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EVALUATION REPORTS

Agenda item 7

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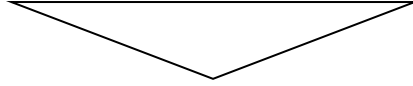
IMPLEMENTATION STATUS OF EVALUATION RECOMMENDATIONS



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DRAFT DECISION*



The Board takes note of “Implementation Status of Evaluation Recommendations” (WFP/EB.A/2012/7-C).

* 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.

INTRODUCTION

1. This is the third 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 and 2011. In response to observations by the Board and recommendation 4 of the Office of Evaluation (OE) 2011 Annual Evaluation Report, which urged organizational learning, this report analyses the implementation status in greater depth than did previous reports: it introduces geographical analysis, presents trends, establishes an annual implementation target to enable reporting against a benchmark, and provides a breakdown for the WFP six regions and relevant entities along with Headquarters.
2. The objective of the enhanced analysis is to identify challenges and best practices for WFP's implementation of the recommendations. It also improves accountability and transparency, enables targeted follow-up and identifies emerging patterns.
3. The report has four sections: i) a brief description of the method; ii) an overview of relevant evaluation reports, recommendations and management actions; iii) analysis of implementation status, by evaluation type and region; and iv) a summary and conclusions.

METHOD

4. The Performance and Accountability Management Division (RMP) tracks the management actions and the responses made to determine the implementation status and follow-up as required. The implementation status categories are the same used in the 2010 report:
 - **Implemented:** Action completed by 31 December 2011.
 - **Outstanding:** Action not completed by 31 December 2011.
 - **Not applicable:** Actions not implemented because of changing circumstances or contexts.

EVALUATIONS PRESENTED TO THE BOARD

5. Since 2008, 45 evaluation reports with management responses have been presented to the Board.¹ The evaluation categories established by OE, and the type of action each category includes are:
 - **Operation evaluations**, with recommendations proposing specific actions;
 - **Country portfolio evaluations**, with related principles guiding WFP country offices;
 - **Strategic evaluations**, with suggested approaches or course of actions; and
 - **Impact evaluations**, with recommendations that influence current and future actions.

¹In 2008 the Secretariat prepared management responses for strategic evaluations only; in 2009 and 2010 all evaluation reports presented to the Board were accompanied by management responses.

6. During the last four years, 44 percent of evaluations that included management responses were operation evaluations. Strategic evaluations accounted for 27 percent, country portfolio evaluations for 20 percent and impact evaluations for 9 percent. As explained in the Annual Evaluation Report 2011, the number of operation evaluations has declined, while the number of impact and strategic evaluations has increased (Table 1).

TABLE 1: NUMBER OF EVALUATIONS SUBMITTED TO THE BOARD WITH RESPONSES, BY TYPE AND AS PERCENTAGE OF TOTAL (2008–2011)

Type	2008		2009		2010		2011		TOTAL	
	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year
Operations	n/a	-	9	70	10	67	1	8	20	44
Strategic	4	100	2	15	2	13	4	31	12	27
Country portfolio	n/a	-	2	15	2	13	5	38	9	20
Impact	n/a	-	n/a	-	1	7	3	23	4	9
TOTAL	4	100	13	100	15	100	13	100	45	100

QUANTITY AND GEOGRAPHICAL DISTRIBUTION OF RECOMMENDATIONS

7. Since 2008, OE has issued 414 recommendations in 45 evaluation reports. The number of recommendations made each year increased from 57 in 2008 to 154 in 2010 and dropped to 112 in 2011. The average number of recommendations per evaluation decreased from 14 in 2008 to 9 in 2011.
8. In response to all recommendations issued from 2008 to 2011, management agreed to implement 620 actions; 193 of these were from 2011. In 2008 just 69 were added, while in 2010 there were 211 actions added. Most actions – 69 percent – are for field offices, while 31 percent are for Headquarters. In 2011 management agreed to implement an average of 15 actions per evaluation.

