



WFP EVALUATION



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Evaluation Synthesis of WFP's Performance Measurement and Monitoring (2018–2021)

February 2023

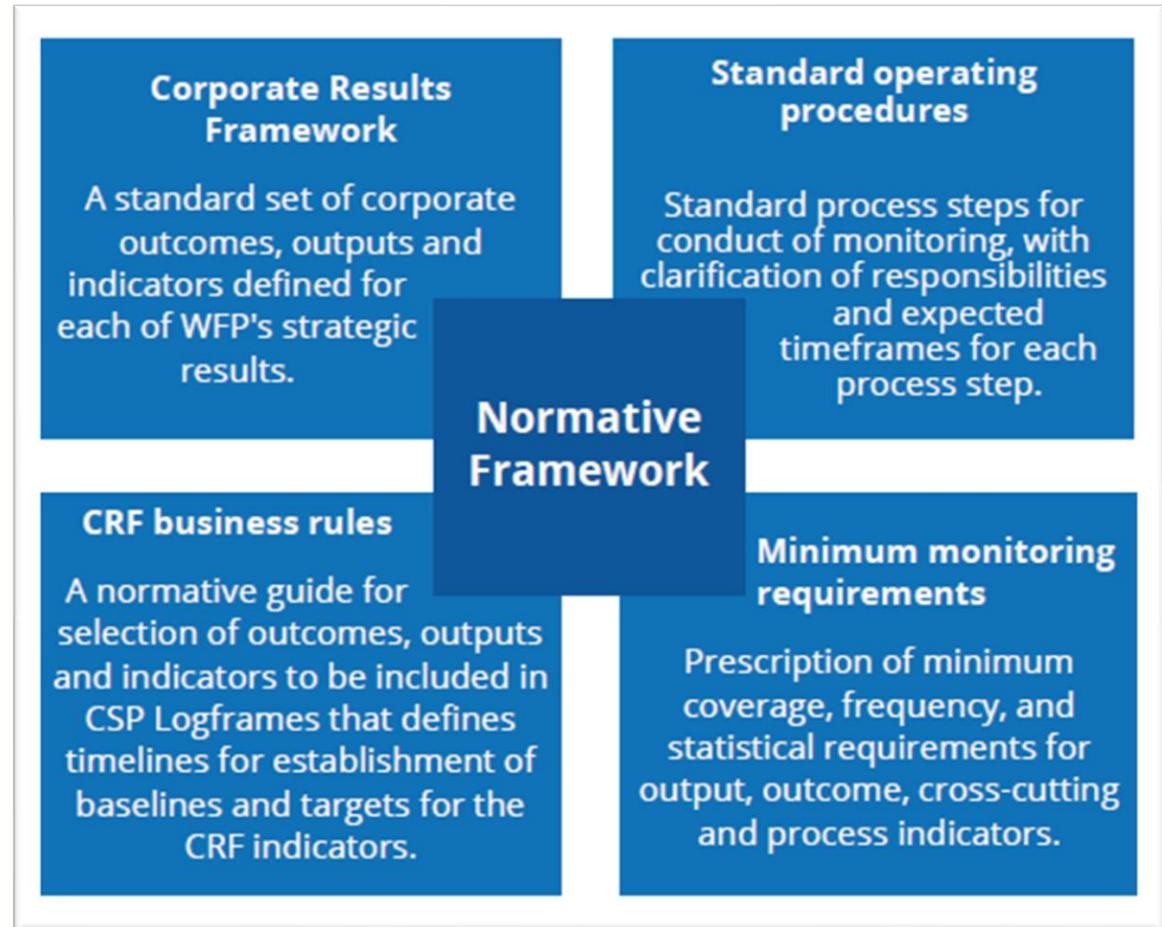
Round Table on evaluations

CONTEXT

Performance measurement and monitoring is guided by the WFP Normative Framework for Monitoring



Established in the WFP Corporate Monitoring Strategy 2015-2017 and updated for 2018-2021

