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de Alimentos

**Executive Board  
Annual Session**

**Rome, 3–6 June 2013**

# EVALUATION REPORTS

Agenda item 7

*For information\**



Distribution: GENERAL  
**WFP/EB.A/2013/7-E**  
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## IMPLEMENTATION STATUS OF EVALUATION RECOMMENDATIONS

\* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for information.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

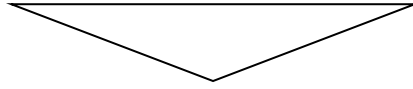
Director, RMP\*:                      Mr C. Kaye                      tel.: 066513-2197

Programme Advisor, RMP:      Ms K. Oppusunggu              tel.: 066513-3068

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645/2558).

\* Performance Management and Monitoring Division

## DRAFT DECISION\*



The Board takes note of “Implementation Status of Evaluation Recommendations” (WFP/EB.A/2013/7-E).

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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.

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## INTRODUCTION

1. This is the fourth annual report on the implementation status of actions taken by Headquarters divisions, regional bureaux and country offices in response to evaluation recommendations. It covers recommendations arising from evaluations presented to the Board in 2008, 2009, 2010, 2011 and 2012.
2. The report has five sections: i) a brief description of the method; ii) an overview of relevant evaluation reports, recommendations and management actions; iii) an overview of the quantity and geographical distribution of recommendations; iv) analysis of implementation status, by evaluation type and region; and v) a summary and conclusions.

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## METHOD

3. The 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 used in the 2011 report:
  - **Implemented:** Action completed by 31 December 2012.
  - **Outstanding:** Action not completed by 31 December 2012.
  - **Not applicable:** Action not implemented because of changing circumstances or contexts.

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## EVALUATIONS PRESENTED TO THE BOARD

4. Since 2008, 57 evaluation reports with management responses have been presented to the Board.<sup>1</sup> The evaluation categories established by the Office of Evaluation (OEV), and the type of action each category includes are:
  - **operation evaluations**, recommending specific actions;
  - **country portfolio evaluations**, suggesting principles to guide WFP country offices;
  - **strategic evaluations**, suggesting approaches or courses of action; and
  - **impact evaluations**, making recommendations that influence current and future actions.
5. Of 57 evaluation reports, 37 percent were operation evaluations (21), strategic evaluations accounted for 32 percent (18), country portfolio evaluations for 21 percent (12) and impact evaluations for 10 percent (6).
6. Over the last five years, 33 percent of the actions contained in evaluation recommendations pertain to operation evaluations, 30 percent to strategic evaluations, 26 percent to country portfolio evaluations, and 11 percent to impact evaluations.

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<sup>1</sup> In 2008, the Secretariat prepared management responses to the recommendations to strategic evaluation reports only; starting in 2009 all evaluation reports presented to the Board were accompanied by management responses.

**TABLE 1: NUMBER OF EVALUATIONS SUBMITTED TO THE BOARD WITH RESPONSES, BY TYPE AND AS PERCENTAGE OF TOTAL (2008–2012)**

Type	2008		2009		2010		2011		2012		TOTAL	
	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year
Operations	n/a	-	9	70	10	67	1	8	1	3	21	33
Strategic	4	100	2	15	2	13	4	31	6	34	18	30
Country portfolio	n/a	-	2	15	2	13	5	38	3	40	12	26
Impact	n/a	-	n/a	-	1	7	3	23	2	23	6	11
<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>57</b>	<b>100</b>

## QUANTITY AND GEOGRAPHICAL DISTRIBUTION OF RECOMMENDATIONS

7. Since 2008, OEV has issued 492 recommendations in 57 evaluation reports. The number of recommendations made each year increased from 57 in 2008 to 154 in 2010, falling to 112 in 2011 and 78 in 2012. The average number of recommendations per evaluation decreased from 14 in 2008 to six in 2012.
8. In response to all the recommendations issued from 2008 to 2012, management agreed to implement 798 actions; 178 of these were from 2012. Most actions – 66 percent – are for field offices; 34 percent are for Headquarters. In 2012, management agreed to implement an average of 15 actions per evaluation.

