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EVALUATION REPORTS

Agenda item 7

*For information**

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IMPLEMENTATION STATUS OF EVALUATION RECOMMENDATIONS

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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.

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INTRODUCTION

1. This is the sixth 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 Board from 2008 to the end of 2014.

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 2014.
 - **Outstanding:** Action not completed by 31 December 2014.
 - **Not applicable:** Action not implemented because of changed circumstances or contexts.

EVALUATIONS PRESENTED TO THE BOARD

3. Since 2008, 78 evaluation reports with management responses have been presented to the Executive Board.¹ The relevant 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.
4. Of the 78 evaluation reports, 27 percent were operation evaluations (21), 28 percent strategic and policy evaluations (22), 25 percent country portfolio evaluations (19), 1 percent regional portfolio evaluations (1), and 19 percent impact evaluations (15).
5. Over the last seven years, 23 percent of the actions contained in evaluation recommendations pertain to operation evaluations, 27 percent to strategic and policy evaluations, 30 percent to country portfolio evaluations, 2 percent to regional portfolio evaluations, and 18 percent to impact evaluations (Table 1).

¹ In 2008, the Secretariat prepared management responses to the recommendations in strategic evaluation reports only; since 2009, all evaluation reports presented to the Board are accompanied by management responses.

TABLE 1: NUMBERS OF EVALUATION REPORTS SUBMITTED TO THE BOARD AND PERCENTAGES OF RECOMMENDED ACTIONS, BY TYPE OF EVALUATION (2008–2014)

Type	2008		2009		2010		2011		2012		2013		2014		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	No.	% of actions per year	No.	% of actions per year
Operation	n/a	-	9	65	10	67	1	10	1	3	n/a	-	n/a	-	21	23
Strategic and policy	4	100	2	27	2	7	4	28	6	35	1	5	3	33	21	27
Country portfolio	n/a	-	2	8	2	20	5	40	3	36	5	53	2	29	21	30
Regional portfolio	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	n/a	-	1	15	1	2
Impact	n/a	-	n/a	-	1	6	3	22	2	26	5	42	4	23	14	18
TOTAL	4	100	13	100	15	100	13	100	12	100	11	100	10	100	78	100

QUANTITY AND GEOGRAPHICAL DISTRIBUTION OF RECOMMENDATIONS

6. Since 2008, OEV has issued 622 recommendations in 78 evaluation reports. The number of recommendations made each year increased from 57 in 2008 to 154 in 2010, falling to 78 in 2012, 70 in 2013 and 58 in 2014. The average number of recommendations per evaluation decreased from eleven in 2008 to four in 2010, followed by a gradual increase to eleven once more in 2014. In many instances, a recommendation may contain several sub-recommendations with several prescribed actions.
7. In response to all the recommendations issued from 2008 to 2014, management agreed to implement 1,092 actions, of which 178 are from 2014. Most actions – 66 percent – are for field offices, and 34 percent are for Headquarters. Since 2008, management has agreed to implement an average of 15 actions per evaluation.

TABLE 2: NUMBERS OF ACTIONS BY REGION AND AS PERCENTAGES OF ALL ACTIONS (2008–2014)

Region	2008		2009		2010		2011		2012		2013		2014		TOTAL	
	No.	% of annual total	No.	% of annual total	No.	% of annual total	No.	% of annual total	No.	% of annual total	No.	% of annual total	No.	% of annual total	No.	%
Asia	-	-	13	9	75	36	30	16	36	19	40	21	-	-	194	17
Middle East, North Africa, Eastern Europe and Central Asia	-	-	-	-	34	16	16	8	-	-	46	25	-	-	96	8
West Africa	-	-	18	12	22	10	44	23	-	-	27	14	11	6	122	10
Southern Africa	-	-	40	27	-	-	-	-	19	10	17	9	35	20	111	10
East and Central Africa	-	-	-	-	34	16	56	29	53	27	-	-	19	11	162	14
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	405	34
TOTAL	69	100	147	100	211	100	192	100	192	100	187	100	179	100	1 177	100



8. The geographical breakdown in Table 2² indicates that Headquarters has the highest number of actions overall.

IMPLEMENTATION STATUS OF ACTIONS FROM 2008 TO 2014

9. The following analysis covers 736 actions from 44 evaluation reports.³ Of these, 587 actions were either implemented or no longer applicable at 31 December 2014:
- 551 were implemented by 31 December 2014 (75 percent);
 - 36 are deemed not applicable (5 percent); and
 - 149 are outstanding (20 percent).
10. Of the 736 actions, 622 were due by 31 December 2014; this was considered the implementation target for 2014. The annual target may include actions that are no longer considered applicable (see Annexes I and II for a breakdown of actions considered not applicable). Of the 622 actions due, 536 have been implemented (Table 3).

