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RESULTS-BASED MANAGEMENT IN WFP: NEXT STEPS

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INTRODUCTION

1. At the Executive Board's Annual Session in 2003, the Secretariat presented a document entitled "Information Note on Results-Based Management, May 2003" (WFP/EB.A/2003/7-B), which provided a brief update of the steps that had been taken to implement results-based management (RBM) since the previous progress report, presented to the Board in October 2001 (WFP/EB.3/2001/4-A). The information note stated that a more comprehensive update on RBM implementation would be presented to the Board at its Third Regular Session in 2003.
2. The purpose of this information note is to advise the Board of current and future steps in implementing RBM, and to provide the context for how WFP will use RBM to successfully implement the governance arrangements that will take effect fully in 2004.

BACKGROUND

3. WFP committed itself to implementing results-based management in 1997, when the Executive Board approved the "Strategic and Financial Plan, 1998–2001". Additional RBM elements were introduced and approved in the "Strategic and Financial Plan, 2000–2003". Two years later, the Board approved the "Strategic and Financial Plan, 2002–2005", which included output results and indicators to be used in measuring WFP's performance for that period. That plan stated that RBM would be functioning in support of the newly approved governance arrangements by 2004.
4. In order to proceed with implementing RBM across the Programme, in February 2003 the Executive Director created a new Division for Results-Based Management (OEDR), which reports directly to him. OEDR consists of two offices: the existing Office of Evaluation (OEDE), and a new Office of Performance Measurement and Reporting (OEDP). The latter office was established in July and is now operational and close to being fully staffed.
5. This information note provides an update of activities undertaken by OEDR and outlines actions planned for between now and submission of the Annual Performance Report 2004 to the Board's Annual Session in May 2005.

RBM AND THE GOVERNANCE ARRANGEMENTS

6. Before reviewing the next steps for implementing RBM, it is important to understand how RBM fits into the governance arrangements approved by the Executive Board in 2000.
7. Organizations implementing the RBM approach ask themselves three inter-related questions:
 - What do we want to accomplish?
 - How will we do it?
 - How will we know if we have succeeded?



8. In developing the governance arrangements, the Board looked at its responsibilities in terms of four frameworks: a strategic framework; a policy framework; an oversight framework; and an accountability framework. Against each framework it identified governance tools that would be used to carry out its responsibilities.
9. Under the strategic framework, the Board focused on WFP's Mission Statement and a new Strategic Plan, which looks ahead four years and is rolled forward every two years. The Strategic Plan is intended to provide a hard-headed assessment of the strategic issues and choices confronting WFP; define the objectives the Programme feels it can attain; specify the results and outcomes the Programme would seek to contribute to and/or achieve; describe how these would be accomplished; and project the level of resources the Programme could expect to attract. In doing all this, the Strategic Plan seeks to answer the question, "What do we want to accomplish?"
10. Under the oversight framework, the Board called for a Biennial Management Plan, which would have the same content as previous biennial budgets. In addition, and in line with the development of results-based management, the Management Plan would specify a set of planned outcomes, together with indicators against which the achievement of those outcomes would be judged. Thus, through this tool the Board was attempting to answer the question, "How will we do it?"
11. Under the accountability framework, the Board holds the Executive Director accountable for the delivery of results through the submission of an Annual Performance Report based on the Biennial Management Plan previously approved. The Annual Performance Report is to include performance information currently provided in a number of existing reports, as well as the findings of evaluations, with their implications for lessons learned. The Board also expected that WFP's Standardized Project Reports (SPRs) would continue to be produced. Through these tools the Board was attempting to answer the question "How will we know if we have succeeded?"
12. The Board noted that in all cases these new tools would be adaptations of existing tools, "with RBM as a common conceptual thread." The Strategic Plan and Biennial Management Plan presented to the Executive Board at the current session are in conformance with the new governance arrangements. Both Plans include a strong results focus, with expected output and outcome results and indicators for each of the strategic priorities included in the Strategic Plan, and objectives, expected results and performance indicators tied to the strategic and management priorities for each department and division included in the Biennial Management Plan. Work on the format and content of the first Annual Performance Report has commenced, and the Secretariat expects to consult with the Bureau of the Board on this matter later in 2003.

