

**Technical Advisory Group (TAG) MEETING**  
**Aula Delegatis – WFP Headquarters**  
**25 January 2019**  
**14:00–**  
**16:00**

**Note for the  
record**

**Chairperson:**

- Jane Pearce, Director, RMP

**EB Members:**

- Mr. Yaya Adisa Olaitan Olaniran, Minister and Permanent Representative of List A (Nigeria)
- Mr. Siragi Wakaabu, Agriculture Attaché and Alternate Permanent Representative of List A (Uganda)
- Mr. Abdul Razak Ayazi, Agriculture Attaché and Alternate Permanent Representative of List B (Afghanistan)
- Mr. Luís Fernando de Carvalho, Minister Counsellor and Deputy Permanent Representative of List C (Brazil)
- Ms. Angelica Jácome Permanent Representative of List C (Panama)
- Her Excellency Marie-Therese Sarch, Ambassador and Permanent Representative of List D (United Kingdom)
- Mr. Evgeny Vakulenko, First Secretary and Alternate Permanent Representative List E (Russian Federation)

**Present:**

- Natasha Nadazdin, Chief, RMPM
- Marta Fontan, M&E Advisor, RMPM
- Darlene Tymo, Director, RM Department
- Yvonne Forsen, Chief, OSZAF
- Irene Del Rio, Performance Management Officer, RMPS
- Cecilie Gundersen, Programme Policy Officer, OSZ

**In attendance:**

- Xuerong Liu, Programme Policy Officer, RMPM
- Caterina Kireeva, M&E Officer, RMPM
- Jonathan Dannevig, Programme Policy Officer, STR



## Discussion Summary

- Director of RMP introduced the meeting through a brief presentation. She recalled the initial TAG TORs, and proposed to use the meeting to further refine the scope of work of the target setting exercise, and to hear concrete expectations from the members.
- **The EB members raised the following points:**
  - The representative of the United Kingdom stressed this was a good opportunity to set out the expectations. It is not possible to have targets for all the indicators, it is necessary to prioritise. It is important to have enough variety for the EB to have a sense of the strategic direction of WFP (important to “cover enough of what WFP does”), and to demonstrate WFP’s performance.
  - The representative of Afghanistan was in agreement with the prioritisation. Regarding the membership, it was proposed for OEV to also be invited to the TAG meetings. The representative of Afghanistan also indicated the core TAG membership should be maintained throughout the entire process, and from WFP side be limited to the coordination group. It was also pointed out that if the output indicators are going to be placed under the most relevant SDG targets and indicators, WFP should consider to involve FAO and IFAD as observers.
  - The representative of Nigeria supported the idea of inviting the other Rome-Based Agencies and underlined the importance to have a constant membership for TAG, to ensure the continuity of work.
  - The representative of Panama supported prioritization of output indicators and was also in favour of FAO and IFAD involvement (as observers).
  - The representative of Russian Federation was representing the list E and expressed appreciation for the introduction provided and the expectations set for the exercise.
  - The representative of the United Kingdom underlined that the exercise will focus on output indicators; it was recognised that the timing for this was not ideal (in the middle of the Strategic Plan) but it is an important first step, and it can be further refined for the next Strategic Plan. The inclusion of RBAs was recognised as important in the subsequent process to develop a corporate Theory of Change. UK reiterated the importance that the prioritisation of indicators is representative of the breadth of WFP’s work and resource allocation, and also wanted to clarify the principles for this exercise: at least one output indicator for each outcome area, and output targets set for the results representing the bulk of WFP’s work.
  - The representative of Nigeria expressed concern for the short timeframe for the process, emphasising that an exercise of this great importance should not be rushed. The chair agreed the timeframe was short, but assured the membership that work is already on-going.
  - The representative of Panama raised the issue of quantitative vs. qualitative, and expressed the wish to see some outputs looking at the quality of WFP delivered operations.



- The representative of the United Kingdom highlighted that global targets would provide the EB with strategic oversight over the organisation.
- The representative of Afghanistan stressed the importance of developing a Theory of Change that clearly articulates the link between outputs, outcomes, strategic results, and SDGs.
- **WFP Feedback:**
  - Director RMP agreed that - while corporate targets is an internal issue - it could be valuable to engage with the RBAs when developing a corporate Theory of Change.
  - Director RMP pointed out that the process of measuring and reporting WFP performance at corporate levels is an established part of WFP's programme cycle.
  - M&E Advisor identified some preliminary difficulties in mapping output targets against e.g. outcome categories. In line with the commitments made under the Terms of Reference, WFP will analyse the different options for prioritising indicators for target setting.
  - Director, RM Department highlighted that setting multi-year targets for humanitarian operations is challenging, as crisis and changes in emergency contexts are difficult to predict

### **Conclusion and way forward**

- Participants recognized the need prioritise output level indicators for target setting, recognising that prioritised indicators must be representative of WFP's work and strategic direction.
- The targets must be measurable and meaningful, in order to support the EB's ability to "set the strategic direction of WFP".

**Action:** WFP will analyse and identify recommended options for output level targets to be presented to the membership at the next TAG meeting, planned for 21 February. Indicators will be linked to the Strategic Plan and targets will be set as an additional layer to the performance measurement work already done by main Programme Areas, e.g. Nutrition, School Feeding etc.

**Action:** WFP will share a proposal through e-mail with the EB members of TAG one week ahead of the next TAG meeting planned on 21 February.