**TABLE 2: NUMBER OF ACTIONS, BY REGION (2008–2012) AND PERCENTAGE IN RELATION TO ALL ACTIONS**

Region	2008		2009		2010		2011		2012		TOTAL	
	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year	No.	% of actions per year
Asia	-	-	13	9	75	36	28	15	36	20	152	19
Middle East, North Africa, Eastern Europe and Central Asia	-	-	-	-	26	12	14	7	-	-	40	5
West Africa	-	-	17	12	22	10	44	23	-	-	83	10
Southern Africa	-	-	19	13	-	-	-	-	19	11	38	5
East and Central Africa	-	-	21	14	42	20	56	29	57	32	176	22
Latin America and the Caribbean	-	-	18	12	28	13	10	5	-	-	56	7
Headquarters	69	100	59	40	18	9	41	21	66	37	253	32
<b>TOTAL</b>	<b>69</b>	<b>100</b>	<b>147</b>	<b>100</b>	<b>211</b>	<b>100</b>	<b>193</b>	<b>100</b>	<b>178</b>	<b>100</b>	<b>798</b>	<b>100</b>

9. The geographical breakdown of actions shows that an increasingly greater share is for the East and Central Africa region. Headquarters has the highest number of actions overall.

## IMPLEMENTATION STATUS OF ACTIONS FROM 2008 TO 2012

10. The following analyses cover 52 evaluation reports<sup>2</sup> with 728 actions. Of these, 469 actions were either implemented or no longer applicable at 31 December 2012:

- 421 were implemented by 31 December 2012 (58 percent);
- 48 were deemed not applicable (6 percent);
- 259 are outstanding (36 percent).

11. Of the 728 actions, 535 were due by 31 December 2012; this was the implementation target for 2012.

	Number of actions implemented	Target	Implementation rate (%)
2010	259	338	77
2011	339	426	80
2012	421	535	79

## IMPLEMENTATION RATES BY TYPE AND REGION

12. Implementation rates varied significantly by type of evaluation (Table 4): while 80 percent of all agreed actions from operation evaluations were implemented by the end of 2012, the equivalent figure for country portfolio evaluations was 91 percent; figures for strategic and impact evaluations were 72 and 66 percent respectively. These figures reflect the greater complexity of implementing actions stemming from strategic and impact evaluations, which often require more coordination and involve policy issues and collaboration across WFP and beyond. This applies particularly to impact evaluations, which by definition imply depth, breadth and a longer perspective in the recommendations they make. Timelines for implementing actions stemming from these recommendations are often over-optimistic and underestimate the external factors that need to be considered to enable implementation.

Type	Number of actions implemented	2012 target	Implementation rate (%)
Operations	152	190	80
Strategic	111	155	72
Country portfolio	118	129	91
Impact	40	61	66
<b>TOTAL</b>	<b>421</b>	<b>535</b>	<b>79</b>

<sup>2</sup> Five evaluation reports have been excluded from the analysis because all related actions contained in their management responses were either implemented or deemed not applicable.

13. In the Asia region, 85 percent of the 107 actions due at 31 December 2012 were implemented; in the Southern Africa region, 93 percent of 27 actions were implemented; and in the East and Central Africa region, 83 percent of 93 actions were implemented (Table 5). The implementation rate for Headquarters is lower than the average implementation rate for country offices and regional bureaux; Annex II shows implementation rates by entity.

<b>TABLE 5: IMPLEMENTATION RATES BY REGION (2008–2012)</b>			
	<b>Number of actions implemented</b>	<b>2012 Target</b>	<b>Implementation rate (%)</b>
Asia	91	107	85
Middle East, North Africa, Eastern Europe and Central Asia	37	50	74
West Africa	56	76	74
Southern Africa	25	27	93
East and Central Africa	77	93	83
Latin America and the Caribbean	30	38	79
Headquarters	105	144	73
<b>TOTAL</b>	<b>421</b>	<b>535</b>	<b>79</b>

## SUMMARY AND CONCLUSIONS

14. From 2008 to 2012, 81 percent of the actions with a deadline of 31 December 2012 from 57 evaluation reports were fully implemented; 66 actions remain pending. While an 81 percent implementation rate is higher than that of comparable organizations,<sup>3</sup> WFP is committed to increasing this rate for 2013. Each action has a timeline; managers are held accountable for action, and for sharing reports with the Board. WFP tracks the implementation of evaluation recommendations continuously, and reports on performance in achieving targets in its Annual Performance Report.

<sup>3</sup> The United Nations Secretariat Report on the activities of the Office of Internal Oversight Services for the period from 1 July 2011 to 30 June 2012 – Addendum, 16 August 2012 (A/67/297 (Part I)/Add.1) states that, at 31 December 2011, programme managers of the United Nations Secretariat had implemented 59 percent of all the recommendations issued during the calendar year. Note, however, that internal audit recommendations are also covered in the report.

