



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
Rome, 29 June–3 July 2020

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Distribution: General

Agenda item 7

Date: 26 May 2020

WFP/EB.A/2020/7-E

Original: English

Evaluation reports

For consideration

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

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## Implementation status of evaluation recommendations

### Draft decision\*

The Board takes note of the document entitled "Implementation status of evaluation recommendations" (WFP/EB.A/2020/7-E).

### Introduction

1. Reports of all the centralized evaluations managed by WFP's Office of Evaluation (OEV) and management's responses to them are presented to the Executive Board for consideration. WFP is committed to providing management responses to all evaluation recommendations and to following up on the implementation of recommended actions.
2. This is the eleventh annual report on the implementation status of actions taken by all WFP offices in response to evaluation recommendations. It covers recommendations from evaluations presented to the Board from 2008 to the end of 2019. It is recommended that this report be read in conjunction with the 2019 annual evaluation report prepared by OEV.<sup>1</sup>

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\* 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.

<sup>1</sup>Annual evaluation reports include findings, lessons and recommendations from evaluation reports and annual updates on developments in WFP's evaluation function.

*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.*

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## Evaluation management response

3. Management response is a formal mechanism that helps to ensure that evaluations are used, contributing to organizational effectiveness, learning and accountability. Evaluation management response determines specific actions that will be taken to implement each recommendation, the units responsible for taking the actions and the timelines within which the actions must be taken.

## Methodology

4. WFP's Performance Management and Reporting Division (RMP) coordinates and tracks management's responses to evaluation recommendations and related actions to determine the extent to which recommendations are being implemented, to determine whether follow-up may be required and, ultimately, to promote accountability for results. The formal management response process includes:
  - An indication of whether management agrees, partially agrees or disagrees<sup>2</sup> with the recommendations in an evaluation report;
  - A written formulation of time-bound action-plans for responding to evaluation recommendations and those responsible for ensuring their implementation; and
  - The monitoring and tracking of progress in the implementation of recommendations until all recommended actions are taken or cancelled.<sup>3</sup>
5. Implementation status categories (for recommendations with which management agrees) are defined as follows:
  - **Implemented:** Action completed by 31 December 2019.
  - **Outstanding:** Action not completed by 31 December 2019.
  - **Not applicable:** Action not implemented because of changing circumstances or contexts.

## Evaluations presented to the Board

6. Since 2008, 112 evaluation reports with management responses have been presented to the Board.<sup>4</sup> The seven evaluation categories outlined in the Evaluation Policy (2016–2021)<sup>5</sup> are:
  - policy evaluations;
  - strategic evaluations;
  - country portfolio evaluations;
  - regional portfolio evaluations;

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<sup>2</sup> In the event that management disagrees with a recommendation and does not intend to implement it the reason for its disagreement must be stated.

<sup>3</sup> The management response tracking system documents management's responses and follow-up actions to all evaluations managed by the Corporate Planning and Performance Division (CPP). It provides a written record of the actions planned in response to evaluations and of what has already been done. In so doing it strengthens not only organizational accountability for results, but also transparency in the process for determining how results will be achieved. All the recommendations are expected to be implemented, but if the circumstances change some of them may cease to be relevant and therefore are removed/cancelled.

<sup>4</sup> In 2008, management responses were prepared for the recommendations in strategic evaluation reports only; since 2009, all evaluation reports presented to the Board have been accompanied by management responses.

<sup>5</sup> An eighth category, joint evaluations, is not included because no joint evaluations were conducted between 2008 and 2019.

- operation evaluations;
  - impact evaluations; and
  - evaluations of corporate emergency responses.
7. Of the 112 evaluation reports, 13 percent were operation evaluations (22), 30 percent were strategic and policy evaluations (32), 37 percent were country portfolio evaluations (34), 1 percent were regional portfolio evaluations (1), 11 percent were impact evaluations (16), 3 percent were strategic evaluations (2), 2 percent were policy evaluations (3) and 3 percent were corporate emergency responses evaluations (2) (table 1).

TABLE 1: NUMBERS OF EVALUATION REPORTS SUBMITTED TO THE EXECUTIVE BOARD AND PERCENTAGES OF RECOMMENDED ACTIONS, BY TYPE OF EVALUATION (2008–2019)

