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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
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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/2018/7-E).

### Introduction

1. This is the ninth annual report on the implementation status of actions taken by all WFP offices in response to evaluation recommendations. This report focuses specifically on management responses to centralized evaluations<sup>1</sup> presented to the Executive Board from 2008 to the end of 2017.
2. It is recommended that this report be read in conjunction with the 2017 annual evaluation report prepared by the Office of Evaluation.<sup>2</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> In line with the Evaluation Policy (2016–2021), there are two categories of evaluations in WFP: centralized evaluations commissioned and managed by the Office of Evaluation (OEV) and presented to the Board and decentralized evaluations commissioned and managed by country offices, regional bureaux or headquarters-based divisions other than OEV.

<sup>2</sup> Annual evaluation reports are produced by the WFP Office of Evaluation and include findings, lessons and recommendations from evaluation reports and annual updates on developments in WFP's evaluation function.

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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 Monitoring 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>3</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>4</sup>
5. Implementation status categories (for recommendations with which management agrees) are defined as follows:
  - **Implemented:** Action completed by 31 December 2017.
  - **Outstanding:** Action not completed by 31 December 2017.
  - **Not applicable:** Action not implemented because of changing circumstances or contexts.

## Evaluations presented to the Board

6. The current evaluation policy, covering the period 2016–2021, comprises six evaluation categories:
  - Policy evaluations;
  - Strategic evaluations;
  - Country and regional portfolio evaluations;
  - Operation evaluations;
  - Impact evaluations; and
  - Evaluations of corporate emergency responses.
7. Although the current evaluation policy was adopted in 2016, a new evaluation implementation tracking system utilizing the categories set out in the current evaluation

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<sup>3</sup> In the event that management disagrees with a recommendation, and accordingly does not intend to implement it, the reason for its disagreement must be stated.

<sup>4</sup> The Management response tracking system documents management's response and follow-up actions to all evaluations managed by WFP. It provides a written record of what actions are planned in response to evaluations and what is actually done. In so doing it strengthens not only organizational accountability for results, but also transparency in the process of determining how results will be achieved.

policy is still being developed. The current tracking system still tracks evaluations according to the evaluation categories in place under the previous evaluation policy. The present report was prepared using the current tracking system and therefore presents information about evaluations in accordance with the categories set out in the previous evaluation policy. Those categories are:

- Operation evaluations;
- Strategic and policy evaluations;
- Country portfolio evaluations;
- Regional portfolio evaluations; and
- Impact evaluations.

8. As noted in paragraph 1, this report covers evaluations undertaken between 2008 and 2017 that were presented to the Board along with management responses.<sup>5</sup> Of the 97 such evaluations, 23 percent were operation evaluations (22 evaluations), 33 percent strategic and policy evaluations (32 evaluations), 28 percent country portfolio evaluations (27 evaluations), 1 percent regional portfolio evaluations (1 evaluation) and 15 percent impact evaluations (15 evaluations) (table 1).
9. Over the last ten years, 19 percent of the actions recommended as a result of evaluations pertained to operation evaluations, 32 percent to strategic evaluations, 32 percent to country portfolio evaluations, 2 percent to regional portfolio evaluations and 15 percent to impact evaluations (table 1).

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<sup>5</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.

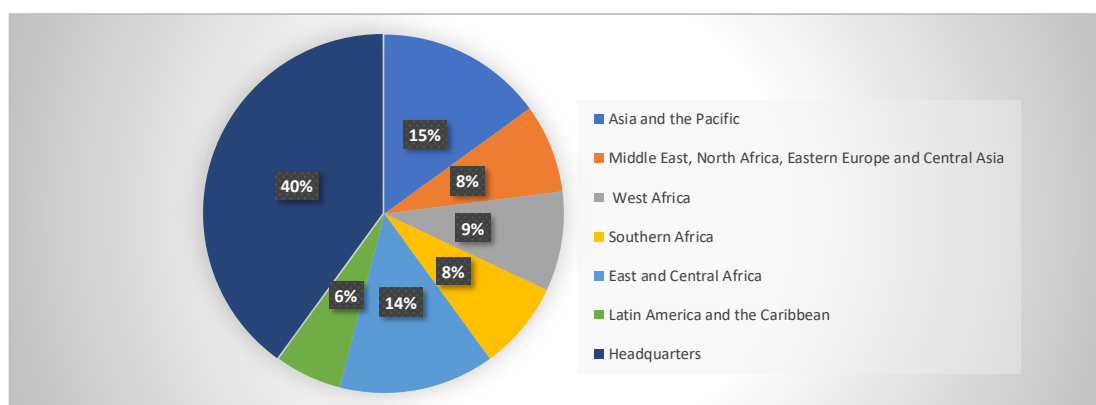
**TABLE 1: NUMBER OF EVALUATION REPORTS SUBMITTED TO THE EXECUTIVE BOARD AND PERCENTAGE OF RECOMMENDED ACTIONS,  
BY TYPE OF EVALUATION (2008–2017)**

