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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Implementation status of evaluation recommendations

Executive Summary

In 2020 WFP implemented 56 percent of the 198 evaluation recommendations that were due to be implemented by year end, achieving similar implementation rates for recommendations resulting from centralized and decentralized evaluations. It also implemented almost one in three of the 212 actions required by the 87 recommendations that it did not yet implement; another 42 percent of those actions at the end of the year either had been proposed for closure but were awaiting director approval or were still being implemented, with the delay in implementation often related to the COVID-19 pandemic. Ten offices had not by the end of the year reported on the status of 59 actions, which could be explained at least partially by recent changes to the follow-up process and the introduction of a new tracking system for the implementation of evaluation recommendations.

Draft decision*

The Board takes note of the implementation status of evaluation recommendations (WFP/EB.A/2021/7-E).

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

In line with the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

Focal points:

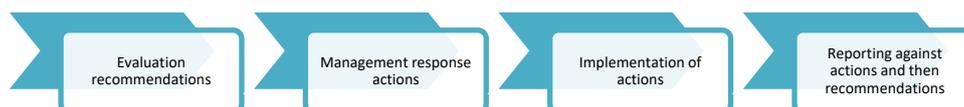
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Introduction

1. This annual report presents information on the implementation of evaluation recommendations arising from WFP centralized and decentralized evaluations that were due to be implemented in 2020, with overall figures disaggregated by headquarters division, regional bureau and country office. This includes information on the implementation of actions required by recommendations that may have been partially but not fully implemented by the end of 2020.

Figure 1: Workflow for evaluation implementation and reporting



2. WFP prepares management responses to all centralized and decentralized evaluations in order to better use evidence generated by evaluations and facilitate accountability.¹ Management responses specify whether management agrees with the recommendations and, if so, how, when and by whom they will be implemented.

Methodology

3. The “percentage of implemented evaluation recommendations” is an element of key performance indicator 3 (KPI 3) of WFP’s corporate results framework: “Overall achievement of management performance standards” in the programme functional area. KPI 3 measures the extent to which recommendations made in WFP evaluations are implemented in a timely manner.
4. This indicator is linked to outcome 1 of the WFP evaluation policy for 2016–2021 and to workstream 1.5 of the WFP corporate evaluation strategy for 2016–2021.²
5. The following factors are taken into account in the calculation of WFP’s performance against KPI 3:
 - Recommendations made in WFP centralized and decentralized evaluation reports.
 - Implemented recommendations marked as implemented or closed with partial implementation.
 - Not implemented recommendations that are overdue or marked as closed without implementation.
 - Recommendations that originally, as agreed in the management responses, were due to be implemented in 2020.
 - Recommendations marked as not agreed in the management responses and those closed as obsolete, which are excluded from consideration.

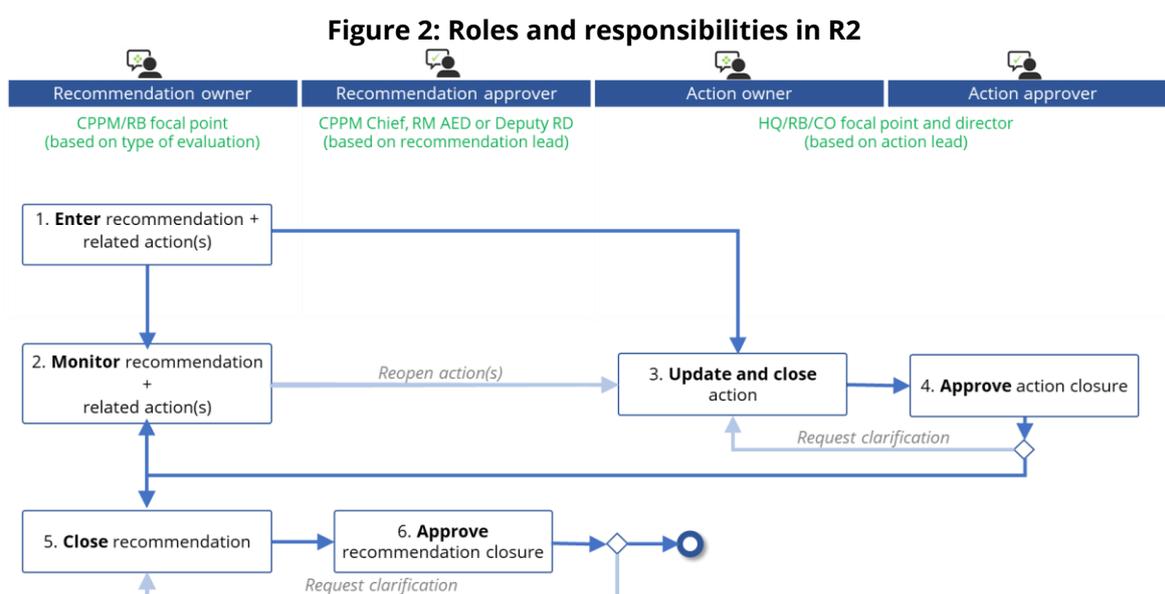
¹ Management responses to centralized evaluations are presented for Executive Board consideration; responses to decentralized evaluations are not.

