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Evaluation Reports

For consideration

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

Implementation Status of Evaluation Recommendations

Draft decision*

The Board takes note of “Implementation Status of Evaluation Recommendations” (WFP/EB.A/2017/7-C/Rev.1).

Introduction

1. This is the eighth 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 2016.

Method

2. WFP's Performance Management and Monitoring Division (RMP) 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 2016.
 - *Outstanding*: Action not completed by 31 December 2016.
 - *Not applicable*: Action not implemented because of changing circumstances or contexts.

* 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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Evaluations Presented to the Board

3. Since 2008, 92 evaluation reports with management responses have been presented to the Board.¹ The evaluation categories established by the Office of Evaluation (OEV) comprise:
 - operation;
 - strategic and policy;
 - country portfolio;
 - regional portfolio; and
 - impact.
4. Of the 92 evaluation reports, 24 percent were operation evaluations (22 evaluations), 32 percent were strategic and policy evaluations (29), 27 percent were country portfolio evaluations (25), 1 percent was a regional portfolio evaluation (1) and 16 percent were impact evaluations (15) (Table 1).
5. Over the last nine years, 20 percent of the actions contained in evaluation recommendations pertained to operation evaluations, 31 percent to strategic evaluations, 31 percent to country portfolio evaluations, 2 percent to regional portfolio evaluations, and 16 percent to impact evaluations (Table 1).

¹ Until 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 (2008–2016)																				
Evaluation type	2008		2009		2010		2011		2012		2013		2014		2015		2016		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
Operation	n/a	-	9	65	10	67	1	10	1	3	n/a	-	n/a	-	1	11	n/a	-	22	24
Strategic and policy	4	100	2	27	2	7	4	28	6	35	1	5	3	33	7	68	n/a	-	29	32
Country portfolio	n/a	-	2	8	2	20	5	40	3	36	5	53	2	29	2	21	4	100	25	27
Regional portfolio	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	15	n/a	-	n/a	-	1	1
Impact	n/a	-	n/a	-	1	6	3	22	2	26	5	42	4	23	n/a	-	n/a	-	15	16
Total	4	100	13	100	15	100	13	100	12	100	11	100	10	100	10	100	4	100	92	100

Quantity and Geographical Distribution of Recommendations

6. Since 2008, OEV has issued 723 recommendations in 92 evaluation reports. The average number of recommendations per evaluation decreased from 14 in 2008 to 7 in 2012, with a slight increase to 8 in 2016.
7. In response to recommendations issued between 2008 and 2016, WFP management agreed to implement 1,308 actions – an average of 14 actions per evaluation – of which 47 were from 2016. Of these actions, 61 percent pertained to field offices and 39 percent to Headquarters. The geographical breakdown in Table 2² indicates that Headquarters had a higher total number of actions than any individual field office.

² Table 2 covers all 1,395 actions from the 92 evaluations approved by the Board prior to 31 December 2016, irrespective of end dates. Some actions may have been reattributed because of changes in units' responsibilities or the realignment of country offices with regional bureaux.

TABLE 2: NUMBER AND PERCENTAGE OF RECOMMENDED ACTIONS, BY GEOGRAPHICAL AREA (2008–2016)

Area	2008		2009		2010		2011		2012		2013		2014		2015		2016		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
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	-	-	-	-	19	40	115	8
West Africa	-	-	18	12	22	10	44	23	-	-	27	14	11	6	-	-	9	19	131	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	-	-	16	34	178	13
Latin America and the Caribbean	-	-	18	12	28	13	10	5	-	-	-	-	31	17	-	-	-	-	87	6
Headquarters	69	100	58	40	18	9	36	19	84	44	57	31	83	46	140	82	3	7	548	39
Total	69	100	147	100	211	100	192	100	192	100	187	100	179	100	171	100	47	100	1 395	100

