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Programa Mundial de Alimentos
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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

Draft decision*

The Board takes note of the implementation status of evaluation recommendations (WFP/EB.A/2023/7-F).

* 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 WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), 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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Key findings

1. The key findings described in the present report, as of the end of the first quarter of 2023, are listed in the following eight paragraphs.
2. The overall implementation rate for the 206 recommendations that were due to be implemented in 2022 stood at **66 percent**. This is an 8 percentage-point increase from 2021, when the implementation rate was 58 percent. Also, by the end of 2022 the implementation rate for the 190 recommendations that were due in 2021 had increased from 58 percent (at the end of 2021) to 72 percent.
3. WFP had implemented 79 percent of the 206 recommended actions that were due to be completed in 2022.
4. The implementation rate for recommendations resulting from centralized evaluations due in 2022 was 44 percent; the rate for recommendations resulting from decentralized evaluations was 76 percent.
5. Country offices and regional bureaux were responsible for implementing 83 percent of recommendations due in 2022; of these, 68 percent were implemented on time.
6. Of the four cross-cutting priorities identified in the strategic plan for 2022–2025 and the 2022 evaluation policy, gender continued to be the subject of the most recommendations. Forty-three gender-related recommendations were to be implemented in 2022; of these, 20 had been implemented and the remaining 23 were being implemented.
7. Of the many thematic areas addressed by recommendations to be implemented in 2022, school feeding is the subject of the most recommendations; there are 61 recommendations on the subject, 36 of which had been implemented. School feeding is often evaluated both from a policy perspective in global centralized evaluations and from an operational perspective in country specific centralized and decentralized evaluations.
8. The average implementation rate of recommendations from 2020 to 2022 was just under 80 percent. This approaches the benchmark of 85 percent over three years set by the Joint Inspection Unit in 2014 to indicate a “high level of use” of evaluation.
9. Of the 1,004 recommendations to be implemented between 2016 and 2021, 91 percent had been implemented.

Background and introduction

10. Evaluation is an integral, complementary yet distinct element of the WFP performance management system. Evaluation evidence makes a key contribution to organizational learning and the development of evidence-based programmes, plans, policies and strategies throughout WFP.
11. WFP places great value on the evaluation function, as demonstrated by the increasing number of evaluations undertaken by the organization each year. In 2022 alone WFP completed 54 evaluations (27 centralized and 27 decentralized), double the number conducted in 2021 and the highest number thus far. This commitment to evaluation was reinforced in the [2022 evaluation policy](#), which sets out WFP’s ambition to embed evaluation as an integral part of all its work through an evaluation function that combines centralized and demand-driven decentralized evaluations. The policy seeks to strengthen the culture of learning at WFP and facilitate the systematic use of evidence, with the ultimate aim of enhancing WFP’s contribution to ending global hunger and achieving the Sustainable Development Goals.

12. WFP is placing increasing emphasis on management responses to evaluation recommendations and the monitoring of implementation. To ensure the independence of this process, the Corporate Planning and Performance Division coordinates the development of management responses to centralized evaluations and monitors the implementation of management responses to all evaluation recommendations at the corporate level. The development of a management response is a critical step in the evaluation cycle in which the key findings of an evaluation are operationalized through the development of timebound action plans for the implementation of evaluation recommendations. Management responses indicate whether management agrees, partially agrees or disagrees with each of the recommendations in an evaluation report.
13. This report provides an overview of the implementation of the 206 evaluation recommendations whose original implementation deadlines fell in 2022, of which management fully agreed with 85 percent and partially agreed with 14 percent.¹ Of these recommendations, 144 resulted from decentralized evaluations and 62 from centralized evaluations. In addition, the report provides an update on the rate of implementation of recommendations issued under the previous evaluation policy, which were to be implemented between 2016 and 2021.

