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Implementation status of evaluation recommendations

Draft decision*

The Board takes note of the implementation status of evaluation recommendations (WFP/EB.A/2024/7-D).

* 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.

In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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Summary

1. This report on the implementation status of evaluation recommendations provides a high-level overview of the organization's progress in addressing 311 evaluation recommendations due to be implemented in 2023. Despite a 51 percent rise compared with 2022 in the volume of recommendations and related actions due, the organization maintained effective implementation in 2023, achieving a 65 percent implementation rate. From 2021 to 2023 WFP achieved an average implementation rate of 75 percent, ensuring consistent progress toward the 85 percent target implementation rate set by the Joint Inspection Unit.
2. The present report is the first to include qualitative analysis based on interviews with the country offices and headquarters divisions that implemented the greatest number of recommendations during the reporting period. Essential factors defining successful implementation were identified, such as the timeliness, quality and relevance of recommendations; the adoption of a participatory approach to the evaluation process and stakeholder involvement in drafting evaluation recommendations; and support from leadership at all levels for implementation. The programmatic impact of these measures is seen in operational improvements, better outcomes for the people that WFP serves, stronger partnerships and better alignment between activities and overall programme goals.
3. Challenges were also identified, such as partnership dynamics, resource limitations, the scope and precision of recommendations, changes in operating environment and the time-consuming nature of evaluations. Proposed mitigation measures include mobilizing human and financial resources, engaging stakeholders earlier in the evaluation process, drafting clear and targeted recommendations, securing high-level management support and adopting a flexible strategy in the face of emergencies.

Background

4. This report offers a snapshot of WFP's progress in implementing evaluation recommendations due in 2023 and previous years. Focused on transparency and results, the report outlines key challenges, actions and accomplishments in the implementation of evaluation recommendations. It also provides an update on progress in implementing recommendations due to be implemented between 2021 and 2023.
5. A total of 311 evaluation recommendations were originally due for completion in 2023. Management¹ fully endorsed 86 percent of these recommendations and partially agreed with the remaining 14 percent.
6. The recommendations implemented in 2023 covered a wide range of areas related to the operations and strategies of WFP in 65 of its offices.²

¹ Country offices and headquarters divisions issue "management responses" to all evaluations, in which they indicate whether they agree, partially agree or disagree with recommendations.

² Twelve country offices in the Asia and the Pacific region, four in the Middle East, Northern Africa and Eastern Europe region, twelve in the Western Africa region, nine in the Southern Africa region, four in the Eastern Africa region and ten in the Latin America and the Caribbean region; the regional bureaux for Southern Africa and for Latin America and the Caribbean; and twelve headquarters divisions.

WFP's performance in implementing evaluation recommendations: methodology and scope

7. The analysis presented in this report is centred around the key performance indicator (KPI) "Percentage of implemented evaluation recommendations (disaggregated by evaluation type)", which focuses on recommendations from centralized and decentralized WFP evaluations and has been applied to recommendations due for implementation in 2023. Recommendations originating from mid-term reviews, assessments by the Multilateral Organisation Performance Assessment Network and inter-agency humanitarian evaluations are therefore excluded from this analysis.
8. Implemented recommendations encompass those marked as "closed with full implementation" or "closed with partial implementation". Please note that recommendations not accepted by management and those closed as obsolete are not included in the analysis in this report.³
9. In addition, this report provides a qualitative analysis based on interviews with stakeholders who implemented the most recommendations in 2023. The objective was to explore the challenges that these stakeholders faced as well as their overall impression of the impact – positive or negative – of implementing evaluation recommendations on their operations and the people they served.
10. Eleven country offices from across all six regions and two headquarters divisions with high implementation rates were chosen for consultation. The selection represents a range of different programme settings, including various types of emergencies and development programming, as well as a mix of large and small offices across all regions and organizational levels. They participated in various types of evaluation, including centralized and decentralized evaluations.⁴
11. This report also provides a qualitative summary of all recommendations implemented in 2023, by programmatic theme and cross-cutting priority, describing changes in operations that resulted from implementing evaluation recommendations.⁵
12. By combining these quantitative and qualitative analytical approaches, this report presents a more comprehensive overview of the implementation landscape compared to previous reports, offering valuable insights that can inform strategic decisions, refine operational practices and contribute to continuous improvement within WFP's organizational framework.

³ "Closed with full implementation" means that all or most actions have been implemented and the overall recommendation is fully addressed. "Obsolete" means that the recommendation and related actions are no longer relevant because external conditions have changed such that the issue addressed by the recommendation no longer exists or can no longer be addressed through the recommendation. "Closed with partial implementation" means that some of the actions have been implemented, while others have not; the recommendation is still relevant but further implementation can no longer be expected. "Closed without implementation" means none or very few of the actions have been implemented; the recommendation is still relevant, but implementation can no longer be expected.

