executive Board

January 2013
WFP’s performance management framework... is built around the performance management cycle.
How is the framework implemented?

- **Plan**
  - Country Strategies
  - Project documents
  - Annual Performance Plans
  - Office Risk Registers

- **Implement**
  - M&E capacity development
  - System support (COMET, PROMIS)
  - Project budgets linked to results

- **Measure**
  - Logframe design
  - CO/RB Management Results Framework

- **Monitor**
  - Standard Project Reports
  - Mid/End-year performance reviews

- **Review**
  - Decentralized operations’ evaluations

- **Learn**
  - Support development of Strategic and Management Plan
  - Corporate Risk Register
  - M&E Strategy Performance-based budget
  - Strategic Results Framework Management
  - Annual Performance Report

- **Adapt**
  - Independent Evaluation + Management Response
Performance and Risk management

Managing for results: WFP managers are responsible and accountable for the annual performance and risk planning process:

• Planning office-level results in line with the WFP’s Management Results Framework, as documented in the Annual Performance Plan (APP);

• Conducting mid-year and end-year performance review, including the status of activities and key performance indicators (KPIs);

• Integrating results and risks: achieving accountability

Development of an integrated performance and risk organizational management information system (PROMIS)
## Monitoring and evaluation are complementary functions

<table>
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<tr>
<th>Function</th>
<th>Definition</th>
<th>Method</th>
<th>Framework</th>
<th>Implementer</th>
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<tbody>
<tr>
<td><strong>Monitoring</strong></td>
<td>Continuous tracking of key indicators (outputs and outcomes) throughout implementation.</td>
<td>Mandatory; favours quantitative methods; answers what results were achieved and alerts managers to problems</td>
<td>M&amp;E Strategy 2012</td>
<td>Performance Management and Monitoring (RMP)</td>
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<tr>
<td><strong>Evaluation</strong></td>
<td>Periodic and impartial assessment of the performance of WFP’s activities, operations, strategies and policies.</td>
<td>Aims to determine the relevance, efficiency, effectiveness, sustainability and impact.</td>
<td>M&amp;E Strategy 2012</td>
<td>Country Offices and Regional Bureaux</td>
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<td>Evaluation Policy 2008</td>
<td>Independent Office of Evaluation (OE)</td>
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How do we intend to do it?

STRENGTHENING WFP’S PERFORMANCE MEASUREMENT THROUGH IMPROVED M&E AND REPORTING
2012-2014 STRATEGY
Revamping WFP’s M&E and reporting from a food aid to food assistance focus

“HARDWARE”
CORPORATE SYSTEMS, TOOLS, GUIDANCE

“SOFTWARE”
STAFF & PARTNER IN THE FIELD CAPACITATED TO PERFORM QUALITY M&E IN OPERATIONS

IMPROVED REPORTING & DECISION-MAKING

• Equipping staff and partners in the field with corporate guidance, tools, training, networks and support to encourage best-practice M&E and quality reporting for WFP operations. Targets: country offices and partners

• Includes development of country-managed evaluation guidance to enable evaluations directly managed by Regional Bureaux and Country Offices and therefore strengthen the overall evaluation function.

• Targeting key projects with extra corporate M&E analysis, support and guidance, and providing a comprehensive review of available assessments and systems to ensure efficient, quality indicator reporting against WFP’s Strategic Results Framework.

• Includes development, pilot and roll-out of a WFP’s future M&E tool (COMET) that will allow design, planning, monitoring, evaluation and reporting on performance of WFP’s projects. Will link with local M&E systems as well as corporate systems including PROMIS, LESS, WINGS.

Vision: M&E and reporting capacities across WFP are sustainably enhanced to ensure project design and implementation are supported by evidenced-based information that allows the organisation and its donors to ensure efficient improvements in our interventions for beneficiaries, through learning and adaptation.
Smart, efficient corporate performance reporting
Evaluation, a shared function

INDEPENDENCE, CREDIBILITY, UTILITY

- Evaluation Policy 2008
  - Strategic evaluations
  - Policy evaluations
  - Impact evaluations
  - Country portfolio evaluations

- M&E Strategy 2012
  - Operations Evaluations

Strategic evaluations
Policy evaluations
Impact evaluations
Country portfolio evaluations
# Evaluation’s contribution to accountability and learning

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<th>OE’s evaluation objectives</th>
<th>Mechanisms to promote Accountability and Learning</th>
<th>Uses and users</th>
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<td><strong>ACCOUNTABILITY</strong></td>
<td>• Public Evaluation Reports. (website).</td>
<td>Evaluation Office</td>
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<td>Account for intended and unintended results, causal contributions and performance.</td>
<td>• Management Response.</td>
<td>Management (RMP)</td>
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<td>• Tracking of implementation of recommendations.</td>
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<td><strong>LEARNING</strong></td>
<td>• Dissemination of findings.</td>
<td>Evaluation Office</td>
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<td>Determine the reasons and factors affecting the performance and results.</td>
<td>• OE’s lessons learning system.</td>
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<td>• Internal knowledge management systems.</td>
<td>Management</td>
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- Inform policy discussions, strategic choices and related decision-making.
- WFP senior and operations management
- EB
The EB’s Role in Evaluation

• Custodian of the evaluation policy.
• Sets the enabling environment.
• Strategic guidance.
• Reviews OE’s work plan and budget.
• Holds management accountable for applying findings and recommendations in policy and programming decision making.
• Uses evaluation findings and recommendations in decision-making.
EB’s Evaluation calendar

Annual Consultation on Evaluation (May)
- Annual Evaluation Report
- Forward evaluation workplan

Round Tables on Evaluation
- Informal discussion on Evaluation Reports (OE) and Management Response (Management)

Executive Board Sessions
- Consideration of Evaluation Reports
- Approves Management Response

Peer review of WFP’s evaluation function

Better Prepared And Ready to Help
Emergency Preparedness Mission Nepal
February 2011
Evaluations provide independent reflection of WFP’s performance
Thank you!