	Number of actions implemented	Target	Implementation rate (%)
2010	259	338	77
2011	339	426	80
2012	421	535	79
2013	483	615	79
2014	536	622	86

11. Implementation rates were high for all types of evaluation (Table 4): 97 percent of all agreed actions from operation evaluations were implemented by the end of 2014; the equivalent figure for strategic and policy evaluations was 91 percent; country portfolio evaluations achieved 84 percent, regional portfolio evaluations 92 percent and impact evaluations 79 percent. These figures reflect the greater complexity of implementing actions stemming from impact evaluations. By definition, impact evaluations imply deeper and broader recommendations with a longer perspective. Analysis of these recommendations concludes that timelines for implementing actions have tended to underestimate the external factors that affect implementation.

² Table 2 covers all 1,177 actions – irrespective of end dates – from the 78 evaluations approved by the Executive Board prior to 31 December 2014. Some actions may have been reattributed because of changes in units' responsibilities or in country offices' alignment with regional bureaux.

³ The 34 evaluation reports – with 441 actions – closed during 2010–2013 are excluded from the analysis because actions contained in their management responses have either been implemented or are deemed not applicable.

TABLE 4: IMPLEMENTATION RATES BY TYPE OF EVALUATION (2008–2014)			
Type	Number of actions implemented	2014 target	Implementation rate (%)
Operation	37	38	97
Strategic and policy	182	199	91
Country portfolio	149	177	84
Regional portfolio	24	26	92
Impact	144	182	79
TOTAL	536	622	86

12. The three highest implementation rates in Table 5 are for East and Central Africa, with 98 percent of the 90 actions due at 31 December 2014 implemented; the Middle East, North Africa, Eastern Europe and Central Asia, with 96 percent of 46 actions implemented; and Latin America and the Caribbean, with 93 percent of 27 actions implemented. A review of follow-up actions found that delays in the implementation of planned actions in 2014 were generally attributable to funding constraints and subsequent reassessment of priorities, other administrative considerations such as staffing rotations, and postponement of planned activities by partners such as national governments. Annex II shows implementation rates by entity.

TABLE 5: IMPLEMENTATION RATES BY REGION (2008–2014)			
Region	Number of actions implemented	2014 target*	Implementation rate (%)
Asia	106	133	80
Middle East, North Africa, Eastern Europe and Central Asia	44	46	96
West Africa	45	49	92
Southern Africa	27	31	87
East and Central Africa	88	90	98
Latin America and the Caribbean	25	27	93
Headquarters	204	246	83
TOTAL	539	622	86

* These totals refer to the actions initially indicated in management response documents, some of which have subsequently been deemed “not applicable”. For Headquarters, “not applicable” actions include several for implementation outside WFP, such as with the Office of the United Nations High Commissioner for Refugees.

SUMMARY AND CONCLUSIONS

13. From 2008 to 2014, 86 percent of the actions with a deadline of 31 December 2014 from 44 evaluation reports were implemented, a notable improvement from the previous year and significantly higher than average implementation rates of comparable organizations.⁴ Each action has a timeline; managers are held accountable for taking action; and WFP tracks the implementation of evaluation recommendations continuously, reporting on performance in achieving targets in its Annual Performance Report. Feedback from evaluated offices indicates a high degree of learning from evaluations, informing subsequent project design and improving implementation. Consistent with the recommendation of the Peer Review of the Evaluation Function at the World Food Programme,⁵ management and OEV have enhanced their collaboration on evaluation responses, generally yielding more focused and actionable recommendations.

⁴ The United Nations Secretariat Report on the Activities of the Office of Internal Oversight Services for the period from 1 July 2012 to 30 June 2013 – Addendum, 19 August 2013 (A/68/337 (Part I)/Add.1) states that at 31 December 2012, programme managers of the United Nations Secretariat had implemented 62 percent of all the recommendations issued during the calendar year. Internal audit recommendations are included in this figure.

⁵ WFP/EB.A/2014/7-D

ANNEX I

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2014				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Peer Review of the Evaluation Function at the World Food Programme (WFP/EB.1/2008/7-A/Add.1)	34	79	0	21
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	100	0	0
Afghanistan Protracted Relief and Recovery Operation 104270 (WFP/EB.1/2010/7-A/Add.1)	32	97	0	3
Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security (WFP/EB.1/2010/7-B/Add.1)	9	100	0	0
School Feeding Programmes in Kenya (1999–2008) (WFP/EB.A/2010/7-D/Add.1)	12	100	0	0
Annual Evaluation Report 2009 (WFP/EB.A/2010/7-A/Add.1)	5	100	0	0
Impact Evaluation of School Feeding in Cambodia (WFP/EB.1/2011/6-B/Add.1/Rev.1)	9	100	0	0
Impact Evaluation of School Feeding in The Gambia (WFP/EB.A/2011/7-D/Add.1)	11	100	0	0
Strategic Evaluation of WFP's Role in Social Protection and Safety Nets (WFP/EB.A/2011/7-B/Add.1)	10	100	0	0
Strategic Mid-Term Evaluation of WFP's Agriculture and Market Support in Uganda (WFP/EB.2/2011/6-A/Add.1)	22	100	0	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	100	0	0
Kenya Country Portfolio (WFP/EB.2/2011/6-D/Add.1)	20	95	0	5
Impact Evaluation of School Feeding in Bangladesh (WFP/EB.2/2011/6-F/Add.1)	21	95	0	5
Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership (WFP/EB.1/2012/6-A/Add.1)	18	100	0	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	79	0	21
WFP School Feeding Policy (WFP/EB.1/2012/6-D/Add.1)	16	100	0	0
Strategic Evaluation of WFP's Role in Ending Long-Term Hunger (WFP/EB.1/2012/6-C/Add.1)	12	83	17	0

