



Corporate Planning and Performance Division

Implementation status of evaluation recommendations (ISR) report for 2021

Round table on evaluation reports, 26 May 2022



World Food Programme

**SAVING
LIVES
CHANGING
LIVES**

For consideration at EB.A 2022

PURPOSE AND SCOPE OF THE ISR REPORT



Learning and accountability mechanism providing an overview of WFP's **uptake of evaluation recommendations**



Covers 1,005 recommendations due to be implemented between 2016 and 2021



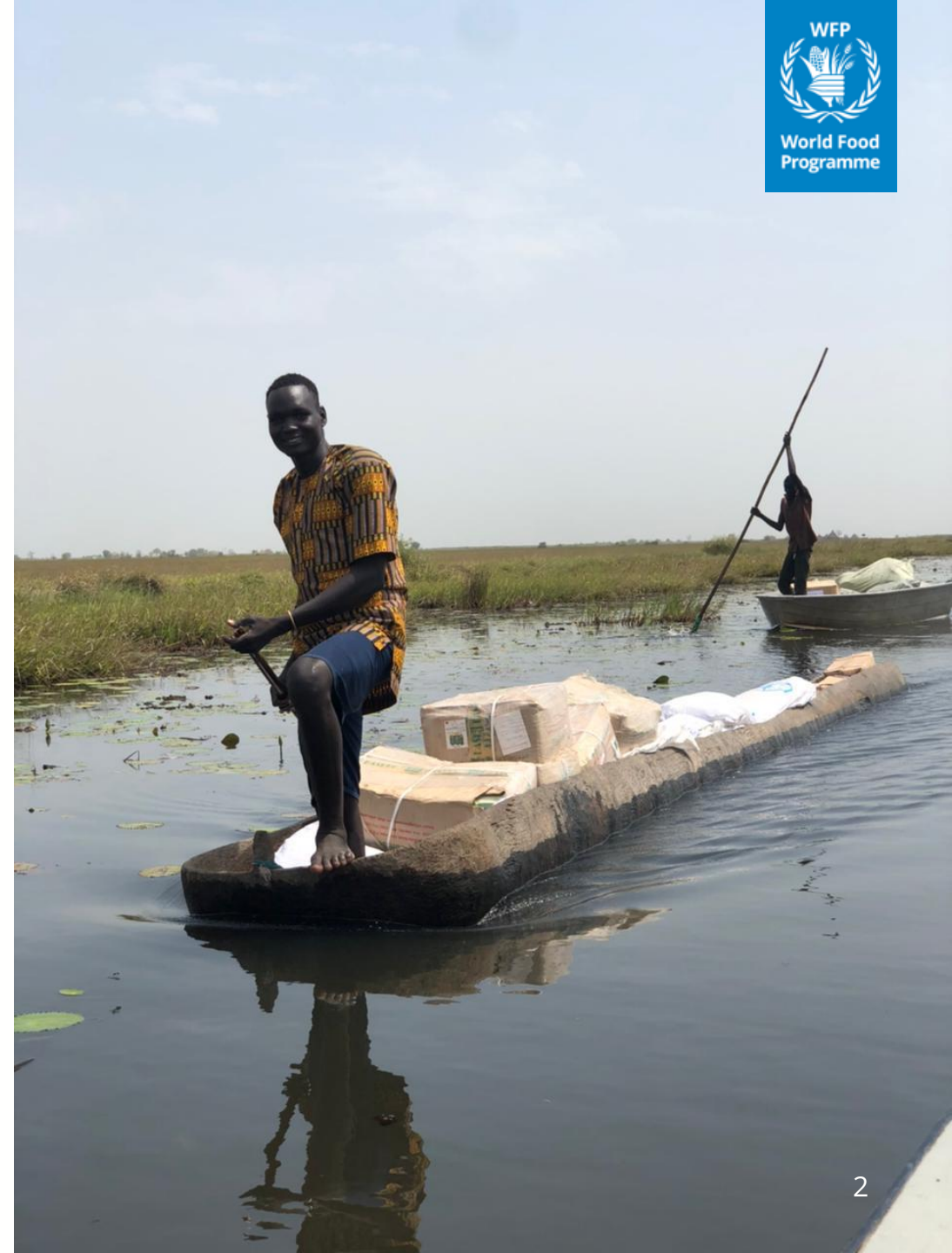
This period corresponds to the duration of WFP's previous **evaluation policy**



Enhanced and more granular **analysis** in response to **Executive Board comments** last year