⁴ Centralized evaluations are commissioned and managed by the Office of Evaluation and presented to the Executive Board for consideration. They focus on corporate strategies and policies, global programmes, strategic issues and themes, corporate emergencies and country strategic plans. Decentralized evaluations are commissioned and managed by country offices, regional bureaux and headquarters divisions other than the Office of Evaluation and are designed to meet the needs of the commissioning units. They are not presented to the Board. They can cover activities, pilots, themes, transfer modalities or any other area of action at the subnational, national or multi-country level.

⁵ Artificial intelligence tools (Microsoft Copilot) were used to read through the 311 recommendations and disaggregate them by programmatic theme and cross-cutting area to perform this task. Manual quality assurance was performed to ensure that the summary findings were relevant, factual and in line with the recommendations.

2023 update

2023 implementation status of evaluation recommendations

13. As of 1 March 2024, 65 percent of the 311 recommendations originally planned for implementation in 2023⁶ had been successfully implemented. An additional 33 percent were still being implemented, while 2 percent had been officially closed without any implementation.⁷
14. There was a 51 percent increase in the number of evaluation recommendations, from 206 in 2022 to 311 in 2023. This is mirrored by a 79 percent increase in the number of specific actions required by the recommendations planned for implementation in 2023, which rose from 613 in 2022 to 1,096 in 2023.
15. Despite a considerable rise in the number of evaluations between 2022 and 2023, WFP implemented almost the same percentage of evaluation recommendations in 2023 (65 percent) as in 2022 (66 percent).
16. Of the 311 recommendations, 203 come from decentralized evaluations; 69 percent of these were successfully implemented in 2023. The remaining 108 recommendations come from centralized evaluations and recorded an implementation rate of 57 percent.
17. A total of 276 evaluation recommendations (89 percent) are under the responsibility of country offices. Of those recommendations, 182 (66 percent) have been implemented. Seven recommendations (2 percent) were under the responsibility of the Regional Bureau for Southern Africa or the Regional Bureau for Latin America and the Caribbean; two of them have been implemented. The remainder of the recommendations (28, or 9 percent) are under the direct responsibility of headquarters divisions, which have implemented 17 of them.

⁶ "Originally planned in 2023" refers to evaluation recommendation due dates as set out in the relevant management response.

⁷ A detailed explanation of the reasons for closure without implementation can be found in paragraphs 20 and 21.

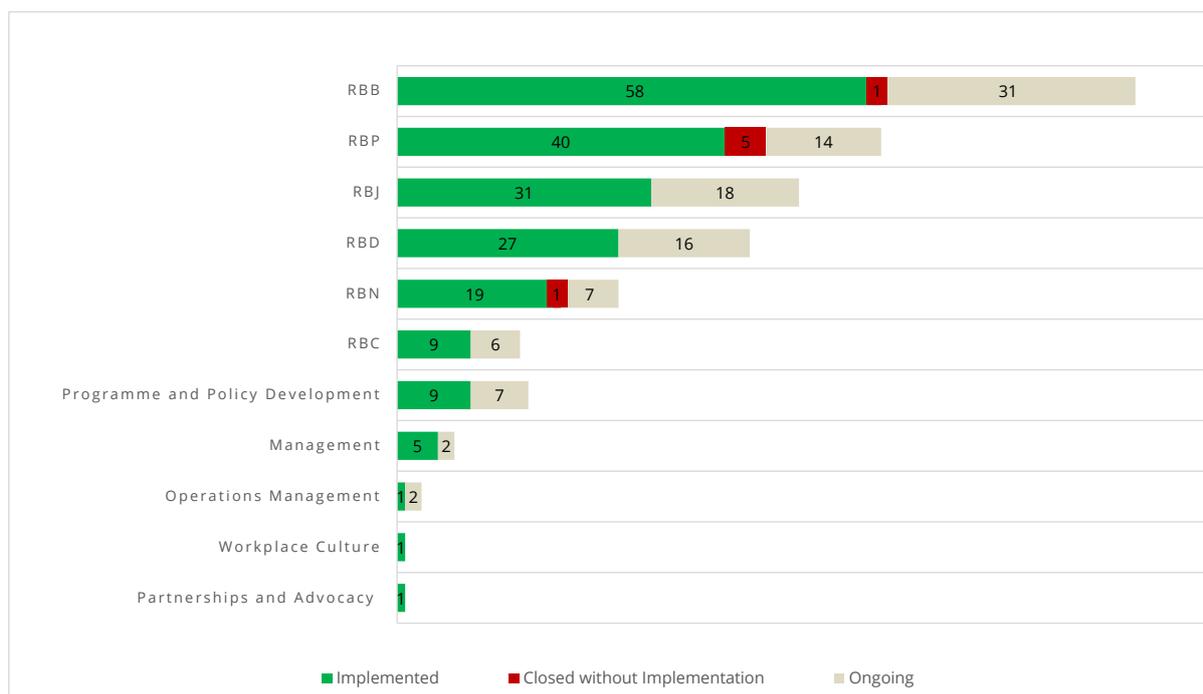
Figure 1: Implementation status of evaluation recommendations originally due to be implemented in 2023 by evaluation type and lead office