TABLE 2: NUMBER OF ACTIONS, BY REGION (2008–2011) AND PERCENTAGE IN RELATION TO ALL ACTIONS

Region	2008		2009		2010		2011		TOTAL	
	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year	Number	% of actions per year
Asia	-	-	13	9	75	36	28	15	116	19
Middle East, North Africa, Eastern Europe and Central Asia	-	-	-	-	26	12	14	7	40	6
West Africa	-	-	17	12	22	10	44	23	83	13
Southern Africa	-	-	19	13	-	-	-	-	19	3
East and Central Africa	-	-	21	14	42	20	56	29	119	19
Latin America and the Caribbean	-	-	18	12	28	13	10	5	56	9
Headquarters	69	100	59	40	18	9	41	21	187	31
TOTAL	69	100	147	100	211	100	193	100	620	100

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

IMPLEMENTATION STATUS OF ACTIONS FROM 2008 TO 2011

10. The following analyses cover 40 evaluation reports with 543 actions; 77 actions were either implemented or no longer applicable at 31 December 2010 and were excluded. Of the 543 actions:
- 339 were implemented by 31 December 2011 (63 percent);
 - 165 are outstanding (30 percent);
 - 39 were deemed not applicable (7 percent).
11. Of the 543 actions, 426 were due by 31 December 2011; this was the implementation target for 2011. WFP implemented 339 actions, an 80 percent implementation rate for 2011 and a 3 percent improvement over 2010.

	Number of actions implemented	Target	Implementation rate (%)
End-2010	259	338	77
End-2011	339	426	80

IMPLEMENTATION RATES BY TYPE AND REGION

12. Implementation rates varied significantly by type of evaluation (Table 4): while 91 percent of all actions from country portfolio evaluations had been implemented by the end of 2011, for strategic evaluations it was only 66 percent. This reflects both the higher number of actions stemming from strategic evaluations and the complexities of addressing them: they often require more coordination, involve policy issues and collaboration across WFP units and beyond. Timelines set for implementing strategic evaluation actions are often too optimistic; careful consideration is required to ensure that targets and deadlines can be met.

Type	Number of actions implemented	2011 target	Implementation rate (%)
Operations	146	178	82
Strategic	83	125	66
Country portfolio	86	94	91
Impact	24	29	83
TOTAL	339	426	80

13. In the Asia region, 86 percent of 93 actions were implemented, while in the East and Central Africa region 76 percent of 71 actions due at 31 December 2011 had been 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.

TABLE 5: IMPLEMENTATION RATES BY REGION (2008–2011)

	Number of actions implemented	2011 Target	Implementation rate (%)
Asia	80	93	86
Middle East, North Africa, Eastern Europe and Central Asia	27	32	84
West Africa	50	57	88
Southern Africa	10	11	91
East and Central Africa	54	71	76
Latin America and the Caribbean	24	29	83
Headquarters	94	133	71
TOTAL	339	426	80

SUMMARY AND CONCLUSIONS

14. From 2008 to 2011, 80 percent of actions from 40 evaluation reports have been fully implemented; 87 actions remain pending. While an 80 percent implementation rate is higher than other comparable organizations,² WFP is committed to increasing the implementation rate for 2012. Each action has a timeline; managers are held accountable for action, and for sharing reports with the Board. RMP will also work with OE to create cross-functional processes and teams to address evaluation findings and responding to both internal and external opportunities. A lower average number of recommendations per evaluation paired with a focus on issuing practical recommendations will help to ensure that actions are implemented in a timely manner and that they achieve the intended changes.
15. This report provides more quantitative analysis and insights than previous reports; it signals trends and contributes to accountability and transparency. However, management recognizes that it is only the first step toward enhancing organizational effectiveness and efficiency. The 2011 Annual Evaluation Report mentions a number of initiatives taken by WFP to enhance learning through evaluation. Closing the learning loop will require further steps to exploit the full value of evaluations. RMP will work with OE and with the Policy, Planning and Strategy Division to incorporate conclusions from evaluations into planning and review processes, enable informed management decisions and assess how implemented actions have changed the way WFP works.

² The United Nations Secretariat *Report on the activities of the Office of Internal Oversight Services for the period from 1 July 2010 to 30 June 2011* – Addendum, 15 August 2011(A/66/286 (Part I)/Add.1 states that, at 30 June 2011, programme managers of the United Nations Secretariat had implemented 50 percent of all the recommendations issued between 1 July 2010 and 31 May 2011. Note, however, that internal audit recommendations are also covered in the report.