Deep dive on recommendations related to **cross-cutting priorities**



MANAGEMENT RESPONSE PROCESS

WFP produced an **average of 32 evaluations per year in 2016-2021**, compared to an average of 18 evaluations each year between 2010-2015 (**78% increase**)



WFP prepares management responses to all evaluations, to ensure that completed evaluations are properly used



Responses to centralized evaluations are presented to the Executive Board



Implementation of all agreed responses is tracked through the R2 risk and recommendation tracking tool

KPI METHODOLOGY

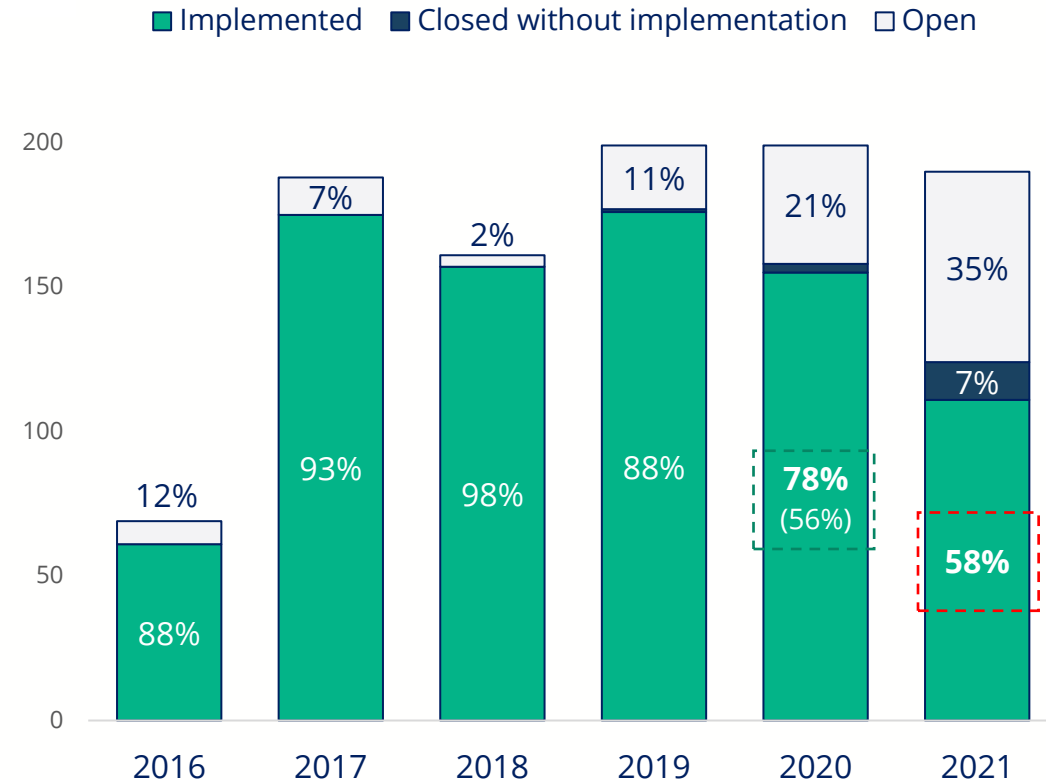
Percentage of implemented evaluation recommendations

- Measures timely implementation each year, as agreed in management responses (original due dates)
- Identifies not implemented recommendations: open or closed without implementation
- Reviews recommendations previously tracked at action level only; analysis elevated for 2020 reporting
- Recommendations are now only considered completed if the totality of actions have been addressed

KEY FINDINGS: OVERALL IMPLEMENTATION OF RECOMMENDATIONS 2016–2021

Key Findings

- The percentage of evaluation recommendations implemented (KPI) for **2021** was at **58%**
- Recommendations due in **2020** were now at **78%** implementation, up from 56%
- Of the **total** 1,005 recommendations since 2016, **84%** had been implemented
- Between **2016-2019**, **92%** have now been implemented

