

## Technical Note

# Management Response to Decentralized Evaluation Recommendations

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## 1. Purpose and Audience

1. This technical note is addressed to Regional Monitoring Advisers/Units (RMAs/RMUs), Regional Evaluation Officers/Units (REOs/REUs), RB and CO staff involved in management of evaluations and supporting preparation of MRs and follow up and reporting on the implementation of evaluation recommendations, as well as staff of the Corporate Planning and Performance Division (CPP), the Office of Evaluation (OEV) and other HQ divisions who may commission decentralized evaluations.
2. While the guidance provided in the Dissemination and Follow-Up phase<sup>1</sup> of the DEQAS Process Guide provides the steps that are to be taken during the last phase of the evaluation, this technical note clarifies roles, responsibilities and timelines for the preparation of management responses (MRs) to decentralized evaluations (DEs) recommendations and follow up and reporting on actions for their implementation.

According to the 2016 [United Nations Evaluation Group's Norms and Standards for Evaluation](#), 'management is responsible for providing a formal management response to each evaluation. The management response provides management's views of the evaluation recommendations, including whether and why management agrees or disagrees with each recommendation. The management response should detail specific actions to implement those recommendations that were agreed to by management. These actions should be concrete, objectively verifiable, time-bound and clear on the responsibilities for implementation.'

3. As per the [WFP evaluation policy 2022](#), WFP is required to prepare management responses to all evaluations and publish them on WFP internal and external websites. The management response process and the resultant management response matrix (see Annex I) supports learning from evaluations and accountability for following up on evaluation recommendations. WFP is committed

<sup>1</sup> The Decentralized Evaluation process includes six phases: 1. Planning; 2. Preparation; 3. Inception; 4. Data collection; 5. Analysis and reporting; 6. Dissemination and follow-up. <https://docs.wfp.org/api/documents/WFP-0000002653/download/>

to enhancing use of evaluation recommendations for learning and accountability. The development of appropriate responses to evaluation recommendations by WFP management, and systematic follow-up and reporting on actions taken, enhances the utility of evaluations and accountability for learning<sup>2</sup>.

## 2. Guiding Principles, Roles, and Accountabilities

4. The accountability for preparing and implementing management responses lies with management (director and deputy director) of the country/regional office/HQ division that has commissioned the decentralized evaluation. They do this in their capacity as the chair of the evaluation committee with the support of the evaluation manager.
5. The principle guiding determination of the roles and responsibilities for the preparation of and follow up to management responses to evaluation recommendations across WFP is the division of labour between the evaluation function – an independent function whose core role is to **provide credible evidence** – and the **Management decision-making process - i.e.**, decide what to do or not to do with evaluation recommendations). Corporately, the Office of Evaluation (for centralized evaluation) works towards providing credible evaluative evidence while CPP has the lead role in coordinating the MR preparation for all centralized evaluations working closely with the directors of divisions and their teams. While OEV should not be (or be perceived to be) involved in decision-making processes, it has a role insofar as clarifying the evidence underlying the recommendations where necessary and providing feedback on draft MRs without blurring the line between evaluation and decision-making.
6. This principle and division of labour should be reflected at the RB level, where the REUs focus on ensuring that evaluations deliver credible evidence, and RMUs support directors and their technical teams in making decisions on what to do with the recommendations and preparing the MRs accordingly. REUs can and should be involved in clarifying the recommendations, advising and supporting the process without blurring the line between evaluation and management decision-making. Similarly at the country office level, while the M&E officers are usually responsible for managing evaluation processes under the guidance of the CO management until a credible evaluation is delivered, preparation of MRs is a management function. It should be led by someone with decision-making responsibilities as regards the specific programme under evaluation.

### For Joint Evaluations (JEs)

7. A Joint Evaluation is an evaluative effort by more than one entity of a topic of mutual interest or of a programme or set of activities which are co-financed and implemented, with the degree of 'jointness' varying from cooperation in the evaluation process, pooling of resources, to combined reporting.<sup>3</sup> More guidance on how to commission and management JEs within WFP is available [here](#).
8. Management responses to recommendations of JEs should be guided by the same principles outlined above as regards division of labour between evaluation and management decision making. The guidance on quality of recommendations<sup>4</sup> outlines the standards expected of evaluators when making JE recommendations. Each recommended action should have a clear lead entity with no ambiguities and aligned to mandates. Assuming evaluators follow this principle, preparation of MRs to JE recommendations should ensure that each entity identifies actions that it can take, track and report on progress within its organisational context and aligned to its reporting systems.
9. In principle, there should be one consolidated management response to all recommendations, made publicly available in line with the WFP evaluation policy.<sup>5</sup> However, only those recommendations requiring WFP actions should be entered into the WFP tracking system.

