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WFP/EB.A/2016/7-C

Evaluation Reports

For information

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

Implementation Status of Evaluation Recommendations

Introduction

1. This is the seventh 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 Executive Board from 2008 to the end of 2015.

Method

2. WFP's Performance Management and Monitoring Division tracks management's actions and responses to determine the implementation status and required follow-up. The implementation status categories are the same as those used in previous reports:
 - **Implemented:** Action completed by 31 December 2015.
 - **Outstanding:** Action not completed by 31 December 2015.
 - **Not applicable:** Action not implemented because of changing circumstances or contexts.

Evaluations Presented to the Board

3. Since 2008, 88 evaluation reports with management responses have been presented to the Board.¹ The evaluation categories established by the Office of Evaluation (OEV) comprise:
 - operation evaluations;
 - country portfolio evaluations;
 - regional portfolio evaluations;
 - strategic and policy evaluations; and
 - impact evaluations.

¹ 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.

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4. Of the 88 evaluation reports, 25 percent were operation evaluations (22), 33 percent strategic and policy evaluations (29), 24 percent country portfolio evaluations (21), 1 percent regional portfolio evaluations (1), and 17 percent impact evaluations (15).
5. Over the last eight years, 29 percent of the actions contained in evaluation recommendations pertained to operation evaluations, 16 percent to strategic evaluations, 21 percent to country portfolio evaluations, 2 percent to regional portfolio evaluations and 32 percent to impact evaluations (Table 1).

TABLE 1: NUMBER OF EVALUATION REPORTS SUBMITTED TO THE EXECUTIVE BOARD AND PERCENTAGES OF RECOMMENDED ACTIONS, BY TYPE OF EVALUATION (2008–2015)																		
Type	2008		2009		2010		2011		2012		2013		2014		2015		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
Operation	n/a	-	9	65	10	67	1	10	1	3	n/a	-	n/a	-	1	11	22	29
Strategic and policy	4	100	2	27	2	7	4	28	6	35	1	5	3	33	7	68	29	16
Country portfolio	n/a	-	2	8	2	20	5	40	3	36	5	53	2	29	2	21	21	21
Regional portfolio	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	15	n/a	-	1	2
Impact	n/a	-	n/a	-	1	6	3	22	2	26	5	42	4	23	n/a	-	15	32
TOTAL	4	100	13	100	15	100	13	100	12	100	11	100	10	100	10	100	88	100

Quantity and Geographical Distribution of Recommendations

6. Since 2008, OEV has issued 693 recommendations in 88 evaluation reports. The number of recommendations made increased from 57 in 2008 to 154 in 2010, and then declined from 78 in 2012 to 71 in 2015. The average number of recommendations per evaluation decreased from 12 in 2008 to 5 in 2010, followed by a gradual increase; the average number per evaluation since 2012 has been between 5 and 12.
7. In response to the recommendations issued between 2008 and 2015, WFP's management agreed to implement 1,261 actions – an average of 14 actions per evaluation – of which 171 were from 2015. Of these actions, 60 percent pertained to field offices and 40 percent to Headquarters. The geographical breakdown in Table 2² indicates that Headquarters has a higher number of actions than any individual field office overall.

² Table 2 covers all 1,348 actions – irrespective of end dates – from the 88 evaluations approved by the Board prior to 31 December 2015. Some actions may have been reattributed because of changes in units' responsibilities, or country office realignment with regional bureaux.

TABLE 2: NUMBER OF ACTIONS, BY REGION (2008–2015) AND PERCENTAGE IN RELATION TO ALL ACTIONS

Region	2008		2009		2010		2011		2012		2013		2014		2015		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
Asia and the Pacific	-	-	13	9	75	36	30	16	36	19	40	21	-	-	22	13	216	16
Middle East, North Africa, Eastern Europe and Central Asia	-	-	-	-	34	16	16	8	-	-	46	25	-	-	-	-	96	7
West Africa	-	-	18	12	22	10	44	23	-	-	27	14	11	6	-	-	122	9
Southern Africa	-	-	40	27	-	-	-	-	19	10	17	9	35	20	9	5	120	9
East and Central Africa	-	-	-	-	34	16	56	29	53	27	-	-	19	11	-	-	162	12
Latin America and the Caribbean	-	-	18	12	28	13	10	5	-	-	-	-	31	17	-	-	87	7
Headquarters	69	100	58	40	18	9	36	19	84	44	57	31	83	46	140	82	545	40
TOTAL	69	100	147	100	211	100	192	100	192	100	187	100	179	100	171	100	1 348	100