18. The highest number of evaluation recommendations due in 2023 were for offices under the direct responsibility of the Regional Bureau for Asia and the Pacific,⁸ the Regional Bureau for Latin America and the Caribbean or the Regional Bureau for Southern Africa. The highest implementation rate in 2023 was achieved by the Regional Bureau for Eastern Africa (70 percent), followed by the Regional Bureau for Latin America and the Caribbean (68 percent). The latter achieved a 41 percentage point increase in implementation rate compared with 2022 despite the high number of recommendations due in 2023. This reflects the level of commitment of the country offices under that regional bureau to using evaluation recommendations to improve their operations. As for headquarters divisions, most recommendations (16) were under the responsibility of the Programme and Policy Development Department or the Management Department (7).

⁸ In this paragraph the references to regional bureaux include the country offices under their responsibility.

Figure 2: Distribution of evaluation recommendations by headquarters department and regional bureau



Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Summary of implemented recommendations by thematic area and cross-cutting priority in 2023

Programmatic themes⁹

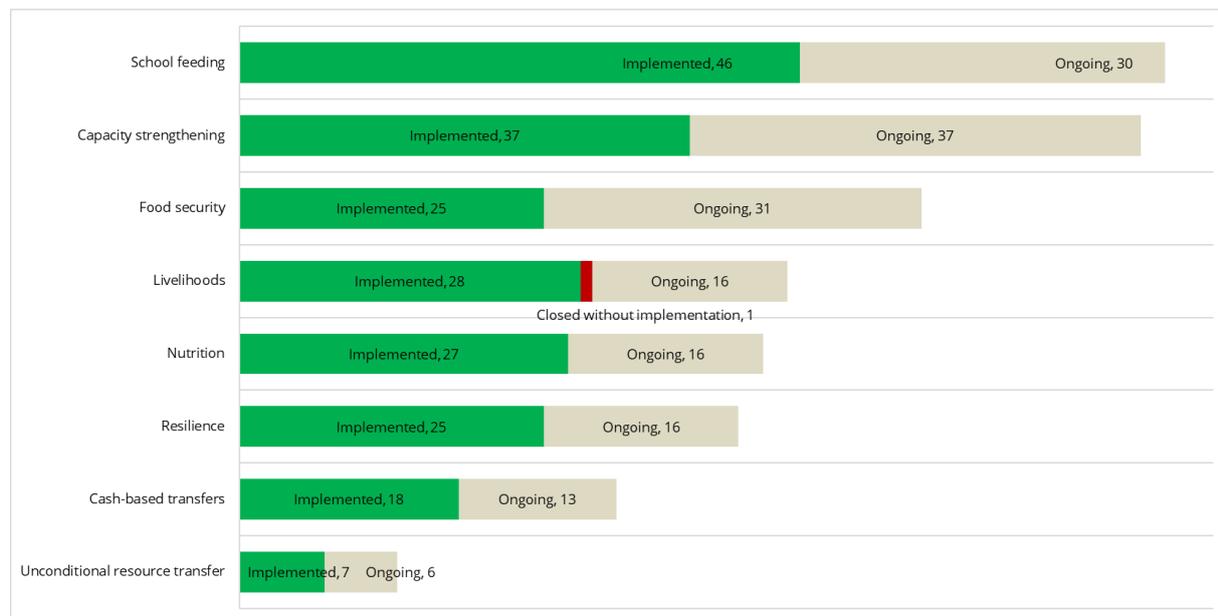
- **School feeding.** In 2023, there were 76 recommendations related to school feeding, with 46 implemented across 17 country offices in five regions and one headquarters division. These recommendations promoted the sustainable operation of school feeding programmes by emphasizing institutional anchoring in national school feeding programmes. They advocated strategic engagement with ministries, the formation of relevant partnerships and the development of new country strategic plans (CSPs) that enhance the effectiveness of school feeding programmes. The implemented recommendations also focused on adopting a comprehensive capacity-building strategy to improve school feeding programme efficiency by addressing staffing needs. Furthermore, they led to the redesign of monitoring and evaluation indicators, the establishment of proactive criteria for school inclusion and exclusion and the adoption of clear standards for monitoring student enrolment. The implemented recommendations emphasized the importance of water, sanitation and hygiene infrastructure in schools and resulted in increased budget allocations per student and per meal for school feeding programmes.

⁹ Recommendations are currently categorized using 104 "tags". For practical purposes, a few programmatic or cross-cutting themes were selected based on operational relevance and alignment with the strategic plan for 2022–2025. In 2024, a review of the tags and tagging process will be conducted to make it easier to access and retrieve learning.