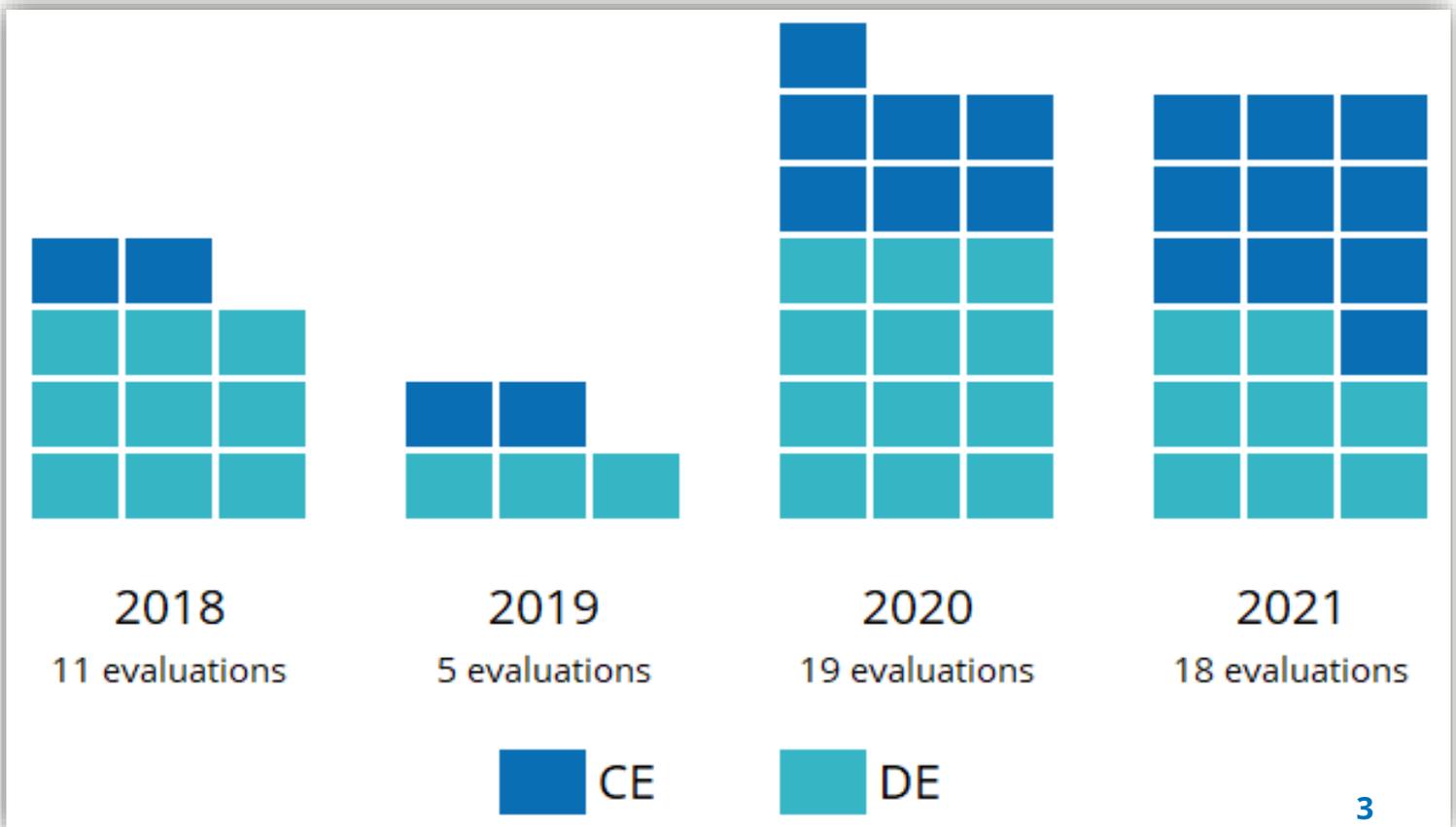


SCOPE

Objectives:

- ✓ Identify recurrent findings on performance measurement and monitoring to derive lessons.
- ✓ Generate insights on credibility, relevance and use of monitoring data and systems to inform improvements.

