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Programa Mundial de Alimentos

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*For information**

INFORMATION NOTE ON RESULTS-BASED MANAGEMENT, MAY 2003

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Note to the Executive Board

This document is submitted for information to the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).

INTRODUCTION

1. At its Third Regular Session in 2001, the Secretariat presented an information note entitled “Progress Report on Results-Based Management, October 2001” (WFP/EB.3/2001/4-A), which outlined steps taken and proposed for the further development of results-based management (RBM) in WFP in support of the new governance arrangements approved by the Board in 2000. This information note provides a brief update of steps taken to implement RBM since that time. A more comprehensive update and report on RBM will be presented to the Board at its Third Regular Session in 2003.

BACKGROUND

2. The October 2001 information note outlined WFP’s strategy for introducing RBM, including reviewing the approaches and experience of other organizations, raising staff awareness of RBM, introducing RBM elements as procedures, manuals and other documents are reviewed, and preparing for full-scale introduction of RBM to support the new governance arrangements.

3. Since then, several task forces and working groups have been established to move the RBM effort forward. These groups took steps that contributed in various ways to furthering implementation of RBM in the Programme.

- The then Office of Monitoring and Evaluation completed a comprehensive set of Monitoring and Evaluation (M&E) Guidelines based on RBM principles and practices that was field tested and posted on the updated electronic Programme Design Manual in November 2002. A four-phase M&E training programme has been initiated and will be implemented in numerous countries beginning in 2003.
- A Results Monitoring and Reporting (RMR) Task Force, chaired by the Operations Department, completed a set of Guidelines on Definition and Counting of Beneficiaries, which will improve WFP’s ability to count beneficiaries fed as a common output indicator.
- The same Task Force reviewed country office reporting requirements and, through a consultant, developed new country office reporting guidelines that include the reporting of results.
- The RMR Task Force was instrumental in revising the format for the 2002 standard project reports (SPRs), which now report on results at the project level and country programme level. This year the SPRs for 2002 were produced in a more timely fashion and in a format that provides more information to donors.
- A corporate database, DACOTA, was set up in 2002 to capture narrative and statistics for preparing SPRs, the Report on Post-Delivery Commodity Losses, the WFP Annual Report and Project Statistics. DACOTA is web-based and collects data from most WFP country offices through this medium. Information entered by country offices and bureaux is stored in a database in Rome, from which required reports are compiled using that information in combination with WINGS information.

- A Working Group on Indicators developed a results matrix for the Strategic Plan that includes corporate-level expected results and indicators of output and outcome for each of the four strategic priorities included in the Strategic Plan.
- Under the auspices of the Enabling Development policy, many country offices were trained in the use of the logical framework (logframe) for project design. All country programmes and development projects approved since May 1999 use the logframe approach, which is a crucial tool in developing the results chain in development interventions. WFP also incorporated the logframe approach into the design of protracted relief and recovery operations (PRROs) and is examining the utility of such a tool for its emergency operations (EMOPs).
- The School Feeding Unit completed an impressive set of baseline studies for over 4,000 schools participating in the school feeding programme. The unit also developed baseline survey software that may be applied to other types of WFP programmes for establishing baseline data and monitoring performance.

4. In spite of these accomplishments, WFP still lacks a coherent, corporate-wide approach to implementing RBM. The steps below show how WFP will proceed over the next several months to put such a system in place.

RECENT WFP ACTIONS TAKEN TO IMPLEMENT RBM

5. The Executive Director, recognizing the need to move forward in implementing a corporate-wide RBM system, created in February 2003 a new Division for Results-Based Management (OEDR), headed by a senior official reporting directly to him. This new division merges the existing Office of Evaluation and Monitoring (OEDE) with a new Office of Performance Measurement and Reporting (OEDP). OEDE will revert to the Office of Evaluation; the monitoring function will be transferred to the Office of Performance Measurement and Reporting.

6. The objective of OEDR is to work closely with units of WFP to move the organization from its current focus on identifying and measuring inputs and outputs towards greater emphasis on outcome-level results. Concurrent with this is the intention to decentralize the evaluation function and to use it more for learning and management decision-making at the operations level and higher corporate levels. OEDR aims to continue development of results-based processes and systems in WFP, including the elements listed below.

a) ***Formulating clearer objectives, targets and indicators***: identifying in clear, measurable terms the results being sought and developing a conceptual framework for achieving, measuring and judging the results.

b) ***Monitoring results***: developing performance-monitoring systems to collect data regularly on actual results achieved.

c) ***Reviewing and reporting results***: comparing actual results relating to the targets or other criteria for judging performance.

d) ***Integrating evaluations***: conducting evaluations to provide complementary information on performance not readily available from performance-monitoring systems.

e) ***Using performance information***: using information from performance-monitoring and evaluation sources for internal management learning and decision-making, and for external reporting to stakeholders on results achieved.

7. OEDR was established with a 2003 budget of US$600,000 in staff and non-staff costs; it will be fully staffed by the summer. Over the next several months, OEDR will carry out the following tasks to guide the further steps required to put a corporate-wide RBM system in place.

a) ***Establishment of a Senior Steering Group for RBM***: This group will assist in validating the concepts and approaches to be followed as WFP sets up its corporate RBM system.

b) ***Analysis of Current WFP Actions and Capacities in RBM***: OEDR will conduct a review of WFP offices and units to find out how far and where RBM processes have been put in place, in order to look at best practices and gauge the learning that will be required.

c) ***Executive Director's Circular on RBM in WFP***: The Executive Director will issue a brief circular that reaffirms WFP's commitment to RBM and outlines in broad terms how it will be implemented.

d) ***Results-Based Management Orientation Guide***: This 25–30 page document will be an easy-to-use guide for staff and partners that explains RBM concepts and terminology, explains how RBM will be used in WFP and outlines how employees can start applying RBM in their work.

e) ***RBM Training Plan***: Training is essential if RBM is to be implemented effectively. The training programme for RBM will include targeted training for WFP staff categories.

8. OEDR will be actively involved in preparing the Strategic Plan 2004–2007 and the Management Plan 2004–2005, both of which will be considered at the Third Regular Session of the Executive Board in October. OEDR will also prepare a more comprehensive report on RBM to be presented at that session.

ACRONYMS USED IN THIS DOCUMENT

M&E	Monitoring and evaluation
OEDE	Office of Evaluation
OEDP	Office of Performance Measurement and Reporting
OEDR	Division for Results-Based Management
RBM	Results-based management
RMR	Results monitoring and reporting
SPR	Standard project reports