- **Capacity strengthening.** Seventy-four of the recommendations to be implemented in 2023 related to capacity strengthening, with 37 implemented across 32 country offices under the six regional bureaux and three headquarters divisions. The implemented recommendations allowed WFP to strengthen its role in supporting public policy design and in implementing capacity-strengthening strategies. Implemented recommendations supported governments in developing strategies to enhance food and nutrition security while maintaining crisis response capabilities. Other recommendations encouraged ongoing investment in country office human resources, strengthening governance analysis and enhancing the CSP monitoring and evaluation system. Implementation also focused on the importance of digital skills and change management, reinforcing the supply chain function and strengthening knowledge-sharing and communication efforts.
- **Food security.** A total of 56 recommendations dealt with food security, with 25 implemented across 24 country offices under the six regional bureaux and one headquarters division. The implemented recommendations aimed to increase local purchases, with a particular focus on supporting women by using approaches designed to challenge harmful gender-related norms and fostering long-term strategic collaboration with stakeholders to comprehensively address food security challenges. These actions were geared towards enhancing the recovery of the most vulnerable households.
- **Livelihoods and food assistance for assets.** In 2023, 45 recommendations involved livelihoods and food assistance for assets activities, with 28 implemented across 17 country offices under all six regional bureaux. As a result of the implementation of these recommendations, operations ensured that beneficiaries were consulted transparently about the type, location and timing of community asset activities. In addition, WFP ensured that it had the necessary in-country expertise to match the ambitions of its planned transition and growth areas. Crisis response interventions focused on developing resilience mechanisms with precise targeting for enhanced impact and sustainability. The implementation of recommendations also involved comprehensive capacity building that enabled beneficiaries to gain technical knowledge; the piloting of small-scale irrigation systems; and collaboration with government departments and stakeholders on land tenure arrangements. Integration with other programmes to strengthen and build synergies was also emphasized.
- **Nutrition.** Forty-three of the recommendations to be implemented in 2023 dealt with nutrition, with 27 implemented across 26 country offices under all six regional bureaux and one headquarters division. The recommendations implemented in 2023 focused on supporting ministries in using school gardens to enhance nutrition education and diversify school meals. Long-term strategic collaboration with government stakeholders was emphasized as key to efforts to address food security and nutrition challenges, with a commitment to leaving no one behind. Recommendations also led to the strengthening of strategic and operational partnerships and the diversification of the donor base.
- **Adaptation and resilience to climate shocks.** There were 41 recommendations pertaining to adaptation and resilience in the face of climate shocks, with 25 implemented across 11 country offices under four regional bureaux. The implementation of these recommendations focused on developing CSPs aligned with government priorities. In addition implementation focused on strengthening staff and community capacity in relation to climate change and promoted designing activities with sustainability and community-led management in mind.

- **Cash-based transfers and unconditional resource transfers to support access to food.** There were 44 recommendations to be implemented in 2023 under these two themes, with 25 implemented across 14 country offices under six regional bureaux and two headquarters divisions. Recommendations addressed the scale-up of unrestricted resource transfers and cash-based transfers through various actions including communications, management and advocacy.