Evaluation type	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		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
Operation evaluations	n/a	-	9	65	10	67	1	10	1	3	n/a	-	n/a	-	1	11	n/a	-	-	-	22	23
Strategic and policy evaluations	4	100	2	27	2	7	4	28	6	35	1	5	3	33	7	68	n/a	-	3	60	32	33
Country portfolio evaluations	n/a	-	2	8	2	20	5	40	3	36	5	53	2	29	2	21	4	100	2	40	27	28
Regional portfolio evaluations	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	15	n/a	-	n/a	-	-	-	1	1
Impact evaluations	n/a	-	n/a	-	1	6	3	22	2	26	5	42	4	23	n/a	-	n/a	-	-	-	15	15
<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>97</b>	<b>100</b>

## Quantity and geographical distribution of recommendations and actions

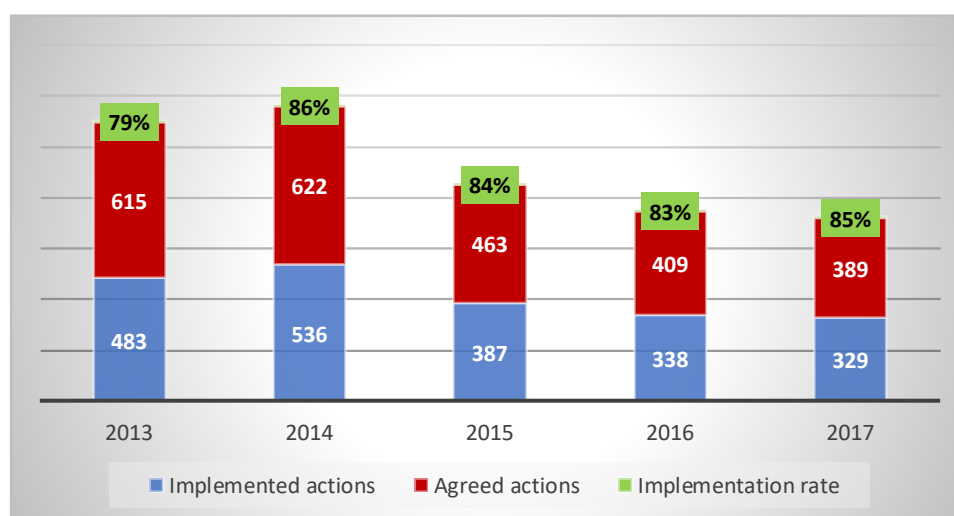
10. Since 2008, OEV has issued 751 recommendations in 97 evaluation reports. In response to the recommendations, WFP management agreed to implement 1,362 actions – an average of 14 actions per evaluation – of which 54 are from 2017. Of these actions, 60 percent pertained to field offices and 40 percent to headquarters.
11. The geographical breakdown in figure 1 indicates that headquarters has a higher total number of actions than any individual field office. This can be considered acceptable, since headquarters is where most corporate functions are coordinated and corporate policies are established.

**Figure 1: 2008–2017 Geographic distribution of management response actions**



## Implementation status of actions 2012–2017

12. Management is expected to implement evaluation recommended actions by agreed completion dates. Progress on management response implementation is tracked by the WFP Performance Management and Monitoring Division. The annual target for implementation of recommended actions is 100 percent. Over the last five years, management has implemented recommended actions at an average annual rate of 83.4 percent. Of the 425 recommended actions, 389 were to be implemented by 31 December 2017, the target date for 2017. The annual target may include actions that are no longer considered applicable (see annexes I and II for a breakdown of actions considered not applicable). Of the 389 actions, 329 have been implemented (Figure 2).