Centralized Evaluations (CE)			Decentralized Evaluations (DE)			Total
CSP	Policy	Strategic	Activity	Thematic	Transfer modality	53 21 CEs 32 DEs
12	3	6	27	3	2	



1. DO CORPORATE OUTCOME, OUTPUT AND CROSS-CUTTING INDICATORS ALLOW FOR EFFECTIVE MEASUREMENT OF INTERVENTION ACHIEVEMENTS AT THE COUNTRY LEVEL?



Indicators allow to some extent WFP to aggregate (outputs and outcome) data at the corporate level



Corporate indicators not always effective to measure achievements at country level and over time (due to changes in some corporate indicators)

2. TO WHAT EXTENT HAVE WFP'S MONITORING SYSTEMS GENERATED CREDIBLE INFORMATION? HOW HAS INFORMATION GENERATED BY WFP MONITORING SYSTEMS BEEN USED, AND BY WHOM?



- ✓ **Credibility of monitoring data** affected by challenges related to the monitoring frameworks as well as data, gaps quality and disaggregation

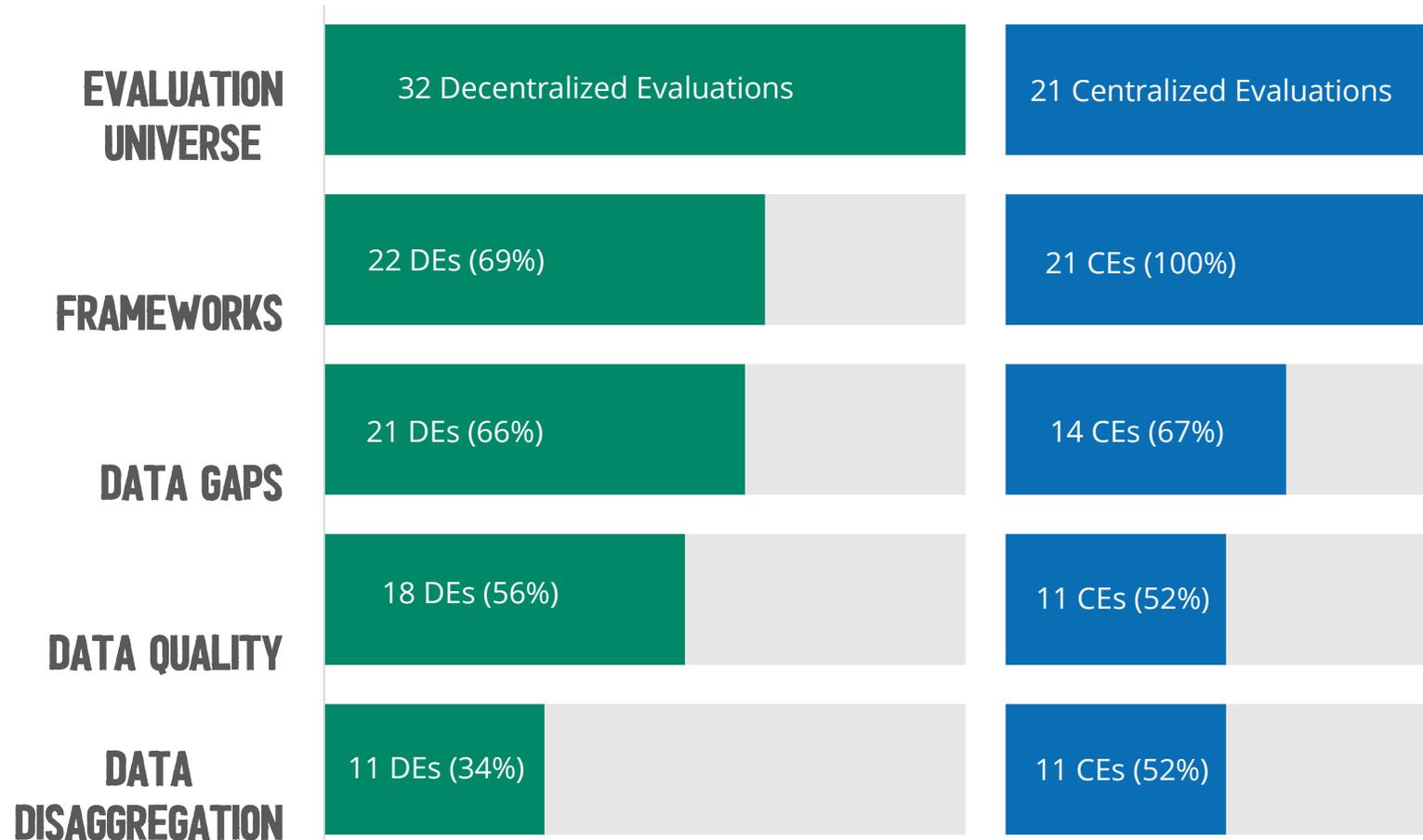


- ✓ Monitoring data mainly used for reporting within **WFP** and to **donors**



- ✓ Need to expand **qualitative data** collection, analysis and reporting for learning purposes

Challenges to Credibility of Monitoring Data



3. TO WHAT EXTENT HAS WFP'S MONITORING NORMATIVE FRAMEWORK ENABLED WFP TO TRACK PROGRAMME EFFECTIVENESS AND INFORM CORPORATE PERFORMANCE REPORTING?

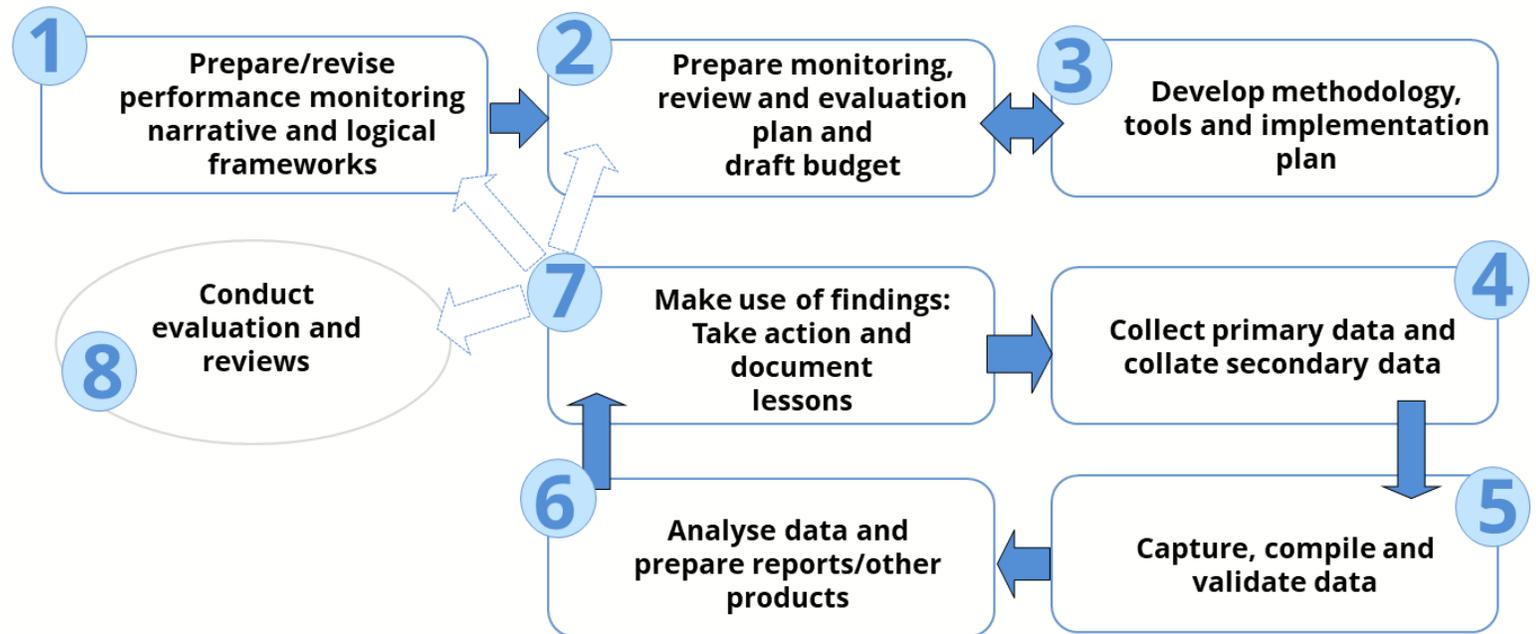


✓ **WFP's Monitoring Normative Framework** not directly discussed (except for the CRF) in sample evaluations



✓ When standard operating procedures followed, monitoring systems performed appropriately

The Eight Standard Process Steps (SOPs) of the CSP Monitoring Cycle



4. TO WHAT EXTENT DOES THE EVALUATIVE EVIDENCE PROVIDE LEARNING ON THE THREE OUTCOMES OF THE WFP CORPORATE MONITORING STRATEGY?