Figure 3: Evaluation recommendation implementation status by programmatic themes



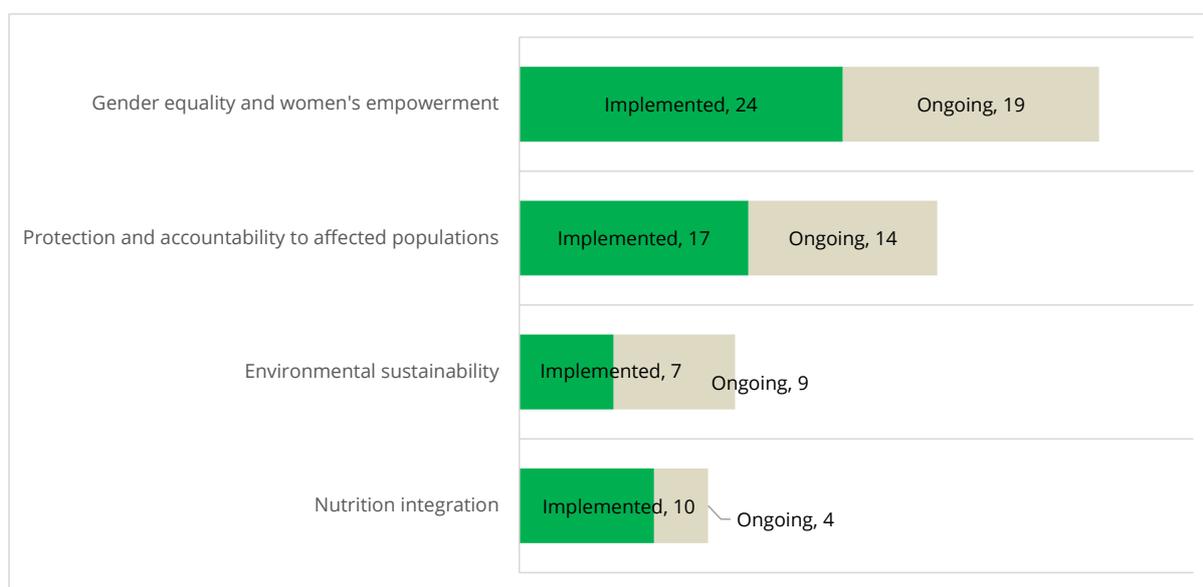
Cross-cutting priorities and themes

- The implementation of evaluation recommendations in 2023 strengthened the capacity of country office employees, particularly in the areas of gender, protection, accountability to affected populations, nutrition and climate change.
 - **Gender equality and women's empowerment.** Recommendations to be implemented in 2023 included 43 pertaining to gender equality and women's empowerment, with 24 implemented across 25 country offices under all six regional bureaux and two headquarters divisions. Efforts to address gender inequality through CSPs increased. Advances were sought in the economic empowerment of women by adopting a more transformative approach, including through increased local purchases and support for local producer organizations, in particular those including women. Inclusion, engagement and the integration of gender equity and women's empowerment were emphasized in the development and use of technology. Efforts were made to maximize positive effects for households led by women and address unequal power relations between participants in WFP initiatives and programme staff. There was also a call to increase gender equality and inclusion by improving food baskets to include foods for pregnant and breastfeeding women and young children.
 - **Protection and accountability to affected populations.** In 2023, 31 recommendations dealt with protection and accountability to affected populations, with 17 implemented across 15 country offices under all six regional bureaux and three headquarters divisions. Implemented recommendations emphasized collaborative decision-making with participants. Also, strategies and mechanisms for the effective protection of affected populations and humanitarian personnel were developed. Planning for how to access hard-to-reach areas was prioritized in the design, implementation and monitoring of crisis response

operations. Recommendations also advocated increased attention to minimizing the unintended effects of crises on households with members living with disability.

- **Nutrition integration.** Fourteen recommendations to be implemented in 2023 dealt with nutrition integration, with 10 implemented across nine country offices under four regional bureaux. Long-term strategic collaboration with stakeholders was developed to support efforts to address food security and nutrition challenges, emphasizing the principle of "leave no one behind". Nutrition was integrated as a cross-cutting topic in CSPs, with a focus on preventing chronic malnutrition and obesity and promoting breastfeeding.
- **Environmental sustainability.** Sixteen of the recommendations to be implemented in 2023 were related to environmental sustainability, with seven implemented across 11 country offices under all six regional bureaux. Implementation involved supporting ministries in the use of school gardens to improve nutrition education and diversify school meals, reflecting a commitment to environmental sustainability by promoting local food production and education on sustainable practices.

Figure 4: Evaluation recommendation implementation status by cross-cutting priority



Closure of recommendations without implementation in 2023

20. Seven recommendations due for implementation in 2023 (2 percent) were closed without implementation. These recommendations were under the responsibility of the country offices of Bhutan, the Dominican Republic and South Sudan, as well as the multi-country office for the Caribbean. The recommendations focused on improving collaboration and coordination mechanisms with government and other stakeholders to enhance the overall effectiveness and sustainability of programmes.
21. The recommendations were closed without implementation for two main reasons. In some cases external stakeholders were not in agreement with the recommendations; in Bhutan, for example, the Government did not permit the adoption of memoranda of understanding. Some recommendations were closed without implementation due to insufficient funding, in particular for capital-intensive activities such as setting up new irrigation systems.

Overdue recommendations in 2023

22. In 2023, 17 percent of the country offices and headquarters divisions that received recommendations due for implementation in the reporting period (11¹⁰ out of 65 offices) did not implement any recommendations. A review of qualitative feedback from these offices and divisions sheds light on the causes for the delays.
- **Capacity constraints.** There were delays in implementing some recommendations due to a lack of country office capacity and high staff turnover. The recruitment of new personnel was often needed to bring in additional expertise and support the full implementation of recommendations. Also, heavy workloads stemming from budget revision activities and the development of new CSPs diverted the focus of some country offices from early engagement in the implementation of CSP evaluation recommendations.
 - **Challenging engagement with development actors.** The implementation of certain recommendations required patient engagement with governments and development actors. Ongoing discussions and meetings with these actors are necessary for continued collaboration and progress tracking.
 - **Responsibility across multiple units.** The implementation of recommendations may require action across several units, which can create challenges such as confusion regarding roles and responsibilities.
23. Actions are still in progress, with most scheduled for implementation between 2024 and 2025 and due dates extended to December 2024. The commitment to ongoing actions and comprehensive progress updates indicates WFP's proactive approach to addressing challenges and meeting recommendations within specified timelines.
24. The aforementioned reasons for delayed implementation emphasize the importance of reviewing recommendation due dates during the formulation of evaluation recommendations in order to take into account factors that might impede implementation. They also prompt management to reconsider the feasibility of the current 100 percent KPI targets, considering the challenges encountered by various colleagues across WFP.