Methodology

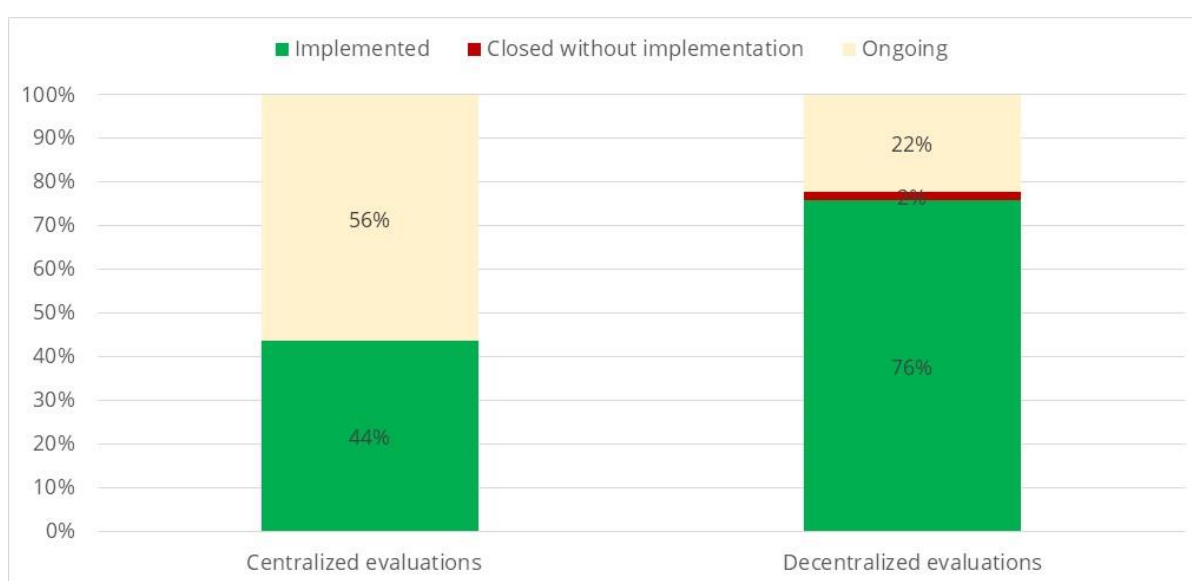
14. The analysis presented in this report is based on the following key performance indicator (KPI): percentage of implemented evaluation recommendations (disaggregated by evaluation type). This KPI has been applied to the recommendations from WFP centralized and decentralized evaluations whose implementation was due in 2022.
15. Recommendations from the mid-term reviews of the strategic plan and country strategic plans (CSPs), assessments by the Multilateral Organisation Performance Assessment Network and joint and inter-agency humanitarian evaluations are not included in this analysis.
16. The baseline value for the KPI is 58 percent for recommendations whose implementation was due in 2021, as recorded in the first quarter of 2022. The year-end target is always 100 percent implementation.
17. This report considers implementation rates at two levels:
 - completion of entire recommendations; and
 - completion of the individual actions called for in each recommendation.
18. This approach ensures that WFP provides full transparency and accountability at the recommendation level while also giving insight into ongoing implementation and continuing improvement at the action level.
19. Implemented recommendations include those recorded as “closed with full implementation” or “closed with partial implementation” as agreed in the KPI calculation technical note. Recommendations that were not implemented were recorded as recommendations “closed without implementation”. Recommendations with which management did not agree in the relevant management responses and those closed as obsolete are not covered by this report.

¹ Management disagreed with 1 percent of the recommendations due in 2022; those recommendations have been excluded from this analysis.

Recommendations whose original implementation deadlines fell in 2022

20. By 31 March 2023, 66 percent of the 206 recommendations whose implementation was due in 2022 had been implemented, an 8 percentage-point increase in the implementation rate compared to the implementation rate recorded in the first quarter of 2021 (58 percent). Implementation is ongoing for a further 33 percent of the evaluation recommendations and 1 percent have been closed without implementation. Seventy percent of the evaluation recommendations due in 2022 come from decentralized evaluations;² the remaining 30 percent are from centralized evaluations.
21. Figure 1 shows a breakdown of implementation rates by evaluation type, indicating a rate of 44 percent for recommendations from centralized evaluations and 76 percent for recommendations from decentralized evaluations.

Figure 1: Implementation of WFP evaluation recommendations with implementation due in 2022, by evaluation type

