



World Food  
Programme

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# MOPAN Management Response

July 2019

World Food Programme

# MOPAN is a Network of countries

The **Multilateral Organisation Performance Assessment Network** is a network currently composed of 18 member countries with a **common interest in assessing the effectiveness of the major organisations they fund.**



Australia



Germany



Norway



Belgium



Ireland



Republic of Korea



Canada



Italy



Sweden



Denmark



Japan



Switzerland



Finland



Luxembourg



UK



France



The Netherlands



USA

# The mission of MOPAN is to:

## Enhance accountability

by supporting its members to assess organisational and development effectiveness of funded multilateral organisations.

## Promote learning

by informing strategic engagement and dialogue among multilateral organisations and development partners.

# MOPAN looks at 5 performance areas

## ORGANISATIONAL EFFECTIVENESS

### PERFORMANCE AREAS

#### STRATEGIC MANAGEMENT

*Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities*

#### OPERATIONAL MANAGEMENT

*Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability*

#### RELATIONSHIP MANAGEMENT

*Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)*

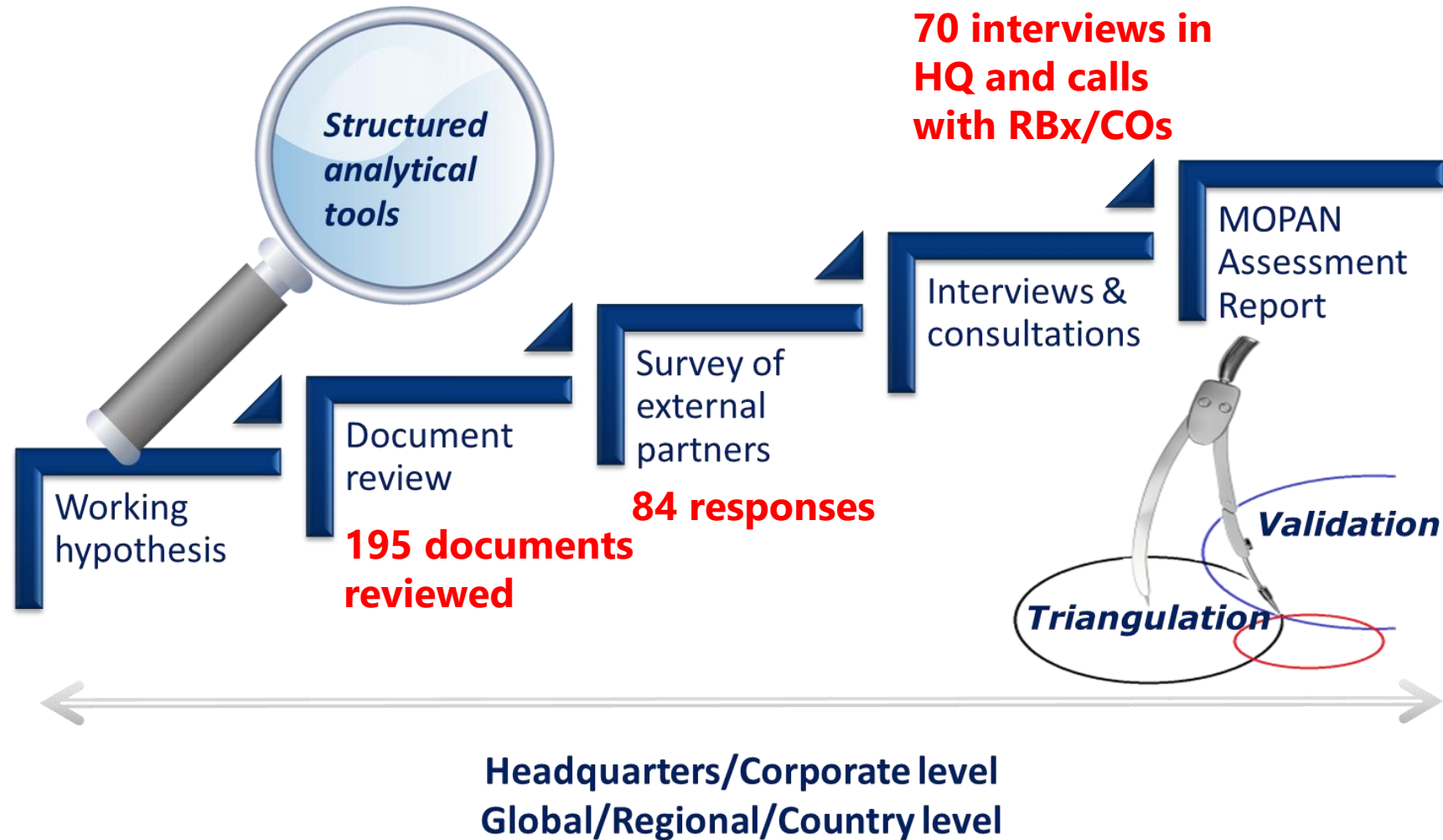
#### PERFORMANCE MANAGEMENT

*Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning*

#### RESULTS

*Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way*

# WFP's assessment followed a structured process



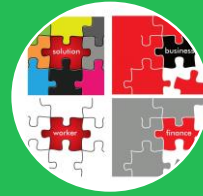
# Areas of strength



Clear, broadly owned **strategic vision** (SDGs) & delivery on strategic objectives