### For completed/closed Projects/Programmes

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<sup>2</sup> <https://odi.org/en/insights/why-we-should-be-accountable-for-learning-and-where-to-start/>

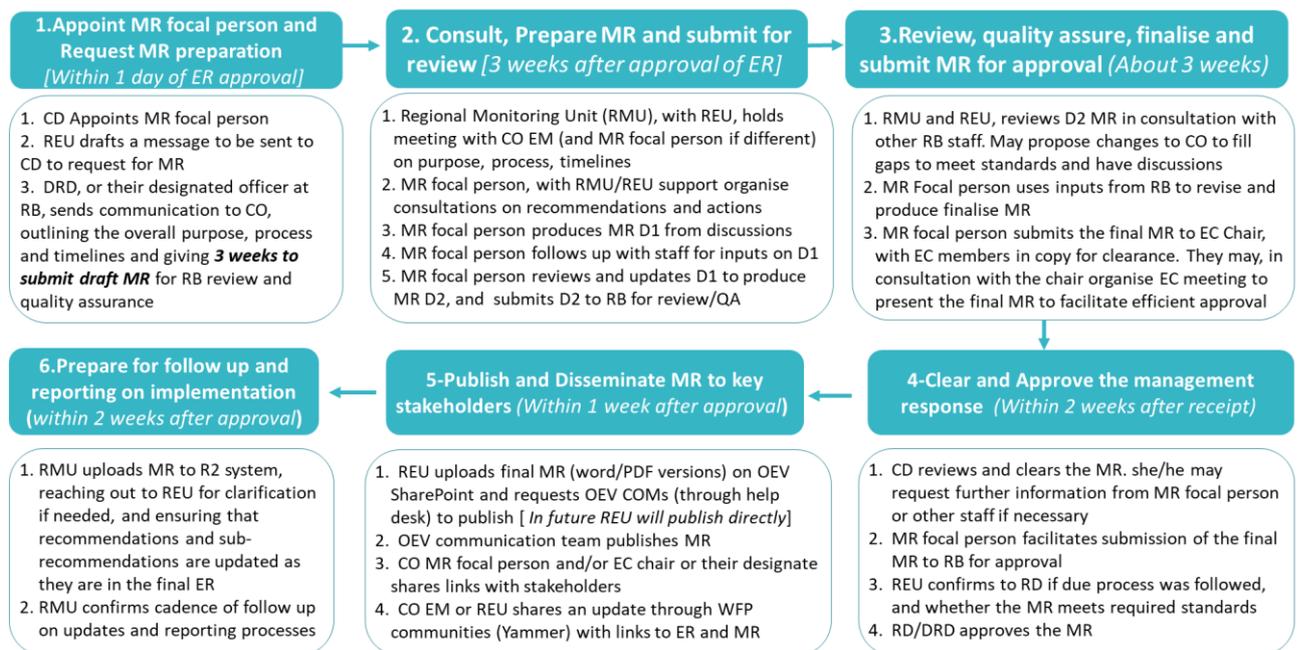
<sup>3</sup> <http://www.unevaluation.org/document/download/2111> page 12