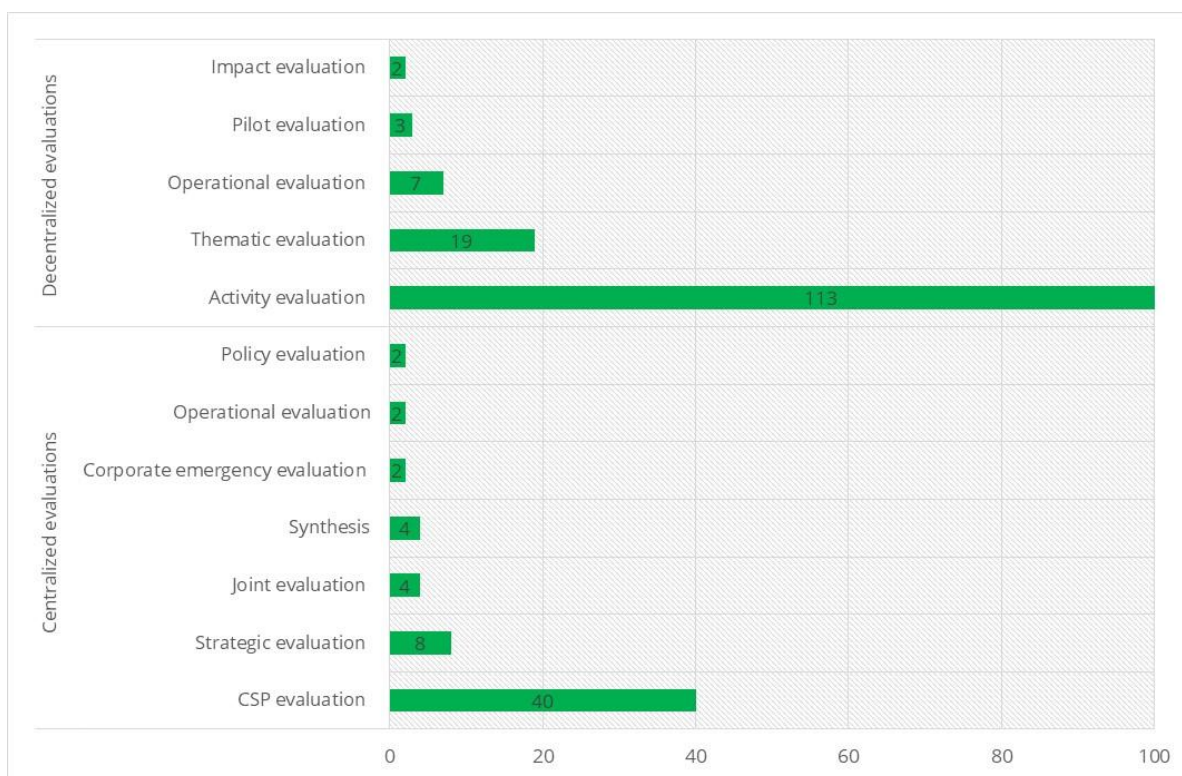


22. Figure 2 shows a breakdown of evaluation recommendations due to be implemented in 2022 by category and evaluation type. Most decentralized evaluations were activity³ evaluations; the largest share of centralized evaluations was CSP evaluations, followed by strategic evaluations and evaluation syntheses.

² Centralized evaluations are commissioned and managed by the Office of Evaluation and presented to the Executive Board for consideration. They focus on corporate strategies and policies, global programmes, strategic issues and themes, corporate emergencies and CSPs. Decentralized evaluations are commissioned and managed by country offices, regional bureaux and headquarters divisions other than the Office of Evaluation and are designed to meet the needs of the commissioning units. They are not presented to the Board. They can cover activities, pilots, themes, transfer modalities or any other area of action at the sub-national, national or multi-country level.

³ Activity evaluations evaluate subcomponents of CSPs and interim CSPs. They support learning related to the implementation of specific activities by identifying what is working and what can be improved, and they provide evidence for accountability purposes by examining the results of the activities for beneficiaries and partners compared with planned results.

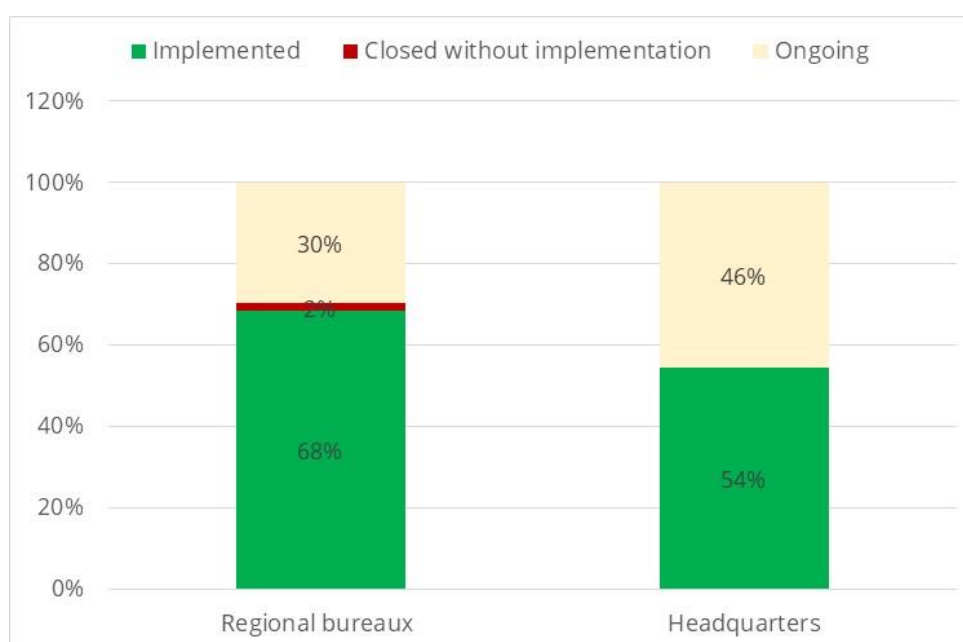
Figure 2: Number of evaluation recommendations due in 2022 by decentralized and centralized evaluation type



Overview by headquarters department and regional bureau

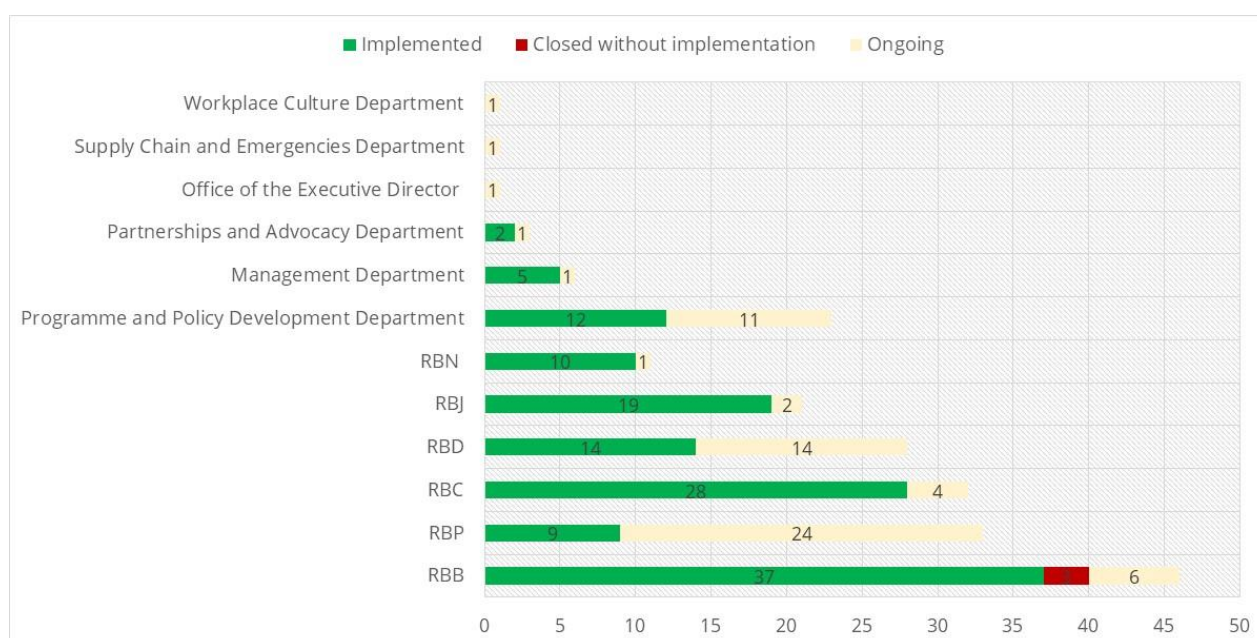
23. Country offices and their respective bureaux were responsible for 83 percent of evaluation recommendations whose implementation was due in 2022; of these, 68 percent were implemented on time.