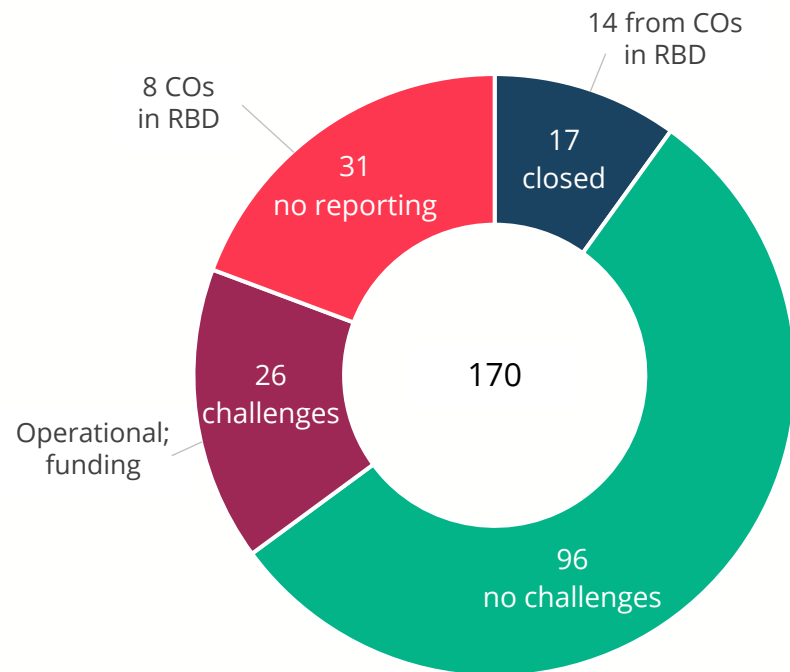


*Final data for this report as of 25 March 2022

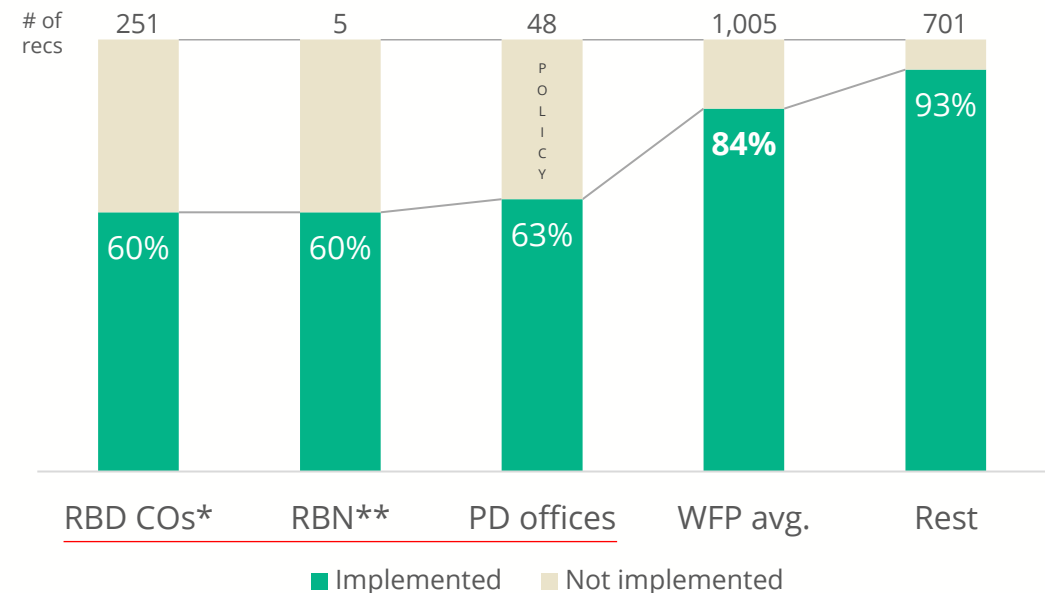
** percentage of evaluation recommendations implemented

KEY FINDINGS: NOT IMPLEMENTED RECOMMENDATIONS 2016–2021

- **17 were closed without implementation**, often due to limited funding or changed priorities
- **153 (15%) were open**, but implementation was often under way



Lowest progress



* Country offices in the Western Africa region had the highest number (251) of recommendations to implement.