<sup>4</sup> <https://docs.wfp.org/api/documents/WFP-0000003177/download/>

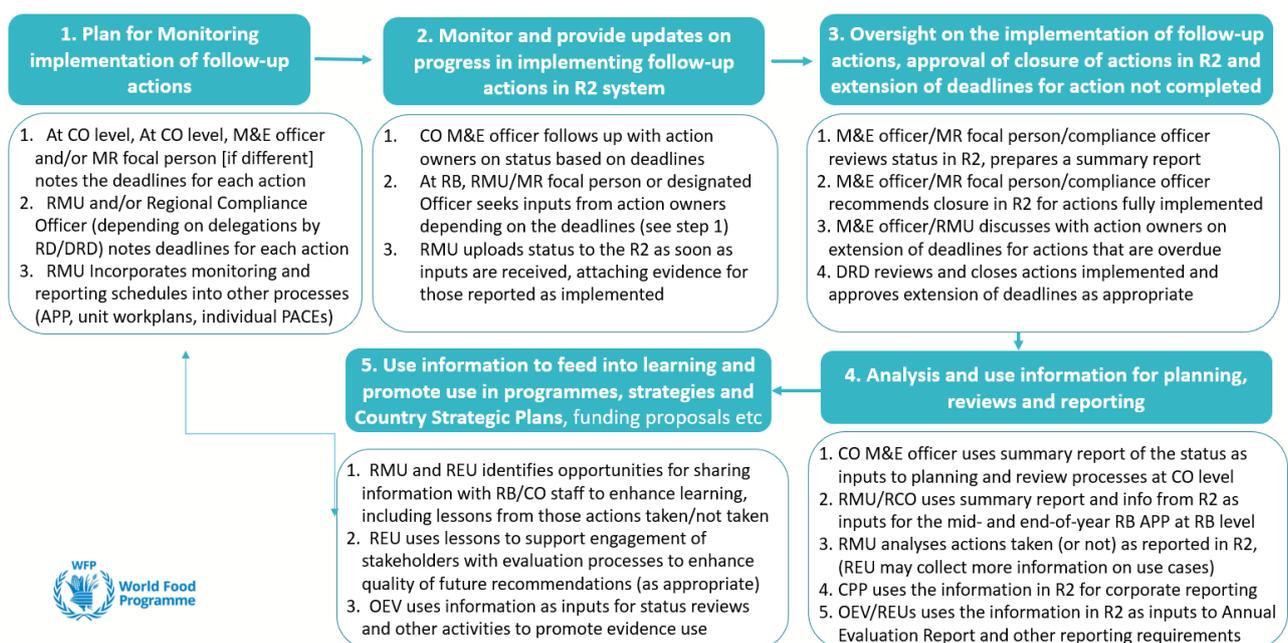
<sup>5</sup> See this example from Mozambique JE with FAO and IFAD <https://docs.wfp.org/api/documents/WFP-0000120280/download/>

10. If the evaluation is of a completed project/programme, the TN on quality of evaluation recommendations guides evaluators to distinguish between lessons that may not be possible to act on unless there is a similar project/programme and recommendations that can be acted upon within existing programming. If evaluators adhere to this standard, management responses to recommendations of closed projects should include actions that have been or will be incorporated into existing projects and programmes. See Mozambique example referred to in footnote 5 above.
11. Within the principles outlined above, several stakeholders have roles and accountabilities to ensure that all DEs have management responses that sufficiently identify actions to be taken to fully implement the recommendations (see figure 1) and to follow up and report on their implementation (See figure 2). For simplicity, the figure reflects the CO-led DEs. However, same steps and actions are mirrored for RB-led and HQ-led DEs guided by the appropriate division of labour at those levels.

**Figure 1. MR Preparation Roles and Accountabilities**



**Figure 2. MR monitoring and follow-up Roles and Accountabilities**



### 3. Standards and Good Practices for Developing a Quality Management Response

12. As good practice, discussions on the recommendations and drafting of the MR with potential actions should start during the stakeholder learning workshop (or as soon as the final evaluation report has been submitted for approval). At this stage, the MR focal point should be identified (it can either be the Evaluation Manager (EM) or activity manager for the activity being evaluated or the thematic lead for the theme being evaluated in case of thematic evaluations).<sup>6</sup> Starting to think about and to discuss the implications of the recommendations while key stakeholders are reviewing and commenting on the draft report and recommendations can contribute to recommendations being clear, realistic, and actionable. If well managed – including through workshops, discussions with WFP staff before such workshop etc. - this process can lead to co-production of management responses with key stakeholders. See good practice below from Dominican Republic.

**Box 2. Good practices – Dominican Republic DE management response workshop**

The Dominican Republic DE on nutrition, conducted jointly with the government, included a half-day workshop to discuss and draft the management response with the programme team and management from the commissioning unit as well as other key stakeholders. This allowed to:

- Share key findings, conclusions and recommendations with participants, explaining how the inputs received from stakeholders had been integrated in the finalization of the report, and how the findings could be used and disseminated (done by the evaluation team leader)
- Explain and raise awareness on the purpose and rationale for the management response (done by the evaluation manager)
- Present an initial response from the management on whether the recommendations are agreed, partially agreed or do not agree, and the rationale for it
- Have working sessions with technical teams to share ideas on, first, the actions to be taken for each recommendation, and then, the action lead and action deadline, and present the results to all key stakeholders in plenary
- Agree on the next steps to finalize the management response, including the consolidation of all the inputs received by the evaluation manager and sharing a draft management response with the key stakeholders for final review and validation.

13. The aim of the MR process is to identify that are i) action-oriented, unambiguous, and concrete, ii) specific, concise (max 50-75 words) yet comprehensive (i.e., addressing the relevant points raised in the (sub-) recommendation), and iii) time-bound, with timelines for sub-recommendations actions not exceeding the overall recommendation deadline.

**Figure 3. Elements of a SMART management Response action**



<sup>6</sup> The focal person has to be someone that understands the contents of the recommendations and their implications and can sufficiently engage stakeholders in identifying practical actions. The role is substantive and not administrative.