**Agility** in difficult circumstances and emergencies, effective co-ordination



Increasing orientation to deliver **results at country level**

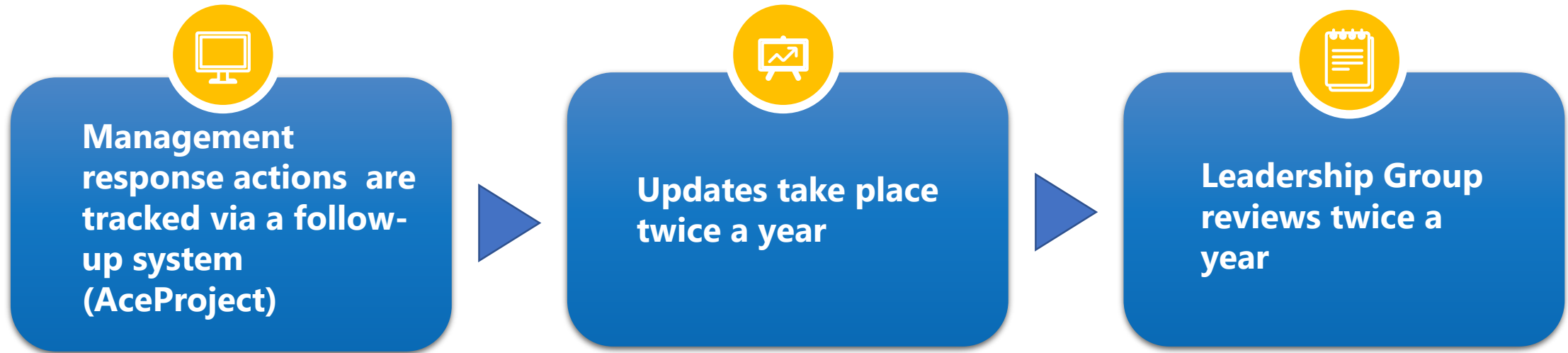


Promising **financial framework** with initial gains in transparency



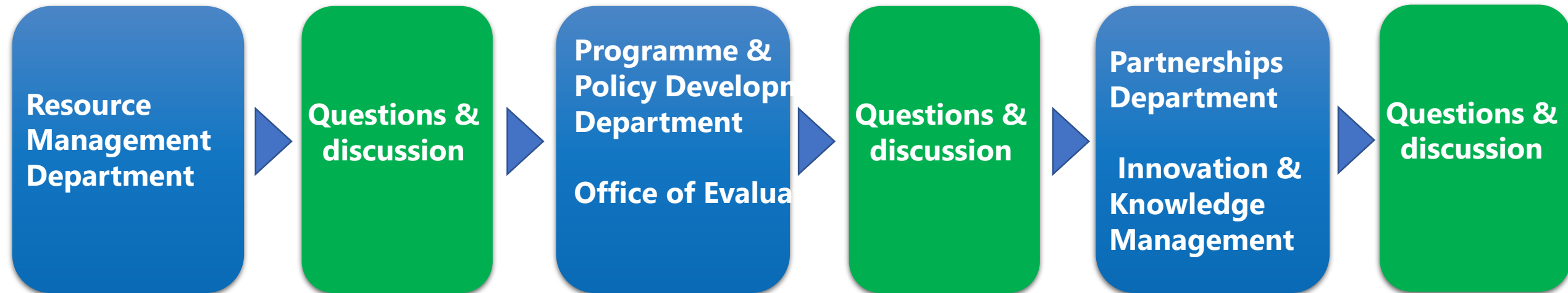
Robust and well-developed **evaluation & oversight functions**

# Follow-up on implementing measures



# Recommended areas for improvement & Implementing Measures

Grouped by the owner of management response actions and thematic areas instead of by MOPAN assessment area





# Recommended areas for improvement & Implementing Measures

## Resource Management Department Performance Management & Reporting

### Recommended areas

- **Leadership ensures application of an organization-wide RBM approach** (KPI 7.1)
- **Results targets set based on a sound evidence base and logic** (KPI 7.3)
- **Monitoring systems generate high quality and useful performance data** (KPI 7.4)
- **Performance data transparently applied in planning and decision-making** (KPI 7.5)
- **Poorly performing interventions proactively identified, tracked and addressed** (KPI 8.5)

### Implementing Measures

- As part of a WFP RBM approach, the CRF was revised in November 2018 and is accompanied by updates to existing guidance, tools and the indicator compendium. All country offices have been realigned to the revised CRF in 2019.
- A Corporate Monitoring Strategy addresses observed weaknesses in monitoring while working towards a vision for an optimized monitoring function defined by credibility, relevance and use. In addition, data quality and utility will be improved by the COMET monitoring module, which is currently being developed.
- Systems are in place for regular process, output and outcome monitoring at country level to ensure that lessons are learned and that issues are addressed in a timely and effective manner. Many countries have follow-up action matrices which assign responsibility to stakeholders for action.
- The revised CRF management performance approach related to results reflect on overall progress in CSP implementation considering KPIs on the percentage of outcome and output indicators with implementation and percentage of outcome and output indicators that achieve targets or are on track.

