**Executive Board
Annual Session**

Rome, 7–11 June 2010

EVALUATION REPORTS

Agenda item 7

IMPLEMENTATION STATUS OF EVALUATION RECOMMENDATIONS

For information*

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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*	Ms R. Hansen	tel.: 066513-2008
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* Performance and Accountability Management Division

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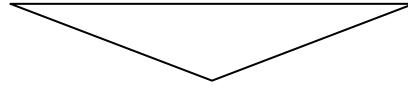
DRAFT DECISION*

The Board takes note of "Implementation Status of Evaluation Recommendations" (WFP/EB.A/2010/7-F).

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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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BACKGROUND

1.   In the WFP evaluation policy (EB.2/2008/4-A) the Secretariat made a commitment to inform the Board about how it intends to foster learning as part of the evaluation process by "preparing management responses to evaluation recommendations, implementing follow-up actions and reporting on them". This is the first such report to the Board. It provides information about the extent to which the recommendations arising from evaluation reports prepared in 2008 and 2009 have been implemented by Headquarters divisions, regional bureaux and country offices.

METHOD

2.   To ensure consistent and systematic follow-up of actions to implement evaluation recommendations, the actions indicated in the management response matrices are entered into a central database, ACE Project,[1] which is managed and maintained by the Performance and Accountability Management Division (RMP).

3.   RMP sends regular requests to the respective directors, asking them to provide written updates describing progress achieved in implementing the recommendations. On receipt of these updates, RMP records the response actions in the database.

4.   The responses are reviewed to ascertain their accuracy and assess whether the progress reported has been timely and matched the agreed actions. These reviews, which include both documentation and discussion, provide a moderate level of assurance.

5.   In cases where actions to implement recommendations have not been taken, the following steps may be taken:

➢   a revised implementation date for outstanding actions is agreed upon;

➢   concerns are raised through the management structure to make senior management aware of the lack of progress; and

➢   as a last resort, the RMP Director seeks prompt action from the relevant manager.

6.   This report uses the following categories:

➢   **Implemented**: Action was fully implemented by 31 December 2009.

➢   **Outstanding:** Action was not yet initiated, or initiated but not fully completed by 31 December 2009.

➢   **Not applicable**: The action was not implemented owing to changes in the operating environment, or for other reasons.

SUMMARY OF RESULTS

7.   Since 2008, the Secretariat has presented management response matrices to the Board simultaneously with their respective evaluation reports. In 2008 and 2009, 17 evaluation reports were presented to the Board with formal management responses.[2] Table 1 shows

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[1] ACE Project is a project management software used by RMP to capture and track management actions.

[2] In 2008, the Secretariat prepared formal management responses to only strategic evaluations, while in 2009 all evaluation reports were presented to the Board together with formal management responses.
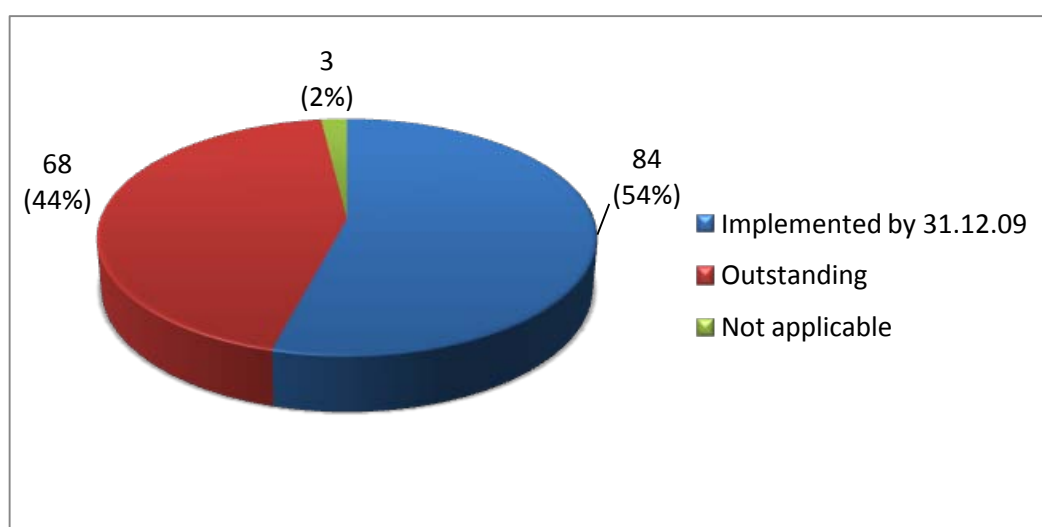
that 53 percent were evaluations of operations, 35 percent strategic evaluations, and 12 percent evaluations of country portfolios.