² Evaluation policy outcome 1: Independent, credible and useful centralized and decentralized evaluations (WFP/EB.2/2015/4A/Rev.1); and corporate evaluation strategy workstream 1.5: Use of evaluation: https://executiveboard.wfp.org/document_download/WFP-000002652.

6. The 2020 calculation cannot be compared with historical data due to recent enhancements to systems and methodologies.³ Future reports will include year-over-year comparisons and/or KPIs. The exact method to be used is to be confirmed. The year-end target for 2020 was 100 percent implementation.

The R2 platform

7. WFP changed its tracking systems in late 2020 from the previous database, ACE, to the new corporate “Risk and Recommendation” (“R2”) platform. The evaluation module for R2 was developed in order to facilitate the implementation of recommendations and streamline follow-up reporting because the number of evaluations and thus recommendations has increased significantly in recent years.
8. The R2 evaluation module clearly indicates which office is responsible for implementing and reporting each action. It also allows for the inclusion of evidence such as documents and links and enables directors to approve the closure of actions for which their offices are responsible directly in the system. Once all related actions are closed, a regional bureau or the Corporate Planning and Performance Division (CPP) assigns a closure status and closes the recommendation via a senior manager.⁴ Figure 2 describes the roles and steps for entering, updating and closing agreed recommendations and actions in R2.



Abbreviations: CO = country office; CPPM = Monitoring and Evaluation Liaison Unit; HQ = headquarters; RB = regional bureau; RD = regional director; RM AED = Assistant Executive Director, Resource Management Department;

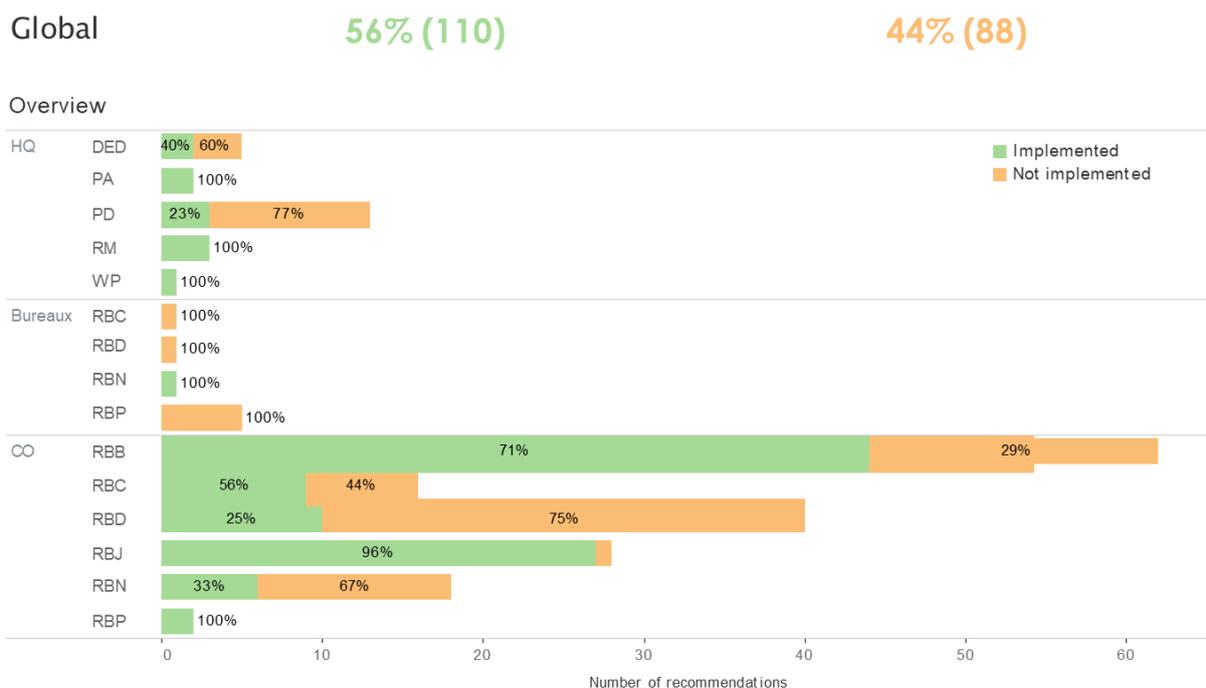
³ The previous tracking system, ACE, did not clearly distinguish between recommendations (and sub-recommendations) in evaluation reports and actions in management responses. Moreover, WFP amended the list of closure statuses and changed the KPI's timeframe to cover the previous calendar year only.