Perceived impact of evaluation recommendations in 2023

25. The qualitative analysis of the 13 interviews conducted with 35 participants, among them heads of programme in country offices, heads of research, assessment and monitoring units, country office deputy directors, headquarters chiefs and programme officers and other key staff aimed to explore perceived challenges to the implementation of evaluation recommendations and the impact of implementation on operations and partnerships and on the people that WFP serves. The selection of participants ensured a diverse and rich source of perspectives from a range of regions, operating environments and parts of the organization. Below is a summary of the main findings.

Summary of findings

Key elements for success

- i) **Timeliness, quality and relevance of recommendations** were perceived as critical for informing new CSPs, with clear and actionable recommendations being most valued. Vague or misaligned recommendations were seen as having less of an impact.

¹⁰ The country offices for the Plurinational State of Bolivia, Burkina Faso, Chad, Egypt, Guinea, Honduras, Madagascar and the Management Department, the Nutrition Division, the Programme and Policy Development Department and the Supply Chain Operations Division.

- i) **A participatory approach and early stakeholder engagement** in the evaluation process were deemed essential for fostering ownership and ensuring that recommendations were relevant and applicable.
- iii) **Leadership engagement** on the part of senior management, supported by tools like the WFP risk and recommendation (R2) tracking tool, was highlighted as a cornerstone of effective implementation.

Challenges encountered

- i) **Partnerships and government engagement issues** linked to changes in government and structural adjustments often disrupted established partnerships and impeded implementation.
- ii) **Financial and human resource constraints** were common challenges, which were exacerbated by ongoing organizational restructuring.
- iii) **Nature and quality of some recommendations**, including excessive scope and complexity, made them difficult to implement, especially those that depended on external stakeholder cooperation (in particular with governments).
- iv) **Sudden changes in the operating environment**, more likely in dynamic settings with competing priorities such as emergency situations, can derail planned activities. This requires WFP to constantly adapt its strategies to meet the immediate needs of the people that it serves.
- v) **Evaluation process concerns** were identified, as evaluations can be time consuming, especially due to the high volume and overlap of evaluations, both WFP-mandated and donor-mandated.

Perceived impact

- i) **On operations and programmes.** Implementation led to improved staffing (in both numbers and capabilities), monitoring tools, knowledge-sharing and operational efficiency. The integration of different programme areas was also noted as beneficial.
- ii) **On beneficiaries.** Although it was often premature to measure direct impacts, improvements in service delivery and enhanced community engagement were believed to significantly benefit the people served by WFP.
- iii) **On partnerships.** Evaluation recommendations were found to strengthen strategic and operational aspects of partnerships, especially in the case of partnerships with government entities, and to support advocacy efforts.
- iv) **On strategic alignment.** Incorporation of evaluation recommendations into new strategic plans and policies was seen as a way of ensuring alignment and providing guidance for future initiatives.