# Recommended areas for improvement & Implementing Measures

## Resource Management Department Human Resources

### Recommended areas

- **Workforce planning to meet humanitarian staff requirements** (MOPAN general observation)
- **HR performance management system to explicitly outline the process for managing disagreement and complaints relating to staff performance assessments** (KPI 3.4)

### Implementing Measures

- A new corporate framework on Workforce Planning was approved by the EB in October 2018. The framework model is skills-based, future-focused and aligned to the Country Strategic Plans and Functional Policies. It will enable the development of relevant HR initiatives, from recruitment to learning and development or talent deployment, to identifying strategic opportunities.
- Throughout late 2017 and 2018, HR ran an extensive outreach campaign on how to effectively address underperformance, and these sessions included information on how to address situations when there are disagreements between staff and supervisors.
- The staff member can include his/her own self-assessment, can comment on the first level supervisor's final review before the second level endorsement and provide inputs after the input of the second level supervisor.

# Questions & discussion

# Recommended areas for improvement & Implementing Measures

## Programme & Policy Development Department

### Recommended areas

- **Integration and implementation of cross-cutting areas within programmes** (KPI 2.1)
- **Operational planning, design and implementation in coherent partnership**
  - ✓ Capacity strengthening of national implementing partners (KPI 5.3)
  - ✓ Intervention designs include detailed and realistic measures to ensure sustainability and adequate transition strategies (KPI 5.6)
  - ✓ Clear standards and procedures for accountability to beneficiaries implemented (KPI 6.7)
- **Interventions assessed as having helped improve environmental sustainability, human rights and protection** (KPI 9.7 and 9.8)