14. The following list provides an overview on guidance for ensuring that identified actions are smart:

### **Specificity**

- Ensure all recommendations and sub-recommendations are adequately reflected in the management response.
- Agree with (sub-)recommendations that are relevant and feasible but disagree or partially agree with (sub-)recommendations that you cannot commit to implement, for example because they are not aligned with WFP policy or contradict agreed strategic decisions. Provide adequate justifications for partially agreeing or not agreeing with a (sub-)recommendation.
- If a recommendation has sub-recommendations, the actions should be drafted against the sub-recommendations, not the overall recommendation. On the other hand, if there is only one overall recommendation, actions should be drafted against this overall recommendation. Each agreed or partially agreed (sub-) recommendation should be addressed by one or more actions.
- Do not include lengthy descriptions or rationale behind actions.
- Add as many actions as necessary to implement a sub-recommendation. Do not cluster multiple actions

### **Measurability**

- For consistency in implementation and clear responsibility in the allocation of tasks, avoid referring to a different recommendation from the one to which the response/action relates.
- Consider its resource implications and where the required resources will come from. If the action requires resources and the source is not known at the time, indicate a caveat that “if funds available” or “depending on funds availability”

### **Assignability**

- For each action, identify only one lead office/unit responsible for implementation and reporting, with any potential supporting offices/units mentioned in brackets. However, it is possible to assign the same action to several entities/offices/levels if needed. For example, a recommendation aimed at sub-offices could task the heads of 3 sub-offices as being responsible for the same action since actions will be taken at different locations and may be closed at different times.
- Identify a recommendation/action owner office/unit (at the HQ/RB/CO-level) that is different from the one suggested in the evaluation report if this is considered more suitable for implementation.

### **Relatability**

- Consider carefully critical pathways of implementation and interdependencies of different actions when agreeing to implementation deadlines.

### **Time-boundness**

- Some actions may already have been taken by the time the MR is being prepared. This is because it can be several months between when the evaluators collected data upon which they base recommendations and when the MR is being prepared. In such cases, the commissioning office should fully agree with the recommendation, indicate the actions already taken and the date by which they were taken. The status in R2 will be entered as ‘implemented’ at the time of data entry.
- In case of disagreement with a (sub-) recommendation deadline, first is to consider whether the recommendation is agreed. If it is agreed, propose an alternative deadline rather than agreeing with the (sub-)recommendation only partially. Ideally, such situations could be avoided if feedback is provided to the evaluators during the review and commenting on draft evaluation report so that they recommend timelines that are realistic
- If an action is referring to continuous activities (no end date as long the operation exists), mention ‘continuous’ in the column ‘action deadline’ and provide a deadline after which follow-up and reporting will stop due to a natural stop of the project/activity related to the action. This deadline should be selected in a way that it allows for verifying that action has been taken. For example, some evaluations make recommendations such as *“WFP should continue to advocate for partners/government to improve learning and teaching facilities”* or *“WFP should continue capacity*

*strengthening for sustainability*” in relation to school feeding activities. In such cases, the deadline should be given as the end of the CSP under which the activity is being implemented. If the evaluation is of a specific project (e.g., under specific donor funding), the deadline should be the end of such a project.

## 4. Timelines and Activities in the preparation of the management response

15. The management response should be finalized and approved within **8 weeks** after the date of approval of the final evaluation report. It is estimated that upon approval of the ER, and assuming discussions had started during review of the final draft of the evaluation report, the commissioning office/unit would need **3 weeks** to consult stakeholders, prepare draft MR and submit to RB (or OEV CapQual for HQ-led DEs) for review and feedback. RB/CapQual takes **1 week to review**, and commissioning office/unit takes **2 weeks to finalize** based on feedback. The approvals, formatting, and submission of MR for publishing takes 2 weeks. Each MR follows 5 key steps as summarized in figure 2 and explained step by steps in table 1.
16. The management of the office commissioning the DE is overall accountable for ensuring the MR is prepared within the stated timeline. At the RB, the REU is responsible for ensuring smooth transition from the conclusion of the conduct of evaluation to the start of MR preparation while RMU is responsible for leading (with engagement of REU as/where appropriate) in supporting the COs in preparing MRs. The role of RMU is critical in ensuring that MR is clear and identifies appropriate actions to address the recommendations, to enable future monitoring and reporting on the implementation of actions using the R2 system. The REU is expected to support RB staff engagement with the MR review process to ensure adequacy and relevance of the actions identified to implement evaluation recommendations, without blurring the evaluation/decision-making line. OEV Capacity and Quality team plays this role for HQ-led DEs, supporting the HQ-led DEs.
17. A template for the management response is available in Annex 1 as well as in [word](#) and [excel](#) templates. Examples of completed management responses are available under each evaluation page (see example [here from The Gambia DE on Nutrition](#)). Table 1 outlines the activities that need to be taken systematically in the preparation of MR for CO-led, RB-led and HQ-led DEs.