Outcome 1.

Adequate Monitoring Expertise

WFP is able to retain and make available national and international staff with technically adequate skills for monitoring.

Outcome 2.

Financial Commitment

WFP country offices are able to account for CSP outcomes to assess value-for-money, and conduct process monitoring and a Mid-Term Review.

Outcome 3.

Functional Capacity

Country office monitoring systems are implemented in allegiance with WFP's Normative Framework to support operational design planning and management, and honour accountability requirements.



✓ Shortcomings identified in **staffing** levels and capacity



✓ Lack of **funding** mentioned as a hindering factor



✓ Use of technology and knowledge management often mentioned as positive or hindering factors

5. WHAT FACTORS CONTRIBUTED TO OR HINDERED IMPLEMENTATION OF PERFORMANCE MEASUREMENT AND MONITORING SYSTEMS?

Five set of factors contribute to or hinder performance measurement and monitoring



✓ **CCS and resilience** clearly mentioned monitoring challenges



✓ **no clear patterns** linking other activity categories with challenges

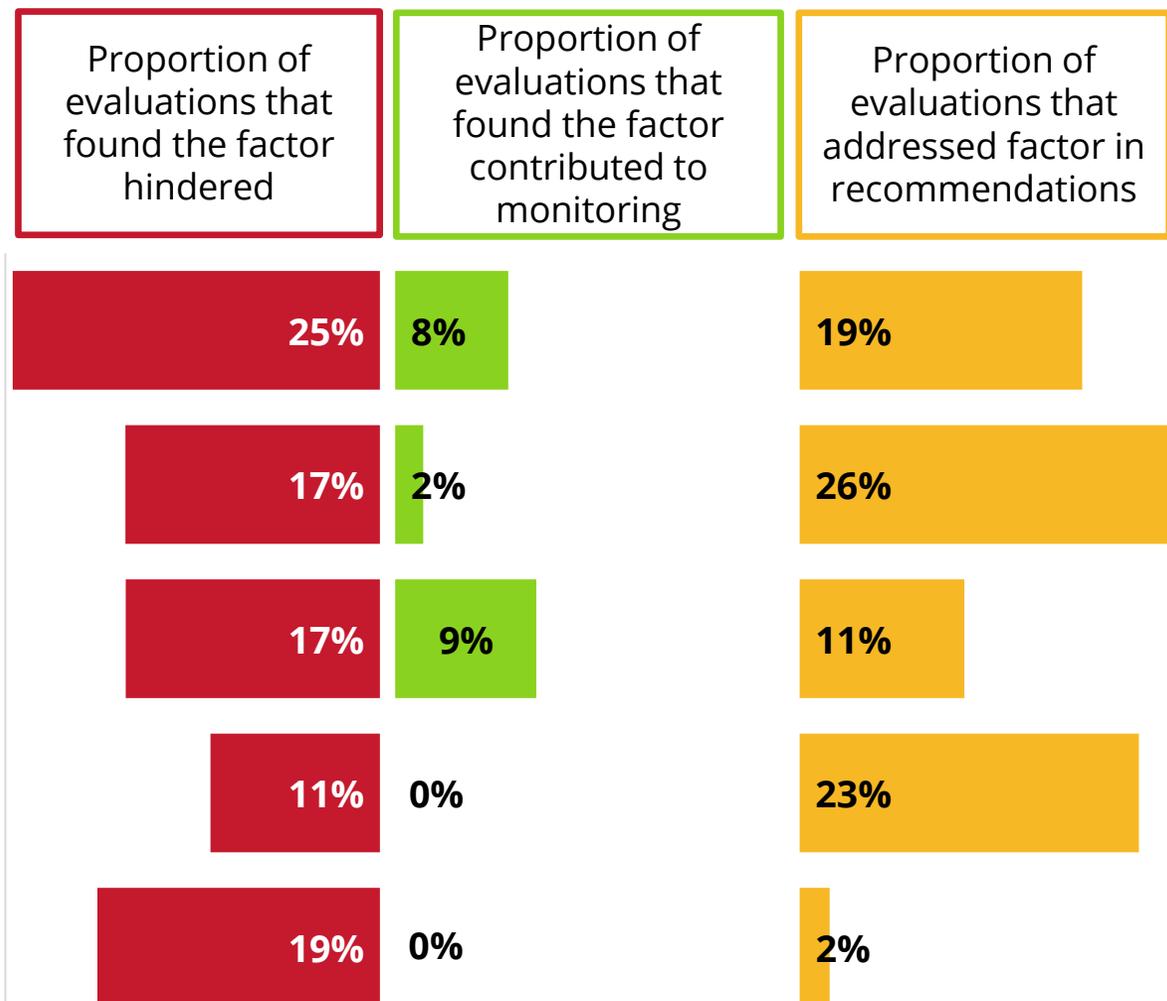
1. GOVERNMENT ENGAGEMENT

2. RESOURCES

3. TECHNOLOGY

4. KNOWLEDGE MANAGEMENT

5. DONOR REPORTING



6. TO WHAT EXTENT IS WFP'S PERFORMANCE MEASUREMENT SYSTEM ALIGNED WITH NATIONAL MONITORING SYSTEMS?



Little evidence concerning **alignment** with national monitoring systems



Insufficient attention to strengthening national monitoring systems may undermine efforts for transitioning interventions and sustainability

7. TO WHAT EXTENT WERE CROSS-CUTTING ISSUES REFLECTED IN MONITORING PRACTICES, GUIDANCE AND SYSTEMS?



Limited integration of **Gender Equality and Women Empowerment** (GEWE) indicators in monitoring frameworks and an over-reliance on quantitative data



Limited evidence reported on **Protection and Accountability to Affected Population** (AAP) beyond the need for improved indicators and additional data collection



Limited evidence on **environment** in monitoring practices

OVERALL CONCLUSIONS

There are margins for improving the use of monitoring data for programme adjustment and learning, provided that the capacities and resourcing of monitoring functions are enhanced