CURRENT ACTIVITIES

13. As reported in the previous progress report, OEDR is undertaking a series of steps, to be concluded before the end of 2003, that will facilitate corporate-wide application of results-based management in WFP. These actions will set the stage for a concerted effort in 2004 and 2005 to implement RBM more fully.
14. The Office of Performance Measurement and Reporting (OEDP), within OEDR, became operational in July upon the arrival of the new Director, a position established at the D-1 level. The Office consists of 12 staff, including the Director, six Professional-level staff, three G-level staff and two Junior Professional Officers (JPOs). It will focus its attention during the remainder of 2003 on the following activities:



- preparation of a RBM orientation guidebook for all WFP staff and partners;
 - issuance of an Executive Director's circular on RBM in WFP; and
 - continued work on developing a corporate-wide RBM training programme.
15. In addition, plans are now in place to complete all 2003 SPRs by no later than 31 March 2004, with a noticeable improvement in their quality. OEDP will provide overall support to improve the SPRs' quality and their focus on outcomes, and will post them on the web and distribute hard copies to donors.
16. The Evaluation Policy paper presented to this session of the Executive Board raises the issue of monitoring. The paper notes that oversight of the monitoring function was transferred from the Office of Evaluation (OEDE) to the new Office of Performance Measurement and Reporting. To improve its monitoring capabilities, in 2002, after a three-year effort, WFP completed a comprehensive set of monitoring-and-evaluation (M&E) guidelines. Following field testing, the draft guidelines were re-structured with a focus on how to conduct M&E activities. The required elements for conducting such activities include:
- a logical framework with clearly defined and realistic objectives, assumptions and risks, and a minimum set of quantitative and qualitative performance indicators;
 - an M&E plan and budget for data collection and analysis, covering baseline studies and ongoing monitoring and evaluation;
 - a reporting and feedback system; and
 - an annual review meeting.
17. Country offices will be expected to include in the operational budget of each project the costs for developing and implementing an M&E system. OEDR will periodically update the M&E guidelines as further field use reveals areas for improvement or examples of best practice.
18. In 2003, a four-phase M&E training programme based on the new guidelines was initiated in three countries (Eritrea, Ethiopia and Uganda). The Operations Department, assisted by OEDR, will take over the M&E training and extend it to other regions.

NEXT STEPS

19. The Biennial Management Plan outlined the following challenges for OEDR over the next biennium:
- Develop a simple, credible RBM system with buy-in from staff and partners.
 - Develop a corporate performance measurement system.
 - Change the culture of WFP to measure outcomes, not just outputs.
 - Make evaluation a part of the RBM lessons-learned process.
 - Roll up regional bureau, country office, and Headquarters-level results to corporate level results for inclusion in the Annual Performance Report.
 - Develop a standardized country office report format.



20. To address these challenges, the Management Plan includes a proposal to use US\$4.1 million from the General Fund to set up a special account for implementing RBM. These one-time costs will provide sufficient funds to:
- train WFP managers, staff and counterparts in WFP's RBM approach (US\$1.2 million);
 - carry out baseline surveys and studies in the majority of countries where WFP has a presence (US\$1.8 million);
 - establish a performance-measurement information system with connectivity to field offices (US\$1.0 million); and
 - improve performance planning, measurement, analysis and reporting (US\$120,000).
21. These actions will allow WFP to complete the essential building blocks of a corporate RBM system and to report on 2004 results in the Annual Performance Report for 2004.
22. Funding for new RBM Coordination Officers in the regional bureaux is also requested in the Biennial Management Plan. Staff in these new posts, who will work closely with the country offices, will strengthen the ability of the regional bureaux to plan, monitor, evaluate and report on activities in their regions.

NEXT EXECUTIVE BOARD REVIEW OF PROGRESS IN IMPLEMENTING RBM

23. The Secretariat believes that the Executive Board may wish to consider a review of progress in implementing RBM at its Third Regular Session of 2005. A review at that time would allow for reflection on progress made up to submission of the first substantive Annual Performance Report, presented at the Annual Session of 2005, and would allow for discussion of the additional steps required to implement RBM fully in WFP. Annual progress reports will also be incorporated into the 2003 and 2004 Annual Performance Reports.