**Table 1. Step by Step guidance on preparation of Management Response**

Action	CO-led DE	RB-led DE	HQ-led DE <sup>7</sup>
<b>1.Appoint MR Focal person and Request for MR preparation</b> <i>[Within 1 day after approval of the ER – it might be longer for JE]</i>	1-1 CD appoints MR focal person 1-2 REU drafts a message to be sent to CD to request for MR <sup>8</sup> 1-3 DRD (or their designated officer) send communication to the CO, attaching the MR template already populated with the recommendations as they appear in the approved ER.	1-1 DRD appoints MR focal person <sup>9</sup> 1-2 REU drafts message to request MR preparation, attaching the MR template already populated with the recommendations as they are in approved ER. 1-3 DRD, as overall accountable for ensuring MRs are	1.1 Director of commissioning office appoints MR focal person 1.2 OEV focal person for specific DE sends message to the head of commissioning division, attaching the MR template already populated with the recommendations

<sup>7</sup> Guidance on HQ-led DEs are under development. What is proposed here may therefore be revised after consultations. In cases where divisions have full-fledged evaluation officers (e.g., SBP), the evaluation officer would send the message to the Director as an update on the next steps to prepare the management response, which they will lead and remain focal points.

<sup>8</sup>For all types of evaluations, (CO, RB, HQ led), the EM drafts the message for the commissioning office management (CD/DCD or RD/DRD) to send. This signals the transition point from the ‘conduct of evaluation’ to deliver evidence which is evaluation core business to ‘decision-making’ on what to do with evaluation evidence/recommendations which is a management function

<sup>9</sup> While for CO-led and HQ-led DEs the MR focal person may be the same as the EM, this cannot be the case for RB-led DEs because the EM will always be the REU and REUs should not lead development of MRs. MR focal person should therefore be a member of the commissioning unit when it is a DE of a specific area of work OR it can be the RB/DRD’s office when it is an organisation focused DE that cuts across more than one unit

		prepared <sup>10</sup> send communication to head of RB commissioning unit	as they appear in the approved ER
<b>2. Consult, Prepare management response and submit for review and QA</b> <i>[3 weeks from date of approval of ER – it might be longer for JE]</i>	2-1 RMU, with REU, hold discussions with the MR focal person (and CO EM if different person) to go through the MR process, the template, roles and responsibilities, timelines and dos and don'ts. This clarifies the standards	2-1 RMU and REO discuss with the MR focal person and the commissioning unit the MR process, template, roles & responsibilities, timelines and dos and don'ts.	2-1 OEV focal person and MR focal person (and EM if different person) discusses with commissioning unit the MR process, template, roles & responsibilities, realistic timelines and dos and don'ts.
	2-2 The CO MR focal person, with RMU/REU, helps the CO management in organizing consultations to engage stakeholders in contributing to the preparation of MR. These workshops should be led by the EC chair or his/her designate	2-2 The MR focal person, with RMU and REU support, organizes consultations to engage stakeholders in preparation of MR. These workshops should be led by the EC chair or his/her designate	2-2 The MR focal person, with support from OEV focal person (and EM if different person), organizes consultations to engage stakeholders in preparation of MR. These workshops should be led by the EC chair or his/her designate
	The workshops/forums and discussions should systematically discuss each recommendation and: <ul style="list-style-type: none"> <li>➤ Discuss priorities and how actions may be dependent on other actions or on ongoing activities or upcoming strategic and operational issues the recommendations. This should inform the proposed deadlines for specific actions</li> <li>➤ Decide whether to fully agree, partially agrees not agree with the (sub-) recommendations addressed. If not agree or only partially agrees, the reasons for this decision should be provided as part of the management response</li> <li>➤ Review the deadlines recommended and if not in agreement propose an alternative deadline</li> <li>➤ For all agreed or partially agreed (sub-) recommendations, identify one or more actions which if taken will fully implement the (sub-) recommendation</li> <li>➤ Identify one lead office/unit responsible for implementation and reporting for each action</li> </ul>		
	2-3: MR focal person fills the <a href="#">MR template</a> with actions agreed during the discussions/workshop/meetings/forums to produce <b>draft 1</b> . This is circulated to CO staff (and RB and HQ if appropriate) for review and feedback <sup>11</sup>	2-3: MR focal person fills the <a href="#">MR template</a> with actions agreed during the workshop/meetings/ forums to produce <b>draft 1</b> of MR which is circulated to RB staff (and CO and HQ if relevant) for review and feedback. <b>Give 1 week</b>	2-3 MR focal person fills the <a href="#">MR template</a> with actions agreed during the workshop/meetings/ forums to produce <b>draft 1</b> of MR which is circulated to HQ staff (CO and RB if relevant, copying REU) for review and feedback. <b>Give 1 week</b>
	2-4: MR focal person follows up with CO staff, through the EC chair if/as appropriate, to get feedback on draft 1 MR. RMU follows up with RB (and HQ if relevant) staff to get feedback.	2-4: MR focal person follows up with RB, CO and HQ staff, through the EC chair as appropriate, to get feedback on draft 1 MR.	2-4: MR focal person follows up with HQ staff, with support from RMU to follow up with RB and CO staff to get feedback from relevant RB/CO staff, in consultation with relevant staff
	2-5 MR focal person reviews all feedback from stakeholders and updates the MR as appropriate to produce <b>draft 2 MR</b> , addresses any issues that needs further	2-5 RB MR focal person reviews all feedback from stakeholders and updates the MR as appropriate to produce <b>draft 2 MR</b> , noting issues that may need further discussions with	2-5 HQ division EM reviews all feedback from stakeholders and updates the MR as appropriate to produce <b>draft 2 MR</b> , noting issues that may