Figure 3: Status of evaluation recommendations by department/office in 2022



24. Twenty-two percent of the recommendations whose implementation was due in 2022 were assigned to the Regional Bureau for Asia and the Pacific, 16 percent to the Regional Bureau for Latin America and the Caribbean, 16 percent to the Regional Bureau for the Middle East, Northern Africa and Eastern Europe and 14 percent to the Regional Bureau for Western Africa. Figure 4 shows that the Regional Bureau for Eastern Africa had the highest implementation rate, with 91 percent of evaluation recommendations implemented on time. The Regional Bureau for Southern Africa recorded an implementation rate of 90 percent, and the Regional Bureau for the Middle East, Northern Africa and Eastern Europe, 88 percent.
25. Several variables can affect recommendation implementation rates. A large number of the recommendations whose implementation was due in 2022 had been assigned to the regional bureaux for Latin America and the Caribbean (33) and Western Africa (28); in addition, these recommendations required more actions than did those assigned to the other regional bureaux. Lack of human resources can also affect implementation rates.

Figure 4: Distribution of evaluation recommendations by headquarters department/regional bureau in 2022

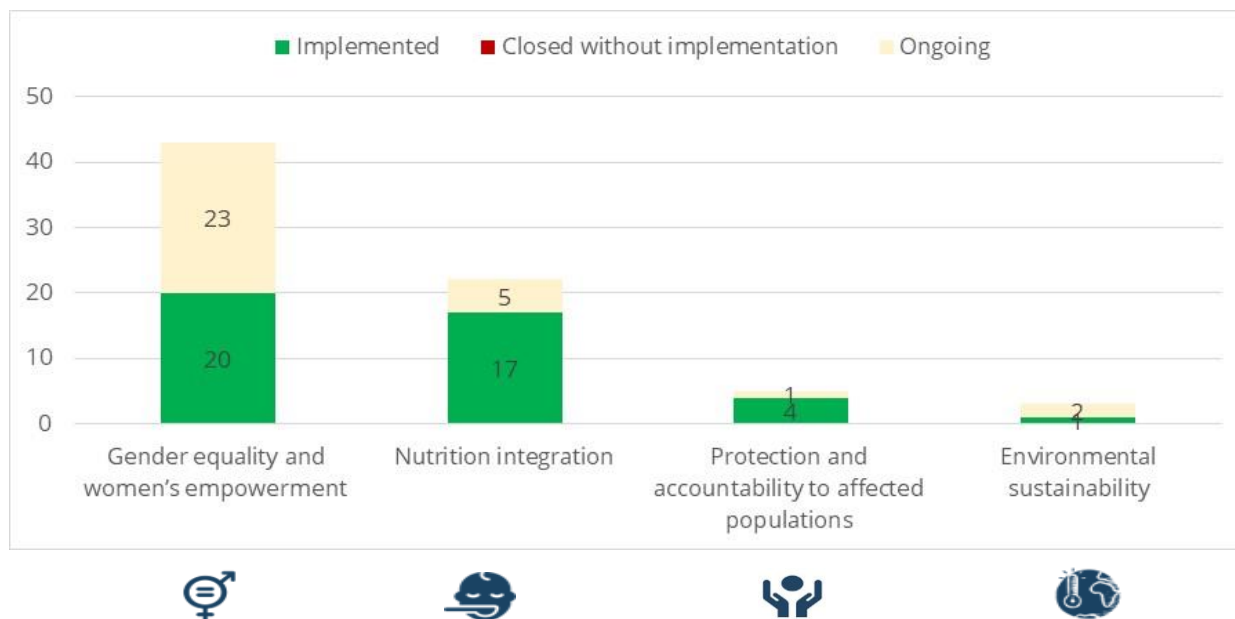


Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Focus on cross-cutting priorities and thematic area

26. Figure 5 shows the status of recommendations by cross-cutting priority. Gender has been a major focus for evaluations, and the new evaluation policy stipulates that evaluations should be gender sensitive.