Specifically:



- ✓ **WFP Corporate Monitoring Strategy** remains relevant. However, concern raised that only “what gets measured matters” (and consequently gets funded) especially by those country office where efforts don’t align well with the CRF



- ✓ While **WFP Normative Framework** supports effective performance and monitoring, it does not encourage capturing the breadth of achievements and tracking them over time, especially at country level.
- ✓ Changes to the Framework appear unavoidable in the short term as WFP moves to address shortcomings for a better-fitting Framework for the long term

OVERALL CONCLUSIONS



- ✓ Evaluations from the 2018-2021 note **CCS and resilience** emerged as areas in need of additional development for performance measurement and monitoring



- ✓ Clear desire and need to **expand qualitative data collection, analysis and reporting to support learning and adjustments and reduce the risk of 'hitting the target' through beneficiary counting, but 'missing the point'**.
- ✓ However, some staff and units overburdened with accountability requirements to move towards learning.



- ✓ **Performance measurement and monitoring on cross-cutting issues largely focus on accountability and reporting, and less on learning and adjustments**
- ✓ Limitations in outcome monitoring constrain the understanding of drivers of change

RECOMMENDATIONS



1. Strengthen the resourcing and use of the monitoring function as an integral component of the programme cycle in support of learning objectives



2. Increase the use of qualitative data collection, analysis, and reporting to better capture, enhance understanding of, and learn from WFP's achievements



3. Provide enhanced support to improve CO monitoring systems based on the main threats to credibility identified in the synthesis (*monitoring frameworks; data gaps; data quality and disaggregation*)



4. Provide enhanced support to improve CO monitoring systems based on the enabling factors identified in the synthesis (*collaboration with Government; resourcing; technology; knowledge management*)