TABLE 1: EVALUATIONS SUBMITTED TO THE BOARD WITH RESPONSES, 2008–2009						
Evaluation type	**2008**		**2009**		**Total**	
	No.	**%**	**No.**	**%**	**No.**	**%**
Operations	0	0	9	70	9	53
Strategic	4	100	2	15	6	35
Country portfolio	0	0	2	15	2	12
Total	**4**	**100**	**13**	**100**	**17**	**100**

8. The findings on implementation status are:

➢ There were 148 recommendations made in the 17 evaluation reports. The Secretariat agreed to carry out 216 actions to address these recommendations.

➢ Of the 216 agreed actions, 155 – 72 percent – were to be implemented by 31 December 2009.

➢ Eighty-four – 54 percent – of these agreed actions were implemented by 31 December 2009, while 44 percent remained outstanding; 2 percent of the actions were deemed not applicable (see Figure 1 and Annex).

➢ Progress has been made to implement the recommendations, but some timelines for implementation were unrealistic and led to delays in taking action to address them.

Figure 1: Implementation Status of Agreed Actions, 31 December 2009

9. Table 2 shows that 68 percent of the actions related to evaluations of operations were completed, compared with 44 percent for strategic evaluations. Because the

recommendations related to evaluations of country portfolios are for the longer term, their implementation dates had not been reached and they are not included in the analysis.

TABLE 2: ANALYSIS OF IMPLEMENTATION ACTIONS, BY TYPE OF EVALUATION				
Category	**Evaluations of operations**		**Strategic evaluations**	
	No.	**%**	**No.**	**%**
Implemented	47	68	37	44
Outstanding	22	32	45	52
Not applicable	0	0	3	4
Total	**69**	**100**	**85**	**100**

EFFORTS NEEDED TO ADDRESS OUTSTANDING RECOMMENDATIONS

10.   The following efforts are envisaged to improve the implementation rate:

➢   Offices will be encouraged to use evaluation information to improve project design and identify corporate priorities. A corporately agreed forum will be established to discuss common issues arising from evaluation recommendations.

➢   Guidance will be provided to help offices set realistic implementation deadlines that take into consideration competing demands on resources.

ANNEX

EVALUATIONS AND STATUS OF IMPLEMENTATION OF RECOMMENDATIONS ON 31 DECEMBER 2009		
Evaluation	**Actions due by 31 December 2009**	
	No.	**Completed (%)**
Peer Review of the Evaluation Function at the World Food Programme (WFP/EB.1/2008/7-A)	34	53
Evaluation of WFP's Capacity Development Policy and Operations (WFP/EB.A/2008/7)	12	25
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)	6	50
Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa (WFP/EB.2/2008/6-A)	14	29
Madagascar Protracted Relief and Recovery Operation (PRRO) 104420 (WFP/EB.1/2009/7-A)	10	80
Nicaragua Emergency Operation (EMOP) 107000 and Immediate-Response Emergency Operation 106950 (WFP/EB.1/2009/7-B)	19	100
Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions (WFP/EB.A/2009/7-B)	17	53
Liberia PRRO 104540 (WFP/EB.A/2009/7-C)	9	78
Mozambique Country Programme 104460 (WFP/EB.A/2009/7-D)	10	30
Burkina Faso PRRO 105410 (WFP/EB.A/2009/7-E)	6	67
Strategic Evaluation of WFP's Contingency Planning 2002–2008 (WFP/EB.2/2009/6-A)	2	0
Bangladesh Country Programme 104100 (2007–2010) (WFP/EB.2/2009/6-B)	1	0
Lao People's Democratic Republic Country Portfolio (WFP/EB.2/2009/6-F)	1	0
Malawi Country Portfolio (WFP/EB.2/2009/6-E)	0	0
Côte d'Ivoire PRRO 106720 (WFP/EB.2/2009/6-C)	4	0
Democratic Republic of the Congo PRRO 106080 (WFP/EB.2/2009/6-D)	8	75
Republic of the Congo PRRO 103121 (WFP/EB.2/2009/6-G)	2	0
Total	**155**	**54**