## ANNEX I

<b>IMPLEMENTATION STATUS OF ALL ACTIONS AS AT 31 DECEMBER 2012</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding actions (%)</b>	<b>Not applicable (%)</b>
Peer Review of the Evaluation Function at the World Food Programme (WFP/EB.1/2008/7-A/Add.1)	34	68	15	18
Evaluation of WFP's Capacity Development Policy and Operations (WFP/EB.A/2008/7/Add.1)	12	83	17	0
End-of-Term Evaluation of WFP's Gender Policy (2003–2007): Enhanced Commitments to Women to Ensure Food Security (WFP/EB.2/2008/6-B/Add.1)	9	89	11	0
Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa (WFP/EB.2/2008/6-A/Add.1)	14	93	0	7
Mozambique Country Programme 104460 (2007–2009) (WFP/EB.A/2009/7-D/Add.1)	10	90	10	0
Burkina Faso Protracted Relief and Recovery Operation 105410 (WFP/EB.A/2009/7-E/Add.1)	6	67	17	17
Strategic Evaluation of WFP's Contingency Planning (2002–2008) (WFP/EB.2/2009/6-A/Add.1)	18	83	0	17
Bangladesh Country Programme 104100 (2007–2010) (WFP/EB.2/2009/6-B/Add.1)	9	56	0	44
Lao People's Democratic Republic Country Portfolio (WFP/EB.2/2009/6-F/Add.1)	10	80	0	20
Malawi Country Portfolio (WFP/EB.2/2009/6-E/Add.1)	2	100	0	0
Côte d'Ivoire Protracted Relief and Recovery Operation 106720 (WFP/EB.2/2009/6-C/Add.1)	9	44	11	44
Republic of the Congo Protracted Relief and Recovery Operation 103121 (WFP/EB.2/2009/6-G/Add.1)	6	67	0	33
Afghanistan Protracted Relief and Recovery Operation 104270 (WFP/EB.1/2010/7-A/Add.1)	32	84	13	3
Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security (WFP/EB.1/2010/7-B/Add.1)	9	78	22	0
Ethiopia Country Programme 104300 (2007–2011)(WFP/EB.1/2010/7-C/Add.1)	16	88	0	12
Guatemala Protracted Relief and Recovery Operation 104570 (WFP/EB.1/2010/7-D/Add.1)	13	92	0	8



<b>IMPLEMENTATION STATUS OF ALL ACTIONS AS AT 31 DECEMBER 2012</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding actions (%)</b>	<b>Not applicable (%)</b>
Egypt Country Programme 104500 (2007–2011) (WFP/EB.A/2010/7-B/Add.1)	9	56	11	33
Timor-Leste Protracted Relief and Recovery Operation 103881 (WFP/EB.A/2010/7-E/Add.1)	10	50	0	50
School Feeding Programmes in Kenya (1999–2008) (WFP/EB.A/2010/7-D/Add.1)	12	83	17	0
Annual Evaluation Report 2009 (WFP/EB.A/2010/7-A/Add.1)	5	60	40	0
Ghana Country Programme 104180 (2006–2010) (WFP/EB.A/2010/7-C/Add.1)	14	93	0	7
Nepal Country Portfolio (WFP/EB.2/2010/6-B/Add.1)	33	100	0	0
Chad Country Portfolio (2003–2009) (WFP/EB.2/2010/6-A/Add.1+Corr.1)	9	89	11	0
Colombia Protracted Relief and Recovery Operation 105880 (WFP/EB.2/2010/6-C/Add.1)	16	75	0	25
Sudan Emergency Operation 107600 (WFP/EB.2/2010/6-D/Add.1)	8	88	12	0
Ethiopia Protracted Relief and Recovery Operation 106650 (2008–2010) (WFP/EB.2/2010/6-E/Add.1)	7	86	14	0
Occupied Palestinian Territory Protracted Relief and Recovery Operation 103871 (WFP/EB.2/2010/6-F/Add.1+Corr.1)	18	89	0	11
Mali Country Portfolio (2003–2009) (WFP/EB.1/2011/6-A/Add.1)	14	79	21	0
Impact Evaluation of School Feeding in Cambodia (WFP/EB.1/2011/6-B/Add.1/Rev.1)	9	11	89	0
Impact Evaluation of School Feeding in the Gambia (WFP/EB.A/2011/7-D/Add.1)	11	64	36	0
Rwanda Country Portfolio (WFP/EB.A/2011/7-E/Add.1)	14	93	7	0
Annual Evaluation Report 2010 (WFP/EB.A/2011/7-A/Add.1)	7	86	14	0
Strategic Evaluation of WFP's Role in Social Protection and Safety Nets (WFP/EB.A/2011/7-B/Add.1)	10	60	40	0
Haiti Country Portfolio (WFP/EB.2/2011/6-C/Add.1)	11	55	36	9
Strategic Mid-Term Evaluation of WFP's Agriculture and Market Support in Uganda (WFP/EB.2/2011/6-A/Add.1)	22	27	73	0
Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008–2013) (WFP/EB.2/2011/6-B/Add.1/Rev.1+Corr.1)	15	40	60	0