### Implementing Measures

- **Concerted efforts are underway to integrate and implement all cross-cutting areas as a part of integrated programming. Some examples;**
  - ✓ WFP has allocated a total of USD 1.3m in extra budgetary funds to support its implementation of the Environmental Policy (2017-2022). In 2018, WFP was encouraged to note that 16 country offices reported the use of an environmental screening instrument.
  - ✓ WFP has developed a new strategy that encompasses protection and accountability to affected populations along with making inclusion of people with a more explicit disability component.
- **WFP is refining its approach to design sustainable capacity strengthening interventions including practical technical tools and guidance to support Country Offices.**
- **Internal capability development in capacity strengthening as a robust and results-oriented discipline will continue to be a priority for 2019.**
- **WFP is focusing on reforms that articulate exit strategies and the sustainable capacity WFP programmes build in order to hand them over to government.**

# Recommended areas for improvement & Implementing Measures

## Programme & Policy Development Department Office of Evaluation

### Recommended areas

- Full alignment of WFP planning cycles to those of the government, sister agencies and other key strategic frameworks in countries is still a work in progress. While WFP participates in joint evaluations, these are not widely commissioned (KPI 6.5)
- Mandatory demonstration of the evidence base to design new interventions (KPI 8.4)

### Implementing Measures

- The UN Reform process will align WFP's CSPs with the new United Nations Sustainable Development Cooperation Framework. In this context, WFP will have to align its programme cycle with other UN system agencies.
- OEV has been a very active member of the inter-agency humanitarian evaluation steering group since the group's inception and plays a central role in positioning the group in the updated inter-agency standing committee structure.
- From 2019, OEV will introduce a KPI for gauging whether the use of evidence in a CSP or interim CSP meets or exceeds requirements.
- In 2018, WFP continued to map evidence from recent global and country-level evaluations and identified ways of strengthening the evidence base for informing decisions regarding future programme design and implementation.
- CSPs are underpinned by the Zero Hunger Strategic Reviews. It will provide the national context analysis and evidence on which CSP activities are meant to be identified. The reviews are then complemented with impact assessments that serve as a baseline for new interventions or proof of concept efforts.

# Questions & discussion

# Recommended areas for improvement & Implementing Measures

## Partnerships Department

### Recommended areas

- **A comprehensive forward-looking strategy to partner with the private sector (KPI 6.4)**

### Implementing Measures

- Throughout 2018 WFP laid the groundwork to reset the development of a new corporate Private Sector Partnership and Fundraising Strategy.
- The new strategy will be a WFP corporate approach that will include a clear demonstration for strengthening private sector engagement through non-financial and financial contributions to WFP programmes.
- The strategy will include a timeline showing what amounts can be achieved by when, and the corresponding investments required based on the organization's needs.
- WFP continued to execute regional and function-specific private sector workplans
- and has in place a Private Sector Partnerships and Fundraising Strategy.

# Recommended areas for improvement & Implementing Measures

## Innovation & Knowledge Management

### Recommended areas

- **Deployment of knowledge base to support programming adjustments, policy dialogue and/or advocacy (KPI 6.9)**

### Implementing Measures

- WFP developed a knowledge management framework, which focuses on three key components – people, processes, and systems, in line with recent Joint Inspection Unit recommendations, with an emphasis on staff as the foundation for knowledge management, technology.
- The fundamental elements of WFP’s knowledge management systems are in place, including a newly revamped intranet (WFPgo), an internal peer-to-peer communication platform (WFP Communities) and a dedicated learning channel (WeLearn), as well as an overarching high-level strategy for knowledge management.
  - Future plans include piloting and establishing innovative channels for knowledge creation and sharing at regional and national levels; institutionalizing the role of Communities of Practices around thematic areas, as well as business operations linked to the UN Reform.
  - It focuses on curating and sharing best practices around new approaches and learnings
- on recent innovations/new practices across all locations to increase capture of knowledge, improve staff learning, organizational agility, efficiency and effectiveness.



# Questions & discussion



**THANK YOU**