⁴ Please contact CPP at rmp.managementresponse@wfp.org for more information about the R2 evaluation module.

Implementation status of recommendations due in 2020

9. Figure 3 provides an overview of the implementation status of recommendations due to be implemented in 2020. Overall, 56 percent of the 198 recommendations were implemented by the end of the year.⁵ The figures shown are disaggregated by headquarters department, regional bureau and country office region (see the annex for further disaggregation and details.⁶

Figure 3: Implementation status of recommendations due in 2020



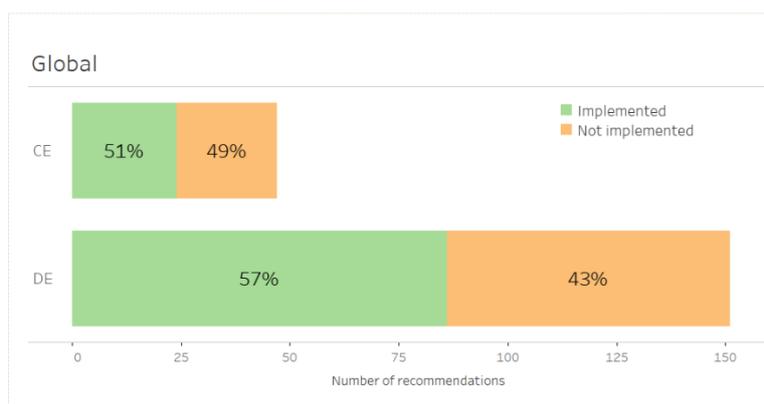
Abbreviations: DED = Office of the Deputy Executive Director; PA = Partnerships and Advocacy Department; PD = Programme and Policy Development Department; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean; RM = Resource Management Department; WP = Workplace Culture Department

10. The implemented recommendations included 102 recommendations that were fully implemented and eight that were closed after partial implementation. Not implemented recommendations included the 87 recommendations that were not implemented but were not closed and one that was closed without implementation.
11. Country offices under the Regional Bureau for Asia and the Pacific and the Regional Bureau for Western Africa had the largest number of recommendations to implement in 2020 and were responsible for 55 percent of the 87 recommendations that were not implemented.
12. Of the 198 recommendations due to be implemented in 2020, roughly one in four was the result of a centralized evaluation, with the remainder arising from decentralized evaluations. A review of the implementation rate by evaluation type revealed similar implementation rates, 51 percent for centralized evaluations and 57 percent for decentralized evaluations, as shown in figure 4.

⁵ The calculation excludes three recommendations marked as “not agreed” in the management response and four recommendations closed as obsolete.

⁶ Disaggregation is based on the lead offices assigned in evaluation reports. Any entity without a value did not lead on a recommendation due to be implemented in 2020.

