



WFP EVALUATION

Review of the Implementation of Recommendations from Global Evaluations (2016-Q2 2020)



World Food Programme

SAVING LIVES
CHANGING LIVES

June 2022

EB.A.2022

PURPOSE OF THE REVIEW

1. Shed light on the **utility of evaluation** recommendations
2. Learn about processes for the **preparation and follow up of management responses**
3. Identify areas of **progress in implementing** follow-up actions and **gaps** in implementation



**ENHANCE THE VISIBILITY AND USE OF
RECOMMENDATIONS**



SCOPE AND OUTPUTS

GLOBAL EVALUATIONS (2016 – Q2 2020)

STAND-ALONE REPORTS

 Funding WFP's Work

 Gender Policy

 People Strategy

 Safety Nets

 Enhanced Resilience

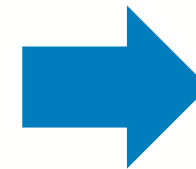
 Pilot CSPs

 Humanitarian Protection

 Humanitarian Principles

 Partnership Strategy

 Capacity Development



SYNTHESIS REPORT



AGREEMENT WITH RECOMMENDATIONS

Management agreed or partially agreed with all 65 recommendations

REASONS FOR HIGH LEVEL OF AGREEMENT



Participatory formulation of recommendations



Close involvement by OEV evaluation managers

REASONS FOR PARTIAL AGREEMENT



Non-alignment with WFP's policies and pragmatic nature



Over-ambition in addressing findings



Resource constraints

FOLLOW-UP TO RECOMMENDATIONS AND PERCEIVED UTILITY



On average, management responses have a satisfactory score for actionability (specificity, measurability, assignability and time-boundness)



All interviewed implementation focal points confirmed that the recommendations were useful



Full implementation of one third of actions that were marked as implemented in R2 could not be confirmed

FACTORS ENABLING OR HINDERING IMPLEMENTATION

ENABLING FACTORS

- Flexibility of the organization
- Focussed leadership
- Commitment and collaboration
- Evaluation quality

HINDERING FACTORS

- Consideration of inter-dependencies and competing priorities, unrealistic time frames, excessive operational details
- Management responses' proposed actions muddling up recommendations' initial guidance
- Resource constraints



**ADEQUATE
VERIFICATION**



**TIMELY ANALYSIS
OF MANAGEMENT
RESPONSE
FOLLOW-UP**

KEY THEMES OF STRATEGIC RELEVANCE THAT REQUIRE FURTHER ACTION

CROSSCUTTING THEMES	# RECOMMENDATIONS
Funding	11
Human Resources	10
Performance Management / Monitoring	8
Partnerships	7
CSPs or Interim CSPs	6
Gender	3
Capacity Strengthening	3

RECOMMENDATIONS

1

Adopt a corporate perspective to bring recommendations and their implementation to a higher level

2

Guide the implementation of recommendations with high quality management responses that are relevant and actionable

3

When formulating the management response, critically review the recommendations

4

Further analyze organizational factors that hinder the implementation of recommendations

5

Follow up on key themes of strategic relevance to WFP