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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

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Evaluation reports

For consideration

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

## **Management response to the recommendations in the summary report on the review of the implementation of recommendations from thematic evaluations of a strategic/global nature**

### **Background**

1. This document presents the WFP management response to the recommendations in the summary report on the review of the implementation of recommendations from thematic evaluations of a strategic/global nature.
2. The review aimed to promote the use of evaluation evidence for learning and accountability purposes and to highlight areas for further action where WFP can maximize the achievement of its mission. It was also expected to help the Office of Evaluation (OEV) to improve the formulation of evaluation recommendations, and WFP management to strengthen management responses.
3. Covering global evaluations carried out between January 2016 and July 2020, the review comprised individual reports on ten evaluations and their respective management responses, and the present summary report, which sets out overarching findings, conclusions and recommendations from that exercise.
4. This document presents the management response to the five recommendations made in the summary report, indicating whether WFP management agrees, partially agrees or disagrees with those recommendations, and their related sub-recommendations, and presenting the planned actions, responsibilities and timelines for their implementation.

### **Focal points:**

Mr L. Bukera  
Director  
Corporate Planning and Performance Division  
tel.: 066513-4339

Ms J. Nyberg  
Deputy Director  
Corporate Planning and Performance Division  
tel.: 066513-3162

5. WFP welcomes the review, which represents a valuable first opportunity for management and OEV to learn lessons on the recommendation follow-up process and evaluation outcomes. The review offers OEV unique insights into the utility of recommendations and a starting point for reflection on the dynamics that influence evaluation use. Similarly, the analysis and lessons from the review provide the division coordinating the management responses, currently the Corporate Planning and Performance Division, with useful considerations for enhancing the preparation of management responses. Overall, it has strong potential to strengthen the positive contribution of evaluation to learning and accountability at WFP.
6. OEV endorses the recommendations addressing evaluation and underlines the efforts made over recent years to ensure that recommendations from strategic and policy evaluations are focused on high-level corporate and strategic issues. OEV has developed an evaluation quality assurance system and an evaluation process that support the delivery of high-quality evaluations. Part of the quality of any evaluation is its utility to WFP through the formulation of "SMART" (specific, measurable, attainable, relevant and time-bound) recommendations. According to the external post-hoc quality assessments carried out since 2016, the overall quality of evaluations has improved over time, with growing "satisfactory" or "highly satisfactory" quality ratings for all evaluations, especially those conducted at the decentralized level.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE REVIEW OF THE IMPLEMENTATION OF RECOMMENDATIONS FROM THEMATIC EVALUATIONS OF A STRATEGIC/GLOBAL NATURE</b>					
<b>Recommendations and sub-recommendations</b>	<b>Recommendation lead office</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office</b>	<b>Action deadline</b>
<p><b>Recommendation 1</b> – Adopt a corporate perspective to bring recommendations of global evaluations and their implementation to a higher level. It is recommended that evaluations:</p> <ul style="list-style-type: none"> <li>➤ take into consideration strategic, policy and programmatic contexts, competing priorities and available human and financial resources;</li> <li>➤ produce, as a consequence, fewer prioritized strategic recommendations and include in them fewer operational details, the latter are expected to be set out in action plans developed and implemented under actions in management responses; and</li> <li>➤ pay due attention to the proper allocation of roles and responsibilities in respect of actions and interdependencies that affect implementation.</li> </ul> <p><b>Priority: High/medium</b> Deadline: December 2022</p>	Office of Evaluation (OEV)	<p>Agreed.</p> <p>OEV is committed to ensuring that evaluation recommendations take corporate direction into account. It notes, however, that the formulation of recommendations in individual evaluation reports cannot realistically be expected to consider all potential trade-offs related to competing priorities or corporate-level resourcing.</p>	<ol style="list-style-type: none"> <li>1. Continue efforts to ensure that recommendations from global evaluations are high-level and strategic. Update technical guidance on the quality of recommendations and ensure appropriate dissemination to evaluation managers and the firms selected to undertake evaluations in the future.</li> <li>2. Through the evaluation quality assurance system, continue to ensure that attention is paid to the proper allocation of responsibilities and the definition of critical pathways for recommendation implementation.</li> <li>3. OEV evaluation managers will encourage technical and functional units to set realistic timelines for action in their reviews of recommendations.</li> </ol>	OEV	December 2022



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<p>recommendations, including through the use of quality checklists; in addition, where relevant, comments from country offices, regional bureaux, OEV and headquarters divisions should be included at all stages of management response review and clearance; and</p> <ul style="list-style-type: none"> <li>➤ organize a workshop on the development of each management response (following the recommendation workshop), led by the designated management response coordinator with contributions from all other units and divisions that are responsible for actions in order to ensure full understanding of the content and consequences of both recommendations and the management response and to ensure optimal ownership of actions.</li> </ul> <p><b>Priority: High/medium</b> Deadline: December 2022</p>					