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2014				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Strategic Evaluation on How WFP's Country Offices Adapt to Change (WFP/EB.1/2012/6-B/Add.1/Rev.1)	7	86	14	0
Annual Evaluation Report 2011 (WFP/EB.A/2012/7-A/Add.1)	10	90	10	0
Afghanistan Country Portfolio (WFP/EB.2/2012/6-D/Add.1)	36	83	11	6
Somalia Country Portfolio (WFP/EB.2/2012/6-C/Add.1)	21	67	29	5
WFP's Private-Sector Partnership and Fundraising Strategy (WFP/EB.2/2012/6-A/Add.1)	2	100	0	0
Global Logistics Cluster (WFP/EB.2/2012/6-B/Add.1)	6	100	0	0
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)	4	50	0	50
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	83	3	13
Synthesis of the Joint UNHCR/WFP Impact Evaluations on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations (WFP/EB.1/2013/6-C/Add.1)	10	40	60	0
Annual Evaluation Report 2012 (WFP/EB.A/2013/7-A/Add.1)	18	78	22	0
The Kyrgyz Republic Country Portfolio (2008–2012) (WFP/EB.A/2013/7-B/Add.1)	22	100	0	0
The Niger Country Portfolio (2007–2011) (WFP/EB.A/2013/7-C/Add.1)	10	90	10	0
Timor-Leste Country Portfolio (2008–2012) (WFP/EB.A/2013/7-D/Add.1)	19	53	0	47
The Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011) (WFP/EB.2/2013/6-A/Add.1)	15	33	67	0
The 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	93	7	0
The Congo Country Portfolio (2009–2012) (WFP/EB.2/2013/6-D/Add.1)	17	65	35	0
The Impact of Food for Assets on Livelihood Resilience in Guatemala (2003–2010) (WFP/EB.1/2014/5-B/Add.1)	12	50	50	0
The WFP Gender Policy (2008–2013) (WFP/EB.1/2014/5-A/Add.1)	26	38	62	0

IMPLEMENTATION STATUS OF ALL ACTIONS AT 31 DECEMBER 2014				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
The Impact of Food for Assets on Livelihood Resilience in Uganda (2005–2010) (WFP/EB.1/2014/5-D/Add.1)	8	63	38	0
The Impact of Food for Assets on Livelihood Resilience in Senegal (2005–2010) (WFP/EB.1/2014/5-C/Add.1)	11	82	18	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	18	82	0
Central America Regional Portfolio (2007–2011) (WFP/EB.A/2014/7-C/Add.1)	26	92	8	0
Uganda Country Portfolio (2009–2013) (WFP/EB.2/2014/6-B/Add.1)	17	18	76	6
Democratic Republic of the Congo Country Portfolio (2009–2013) (WFP/EB.2/2014/6-C/Add.1)	35	37	63	0
FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009–2014) (WFP/EB.2/2014/6-A/Add.1)	27	15	85	0
TOTAL	736	75	20	5

ANNEX II

**IMPLEMENTATION STATUS OF ALL ACTIONS DUE BY 31 DECEMBER 2014,
BY ENTITY**

Entity	Total actions	Implemented actions	Outstanding actions	Not applicable
Asia	133	106	13	14
Country Office Afghanistan	68	61	4	3
Country Office Bangladesh	35	27	5	3
Country Office Cambodia	9	9	0	0
Country Office Nepal	12	8	4	0
Country Office Timor-Leste	9	1	0	8
Middle East, North Africa, Eastern Europe and Central Asia	46	44	2	0
Country Office the Kyrgyz Republic	15	15	0	0
Country Office the Sudan	27	25	2	0
Cairo Regional Bureau	4	4	0	0
West Africa	49	45	4	0
Country Office Chad	18	17	1	0
Country Office the Gambia	11	11	0	0
Country Office the Niger	9	8	1	0
Country Office Senegal	11	9	2	0
Southern Africa	31	24	7	0
Country Office the Congo	16	11	5	0
Country Office the Democratic Republic of the Congo	15	13	2	0
East and Central Africa	90	88	0	2
Country Office Ethiopia	23	23	0	0
Country Office Kenya	31	30	0	1
Country Office Somalia	8	7	0	1
Country Office Uganda	27	27	0	0
Nairobi Regional Bureau	1	1	0	0
Latin America and the Caribbean	273	229	24	20
Country Office Guatemala	9	7	2	0
Panama Regional Bureau	18	18	0	0
Headquarters	246	204	22	20
TOTAL	622	536	50	36