<sup>10</sup> The DRD or one of the heads of units would be designated as chair of the evaluation committee, so the RD is still responsible for requesting preparation of MR once he/she has approved the final evaluation report.

<sup>11</sup> In some instances, DEs may make recommendations that will require action by HQ divisions (e.g. if they require changes to corporate tools and procedures). Instead of CO not agreeing with them because they are not the responsibility of CO, the draft 1 MR should be shared with relevant HQ division for their inputs.

	discussions with CO management, then submits to D1 RB	commissioning unit or RB management	need further discussions with the division management
<b>3. Review and quality assure management response draft</b> <i>(About 1 week – it might be longer for JE)</i>	3-1: RMU and REU review draft 2 MR in consultation with other RB stakeholders, for coherence between recommendations and management response (including rationale for partially agreeing or not agreeing) and proposed actions to ensure the MR meets the standards required. This may involve further discussions with the management of the commissioning unit.	3-1: The RMU and REU reviews draft 2 MR for coherence between recommendations and management response (including rationale for partially agreeing or not agreeing) and proposed actions to ensure the MR meets the standards required. This may involve further discussions with the MR focal person and management of the commissioning unit.	3-1: OEV focal person and MR focal person (and EM if different person), in consultation with relevant officers of technical units, review MR draft 2 for coherence between evaluation recommendations and management response, to ensure that the MR meets the standards required. This may involve further discussions with management of the commissioning division
	3-2 MR focal person uses the feedback to revise and produce <b>draft 3</b>	3-2 MR focal person uses feedback to revise MR as appropriate to produce <b>draft 3</b>	3-2 MR focal person uses feedback to revise MR as to produce <b>draft 3</b>
	3-3: MR focal person submits the final MR to the EC Chair, with EC members in copy for clearance	3-3: MR focal person submits the final MR to the EC Chair, with EC members in copy for clearance	3-3: MR focal person submits the final MR to the EC Chair, with EC members in copy for clearance
<b>4-Clear and approve the management response</b> <i>(2 weeks – it might be longer for JE)</i>	4-2: The CO MR focal person facilitates submission of the final cleared MR to the RD for approval. EM may draft message for CD to submit or may submit to REU, who may then pass the MR to RD	4-2: MR focal person facilitates submission of the final cleared MR to the RD for endorsement.  It is assumed that the RD will not have been the EC chair as this is delegated to DRD or another senior officer at the RB	4-2: MR focal person facilitates submission of the final cleared MR to the Division Director for endorsement. It is assumed that the division director will not have been the EC chair as this is delegated to the chief of commissioning unit or another chief within the division. If the division director is the EC Chair, the next level Director would endorse it.
	4-3: REO confirms with RD if due process was followed and if the MR meets the standards and raises any comments or concerns that needs to be considered. Otherwise REU advises RD to endorse	4-3: REO confirms with RD if due process was followed and if the MR meets the standards and raises any comments or concerns that needs to be considered. Otherwise REU advises RD to endorse	4-3: OEV CapQual confirms if due process was followed and if the MR meets the standards and raises any comments or concerns that CO did not take into account. Otherwise REU advises RD to endorse
	4-4: Regional Director or Deputy Regional Director endorses the MR	4-4: Regional Director (or Deputy if she/he is not the EC Chair) endorses the MR	4-4: Director or Deputy Director of Division endorses the MR
<b>5-Publish and Disseminate MR to key stakeholders</b> <i>(Within 1 week after approval – it might be longer for JE)</i>	5-1: REU uploads final MR (word and PDF versions) on OEV SharePoint and requests OEV Communication unit (copying the DE help desk) to publish it on WFP websites	5-1: REU uploads final MR (word and PDF versions) on OEV SharePoint and requests OEV Communication unit (copying the DE help desk) to publish it on WFP websites	5-1: OEV focal person DE uploads final MR (word and PDF versions) on OEV SharePoint and requests OEV Communication unit (copying the DE help desk) to publish it on WFP websites
	5-2: OEV communications team, after removing the names of the staff responsible for implementing the agreed actions for data protection purposes, publishes the MRs on the intranet and public website, and shares links with respective EMs, copying the DE help desk		