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<b>Recommendations and sub-recommendations</b>	<b>Recommendation lead office</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office</b>	<b>Action deadline</b>
<p><b>Recommendation 3</b> – When formulating a management response, critically review the recommendations. This includes:</p> <ul style="list-style-type: none"> <li>➤ disagreeing with recommendations that, for instance, are not aligned with WFP policy or that contradict agreed strategic decisions; and</li> <li>➤ acknowledging recommendations to continue implementing an ongoing policy, strategy or action without necessarily defining a new action to be taken.</li> </ul> <p><b>Priority: High/medium</b> Deadline: December 2022</p>	CPP	Agreed.	<p>6. The points raised in recommendation 3 will be addressed in the updated standard operating procedures for and related guidance on the preparation of responses to centralized evaluations mentioned in the response to recommendation 2.</p> <p>7. Special attention will be paid to the points raised in recommendation 3 during the review of draft responses to centralized evaluations.</p>	<p>CPP</p> <p>CPP, supported by OEV</p>	<p>June 2022</p> <p>December 2022</p>
<p><b>Recommendation 4</b> – Further analyse organizational factors that hinder the effective and efficient implementation of recommendations from global evaluations. It is recommended that such analysis cover:</p> <ul style="list-style-type: none"> <li>➤ transparency related to the prioritization of financial allocations;</li> <li>➤ the management and coordination of cross-cutting and integrated programmes and processes;</li> <li>➤ strategic and functional workforce planning;</li> <li>➤ accountability mechanisms; and</li> <li>➤ the ownership of actions.</li> </ul> <p><b>Priority: High/medium</b> Deadline: March 2024</p>	CPP, supported by the Programme – Humanitarian and Development Division, Human Resources Division and Enterprise Risk Management Division	<p>Agreed.</p> <p>The annual performance report and the report on the implementation status of evaluation recommendations will continue to be used to analyse organizational factors that emerge from all OEV evaluations. Management also notes that some of the organizational factors identified by the review as hindering the implementation of recommendations from global evaluations have already been addressed through the bottom up strategic budgeting exercise,</p>	<p>8. Work with relevant WFP offices to further enhance the analytical, resource allocation and qualitative aspects of the management plan, the annual performance report and the report on the implementation status of evaluation recommendations, to the extent feasible and as relevant to the points raised in recommendation 4, and ensure that the results of that work are reviewed at sessions of the Oversight and Policy Committee and the Board, as appropriate.</p>	CPP	June 2023

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		the new strategic plan and the Human Resources Division's human capital management project. For example, CPP has already rolled out a new budget allocation governance framework.	<p>9. Develop comprehensive corporate guidance, standard operating procedures and administrative processes for performance assessment, results analysis and reporting in respect of cross-cutting priorities and environmental and social standards throughout the programme cycle.</p> <p>10. Roll out the human capital management project, which aims to enhance analytics and efficiency and ensure simplified, standardized, automated and integrated human resources processes at all corporate levels.</p> <p>11. Ensure that the standard operating procedures for the preparation of management responses to centralized evaluations are adhered to and captured in the R2 risk and recommendation tracking system in order to facilitate accountability for and ownership of actions.</p>	<p>Programme – Humanitarian and Development Division</p> <p>Human Resources Division</p> <p>CPP, supported by the Enterprise Risk Management Division</p>	<p>June 2023</p> <p>March 2024</p> <p>June 2023</p>

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<p><b>Recommendation 5</b> – When following up on themes of strategic relevance to WFP, the following aspects merit particular attention.</p> <ul style="list-style-type: none"> <li>➤ management responses should acknowledge human resource and funding recommendations that relate to issues that are often cross-cutting and require action at a corporate strategy level but do not call for action by any particular function;</li> <li>➤ evaluation managers and technical functions reviewing evaluation findings and recommendations should pay close attention to recommended implementation times and advise the evaluation teams about feasible timelines; and</li> <li>➤ attention should also be paid to issues including strategic and action planning, funding for changing lives work and the formulation of WFP's strategic direction.</li> </ul> <p><b>Priority: High/medium</b> Deadline: June 2023</p>	CPP, supported by OEV	<p>Agreed.</p> <p>Management notes that the new people policy, strategic plan and corporate results framework for 2022–2025 have set a new course for WFP's strategic direction and that progress against these frameworks will be reported to the Board and subject to OEV evaluation in due course.</p>	<p>12. Continue to bring the issues of strategic importance that are raised in evaluations – including human resources and funding – to the attention of management through, for example, the Oversight and Policy Committee and the implementation status of evaluation recommendations report.</p> <p>13. Continue to highlight systemic issues for attention when presenting evaluation reports to the Oversight and Policy Committee.</p>	<p>CPP</p> <p>OEV</p>	<p>June 2023</p> <p>June 2023</p>