

WFP Corporate Monitoring Strategy 2018 – 2021

Executive Summary

The **Corporate Monitoring Strategy** outlines WFP's commitment to performance management and its visions for accountability that are tied to the UN system for the period 2018–2021. It aligns with the paradigm shift that has resulted from the introduction of the Sustainable Development Goals (SDGs), UN reform and WFP's subsequent internal change process through adoption of its Integrated Road Map. The strategy is designed to address observed weaknesses in WFP's monitoring while moving towards its vision for an optimised monitoring function defined by credibility, relevance and use through robust and evidence-based operational planning, design and implementation.

WFP has made important progress since it enacted its 2015–2017 Monitoring Strategy. A thorough review of monitoring capacity, persistent challenges and opportunities informed the important drivers of change, such as the establishment of a monitoring infrastructure and of a Normative Framework for monitoring with the Corporate Results Framework (CRF). Country office compliance with WFP's standard operating procedures (SOPs) for monitoring and its minimum monitoring requirements (MMR) has improved significantly, reporting more frequent and better quality information on outputs and outcomes. With the Normative Framework, standardization and automatization became important strategic drivers of change that were reinforced with the roll-out of COMET, a corporate tool for programme design, implementation, monitoring, reporting and performance management.

Building on the progress made, WFP's monitoring strategy moving forward addresses three main priority areas of work with related outcomes: workforce planning, financial commitment and functional capacity.

Outcome 1: Adequate monitoring expertise – *WFP is able to retain and make available national and international staff with technically adequate skills for monitoring.*

The strategy introduces innovative and evidence-based approaches to finding solutions to historic staff challenges related to monitoring. It also presents a business case for sustainable solutions while sensitizing senior management and attending to immediate staffing needs through capacity building, development and updating of training courses; establishing rosters and staff pools; and establishing outputs related to monitoring in PACE.

This outcome will be achieved through four workstreams:

- i) undertake workforce planning and analysis, ii) enhance ability to retain and make staff available, iii) support staff skills development and iv) sensitize senior management.

Outcome 2: Financial commitment – *WFP country offices can account for Country Strategic Plan (CSP) outcomes to assess value-for-money, and conduct process monitoring and a mid-term monitoring review.*

WFP sets out to document, observe, support and review country office financial commitments to monitoring. This is done with a view to provide evidence-based recommendations for possible future action at mid-term of the strategy period, if required, while providing targeted assistance to financially constrained country offices. This will be done through increased documentation of country office budgeting practices for outcome and process monitoring and mid-term reviews as well as through a separate fund established for country offices that have budgeted for monitoring as per MMR but are facing severe budgeting constraints. This outcome will be achieved through two workstreams: i) review of monitoring budgeting practices and ii) establish a monitoring contingency fund.

Outcome 3: Functional capacity – *WFP country office monitoring systems are implemented in alliance with WFP's Normative Framework to support operational design, planning and management, and honour accountability requirements.*

Reinforcing the strategic direction pursued during the previous strategy period, WFP will focus on updating the Normative Framework and supporting its roll-out, producing normative guidance for monitoring including for the CSP Mid-term Review, and observing monitoring weaknesses through targeted assistance. Efforts will be made to improve the use and relevance of monitoring, by, for example, giving visibility to process monitoring, increasing use of technology such as through mobile data collection and COMET, and promoting use of monitoring information through enhanced reporting. This outcome will be achieved through four workstreams: i) standardize monitoring systems and procedures, ii) automate data collection on management and analysis, iii) support use of outcome, output and process monitoring, and iv) undertake evidence-based knowledge management.