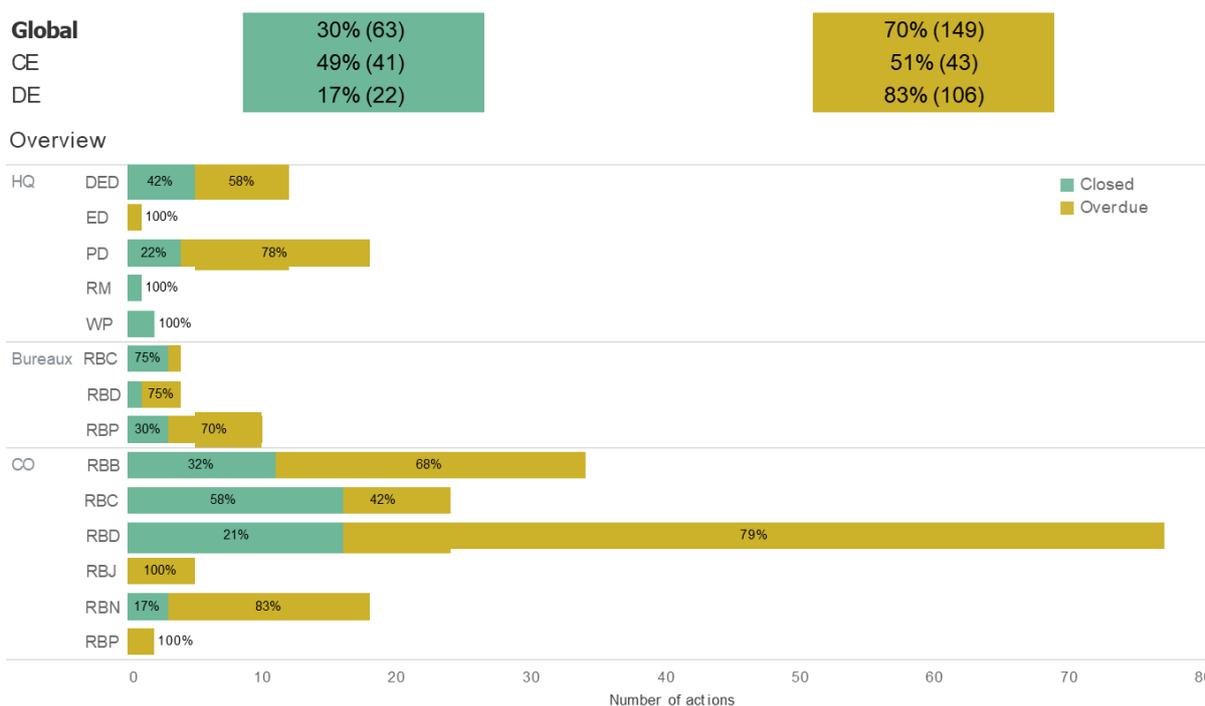
Figure 4: Implementation status of recommendations due in 2020 by evaluation type



Abbreviations: CE = centralized evaluations; DE = decentralized evaluations

- An evaluation recommendation is considered closed when all related actions have been implemented, as described in the management response.⁷ In this regard, 63 of the 212 actions arising from the 87 recommendations that were not implemented were closed by the end of 2020, as shown in figure 5.

Figure 5: Implementation status of actions related to overdue recommendations



Abbreviations: CE = centralized evaluations; DE = decentralized evaluations; DED = Office of the Deputy Executive Director; ED = Office of the Executive Director; PD = Programme and Policy Development Department; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean; RM = Resource Management Department; WP = Workplace Culture Department

⁷ Actions are closed when they are implemented, when they become obsolete or when it becomes apparent that they will not be implemented, for example due to funding constraints or shifting priorities.

14. A total of 62 of the 63 closed actions were implemented, and one was closed without implementation. Country offices under the Regional Bureau for Western Africa and the Regional Bureau for Asia and the Pacific led the largest number of actions and were responsible for 56 percent of the 149 actions that were not implemented, 106 of which came from decentralized evaluations. Figure 6 provides a breakdown of the reporting status for the 149 actions that were not implemented.

Figure 6: Reporting status for overdue actions

	Pending approval	Overdue Extended	Pending update
Global	17% (25)	44% (65)	40% (59)
CE	2% (1)	60% (26)	37% (16)
DE	23% (24)	37% (39)	41% (43)

Abbreviations: CE = centralized evaluations; DE = decentralized evaluations

15. As of early April 2021, the closure of 25 actions (23 as implemented and two without implementation) for four offices was contingent on director review and approval in the R2 system. The implementation of 65 actions in 16 offices was somewhat delayed but ongoing; a further 59 actions were yet to be reported on by 10 offices.

