



**WFP EVALUATION**



**World Food Programme**

SAVING  
LIVES  
CHANGING  
LIVES

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

February 2023

EB.1/2023

# OBJECTIVES AND APPROACH

## Objectives:



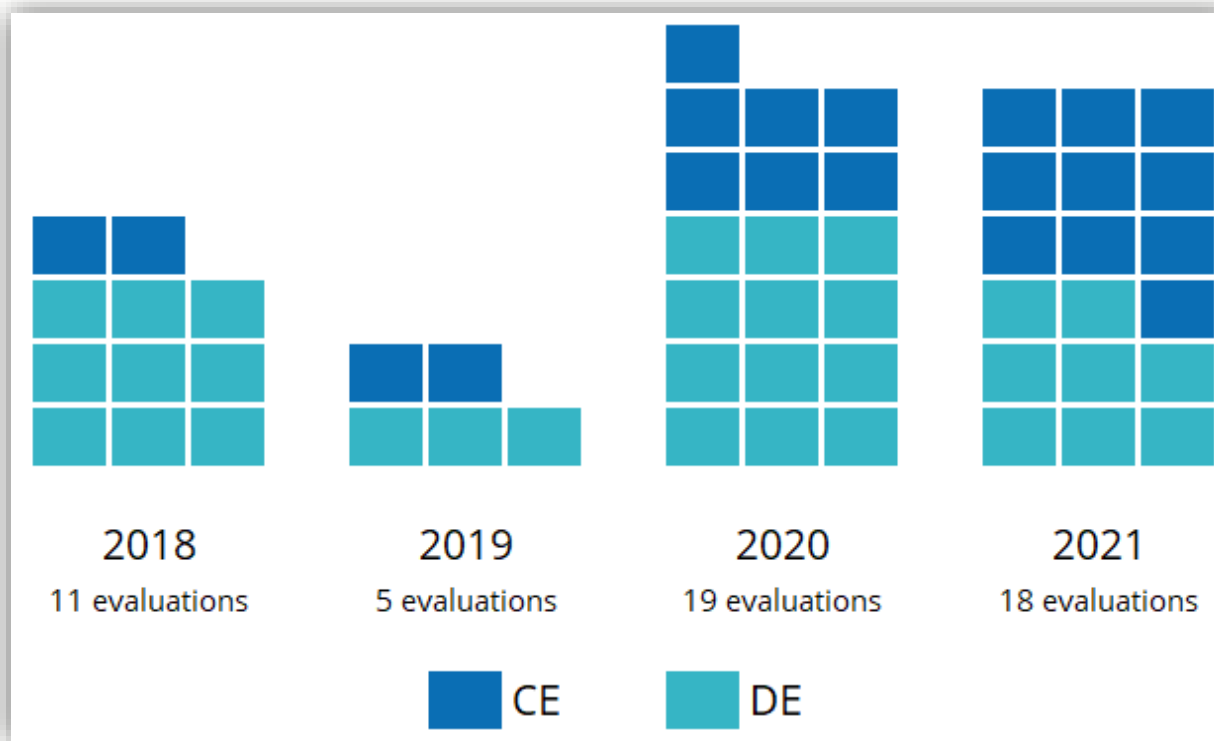
- ✓ Identify recurrent findings and stimulate discussion on performance measurement and monitoring to derive lessons.
- ✓ Generate insights on credibility, relevance and use of monitoring data and systems to inform improvements

## Sample:



- ✓ 53 Centralized and Decentralized Evaluations (2018-2021)
- ✓ Evaluation quality threshold applied
- ✓ Use of coding and software-assisted content analysis

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	



# SYNTHESIS FINDINGS

## MEASUREMENT AND REPORTING



✓ Indicators allow WFP to aggregate data at the corporate level



✓ Indicators often prevented Country Offices to effectively measure and report over time

## CREDIBILITY AND USE OF MONITORING DATA



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



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



# SYNTHESIS FINDINGS (CONT.D)

## NORMATIVE FRAMEWORK



- ✓ **WFP's Normative Framework for Monitoring** not directly discussed (except for CRF)



- ✓ When **Standard Operating Procedures** followed, monitoring systems performed appropriately

## ADEQUACY OF MONITORING STRATEGY



- ✓ Shortcomings identified in **staffing** levels and capacity
- ✓ Overburdened staff and fragmentation of duties



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



- ✓ Use of technology and knowledge management often mentioned

# SYNTHESIS FINDINGS (CONT.D)



## CONTEXT-DEPENDANT CONTRIBUTING FACTORS

- ✓ Government engagement
- ✓ Technology
- ✓ Knowledge management
- ✓ Donor reporting requirements
- ✓ Resourcing (staff and financial)



## NATIONAL SYSTEMS

- ✓ Overall alignment but insufficient attention to strengthening national system capacities



## CROSS-CUTTING ISSUES

- ✓ Limited integration of **GEWE** indicators and over-reliance on quantitative data
- ✓ Limited evidence on **Protection, AAP and environment** beyond the need for improved indicators and additional data collection and use of monitoring data

# 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
- ✓ Reduce the risk of 'hitting the target' but 'missing the point'



- ✓ **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*)