Implementation Status of Actions from 2008 to 2016

8. The following analysis covers 470 actions from 27 evaluation reports.³ Of these, 347 actions (74 percent) were either fully implemented or no longer applicable on 31 December 2016. RMP has received feedback on partial progress on 52 (42 percent) of the 123 actions considered outstanding in the following analysis:⁴
- 343 of these actions were implemented (73 percent);
 - 4 actions were deemed not applicable (1 percent); and
 - 123 actions were outstanding (26 percent).
9. Of the 470 actions, 409 were due for implementation by 31 December 2016; this represents the implementation target for 2016. The annual target may include actions that are no longer considered applicable (see Annexes I and II). Of the 409 actions, 338 had been implemented by 31 December 2016 (Table 3).

Year	Number of actions implemented	Target	Implementation rate (%)
2012	421	535	79
2013	483	615	79
2014	536	622	86
2015	387	463	84
2016	338	409	83

10. Implementation rates were at least 78 percent for all types of evaluation (Table 4): 89 percent of all agreed actions from operation evaluations were implemented by the end of 2016; 78 percent from strategic and policy evaluations; 85 percent from country portfolio evaluations; 92 percent from regional portfolio evaluations; and 84 percent from impact evaluations. These figures reflect the relative complexity of implementing actions arising from impact and strategic and policy evaluations compared with 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.

³ The 65 evaluation reports closed during 2010–2015 are excluded from the analysis because the 925 actions contained in their management responses have either been implemented or are deemed not applicable.

⁴ In the AceProject system where management responses to evaluations are held, the “outstanding” category applies to two statuses: “to start”, when WFP has not been informed of any action taken; and “in progress”, when feedback describes partial implementation with challenges related to timing, agreement, funding, changing circumstances, etc.

Evaluation type	Number of actions implemented	Target*	Implementation rate (%)
Operation	17	19	89
Strategic and policy	128	165	78
Country portfolio	132	155	85
Regional portfolio	24	26	92
Impact	37	44	84
Total	338	409	83

* Number of actions with an implementation deadline of 31 December 2016.

11. As indicated in Table 5, the highest implementation rates by geographical area as of 31 December 2016 were Latin America and the Caribbean with 100 percent of 19 actions; East and Central Africa, with 92 percent of 26 actions; and Asia and the Pacific with 90 percent of 68 actions. As in previous years, the implementation rate for Headquarters was lower than the average for country offices and regional bureaux. Annex II shows implementation rates by WFP office.

Area	Number of actions implemented	Target*	Implementation rate (%)
Asia and the Pacific	61	68	90
Middle East, North Africa, Eastern Europe and Central Asia	14	19	74
West Africa	2	3	67
Southern Africa	52	63	83
East and Central Africa	24	26	92
Latin America and the Caribbean	19	19	100
Headquarters	166	211	79
Total	338	409	83

* Number of actions with an implementation deadline of 31 December 2016.

Summary and Conclusions

12. By 31 December 2016, 83 percent of the recommended actions from 27 evaluation reports presented between 2008 and 2016 and due for completion were implemented; 67 actions were still pending and 4 were deemed not applicable. To improve WFP's performance in implementing actions from evaluation recommendations approved by the 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 into the corporate tracking system for evaluation recommendations. Results relating to the progress of regional bureaux and country offices in implementing management responses are fed into the key performance indicator (KPI) "Percentage of outstanding actions due for implementation", which has been incorporated into the country director accountability framework⁵ and mid- and end-year Performance and Competency Enhancement (PACE) reviews since 2015.

⁵ The country director accountability framework is a commitment from Headquarters to providing regional directors with the current status of the KPIs monitored by Headquarters and related to each country office in their respective regions.