Figure 5: Breakdown of WFP evaluation recommendations due in 2022 by cross-cutting priority



27. Figure 6 shows the implementation status of recommendations by programmatic theme.⁴ The thematic area with the greatest number of recommendations is school feeding, which is often reviewed from a policy perspective in centralized evaluations and from an operational perspective in decentralized evaluations.

Figure 6: Breakdown of WFP evaluation recommendations due in 2022 by programmatic theme

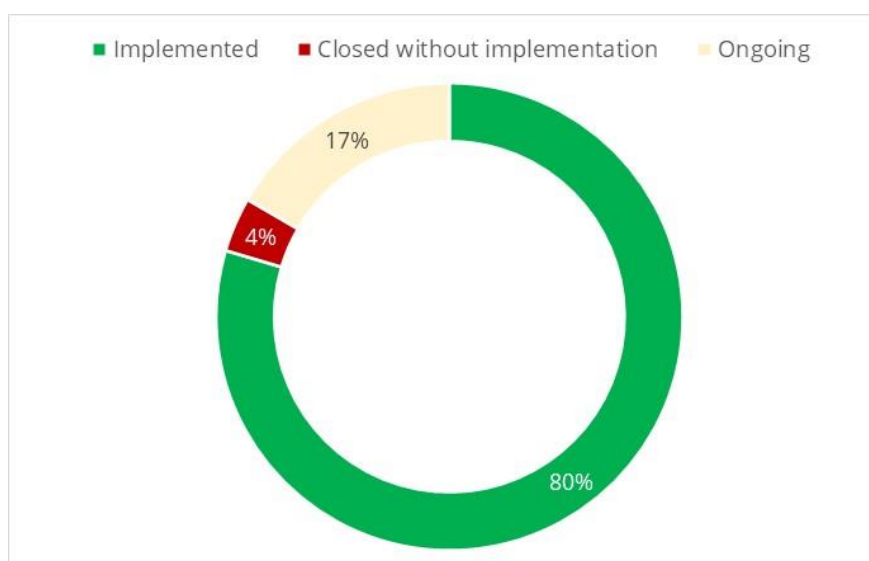


⁴ The programmatic themes used for this analysis are food security, nutrition, school feeding, capacity strengthening, livelihoods/food assistance for assets, adaptation and resilience with regard to climate and other shocks, and cash-based transfers/unconditional resource transfers to support access to food.

Update on actions under recommendations whose implementation was due in 2022

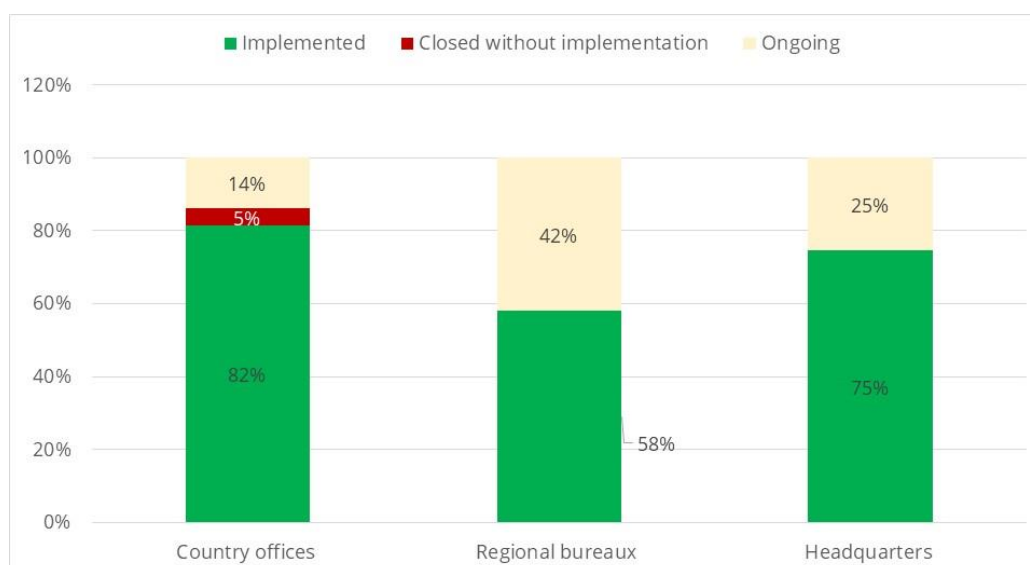
28. Each recommendation is broken down into individual actions that must all be completed for a recommendation to be considered implemented. Action implementation rates therefore indicate progress towards the full implementation of recommendations despite constraints related to time, evolving priorities and resource gaps.
29. The 206 recommendations whose implementation was due in 2022 comprised 607 individual actions, 50 percent of which arose from decentralized evaluations and 50 percent from centralized evaluations. WFP was able to implement 79 percent of these actions; a further 4 percent were closed without implementation. Implementation of the remaining 17 percent is ongoing.

Figure 7: Implementation percentage of evaluation actions due in 2022



30. Country offices were directly responsible for implementing 84 percent of actions due in 2022. Headquarters departments were responsible for 11 percent and regional bureaux, 5 percent. Country offices successfully closed 82 percent of their actions, headquarters departments, 75 percent and regional bureaux, 58 percent.