	5-3: MR focal person and/or the EC chair or his designate shares the links to the public website with external stakeholders and both intranet and public website links with internal stakeholders	5-3: MR focal person/RB EM shares the links to the public website with external stakeholders and both intranet and public website links with internal stakeholders	5-3: HQ EM shares the links to the public website with external stakeholders and both intranet and public website links with internal stakeholders
	5-3: CO EM shares an update through WFP communities (Yammer) with links to the MR and evaluation report	5-3: RB EM/REU shares and update through WFP communities (Yammer) with links to the MR and evaluation report	5-3: HQ EM or M&E officer of the division shares an update through WFP communities (Yammer) with links to the MR and evaluation report
<b>6-Prepare for follow up and reporting on implementation</b> <i>(Within 2 weeks after endorsement – it might be longer for JE)</i>	6-1 RMU uploads MR to R2 system, reaching out to REU for clarification if needed, and ensuring that recommendations and sub-recommendations are updated as they are in the final ER		6-1 CPP uploads MR to R2 system, reaching out to REU for clarification if needed, and ensuring recommendations and sub-recommendations are updated as they are in the final ER
	6-2 RMU confirms and agrees with action owners the cadence of follow up and reporting. It is important to clarify agreement so those involves include this in their respective work plans		6-2 CPP confirms and agrees with action owners the cadence of follow up and reporting

**18. For Joint Evaluations**, the preparation of the management response can take longer than for a WFP



DE. The organization of a workshop in step 2.2. should be done with all commissioning agencies to discuss the draft management response outlining the follow-up actions. The issuance of a joint management response to evaluation recommendations, with agency-specific follow-up actions to ensure adequate commitment to implement them, should ideally be complemented with agency-specific ones. WFP should prepare a management response to recommendations specifically addressed to WFP, following the steps above, even if partners do not have a policy or process in place for following-up on evaluation recommendations. Only actions to be taken by WFP are uploaded on R2 as WFP doesn't have any control on actions taken by other stakeholders.

## 5. Follow-up on the implementation of a Management Response

**19.** WFP management is expected to report on the progress it has made in taking actions to implement the recommendations agreed upon in the management response. WFP uses the corporate [Risk and Recommendation Tracking Tool \(R2\)](#), managed by CPP, for administering the follow-up and reporting processes. The R2 master guidance, dashboard, and a link to the R2 system itself (for registered users) are available [here](#). Up-to-date information about progress in implementing evaluation recommendations can be accessed through the R2 [dashboard](#). CPP and/or the Enterprise Risk Management (ERM) team can provide technical support and training on R2 upon request.

**20.** As R2 requires individual licences, there should be:

- one main focal point responsible for tracking and updating the follow-up to all management responses/ recommendations/ follow-up actions, i.e., the Evaluation Manager or M&E Officer.
- a backup when the designated officer is absent (on break in service, pending reassignment etc). This could be another staff at the CO or RB or support from CPP to fill the gap.
- one person in the Commissioning Office management responsible for the approval and closure of the actions. i.e., Chair of the Evaluation Committee.
- a mechanism through which request for extension of deadlines for implementation of recommendations will be sought if original deadlines are no longer attainable.

**Good practices** for implementing and reporting on follow-up actions are the following:

- Implementation of management responses is enhanced if the lead in coordinating the implementation of recommendations is also the lead in drafting the management response actions and deadlines.
- When reporting on the implementation of follow-up actions in R2, it is important to provide a detailed account of the action(s) taken and to upload relevant supporting documentation (documents/links). This will allow for an assessment of whether or not an action has been fully implemented and can be closed. It is not sufficient to just note “implemented”.
- Deadlines should be reasonable to ensure that actions are completed in a timely manner. If a deadline is not achievable, the lead in coordinating the implementation should be consulted on providing a new deadline with justification.