Implementation Status of Actions from 2008 to 2015

8. The following analysis covers 578 actions from 33 evaluation reports.³ Of these, 403 actions were either implemented or no longer applicable on 31 December 2015:
- 393 of these actions were implemented (68 percent);
 - 10 actions are deemed not applicable (2 percent); and
 - 175 actions are outstanding (30 percent).
9. Of the 578 actions, 463 were due for implementation by 31 December 2015; this was considered the implementation target for 2015. The annual target may include actions that are no longer applicable (see Annexes I and II for a breakdown of actions considered not applicable). Of the 463 actions, 387 have been implemented (Table 3).

	Number of actions implemented	Target	Implementation rate (%)
2011	339	426	80
2012	421	535	79
2013	483	615	79
2014	536	622	86
2015	387	463	84

10. Implementation rates were above 70 percent for all types of evaluations (Table 4); 88 percent of all agreed actions from operation evaluations were implemented by the end of 2015; from strategic and policy evaluations 71 percent; from country portfolio evaluations 93 percent, regional portfolio evaluations 92 percent and impact evaluations 82 percent. These figures reflect the relative complexity of implementing actions arising from impact and strategic and policy evaluations as opposed to other evaluation types. By definition, these evaluations produce broader recommendations with a longer-term perspective. Timelines for implementing such actions tend to underestimate the external factors that affect implementation.

Type	Number of actions implemented	2015 target	Implementation rate (%)
Operation	7	8	88
Strategic and policy	100	141	71
Country portfolio	167	180	93
Regional portfolio	24	26	92
Impact	89	108	82
TOTAL	387	463	84

11. As indicated in Table 5, the highest implementation rates by region as of 31 December 2015 included: the Middle East, North Africa, Eastern Europe and Central Asia, with 100 percent of 27 actions due at 31 December implemented; Latin America and the Caribbean, with 100 percent of 13 actions due at 31 December implemented; and West Africa, with 97 percent of 38 actions due at 31 December implemented. The implementation rate for Headquarters was lower than the average for country offices and regional bureaux; Annex II shows implementation rates by WFP entity.

³ The 55 evaluations closed between 2010 and 2014 are excluded from the analysis because the 770 actions contained in their management responses have either been implemented or are deemed not applicable.

TABLE 5: IMPLEMENTATION RATES BY REGION (2008–2015)			
Region	Number of actions implemented	2015 target	Implementation rate (%)
Asia and the Pacific	71	80	89
Middle East, North Africa, Eastern Europe and Central Asia	27	27	100
West Africa	37	38	97
Southern Africa	48	52	92
East and Central Africa	35	37	95
Latin America and the Caribbean	13	13	100
Headquarters	156	216	72
TOTAL	387	463	84

Summary and Conclusions

12. Between 2008 and 2015, 84 percent of the recommended actions from 33 evaluation reports with an implementation deadline of 31 December 2015 were implemented; 66 actions are still pending. While this is a higher implementation rate than that of the United Nations Secretariat,⁴ WFP is committed to increasing the number of recommended actions implemented in 2016. Each action has a timeline and managers are held accountable for taking action. WFP continuously tracks the implementation of evaluation recommendations, reporting on performance in achieving targets in its Annual Performance Report.

⁴At 31 December 2012, United Nations entity programme managers had implemented 62 percent of all the recommendations issued during 2012; internal audit recommendations are included in this figure. See the General Assembly report Activities of the Office of Internal Oversight Services for the period from 1 July 2012 to 30 June 2013 – Addendum (A/68/337 (Part I)/Add.1).