**Figure 2: 2012–2017 management implementation rate**

### Implementation status of actions as of 31 December 2017

13. The following analysis covers 425 actions from 27 evaluation reports, which were to be implemented by 31 December 2017.<sup>6</sup> Of these, 331 actions (78 percent) were either implemented or no longer applicable. Furthermore, partial progress has been made on 45 (48 percent) of the 94 actions considered to be outstanding:<sup>7</sup>
  - 329 of these actions were implemented (77 percent);
  - 2 actions are deemed not applicable (1 percent); and
  - 94 actions are outstanding (22 percent).
14. Implementation rates varied between 81 and 100 percent for all types of evaluations (table 2). **Operation** and **impact** evaluation recommendations had the highest rate of implementation (100 percent), followed by regional portfolio evaluation recommendations (96 percent).
15. The figures show the lowest implementation rate (81 percent) for **strategic** and **policy** evaluation recommendations. This is probably due to the complexity of implementing the recommendations arising from these types of evaluations, which tend to be relatively broad in scope and long-term. Timelines for implementing such recommendations tend to underestimate the external factors that affect implementation.

<sup>6</sup> The 70 evaluation reports closed during 2010–2016 – with 1,024 actions – are excluded from the analysis because the actions described in their management responses have either been implemented or are deemed not applicable.

<sup>7</sup> In the AceProject system, where management responses to evaluations are currently tracked, the categorization “outstanding” encompasses two distinct statuses: “to start” (for which WFP has not been informed of any action taken) and “in progress” (for which narrative feedback describes partial implementation with constraints on timing, agreement, funding, changing circumstances or other matters).

<b>Evaluation type</b>	<b>Number of actions implemented</b>	<b>2017 target</b>	<b>Implementation rate (%)</b>
Operation evaluations	19	19	100
Strategic and policy evaluations	163	202	81
Country portfolio evaluations	96	116	83
Regional portfolio evaluations	25	26	96
Impact evaluations	26	26	100
<b>Total</b>	<b>329</b>	<b>389</b>	<b>85</b>

16. As indicated in table 3, the highest implementation rates by region as of 31 December 2017 included those for Latin America and the Caribbean, with 100 percent of 19 actions due at 31 December implemented; Southern Africa, with 100 percent of 28 actions due at 31 December implemented; and Asia and the Pacific, with 94 percent of 33 actions due at 31 December implemented.
17. As in previous years the implementation rate for headquarters was lower than the average for country offices and regional bureaux. However, considering the large number of actions for which headquarters is responsible (40 percent of all actions globally), an 82 percent implementation rate can be considered acceptable. Annex II shows implementation rates by WFP office.

<b>Geographic area</b>	<b>Number of actions implemented</b>	<b>2017 target</b>	<b>Implementation rate (%)</b>
Asia and the Pacific	33	35	94
Middle East, North Africa, Eastern Europe and Central Asia	22	26	85
West Africa	10	12	83
Southern Africa	28	28	100
East and Central Africa	25	35	71
Latin America and the Caribbean	19	19	100
Headquarters	192	234	82
<b>Total</b>	<b>329</b>	<b>389</b>	<b>85</b>

## Summary and conclusions

18. By 31 December 2017, 85 percent of the recommended actions from 27 evaluations presented between 2008 and 2017 and due for completion had been implemented; 58 actions (representing 15 percent of all actions) were still pending and two were deemed not applicable. To improve WFP's performance in implementing evaluation recommendations approved by the Executive Board, the feedback and reporting process has been enhanced in recent years. RMP continues to conduct follow-up exercises twice a year, collating updates from all offices in the corporate tracking system for evaluation recommendations. Results relating to the progress of regional bureaux and country offices in implementing recommendations are fed into the key performance indicator "Percentage of outstanding actions due for implementation", which has been incorporated into the country director accountability framework<sup>8</sup> and mid- and end-year performance and competency enhancement reviews since 2015.

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<sup>8</sup>The country director accountability framework is a commitment from headquarters to providing regional directors with the current status of the key performance indicators monitored by headquarters and related to each country office in their respective regions.



## ANNEX I

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2017				
Management response document	Actions (number)	Implemented actions (%)	Outstanding (%)	Not applicable (%)
Management Response to the Recommendations of the Annual Evaluation Report 2012 (WFP/EB.A/2013/7-A/Add.1)	18	89	11	0
Management Response to the Recommendations of the Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010) (WFP/EB.2/2013/6-B/Add.1/Rev.1)	15	100	0	0
Management Response to the Recommendations of the Summary Evaluation Report – The Republic of Congo Country Portfolio (2009–2012) (WFP/EB.2/2013/6-D/Add.1)	17	100	0	0
Management Response to the Recommendations of the Summary Evaluation Report of the WFP Gender Policy (2008–2013) (WFP/EB.1/2014/5-A/Add.1)	26	100	0	0
Management Response to the Recommendations of the Annual Evaluation Report 2013 (WFP/EB.A/2014/7-A/Add.1)	6	67	33	0
Management Response to the Recommendations of the Synthesis Report of the Evaluation Series on the Impact of Food For Assets (2002–2011) (WFP/EB.A/2014/7-B/Add.1*)	11	100	0	0
Management Response to the Recommendations Summary Evaluation Report – Central America Regional Portfolio (2007–2011) (WFP/EB.A/2014/7-C/Add.1)	26	96	0	4
Management Response to the Summary Evaluation Report – Uganda Country Portfolio (2009–2013) (WFP/EB.2/2014/6-B/Add.1)	17	94	0	6