Figure 8: Implementation rate of evaluation actions due in 2022, by lead office

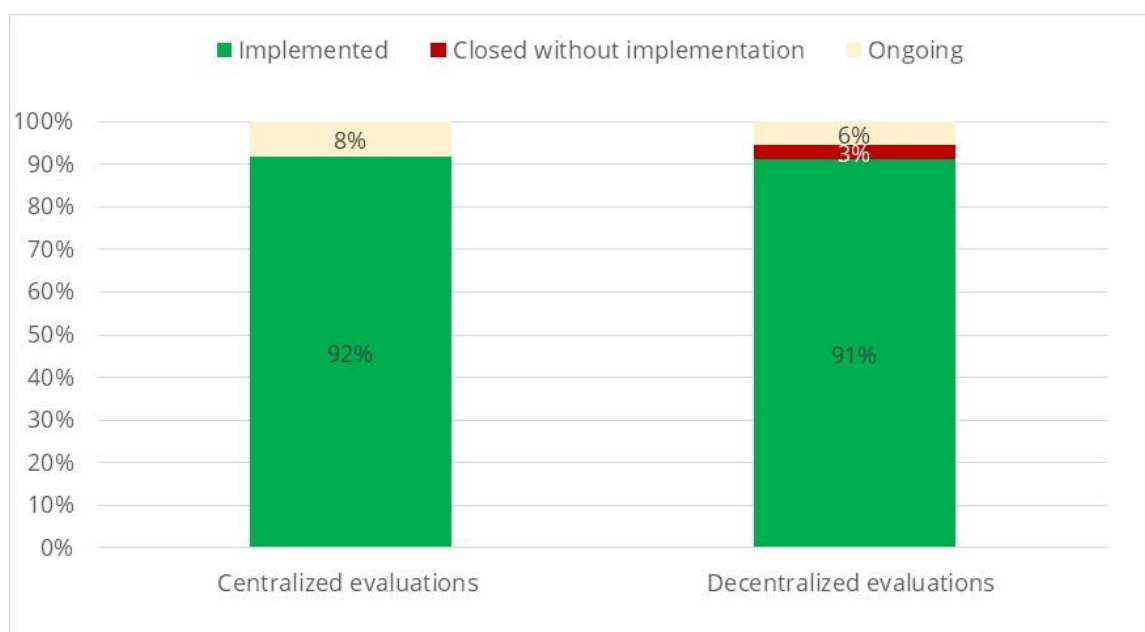


31. Annex I provides an additional breakdown of the implementation rates for actions due in 2022.

Update on recommendations whose implementation was due between 2016 and 2021

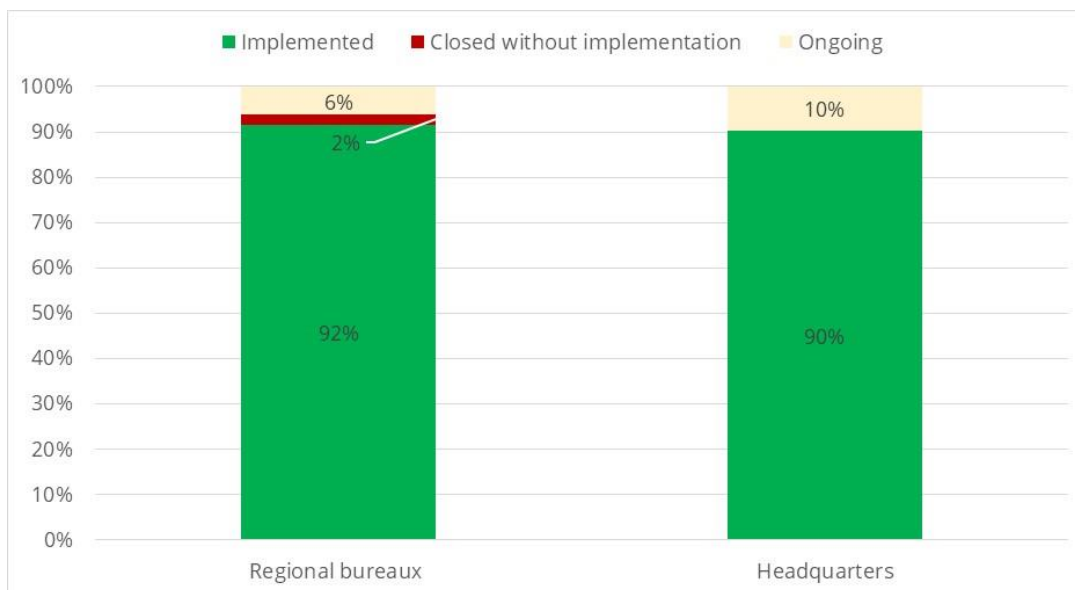
32. By the end of first quarter of 2023, 91 percent of the 1,004 recommendations due to be implemented between 2016 and 2021 had been implemented; the implementation of 7 percent was ongoing, and 2 percent had been closed without implementation.