ANNEX I

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2015				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
WFP's Role in Ending Long-Term Hunger (WFP/EB.1/2012/6-C/Add.1)	12	100	0	0
How WFP's Country Offices Adapt to Change (WFP/EB.1/2012/6-B/Add.1/Rev.1)	7	100	0	0
Annual Evaluation Report 2011 (WFP/EB.A/2012/7-A/Add.1)	10	100	0	0
Afghanistan Country Portfolio (WFP/EB.2/2012/6-D/Add.1)	36	89	5	6
Somalia Country Portfolio (WFP/EB.2/2012/6-C/Add.1)	21	95	0	5
Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Chad (WFP/EB.1/2013/6-A/Add.1)	30	87	0	13
Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Bangladesh (WFP/EB.1/2013/6-B/Add.1)	10	40	60	0
Annual Evaluation Report 2012 (WFP/EB.A/2013/7-A/Add.1)	18	83	17	0
The Niger Country Portfolio (2007–2011) (WFP/EB.A/2013/7-C/Add.1)	10	90	0	10
Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011) (WFP/EB.2/2013/6-A/Add.1)	15	100	0	0
Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010) (WFP/EB.2/2013/6-B/Add.1/Rev.1)	15	67	33	0
The Sudan Country Portfolio (2010–2012) (WFP/EB.2/2013/6-C/Add.1)	27	100	0	0
The Congo Country Portfolio (2009–2012) (WFP/EB.2/2013/6-D/Add.1)	17	94	6	0
Impact of Food For Assets on Livelihood Resilience in Guatemala (2003–2010) (WFP/EB.1/2014/5-B/Add.1)	12	100	0	0
WFP Gender Policy (2008–2013) (WFP/EB.1/2014/5-A/Add.1)	26	65	35	0
Impact of Food For Assets on Livelihood Resilience in Uganda (2005–2010) (WFP/EB.1/2014/5-D/Add.1)	8	75	25	0
Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010) (WFP/EB.1/2014/5-C/Add.1)	11	100	0	0

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2015				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Annual Evaluation Report 2013 (WFP/EB.A/2014/7-A/Add.1)	6	33	67	0
Synthesis Report of the Evaluation Series on the Impact of Food For Assets (2002–2011) (WFP/EB.A/2014/7-B/Add.1*)	11	45	55	0
Central America Regional Portfolio (2007–2011) (WFP/EB.A/2014/7-C/Add.1)	26	92	4	4
Uganda Country Portfolio (2009–2013) (WFP/EB.2/2014/6-B/Add.1)	17	82	12	6
Democratic Republic of the Congo Country Portfolio (2009–2013) (WFP/EB.2/2014/6-C/Add.1)	35	91	9	0
FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) (WFP/EB.2/2014/6-A/Add.1)	27	52	48	0
WFP's Cash and Voucher Policy (2008–2014) (WFP/EB.1/2015/5-A/Add.1)	32	38	62	0
WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) (WFP/EB.1/2015/5-B/Add.1)	18	33	67	0
WFP's Pilot Purchase for Progress Initiative (2008–2013) (WFP/EB.1/2015/5-C/Add.1)	8	13	87	0
Indonesia Country Portfolio (2009–2013) (WFP/EB.1/2015/5-D/Add.1)	23	74	26	0
WFP's Response to the Syrian Crisis (2011–2014) (WFP/EB.A/2015/7-C/Add.1)	19	42	58	0
WFP's Preparedness and Response Enhancement Programme (2011–2014) (WFP/EB.A/2015/7-B/Add.1)	28	32	68	0
Nutrition Policy (2012–2014) (WFP/EB.2/2015/6-A/Add.1)	15	0	100	0
Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response (WFP/EB.2/2015/6-B/Add.1)	6	0	100	0
United Republic of Tanzania Country Portfolio (2011–2014) (WFP/EB.2/2015/6-D/Add.1)	12	0	100	0
Joint Evaluation of the REACH Initiative (2011–2015) (WFP/EB.2/2015/6-C/Add.1*)	10	0	100	0
TOTAL	578	68	30	2

ANNEX II

IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2015, BY WFP OFFICE				
WFP Office	Total actions	Implemented actions	Outstanding actions	Not applicable
Asia and the Pacific Regional Bureau	80	71	7	2
Afghanistan	36	32	2	2
Bangladesh	13	13	0	0
Indonesia	16	16	0	0
Nepal	15	10	5	0
Middle East, North Africa, Eastern Europe and Central Asia Regional Bureau	27	27	0	0
Sudan	27	27	0	0
West Africa Regional Bureau	38	37	0	1
Chad	18	18	0	0
Niger	9	8	0	1
Senegal	11	11	0	0
Southern Africa Regional Bureau	52	48	4	0
Democratic Republic of the Congo	35	32	3	0
Congo	17	16	1	0
East and Central Africa Regional Bureau	37	35	1	1
Somalia	20	19	0	1
Uganda	17	16	1	0
Latin America and the Caribbean Regional Bureau	13	13	0	0
Guatemala	13	13	0	0
Headquarters	216	156	54	6
TOTAL	463	387	66	10