<b>IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2017</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 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
Management Response to the Recommendations of the Summary Evaluation Report on WFP's Cash and Voucher Policy (2008–2014) (WFP/EB.1/2015/5-A/Add.1)	32	94	6	0
Management Response to the Recommendations of the Summary Evaluation Report of WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) (WFP/EB.1/2015/5-B/Add.1)	18	94	6	0
Management Response to the Recommendations of the 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	38	0
Management Response to the Recommendations of the Summary Evaluation Report of Indonesia Country Portfolio (2009–2013) (WFP/EB.1/2015/5-D/Add.1)	23	78	22	0
Management Response to the Recommendations of the Summary Evaluation Report on WFP's Response to the Syrian Crisis (2011–2014) (WFP/EB.A/2015/7-C/Add.1)	19	100	0	0
Management Response to the Recommendations of the Evaluation WFP's Preparedness and Response Enhancement Programme (WFP/EB.A/2015/7-B/Add.1)	28	79	21	0
Management Response to the Recommendations of the Summary Evaluation Report on Nutrition Policy (2012–2014) (WFP/EB.2/2015/6-A/Add.1)	15	73	27	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2017</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 Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response (WFP/EB.2/2015/6-B/Add.1)	6	33	67	0
Management Response to the Recommendations of the Summary Evaluation Report – United Republic of Tanzania Country Portfolio (2011–2014) (WFP/EB.2/2015/6-D/Add.1)	12	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* and Corr.1)	7	71	29	0
Management Response to the Recommendations of the Summary Evaluation Report – Mauritania Country Portfolio (2011–2015) (WFP/EB.A/2016/7-B/Add.1)	9	100	0	0
Management Response to the Recommendations to the Summary Evaluation Report – Burundi Country Portfolio (2011–2015) (WFP/EB.2/2016/6-A/Add.1)	16	56	44	0
Management Response to the Recommendations of the Summary Evaluation Report – Iraq Country Portfolio (2010–2015) (WFP/EB.2/2016/6-B/Add.1)	15	53	47	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	33	67	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	31	69	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	17	83	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2017</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 Corporate Partnership Strategy (WFP/EB.A/2017/7-B/Add.1/Rev.1)	6	17	83	0
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	5	95	0
<b>Total</b>	<b>425</b>	<b>77</b>	<b>22</b>	<b>0</b>

## ANNEX II

<b>IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2017, 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 and the Pacific</b>	<b>35</b>	<b>33</b>	<b>2</b>	<b>0</b>
Indonesia	17	17	0	0
Nepal	15	15	0	0
Sri Lanka	3	1	2	0
<b>Middle East, North Africa, Eastern Europe and Central Asia</b>	<b>26</b>	<b>22</b>	<b>4</b>	<b>0</b>
Iraq	10	8	2	0
State of Palestine	7	5	2	0
Syrian Arab Republic	9	9	0	0
<b>West Africa</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>0</b>
Guinea	1	0	1	0
Mauritania	9	9	0	0
Sierra Leone	1	0	1	0
Regional Bureau Dakar	1	1	0	0
<b>Southern Africa</b>	<b>28</b>	<b>28</b>	<b>0</b>	<b>0</b>
Congo	17	17	0	0
United Republic of Tanzania	10	10	0	0
Regional Bureau Johannesburg	1	1	0	0
<b>East and Central Africa</b>	<b>35</b>	<b>25</b>	<b>10</b>	<b>0</b>
Burundi	12	9	3	0
South Sudan	8	1	7	0
Uganda	15	15	0	0
<b>Latin America and the Caribbean</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>0</b>
Guatemala	1	1	0	0
Regional Bureau Panama	18	18	0	0
<b>Headquarters</b>	<b>234</b>	<b>192</b>	<b>40</b>	<b>2</b>
<b>Total</b>	<b>389</b>	<b>329</b>	<b>58</b>	<b>2</b>

**Acronyms used in the document**

OEV	Office of Evaluation
RMP	Performance Management and Monitoring Division