Evaluation type	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		Total	
	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions
Operation	n/a	-	9	65	10	67	1	10	1	3	n/a	-	n/a	-	1	11	n/a	-	n/a	-	n/a	-	-	-	22	13
Strategic and policy	4	100	2	27	2	7	4	28	6	35	1	5	3	33	7	68	n/a	-	3	60	n/a	-	-	-	32	30
Strategic	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	10	1	20	2	3
Policy	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	2	20	1	6	3	2
Country portfolio	n/a	-	2	8	2	20	5	40	3	36	5	53	2	29	2	21	4	100	2	40	5	50	2	49	34	37
Regional portfolio	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	15	n/a	-	n/a	-	n/a	-	n/a	-	-	-	1	1
Impact	n/a	-	n/a	-	1	6	3	22	2	26	5	42	4	23	n/a	-	n/a	-	n/a	-	1	10	-	-	16	11
Evaluations of corporate emergency responses	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	10	1	25	2	3
<b>Total</b>	<b>4</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>5</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>5</b>	<b>100</b>	<b>112</b>	<b>100</b>

## **Quantity and geographical distribution of recommendations**

8. In response to the recommendations issued between 2008 and 2019, WFP management agreed to implement 1,647 actions, of which 96 are from 2019. Table 2 lists all the actions from the 112 evaluation reports approved by the Board since 2008 irrespective of their planned completion dates. Of these actions 59 percent pertained to field offices and 41 percent to headquarters. The geographical breakdown shown in table 2 indicates that more actions pertained to headquarters than to any individual field office. This can be considered acceptable, as headquarters is where most corporate functions are coordinated and corporate policies are established.

TABLE 2: NUMBERS AND PERCENTAGES OF RECOMMENDED ACTIONS, BY GEOGRAPHICAL AREA (2008–2019)

Area	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		TOTAL	
	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions	No.	% of actions
Asia	-	-	13	9	75	36	30	16	36	19	40	21	-	-	22	13	-	-	6	11	7	4	-	-	229	11
Middle East, North Africa, Eastern Europe and Central Asia	-	-	-	-	34	16	16	8	-	-	46	25	-	-	-	-	19	40	-	-	19	10	-	-	134	8
West Africa	-	-	18	12	22	10	44	23	-	-	27	14	11	6	-	-	9	19	5	9	51	27	44	46	231	14
Southern Africa	-	-	40	27	-	-	-	-	19	10	17	9	35	20	9	5	-	-	-	-	-	-	-	-	120	6
East and Central Africa	-	-	-	-	34	16	56	29	53	27	-	-	19	11	-	-	16	34	17	32	28	15	27	28	250	16
Latin America and the Caribbean	-	-	18	12	28	13	10	5	-	-	-	-	31	17	-	-	-	-	-	-	-	-	-	-	87	4
Headquarters	69	100	58	40	18	9	36	19	84	44	57	31	83	46	140	82	3	7	26	48	84	44	25	26	683	41
<b>Total</b>	<b>69</b>	<b>100</b>	<b>147</b>	<b>100</b>	<b>211</b>	<b>100</b>	<b>192</b>	<b>100</b>	<b>192</b>	<b>100</b>	<b>187</b>	<b>100</b>	<b>179</b>	<b>100</b>	<b>171</b>	<b>100</b>	<b>47</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>189</b>	<b>100</b>	<b>96</b>	<b>100</b>	<b>1 734</b>	<b>100</b>

## Implementation rate of actions due by 2019

9. Management is expected to implement evaluation recommended actions by agreed completion dates. Progress on the implementation of management responses is tracked by RMP. The annual target for implementation of recommended actions is 100 percent. In 2019, implementation rates averaged more than 64 percent (table 3), varying from 85 percent of actions defined in strategic evaluations to 55 percent in impact evaluations. While the rate of implementation of recommendations from strategic and corporate emergency response evaluations is high, the rate for recommendations from policy, country portfolio and impact evaluations remains low. However, compared to 2018, the implementation rate for recommendations from policy and impact evaluations has improved significantly. This also reflects the relative complexity of implementing agreed actions arising from impact and policy evaluations compared with other evaluation types. By definition, impact and policy evaluations produce broader recommendations with relatively long-term perspectives. Timelines for implementing such actions tend to underestimate the external factors that affect implementation. In addition, despite limited success in implementing the recommendations in country portfolio evaluations, 34 actions (27 percent) are in progress. With regard to policy evaluations, almost 37 percent of the recommended actions are in progress.

<b>Evaluation type</b>	<b>Number of actions implemented</b>	<b>2019 target</b>	<b>Implementation rate (%)</b>	<b>Number of actions to start</b>	<b>Number of actions in progress</b>
Strategic	55	65	85	3	7
Policy	39	68	57	4	25
Country portfolio	71	124	57	19	34
Impact	17	31	55	0	14
Corporate emergency response	27	37	73	5	5
<b>Total</b>	<b>209</b>	<b>325</b>	<b>64</b>	<b>31</b>	<b>85</b>

## Implementation status of actions from 2008 to 2019

10. Of a total of 112 evaluation reports presented to the Board since 2008, 88 are considered closed as all the related recommended actions have either been implemented or are deemed no longer applicable. The analysis shown in table 4 covers 325 actions from 24 evaluation reports with deadlines for full implementation by 31 December 2019.<sup>1</sup> Of these, on 31 December 2019, 209 were implemented, 31 were due to start, and 85 were in progress.