ANNEX I

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2016				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Afghanistan Country Portfolio (WFP/EB.2/2012/6-D/Add.1)	36	94	0	6
Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations (WFP/EB.1/2013/6-C/Add.1)	10	100	0	0
Annual Evaluation Report 2012 (WFP/EB.A/2013/7-A/Add.1)	18	83	17	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 Congo Country Portfolio (2009–2012) (WFP/EB.2/2013/6-D/Add.1)	17	94	6	0
WFP Gender Policy (2008–2013) (WFP/EB.1/2014/5-A/Add.1)	26	92	8	0
Impact of Food For Assets on Livelihood Resilience in Uganda (2005–2010) (WFP/EB.1/2014/5-D/Add.1)	8	100	0	0
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	82	18	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	88	6	6
Democratic Republic of the Congo Country Portfolio (2009–2013) (WFP/EB.2/2014/6-C/Add.1)	35	100	0	0
FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) (WFP/EB.2/2014/6-A/Add.1)	27	78	22	0
WFP's Cash and Voucher Policy (2008–2014) (WFP/EB.1/2015/5-A/Add.1)	32	69	31	0
WFP's use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) (WFP/EB.1/2015/5-B/Add.1)	18	56	44	0

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2016				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
WFP's Pilot Purchase for Progress Initiative (2008–2013) (WFP/EB.1/2015/5-C/Add.1)	8	62	38	0
Indonesia Country Portfolio (2009–2013) (WFP/EB.1/2015/5-D/Add.1)	23	78	22	0
WFP's Response to the Syrian Crisis (2011–2014) (WFP/EB.A/2015/7-C/Add.1)	19	89	11	0
WFP's Preparedness and Response Enhancement Programme (2011–2014) (WFP/EB.A/2015/7-B/Add.1)	28	64	36	0
Nutrition Policy (2012–2014) (WFP/EB.2/2015/6-A/Add.1)	15	33	67	0
Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response (WFP/EB.2/2015/6-B/Add.1)	6	17	83	0
United Republic of Tanzania Country Portfolio (2011–2014) (WFP/EB.2/2015/6-D/Add.1)	12	8	92	0
Joint Evaluation of the REACH Initiative (2011–2015) (WFP/EB.2/2015/6-C/Add.1*)	10	100	0	0
State of Palestine Country Portfolio (2011–mid-2015) (WFP/EB.1/2016/5/Add.1*/Corr.1)	7	71	29	0
Mauritania Country Portfolio (2011–2015) (WFP/EB.A/2016/7-B/Add.1)	9	22	78	0
Burundi Country Portfolio (2011–2015) (WFP/EB.2/2016/6-A/Add.1)	16	31	69	0
Iraq Country Portfolio (2010–2015) (WFP/EB.2/2016/6-B/Add.1)	15	7	93	0
Total	470	73	26	1

ANNEX II

IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2016, BY WFP OFFICE				
WFP office	Target	Implemented actions	Outstanding actions	Not applicable
Asia and the Pacific	68	61	5	2
Afghanistan	36	34	0	2
Indonesia	17	17	0	0
Nepal	15	10	5	0
Middle East, North Africa, Eastern Europe and Central Asia	19	14	5	0
Iraq	5	1	4	0
State of Palestine	5	5	0	0
Syrian Arab Republic	9	8	1	0
West Africa	3	2	1	0
Mauritania	3	2	1	0
Southern Africa	63	52	11	0
Democratic Republic of the Congo	35	35	0	0
Congo	17	16	1	0
United Republic of Tanzania	10	0	10	0
Regional Bureau Johannesburg	1	1	0	0
East and Central Africa	26	24	2	0
Burundi	6	5	1	0
Uganda	18	17	1	0
Regional Bureau Nairobi	2	2	0	0
Latin America and the Caribbean	19	19	0	0
Guatemala	1	1	0	0
Regional Bureau Panama	18	18	0	0
Headquarters	211	166	43	2
Total	409	338	67	4

Acronyms Used in the Document

KPI	key performance indicator
OEV	Office of Evaluation
PACE	Performance and Competency Enhancement
RMP	Performance Management and Monitoring Division