Figure 9: Percentage of implementation of WFP evaluation recommendations due in 2016–2021, by evaluation type



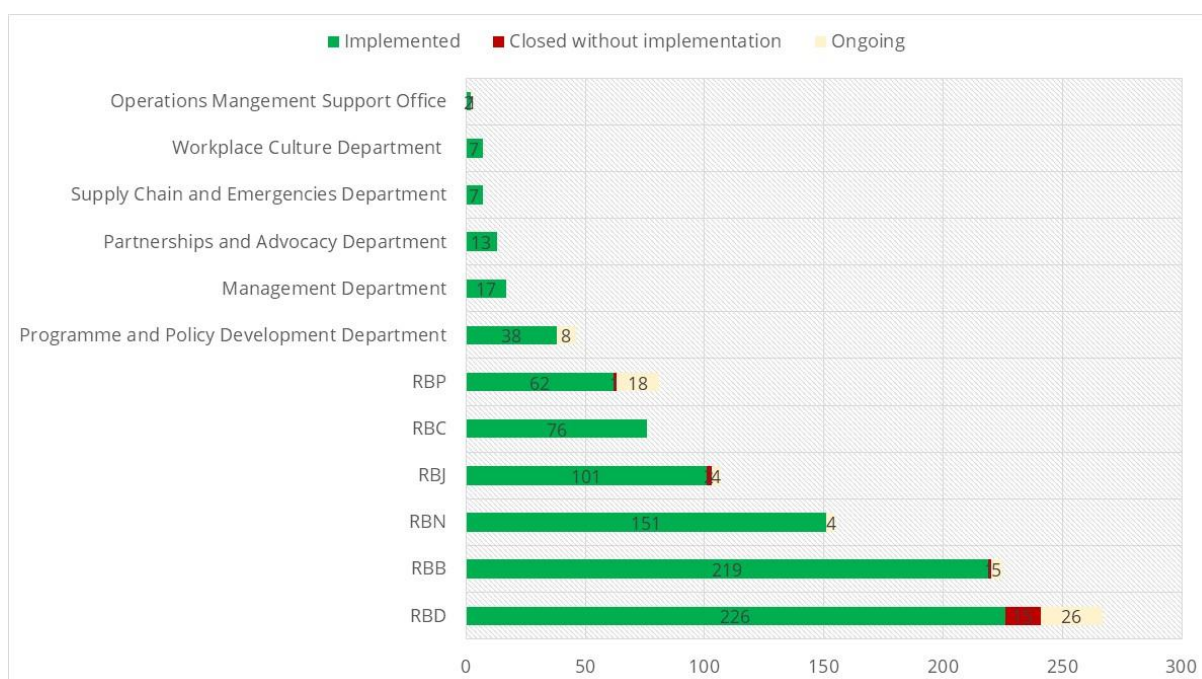
33. Decentralized evaluations produced 56 percent of the recommendations due to be implemented between 2016 and 2021; 91 percent of these recommendations have been closed. Centralized evaluation recommendations represented 44 percent of those due to be implemented in the same period; 92 percent of these recommendations have been closed. Country offices and regional bureaux are responsible for implementing 91 percent of these recommendations, with headquarters departments responsible for the rest. As shown in figure 10, country offices, regional bureaux and headquarters departments closed over 90 percent of these recommendations on time.

Figure 10: Implementation rate of WFP evaluation recommendations by department/office for recommendations due in 2016–2021



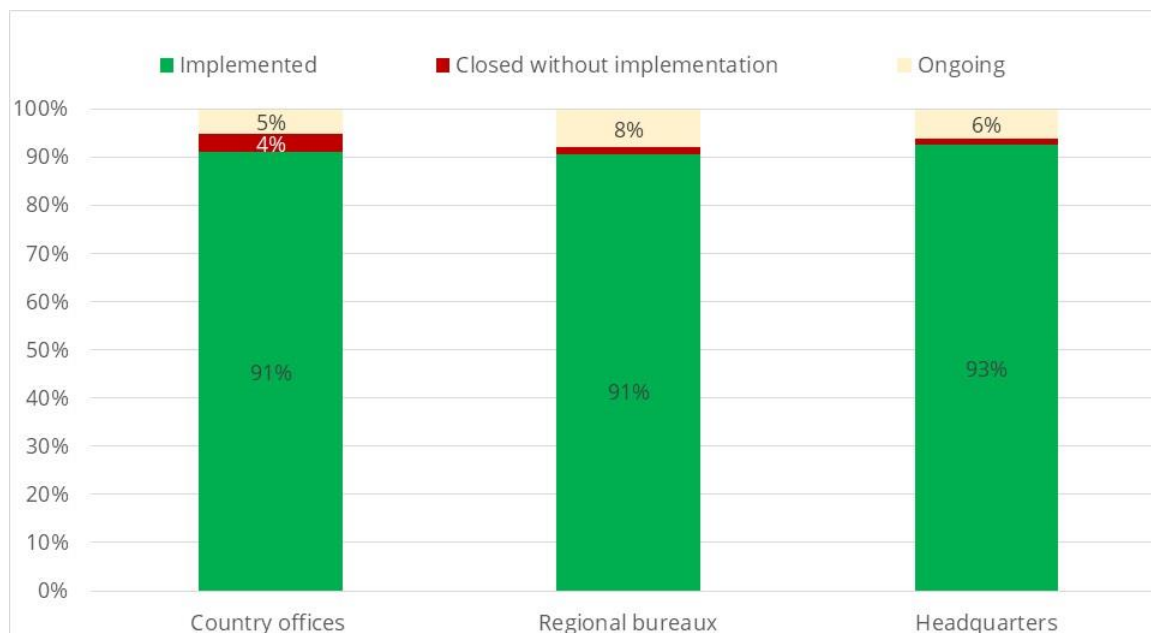
34. The following offices have implemented all the recommendations with due dates before 2022 for which they were responsible: the Regional Bureau for the Middle East, Northern Africa and Eastern Europe; the Management Department; the Partnerships and Advocacy Department; the Supply Chain and Emergencies Department and the Workplace Culture Department. Implementation of overdue recommendations is ongoing for the following offices: the Regional Bureau for Western Africa (26 recommendations), the Regional Bureau for Latin America and the Caribbean (18) and the Programme and Policy Development Department (8). Of the 66 recommendations still outstanding from 2016–2021, 41 have due dates in 2021 and only 25 are related to previous years.