<sup>1</sup> As of 31 December 2019, 24 reports include actions to be implemented.

11. As indicated in table 4, on 31 December 2019, the lowest implementation rates by region were West Africa (55 percent) and East and Central Africa (43 percent), noting the significant increase in actions in West Africa compared to 2018 and the current number of actions in progress.
12. Annex II shows implementation rates by WFP office.

<b>TABLE 4: IMPLEMENTATION RATES BY GEOGRAPHICAL AREA (2008–2019)</b> (completion due by end of 2019)					
<b>Geographic area</b>	<b>Number of actions implemented</b>	<b>2019 target</b>	<b>Implementation rate (%)</b>	<b>Number of actions to start</b>	<b>Number of actions in progress</b>
Asia	7	7	100	-	-
Middle East, North Africa, Eastern Europe and Central Asia	19	21	90	-	2
West Africa	40	73	55	5	28
Southern Africa	-	-	-	-	-
East and Central Africa	18	42	43	19	5
Latin America and the Caribbean	-	-	-	-	-
Headquarters	125	182	69	7	50
<b>Total</b>	<b>209</b>	<b>325</b>	<b>64</b>	<b>31</b>	<b>85</b>

## Summary and conclusions

13. By 31 December 2019, 64 percent of the recommended actions from 24 evaluation reports presented between 2008 and 2019 and due for completion were implemented. The decrease in the overall implementation rate stems in part from an increase in the number of evaluations and number of actions in each report. There was also a 23 percent increase in 2019 (from 2018) in the number of actions due for full implementation by 31 December 2019.
14. To improve WFP's performance in implementing actions from evaluation recommendations approved by the Board, the feedback and reporting process has been enhanced in recent years. RMP conducts follow-up exercises twice a year, collating updates from individual offices into the corporate tracking system for evaluation recommendations, which documents management's responses to all evaluations and provides a written record of planned actions and the status of their implementation. RMP, OEV and regional monitoring teams have access to the system for tracking the implementation of recommended actions.
15. In 2019 development of the Risk and Recommendation Tracking Tool (R2) Issue Management module continued. R2 will replace the ACE database for tracking evaluation recommendations and will be completed and rolled out in the second half of 2020. It will provide improved oversight, follow-up and reporting, both quantitative and qualitative, for country offices, regional bureaux and headquarters.