ANNEX I

IMPLEMENTATION STATUS OF ACTIONS AS OF 31 DECEMBER 2011				
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	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	78	22	0
Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa (WFP/EB.2/2008/6-A/Add.1)	14	86	7	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	72	17	11
Bangladesh Country Programme 104100 (2007–2010) (WFP/EB.2/2009/6-B/Add.1)	9	56	22	22
Lao People's Democratic Republic Country Portfolio (WFP/EB.2/2009/6-F/Add.1)	10	80	10	10
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	81	16	3
Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security (WFP/EB.1/2010/7-B/Add.1)	9	67	33	0
Ethiopia Country Programme 104300 (2007–2011)(WFP/EB.1/2010/7-C/Add.1)	16	81	19	0
Guatemala Protracted Relief and Recovery Operation 104570 (WFP/EB.1/2010/7-D/Add.1)	13	69	23	8

IMPLEMENTATION STATUS OF ACTIONS AS OF 31 DECEMBER 2011				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Egypt Country Programme 104500 (2007–2011) (WFP/EB.A/2010/7-B/Add.1)	9	56	22	22
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	50	50	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	91	9	0
Chad Country Portfolio (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	64	36	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	71	29	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	0	100	0
Haiti Country Portfolio (WFP/EB.2/2011/6-C/Add.1)	11	36	55	9
Strategic Mid-Term Evaluation of WFP's Agriculture and Market Support in Uganda (WFP/EB.2/2011/6-A/Add.1)	22	5	95	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)	16	13	87	0

IMPLEMENTATION STATUS OF ACTIONS AS OF 31 DECEMBER 2011				
Management response document	Actions (number)	Implemented actions (%)	Outstanding actions (%)	Not applicable (%)
Kenya Country Portfolio (WFP/EB.2/2011/6-D/Add.1)	20	35	60	5
Yemen Country Portfolio (WFP/EB.2/2011/6-E/Add.1)	18	44	56	0
Impact Evaluation of School Feeding in Bangladesh (WFP/EB.2/2011/6-F/Add.1)	21	48	52	0
Niger Emergency Operation 200170 (WFP/EB.2/2011/6-G/Add.1)	20	40	50	10
TOTAL	543	63	30	7

ANNEX II

IMPLEMENTATION STATUS OF ACTIONS BY ENTITY AS OF 31 DECEMBER 2011			
ENTITY	Total actions	Implemented actions	Outstanding actions
Asia	93	73	15
Country Office Afghanistan	28	24	4
Country Office Bangladesh	19	10	7
Country Office Bangladesh and Government Donor Relations Division	1	1	
Country Office Cambodia	1	1	
Country Office Lao People's Democratic Republic	4	4	
Country Office Nepal	31	28	3
Country Office Timor-Leste	8	5	
Regional Bureau Bangkok	1		1
Middle East, North Africa, Eastern Europe and Central Asia	32	25	4
Country Office Egypt	8	4	2
Country Office Occupied Palestinian Territory	15	14	
Country Office Yemen	8	6	2
Regional Bureau Cairo	1	1	
West Africa	57	42	9
Country Office Burkina Faso	2	2	
Country Office Chad	9	8	1
Country Office Côte d'Ivoire	7	4	
Country Office Côte d'Ivoire and Government Donor Relations Division	1		
Country Office Ghana	9	9	
Country Office Mali	14	9	5
Country Office Niger	11	7	2
Country Office The Gambia	4	3	1
Southern Africa	11	10	1
Country Office Malawi	2	2	
Country Office Mozambique	7	7	
Country Office Mozambique and Programme, Design and Support Division	2	1	1
East and Central Africa	71	49	20
Country Office Congo, Republic of the	6	4	
Country Office Ethiopia	21	18	3
Country Office Ethiopia and Headquarters divisions	1	1	
Country Office Kenya	17	10	7
Country Office Rwanda	11	8	3
Country Office the Sudan	8	7	1

IMPLEMENTATION STATUS OF ACTIONS BY ENTITY AS OF 31 DECEMBER 2011			
ENTITY	Total actions	Implemented actions	Outstanding actions
Country Office Uganda	7	1	6
Latin America and the Caribbean	29	20	4
Country Office Colombia	13	10	
Country Office Guatemala	11	7	3
Country Office Haiti	4	2	1
Regional Bureau Panama City	1	1	
Headquarters	133	93	29
TOTAL	426	312	82