Figure 11: Breakdown of evaluation recommendations due in 2016–2021 by headquarters department/regional bureau



35. The 1,004 recommendations due in 2016–2021 comprised 2,112 actions, 47 percent of which were from decentralized evaluations and 53 percent from centralized evaluations. WFP was able to timely implement 91 percent of these actions. WFP closed a further 3 percent of the actions without implementation and 6 percent of actions remain ongoing.

Figure 12: Implementation rate of evaluation actions due in 2016–2021, by accountable office



Conclusions

36. WFP timely implemented 66 percent of the 206 recommendations whose implementation was due in 2022, and it has implemented 91 percent of all the recommendations whose implementation was due between 2016 and 2021. This points to a high level of use of evaluation and reflects the organization's commitment to the full implementation of the evaluation recommendations with which it agrees in management responses.
37. In its 2014 [analysis of the evaluation function in the United Nations system](#) the United Nations Joint Inspection Unit defined a "high level of use" of evaluation as the implementation of more than 85 percent of the recommendations due within a three-year period. For the period 2020–2022, WFP falls a little under that benchmark, with an average implementation rate of 77 percent, and it is steadily moving towards the Joint Inspection Unit target.
38. In a context of an increased number of evaluations and the recommendations that they generate, the new strategic plan, corporate results framework and evaluation policy strengthen WFP's ability to leverage the valuable evidence and lessons learned from evaluations. Management will continue to work with the Office of Evaluation to enhance the synergies between monitoring and evaluation and to strengthen capacity, particularly at the country level where the two functions are often carried out by the same employees.

39. Going forward, management is committed to enhancing the process for preparing management responses with the aim of developing more relevant, actionable and realistic responses to evaluation recommendations. The Corporate Planning and Performance Division is engaging with the Office of Evaluation to review and update the standard operating procedures that govern the management response process. This work will ensure efficient and effective processes for implementing and following up on evaluation recommendations, increasing the overall utility of evaluations.

ANNEX I

Implementation rates of evaluation actions due in 2022, by lead office

Lead office	Implemented	Closed without implementation	Ongoing
Country office	82%	5%	14%
Armenia	100%	0%	0%
Bangladesh	100%	0%	0%
Bolivia (Plurinational State of)	56%	0%	44%
Cambodia	100%	0%	0%
Cameroon	75%	0%	25%
Central African Republic	0%	0%	100%
China	100%	0%	0%
Democratic Republic of the Congo	100%	0%	0%
El Salvador	96%	0%	4%
Gambia	66%	23%	11%
Ghana	81%	0%	19%
Guinea	100%	0%	0%
Guinea-Bissau	73%	7%	20%
Honduras	51%	0%	49%
Indonesia	88%	0%	13%
Kenya	100%	0%	0%
Lao People's Democratic Republic	56%	13%	31%
Lebanon	63%	0%	38%
Libya	90%	10%	0%
Malawi	100%	0%	0%
Mali	100%	0%	0%
Mauritania	90%	7%	3%
Mozambique	89%	0%	11%
Myanmar	100%	0%	0%
Namibia	100%	0%	0%
Nepal	100%	0%	0%
Niger	100%	0%	0%
Peru	100%	0%	0%
Rwanda	100%	0%	0%
South Sudan	87%	7%	7%
Sri Lanka	100%	0%	0%
State of Palestine	100%	0%	0%

Lead office	Implemented	Closed without implementation	Ongoing
Syrian Arab Republic	93%	5%	2%
Timor-Leste	100%	0%	0%
United Republic of Tanzania	100%	0%	0%
Zimbabwe	100%	0%	0%
Regional bureaux	58%	0%	42%
Regional Bureau for Asia and the Pacific	33%	0%	67%
Regional Bureau for the Middle East, Northern Africa and Eastern Europe	83%	0%	17%
Regional Bureau for Western Africa	100%	0%	0%
Regional Bureau for Southern Africa	100%	0%	0%
Regional Bureau for Eastern Africa	0%	0%	100%
Regional Bureau for Latin America and the Caribbean	0%	0%	100%
Headquarters	75%	0%	25%
Corporate Planning and Performance Division	100%	0%	0%
Emergency Operations Division	50%	0%	50%
Human Resources Division	100%	0%	0%
Management Services Division	100%	0%	0%
Office of the Executive Director	100%	0%	0%
Office of Evaluation	100%	0%	0%
Operations Management Support Office	100%	0%	0%
Partnerships and Advocacy Department	100%	0%	0%
Programme and Policy Development Department	33%	0%	67%
Programme – Humanitarian and Development Division	38%	0%	62%
School-based Programmes Division	100%	0%	0%
Strategic Partnerships Division	67%	0%	33%
Technology Division	100%	0%	0%
Grand total	80%	4%	17%