
June 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
**KEY THEMES OF STRATEGIC RELEVANCE THAT REQUIRE FURTHER ACTION**

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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