## ANNEX I

<b>IMPLEMENTATION STATUS OF ALL ACTIONS, 31 DECEMBER 2019</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding (%)</b>	<b>Not applicable (%)</b>
Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) (WFP/EB.2/2014/6-A/Add.1)	27	81	19	0
Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013) (WFP/EB.1/2015/5-C/Add.1)	8	63	37	0
Management Response to the Recommendations of the Summary Evaluation Report — Sri Lanka Country Portfolio (2011–2015) (WFP/EB.1/2017/6-C/Add.1)	6	100	0	
Management Response to the Recommendations of the Summary Evaluation Report of the Nutrition Policy (2012–2014) (WFP/EB.2/2015/6-A/Add.1)	15	100	0	0
Management Response to the Recommendations of the Summary Evaluation Report — State of Palestine Country Portfolio (2011 to Mid-2015) (WFP/EB.1/2016/5/Add.1*/Corr.1)	7	100	0	0
Management Response to the Recommendations of the Summary Evaluation Report of WFP Policy on Capacity Development (WFP/EB.1/2017/6-A/Add.1)	9	56	44	0
Management Response to the Recommendations of the Summary Evaluation Report of WFP's Ebola Crisis Response: Guinea, Liberia and Sierra Leone (WFP/EB.1/2017/6-B/Add.1)	13	100	0	0
Management Response to the Recommendations of the Summary Evaluation Report – Corporate Partnership Strategy (WFP/EB.A/2017/7-B/Add.1/Rev.1)	6	100	0	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS, 31 DECEMBER 2019</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding (%)</b>	<b>Not applicable (%)</b>
Management response to the recommendations of the summary evaluation report of the South Sudan country portfolio (2011–2016) (WFP/EB.2/2017/6-A/Add.1)	20	95	5	0
Management response to the recommendations deriving from the Cameroon country portfolio evaluation (from 2012 to mid-2017) (WFP/EB.1/2018/5-A/Add.1/Rev.1)	3	33	67	0
Management response to the recommendations deriving from the Cambodia country portfolio evaluation (2011–2017) (WFP/EB.1/2018/5-B/Add.1)	7	100	0	0
Management response to the recommendations deriving from the synthesis report on four evaluations of the impact of WFP programmes on nutrition in humanitarian contexts in the Sahel (WFP/EB.1/2018/5-C/Add.1)	18	17	83	0
Management response to the recommendations deriving from the evaluation of the WFP humanitarian protection policy for 2012–2017 (WFP/EB.A/2018/7-B/Add.1)	6	67	33	0
Management response to the recommendations deriving from the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts for the period 2004–2017 (WFP/EB.A/2018/7-C/Add.1)	23	48	52	0
Management response to the recommendations deriving from the evaluation of the Central African Republic country portfolio for the period 2012–mid-2017 (WFP/EB.A/2018/7-D/Add.1)	22	45	55	0
Management response to the recommendations set out in the summary report on the strategic evaluation of the pilot country strategic plans (2017–mid-2018) (WFP/EB.2/2018/7-A/Add.1)	31	55	45	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS, 31 DECEMBER 2019</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding (%)</b>	<b>Not applicable (%)</b>
Management response to the recommendations deriving from the evaluation of the Somalia country portfolio (2012–2017) (WFP/EB.2/2018/7-D/Add.1)	18	94	6	0
Management response to the recommendations in the summary report on the evaluation of the WFP regional response to the Syrian Crisis (January 2015–March 2018) (WFP/EB.2/2018/7-B/Add.1)	19	68	32	0
Management response to the recommendations deriving from the evaluation of the Mali country portfolio (2013–2017) (WFP/EB.2/2018/7-C/Add.1)	9	100	0	0
Management response to the recommendations deriving from the strategic evaluation of WFP's support for enhanced resilience (WFP/EB.1/2019/7-A/Add.1)	9	0	100	0
Management response to the recommendations deriving from the evaluation of the Ethiopia country portfolio (2012–2017) (WFP/EB.1.2019/7-B/Add.1)	15	7	93	0
Management response to the recommendations deriving from the evaluation of the update of WFP's safety nets policy (2012) (WFP/EB.A/2019/7-B/Add.1)	1	0	100	0
Management response to the recommendations deriving from the synthesis report of WFP's country portfolio evaluations in Africa (2016–2018) (WFP/EB.A/2019/7-C/Add.1)	11	0	100	0
Management response to the recommendations in the summary report on the evaluation of WFP's corporate (Level 3) emergency response in northeast Nigeria (2016–2018) (WFP/EB.2/2019/6-A/Add.1)	10	70	30	0
<b>Total</b>	<b>313</b>	<b>63</b>	<b>37</b>	<b>0</b>

## ANNEX II

<b>IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2019, BY WFP OFFICE</b>				
<b>WFP office</b>	<b>Total actions</b>	<b>Implemented actions</b>	<b>Outstanding actions</b>	<b>Not applicable</b>
<b>Asia</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>0</b>
Cambodia	7	7	0	0
Regional Bureau for Asia and the Pacific	12	11	1	0
<b>Middle East, North Africa, Eastern Europe and Central Asia</b>	<b>119</b>	<b>98</b>	<b>15</b>	<b>6</b>
Egypt	10	9	1	0
Iraq	9	6	3	0
Jordan	10	9	1	0
Lebanon	9	8	1	0
State of Palestine	7	7	0	0
Syrian Arab Republic	9	7	2	0
Turkey	10	10	0	0
Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia	37	34	3	0
<b>West Africa</b>	<b>167</b>	<b>89</b>	<b>77</b>	<b>1</b>
Cameroon	3	1	2	0
Central African Republic	24	23	1	0
Chad	18	6	12	0
Guinea	2	2	0	0
Liberia	2	2	0	0
Mali	27	13	14	0
the Niger	18	8	9	1
Nigeria	6	6	0	0
Sierra Leone	2	2	0	0
Regional Bureau for West Africa	64	25	39	0
<b>Southern Africa</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>0</b>
Regional Bureau for Southern Africa	5	3	2	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2019, BY WFP OFFICE</b>				
<b>WFP office</b>	<b>Total actions</b>	<b>Implemented actions</b>	<b>Outstanding actions</b>	<b>Not applicable</b>
<b>East and Central Africa</b>	<b>86</b>	<b>63</b>	<b>23</b>	<b>0</b>
Ethiopia	15	1	14	0
Somalia	18	17	1	0
South Sudan	20	20	0	0
Regional Bureau Nairobi	33	25	8	0
<b>Latin America and the Caribbean</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>0</b>
Regional Bureau for Latin America and the Caribbean	5	2	3	0
<b>Headquarters</b>	<b>399</b>	<b>232</b>	<b>137</b>	<b>30</b>
<b>Total</b>	<b>800</b>	<b>505</b>	<b>258</b>	<b>37</b>