** The bureau for Eastern Africa had a much lower absolute number (5) of recommendations.

KEY FINDINGS: IMPLEMENTATION OF RECOMMENDATIONS BY EVALUATION TYPE

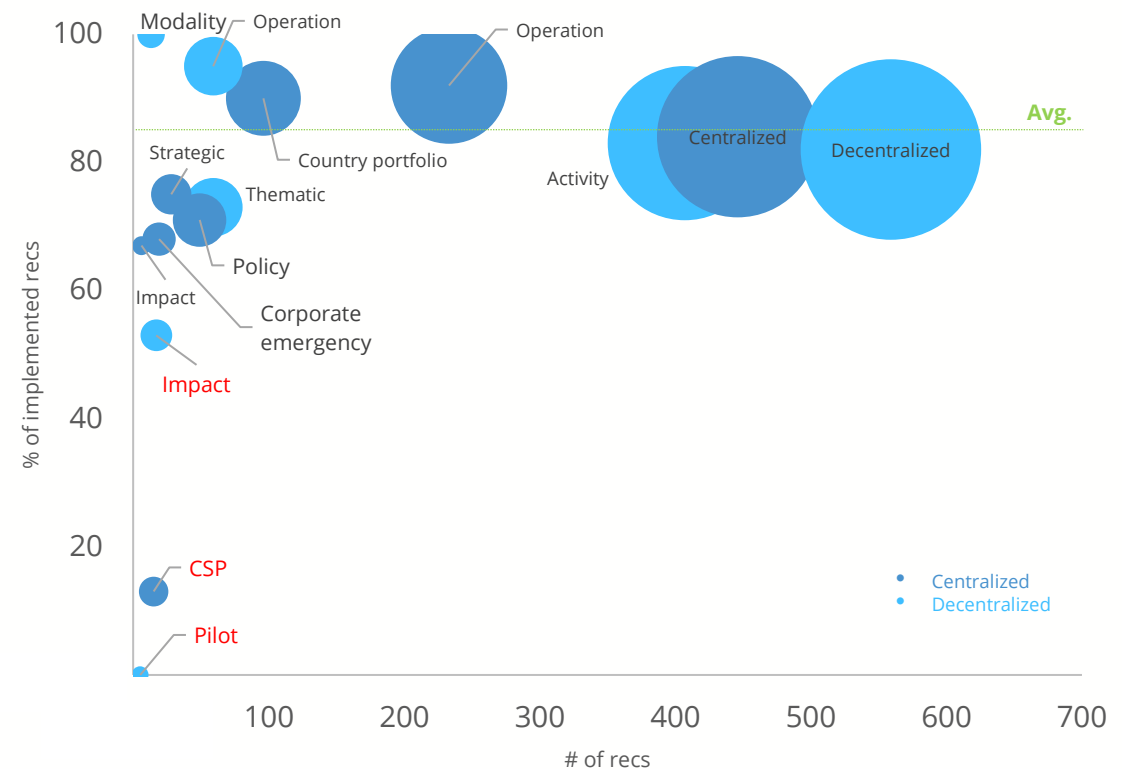
Key Findings

Of the 1,005 recommendations, **445** were from a **centralized** evaluation while **560** arose from **decentralized** evaluations

There were similar implementation rates between CEs and DEs: **84%** vs **82%**

Lowest progress was observed in **pilot, CSP** and (decentralized) **impact** evaluations

Few and more **recent** recommendations in these 3 categories; overall implementation rate was not significantly affected



* Evaluation types are defined in the [WFP evaluation policy 2022](#)

KEY FINDINGS: IMPLEMENTATION OF RECOMMENDATIONS BY CROSS-CUTTING PRIORITY

Key Findings

MOPAN and similar external reviews: Standards require that WFP systematically applies these priorities

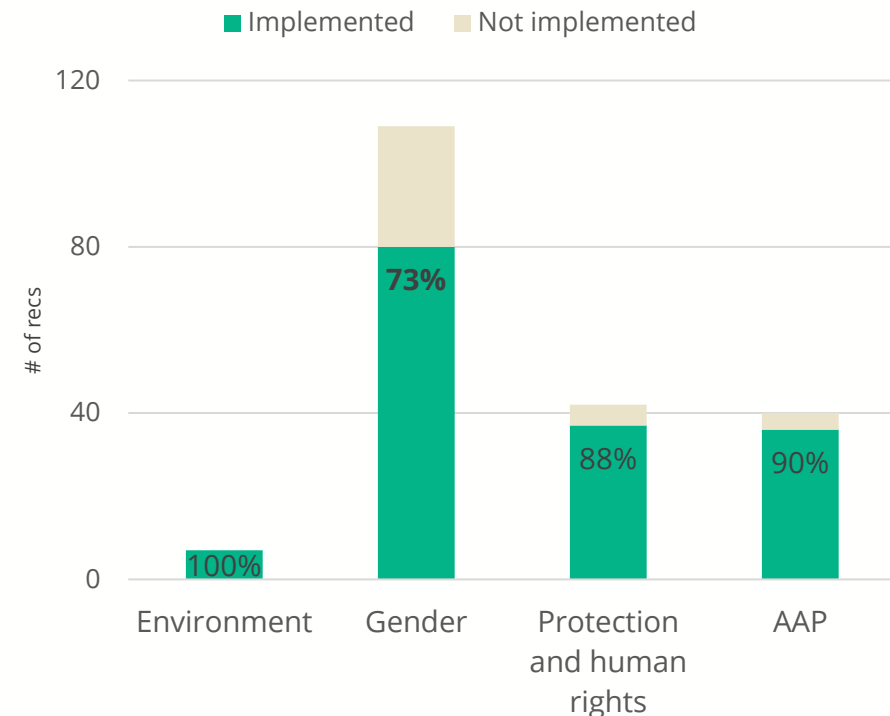
Of the **198** related recommendations, **81%** were implemented