Conclusion

16. WFP is committed to achieving universal implementation of evaluation recommendations as agreed in management responses. However, the organization implemented 56 percent of the 198 recommendations due in 2020 on time.
17. Several factors may help to explain and provide context for this modest progress. WFP did in fact implement almost one in three of the 212 actions required by the recommendations that were not implemented in 2020. Another 42 percent of these actions were either proposed for closure but pending director approval or were ongoing because of delays often caused by the COVID-19 pandemic, which has affected most if not all WFP operations since early 2020. Finally, recent changes to the follow-up process and the introduction of a new tracking system might explain, at least partially, the fact that 10 offices did not yet report on 59 actions.
18. Despite these challenges, WFP management is determined to press ahead with evaluation implementation and reporting and ensure that it becomes even more forward looking and adaptive than it already is. This will help the organization to better leverage the valuable evidence and lessons learned provided by evaluations and improve its policies, strategies and programme design.

ANNEX

Detailed implementation status of recommendations due in 2020 by headquarters division, regional bureau and country office

1. Fifteen out of 40 offices, or 38 percent, met the target of 100 percent implementation in 2020.
2. Disaggregation is based on the lead offices assigned in evaluation reports. Offices without a value did not lead on a recommendation due in 2020.

	Implemented		Notimplemented	
	Impl.	Closed w/ partial impl.	Overdue	Closed w/o impl.
Global	52% (102)	4% (8)	44% (87)	1% (1)
HQ	Total	46% (11)	54% (13)	
	CPP	100% (2)		
	EME	40% (2)		60% (3)
	HRM	100% (1)		
	IRM	100% (1)		
	NGO			100% (1)
	PA	100% (2)		
	PD			100% (3)
	PRO	25% (2)		75% (6)
	SBP	100% (1)		
Bureaux	Total	13% (1)	88% (7)	
	RBC		100% (1)	
	RBD		100% (1)	
	RBN	100% (1)		
	RBP			100% (5)
CO	Total	54% (90)	40% (67)	1% (1)
	Armenia		5% (8)	100% (1)
	Bangladesh	92% (23)	8% (2)	
	Bolivia (Plurinational State of)	100% (2)		
	Burundi			100% (5)
	Cambodia	100% (10)		
	Cameroon	75% (3)		25% (1)
	Central African Republic			100% (6)
	Côte d'Ivoire			100% (1)
	Eswatini			100% (1)
	Ethiopia	36% (4)		64% (7)
	the Gambia			100% (2)
	India	80% (4)		
	Lebanon	25% (1)		75% (3)
	Liberia	100% (2)		
	Malawi	76% (16)	24% (5)	
	Mali	40% (4)		60% (6)
	Mozambique	100% (6)		
	Myanmar			100% (5)
	Nepal	33% (5)		67% (10)
	the Niger		100% (1)	
	Nigeria			100% (4)
	Senegal			100% (5)
	Somalia	100% (2)		
	Timor-Leste			100% (2)
	Togo			100% (5)
	Tunisia	67% (6)		33% (3)
	Turkey	100% (2)		

Abbreviations: CPP = Corporate Planning and Performance Division; EME = Emergency Operations Division; HRM = Human Resources Division; IRM = Integrated Road Map Office; NGO = NGO Partnerships Unit; PA = Partnerships and Advocacy Department; PD = Programme and Policy Development Department; PRO = Programme - Humanitarian and Development Division; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean; SBP = Schools-based Programmes Division

Acronyms

AED	Assistant Executive Director
CE	centralized evaluation
CPP	Corporate Planning and Performance Division
DE	decentralized evaluation
DED	Office of the Deputy Executive Director
ED	Office of the Executive Director
EME	Emergency Operations Division
HRM	Human Resources Division
IRM	Integrated Road Map
KPI	key performance indicator
NGO	NGO Partnerships Unit
PA	Partnerships and Advocacy Department
PD	Programme and Policy Development Department
PRO	Programme – Humanitarian and Development Division
R2	Risk and recommendation platform
RM	Resource Management Department
SBP	School-based Programmes Division
WP	Workplace Culture Department