<b>IMPLEMENTATION STATUS OF ALL ACTIONS AS AT 31 DECEMBER 2012</b>				
<b>Management response document</b>	<b>Actions (number)</b>	<b>Implemented actions (%)</b>	<b>Outstanding actions (%)</b>	<b>Not applicable (%)</b>
Kenya Country Portfolio (WFP/EB.2/2011/6-D/Add.1)	20	50	45	5
Yemen Country Portfolio (WFP/EB.2/2011/6-E/Add.1)	18	50	50	0
Impact Evaluation of School Feeding in Bangladesh (WFP/EB.2/2011/6-F/Add.1)	21	52	48	0
Niger Emergency Operation 200170 (WFP/EB.2/2011/6-G/Add.1)	20	45	45	10
Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership (WFP/EB.1/2012/6-A/Add.1)	16	25	75	0
Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Ethiopia (WFP/EB.1/2012/6-E/Add.1)	33	30	70	0
WFP School Feeding Policy (WFP/EB.1/2012/6-D/Add.1)	16	0	100	0
Strategic Evaluation of WFP's Role in Ending Long-Term Hunger (WFP/EB.1/2012/6-C/Add.1)	12	0	100	0
Strategic Evaluation on How WFP's Country Offices Adapt to Change (WFP/EB.1/2012/6-B/Add.1/Rev.1)	7	43	57	0
Annual Evaluation Report 2011 (WFP/EB.A/2012/7-A/Add.1+Corr.1)	10	10	90	0
Zimbabwe Country Portfolio (2006–2010) (WFP/EB.A/2012/7-B/Add.1)	19	53	47	0
Afghanistan Country Portfolio (WFP/EB.2/2012/6-D/Add.1)	36	3	97	0
Somalia Country Portfolio (WFP/EB.2/2012/6-C/Add.1)	19	37	63	0
WFP's Private-Sector Partnership and Fundraising Strategy (WFP/EB.2/2012/6-A/Add.1)	2	0	100	0
Global Logistics Cluster (WFP/EB.2/2012/6-B/Add.1)	6	0	100	0
Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Rwanda (WFP/EB.2/2012/6-E/Add.1)	10	10	70	20
<b>TOTAL</b>	<b>728</b>	<b>58</b>	<b>35</b>	<b>7</b>

## ANNEX II

<b>IMPLEMENTATION STATUS OF ALL ACTIONS BY ENTITY AS AT 31 DECEMBER 2012</b>			
<b>ENTITY</b>	<b>Total actions</b>	<b>Implemented actions</b>	<b>Outstanding actions</b>
<b>Asia</b>	160	91	57
Country Office Afghanistan	68	28	39
Country Office Bangladesh	30	16	10
Country Office Cambodia	9	1	8
Country Office Lao People's Democratic Republic	10	8	9
Country Office Nepal	33	33	0
Country Office Timor-Leste	10	5	0
<b>Middle East, North Africa, Eastern Europe and Central Asia</b>	53	37	11
Country Office Egypt	9	5	1
Country Office State of Palestine	18	16	0
Country Office Yemen	18	9	9
Country Office the Sudan	8	7	1
<b>West Africa</b>	83	56	19
Country Office Burkina Faso	6	4	1
Country Office Chad	9	8	1
Country Office Côte d'Ivoire	9	4	1
Country Office Ghana	14	13	0
Country Office Mali	14	11	3
Country Office the Niger	20	9	9
Country Office the Gambia	11	7	4
<b>Southern Africa</b>	37	25	10
Country Office Malawi	2	2	0
Country Office Mozambique	10	9	1
Country Office Congo	6	4	0
Country Office Zimbabwe	19	10	9
<b>East and Central Africa</b>	153	77	71
Country Office Ethiopia	56	30	24
Country Office Kenya	32	20	11
Country Office Rwanda	24	14	8
Country Office Somalia	19	7	12
Country Office Uganda	22	6	16
<b>Latin America and the Caribbean</b>	40	30	4
Country Office Colombia	16	12	0
Country Office Guatemala	13	12	3
Country Office Haiti	11	6	4
<b>Headquarters</b>	202	105	87
<b>TOTAL</b>	<b>728</b>	<b>421</b>	<b>259</b>