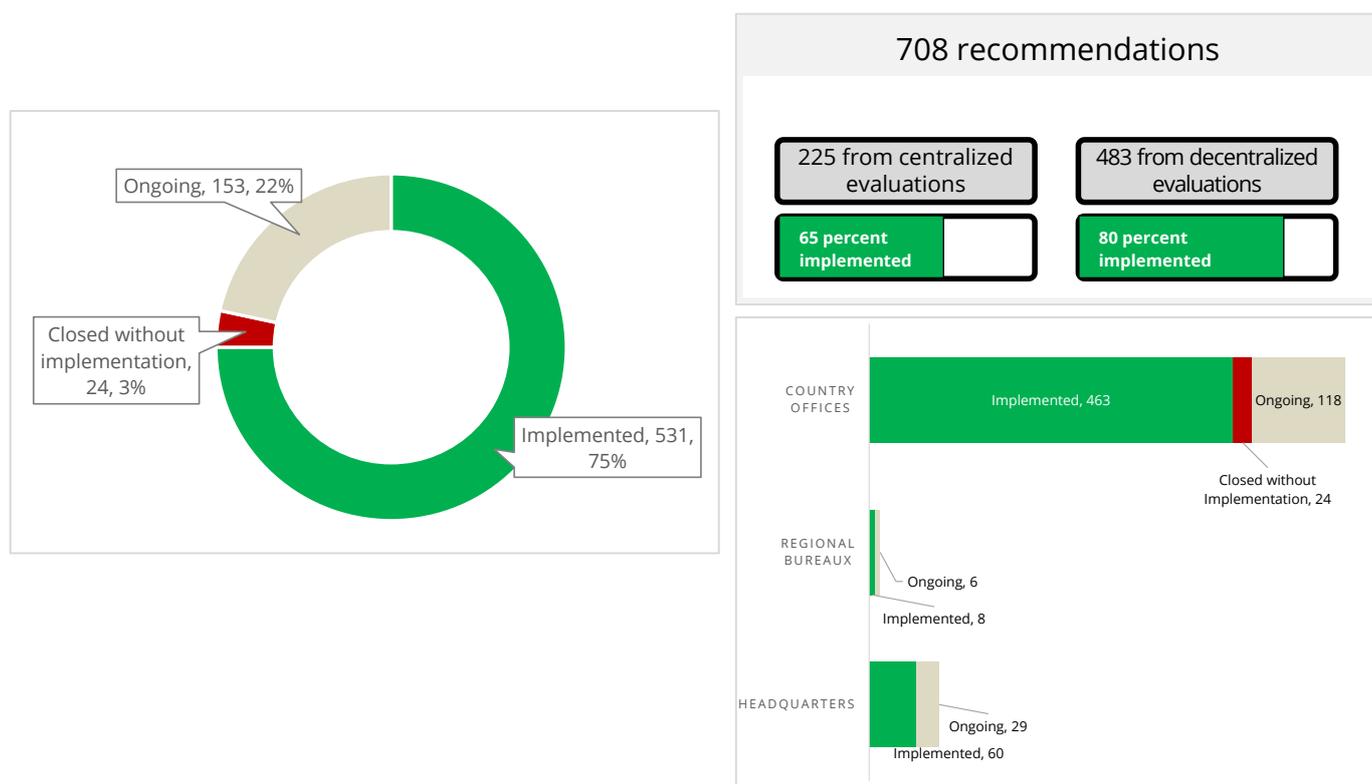
Lessons learned for the effective implementation of evaluation recommendations:

- i) It is extremely important for management to engage effectively and as early as possible with evaluation teams to ensure the ownership of recommendations and to facilitate their implementation.
- ii) Comprehensive resource mobilization strategies must be developed and implemented to address resource constraints that impact the implementation of evaluation recommendations as part of evaluation follow-up.
- iii) Recommendations should be drafted so that they are seen by internal stakeholders and partners as being actionable and precise and should be formulated with appropriate language.
- iv) There is a need to ensure the robust tracking of recommendations in line with corporate procedures.
- v) The support of senior management should be leveraged and, where necessary, technical expertise should be sought from headquarters and regional bureaux.
- vi) A flexible approach should be adopted when developing recommendations to facilitate quick adaptation to dynamic environments and emergency situations.
- vii) Recommendations should be culturally sensitive.

2021–2023 update

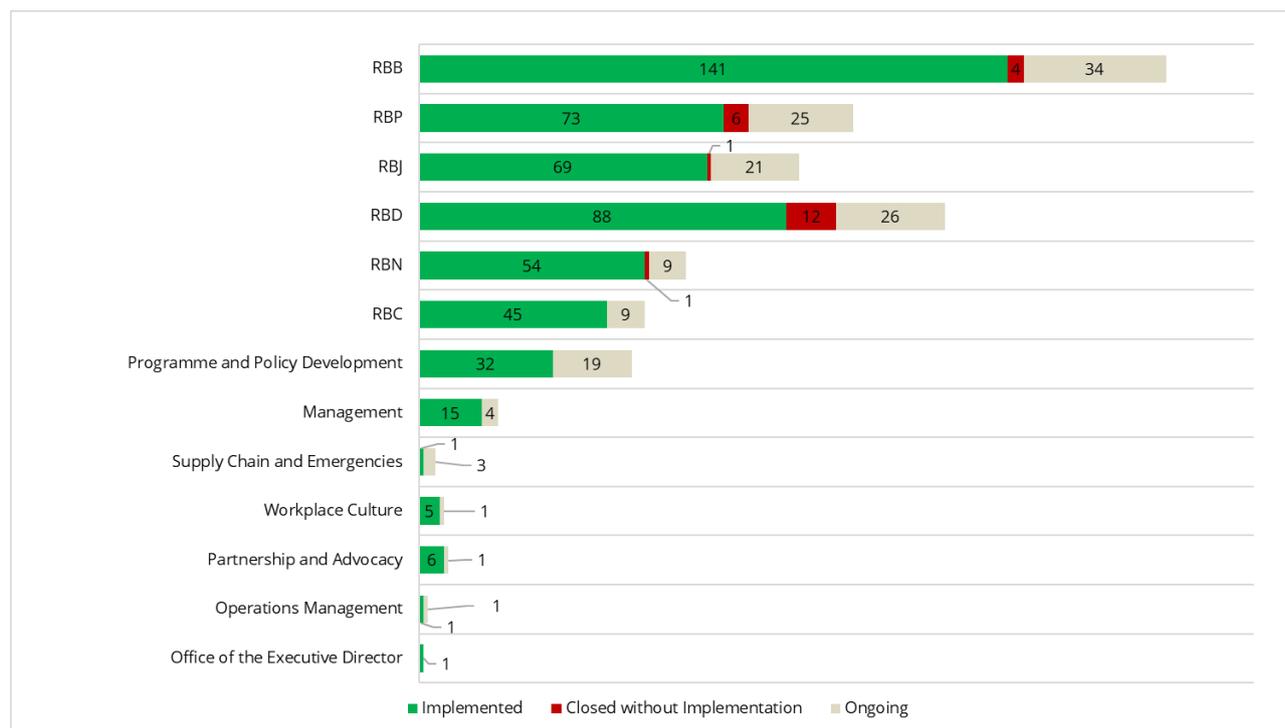
26. The following update provides an overview of the implementation of evaluation recommendations originally due between 2021 and 2023. WFP conducts this analysis to gauge its progress against the United Nations Joint Inspection Unit benchmark for the implementation of evaluation recommendations.
27. In its 2014 [analysis of the evaluation function in the United Nations system](#), the United Nations Joint Inspection Unit characterized the implementation of over 85 percent of the recommendations issued within a three-year period as a “high level of use” of evaluation. Between 2021 and 2023 WFP fell short of this benchmark, achieving an average implementation rate of 75 percent. Nevertheless, it is making consistent progress towards reaching the Joint Inspection Unit target.
28. Between 2020 and 2022 there were 115 evaluations resulting in 613 recommendations. This rose to 140 evaluations and 708 recommendations between 2021 and 2023. Despite this increase, WFP management successfully implemented 75 percent of the recommendations due for implementation in this latter period. This demonstrates a sustained level of effectiveness in the implementation of recommendations, considering the increased workload in 2023.

