



WFP EVALUATION

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

May 2022

EB Round Table



World Food Programme

SAVING LIVES
CHANGING LIVES

OBJECTIVES OF THE REVIEW

1. Determine level of **agreement** with recommendations in MRs
2. Assess **progress in implementing** follow-up actions
3. Identify **enabling and hindering** factors
4. Shed light on the **results** of actions
5. Identify **key issues** of strategic relevance to WFP 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

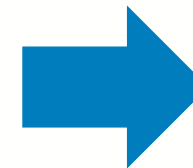
 Pilot CSPs

 Humanitarian Protection

 Humanitarian Principles

 Partnership Strategy

 Capacity Development



SYNTHESIS REPORT



APPROACH AND METHODOLOGY

Mixed-methods approach



- **Qualitative methods:**
 - Systematic content analysis of internal documents
 - Key informant interviews with 61 WFP managers and action owners
- **Semi-quantitative methods:**
 - Scoring of the actionability of agreed actions
 - Tabulation of progress in implementing agreed actions
 - Analysis of cross-cutting themes

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



Resource constraints



Over-ambition in addressing findings

ACTIONABILITY OF MANAGEMENT RESPONSES

**Actionability assessment of agreed actions:
specificity, measurability, assignability and time-boundness**



Management responses for 5 of the 10 reviewed evaluations met or surpassed the full criteria for actionability



All management responses grouped around the target score for actionability of 75 percent (mean score of 3 on a 4-point scale)

IMPLEMENTATION OF RECOMMENDATIONS, RESULTS AND PERCEIVED UTILITY



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

Organization

- Versatility of the organization
- Focused leadership
- Commitment and collaboration

Evaluation

- Evaluation quality

Hindering factors

Organization

- Human resource capacity and financial resources
- Corporate prioritization and allocation decisions
- Clarity on the transition of roles and responsibilities
- Regional and country level involvement and guidance

Evaluation

- Internal and compartmentalized perspective of evaluations
- Interpretation of recommendations and ownership
- Lack of consideration of critical pathways

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

THEMES OF FUNDING AND HUMAN RESOURCES



On **funding**, outstanding issues are

- consolidated planning on development work
- ongoing capacity building to improve services related to funding
- timely and transparent resource allocation decisions
- Full institutionalization of the advance financing mechanism



On **human resources**, most issues are addressed by the People Policy and WFP Strategic Plan (2022-26), including:

- inclusivity, gender equality and diversity
- capacity building
- workforce planning
- a review of contract modalities

CONCLUSIONS

KEY SUCCESS FACTORS/OPPORTUNITIES



- ✓ high degree of agreement with and perceived high utility of recommendations
- ✓ participatory approach and guidance by OEV on the recommendation formulation process
- ✓ management responses to evaluations assessed as actionable

CONCLUSIONS

KEY RISK FACTORS/CHALLENGES



- ✓ Recommendations include too many operational details and unrealistic time frames that do not respect inter-dependencies
- ✓ Consideration of wider corporate perspective on competing priorities or available resources are required in recommendations
- ✓ In some cases, recommendations provide clearer guidance for implementation than management responses
- ✓ More attention is required for allocation of responsibilities and to timelines in management responses
- ✓ Adequate verification and timely analysis of management response follow-up is required for effective use of R2
- ✓ Resource constraints

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