Gender

Most were about gender, with a slightly lower implementation rate at **73%**

WFP is better at implementing gender recommendations from **operations** (91%) and **activity** (84%) evaluations

By contrast, 63% of the gender recommendations from **thematic** evaluations were implemented, which are more **structural and systematic**



KEY CONCLUSIONS

Challenges

WFP is often challenged to meet implementation deadlines

Reporting gaps

Some reporting gaps, mainly older recommendations

Closing the cycle

All offices instructed to close all recommendations due for years 2016-2019 during 2022

Most evaluations are eventually implemented

High level of use of evaluation looking at multi-year implementation rates (UN JIU)



LOOKING AHEAD



New strategic plan and CRF 2022-25 place increased emphasis on evidence and learning

Specifically, **Management Result 5 on evidence and learning** contains outputs and KPIs related to this

New evaluation policy and implementation reviews

Executive Board
First regular session
Rome, 28 February–2 March 2022

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

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Agenda item 4
WFP/EB.1/2022/4-A/Rev.1
Policy issues
For approval

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

WFP corporate results framework (2022-2025)

Draft decision*
Having approved WFP's strategic plan for 2022-2025 (WFP/EB.1/2022/4-A/Rev.2), the Board approves the corporate results framework for 2022-2025 (WFP/EB.1/2022/4-A/Rev.1).

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Management result 5: Evidence and learning

Key performance indicators	Baseline	Target (2022)	Means of verification
1. Overall progress in CSP results achievement			
Percentage of outcome indicators achieved or on track	66%	85%	Country offices
Percentage of output indicators achieved or on track	60%	80%	Country offices
2. Utilization of audit and evaluation recommendations			
Number of outstanding audit recommendations	71	5	WFP database
Percentage of implemented evaluation recommendations (disaggregated by evaluation type)	56%	100%	WFP database
Percentage of WFP draft policies and draft CSPs which refer explicitly to evaluation evidence			Country offices
Number of joint and system-wide evaluations in which WFP engaged in reporting year (JOCPR) (common with UNICEF)			WFP database
3. More systematic knowledge-sharing in support of evidence-based decision making			
Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaus, country offices			WFP database
Percentage increase in knowledge-sharing to support decision making			WFP database
Management access to evaluations as per the coverage norms established in the draft evaluation policy by evaluation type*			WFP database
Evaluation products accessed			WFP database
Percentage of country offices reporting at least 80 percent of beneficiary-related indicators, disaggregated by sex**		100%	Country offices

* To be presented for approval at the 2022 first regular session of the Executive Board.
** Beneficiary-related indicators refers to all output, outcome and cross-cutting indicators in the CRF for which disaggregation by sex is required.

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WFP evaluation policy 2022

Executive summary
In 2020, the WFP evaluation function underwent peer review under the aegis of the United Nations Evaluation Group and the Development Assistance Committee of the Organisation for Economic Co-operation and Development. The peer review is positive, concluding that WFP's independent evaluation function produces high-quality evaluations and that since the previous peer review in 2014, real progress has been made towards the vision of a WFP culture of accountability and learning supported by evaluative thinking, behaviour and systems. The peer review acknowledges that there is still scope for further progress towards this vision and makes recommendations accordingly. This updated WFP evaluation policy responds to those recommendations, and to changes in circumstances since the last evaluation policy was approved, to ensure that WFP profits from a well-balanced, utility-focused evaluation function that supports a culture of accountability and learning.
The updated WFP evaluation policy is introduced at a time when WFP's strategic plan for 2022-2025 has made clear the organization's commitment to becoming evidence-driven in delivering its results. Evaluation evidence makes a key contribution to organizational learning and to ensuring that programmes, plans, policies and strategies are evidence-based.
The updated WFP evaluation policy is rooted in the most recent international norms and standards for evaluation. It builds on the previous policy to ensure that the evaluation function continues to mature, particularly at the decentralized level, that the use of evaluations and evaluation evidence is enhanced within WFP, and that the evaluation function can further its partnerships with others to support global decision making and achievement of the Sustainable Development Goals.

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Q&A

Thank you



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