Figure 5: Implementation status of recommendations originally due to be implemented between 2021 and 2023 by evaluation type and lead office



29. Of the 708 recommendations, 483 came from decentralized evaluations. In 2023, 80 percent of those recommendations were successfully closed. The remaining 225 recommendations originate from centralized evaluations, with an implementation rate of 65 percent.
30. Most evaluation recommendations from this period fall under the responsibility of country offices. Only 2 percent are under the responsibility of regional bureaux. The remaining recommendations are the responsibility of headquarters divisions.

Figure 6: Distribution of evaluation recommendations by organizational unit (2021–2023)



Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Aging recommendations

31. A handful of the 811 evaluation recommendations issued between 2016 and 2020 have not yet been fully implemented. Throughout 2023 WFP made considerable efforts to finalize these “aging” recommendations, of which only five remain active. The Regional Bureau for Latin America and the Caribbean is responsible for implementing one of these recommendations; the Haiti country office, two; the Côte d'Ivoire country office, one; and the Sao Tome and Principe country office, one (which is pending approval).
32. The substance of these recommendations relates to the importance of synthesizing past experiences to inform resilience building, with a focus on gender; the need for effective coordination with civil status departments; and the development of a crisis-responsive national social protection policy. They also advocate the development of a communication programme, centred on school feeding, to leverage strategic communication for educational initiatives, and stress the importance of integrating a gender-sensitive approach into capacity development.
33. Despite proactive measures by country offices, these recommendations have not been fully implemented due to challenges such as funding constraints, government and partner delays and a lack of essential personnel.

Conclusions

34. Overall implementation in 2023 was significant, despite a sharp increase in the number of evaluation recommendations to be implemented.
35. The analysis of the perceived impact of evaluation recommendations on operations, partnerships and the communities that WFP serves has shed light on how the implementation of recommendations plays out in the field and how people perceive its value. It reveals how critical factors such as dynamic partnership landscapes, resource limitations and the need for clear and targeted recommendations impact the timeliness of implementation rates. Overall, it was this analysis that highlighted the need to revise WFP's annual KPI target from 100 percent of evaluation recommendations implemented to 80 percent to better accommodate operational challenges and realities.
36. The qualitative findings highlighted the fact that effective implementation of evaluation recommendations requires the early engagement of country offices and headquarters divisions to foster ownership and ensure the smooth implementation of recommendations alongside a comprehensive resource mobilization strategy to mitigate resource constraints. Other crucial steps include emphasizing the formulation of actionable recommendations, in particular for recommendations directed at external entities, and the establishment of a robust system for tracking these recommendations, such as R2 or other risk tracking tools. Additionally, tapping into the technical expertise of headquarters and regional bureaux when necessary, coupled with the support of management and the adoption of a flexible approach, allows WFP to quickly adapt the implementation of evaluation recommendations to dynamic environments and emergency situations.