**Table 2. Step by Step guidance on Monitoring and follow up to management Response**

Action	CO-led DE	RB-led DE	HQ-led DE
<b>1-Plan for Monitoring implementation of follow-up actions</b>	1-1 At CO level, M&E officer and/or MR focal person [if different] notes the deadlines for each action and plans for when it will be followed up and updated, and incorporates into appropriate planning/ review processes (APP, unit workplans PACEs)		1-1 HQ division M&E officer and/or MR focal person [if different] notes the deadlines for each action and plans for when it will be followed up and updated, and incorporates into appropriate planning/review processes (APP, unit workplans PACEs)
	1-2 At RB level, RMU and/or Regional Compliance Officer (depending on delegations by RD/DRD) notes the deadlines for each action and plans for when it will be followed up and updated		
	1-3 RMU ensures monitoring and reporting tasks are incorporated into relevant (APP, unit workplans, PACEs)	1-2 HQ division M&E officer and/or MR focal person ensures monitoring and reporting tasks are incorporated into relevant processes (APP, unit workplans, PACEs)	
<b>2-Monitor the implementation status of follow-up actions and provide updates in R2 system</b>	2-1: At CO level, M&E officer (or MR focal person if different) follows up with CO action owners depending on deadlines agreed in approved MR		2-1: M&E officers of HQ divisions, follows up with CO action owners depending on deadlines agreed in the approved MR. If they have no access to R2, they pass these inputs to CPP as soon as received
	2-2 At RB level, RMU and/or Regional Compliance Officer follows up with RB action owners on status depending on deadlines for each action agreed in approved MR		
	2-3: CO M&E Officer uploads latest status in the R2 system <sup>12</sup> as soon as inputs are received from action owners ( <i>should not wait until CPP requests for annual updates to avoid rushed updates</i> )	2-3: RMU uploads latest status in the R2 as soon as inputs are received from action owners ( <i>should not wait until CPP requests for annual updates to avoid rushed updates</i> )	3-1: M&E officers/evaluation focal points of HQ divisions uploads latest status in the R2 as soon as inputs are received from action owners (if they have access, otherwise CPP takes this action)

<sup>12</sup> It is assumed that the M&E officers have access to R2 and can make entries directly

<b>3-Oversight of implementation of follow-up actions, approval of closure of implemented actions in R2 and extension of deadlines for action not completed</b>	3-1: The M&E officer/MR focal person (or compliance officer where this may exist) reviews status of recommendations in R2 addressed to the CO and provides a <b>biannual summary to the CO management (copy to RMU/REU and DRD assistant) on those that are fully implemented</b> (with evidence documents uploaded in R2) and those overdue that require extension in the deadlines.	3-1: RMU and/or the compliance officer (where the profile exists) reviews status of recommendations in R2 addressed to the RB and provides to the RB management, with a copy to CCP a <b>biannual summary on those that are fully implemented</b> (with evidence documents uploaded in R2) and those overdue that require extension in the deadlines	3-1: M&E officers/evaluation focal points of HQ divisions <sup>13</sup> (if they have access to R2, otherwise CPP) review status of recommendations in R2 and provides to the HQ chief of the division a <b>biannual summary of those that are fully implemented</b> (with evidence documents uploaded in R2) and ready for closure and those overdue that require extension in the deadlines
	3-2: M&E officer/MR focal person (or compliance officer where this may exist and if they have the profile in R2) recommends closure in R2 of those fully implemented	4-2: RMU (or compliance officer where this may exist and if they have the profile in R2) recommends closure in R2 of those fully implemented	4-2: CPP R2 focal person recommends closure in R2 of those recommendations addressed to RBs or other HQ divisions and are fully implemented
	3-3: The DRD who oversees monitoring function (or as designated by RD), with support from Regional Compliance Officer and RMU (and REU as appropriate) closes fully implemented recommendations.	3-3: HQ Division Deputy Director closes recommendations addressed to Liaison Offices they oversee that are fully implemented. 4-3: Chief CPP closes recommendations addressed to RB and other HQ divisions (other than CPP, which are addressed by RM AED) that are fully implemented	

## 6. Reporting on the implementation of a Management Response and use of information for learning

21. The implementation rate of evaluation recommendations is one of WFP's key corporate performance indicators, as well as a specific KPI for the overall evaluation function. As such, it is reported annually to the Executive Board and made public on WFP websites through the Annual Performance Report (APR), the Annual Evaluation Report, as well as the dedicated Executive Board report on the Implementation Status of Evaluation Recommendations (ISR), which assessed the level of implementation of recommendations and follow-up actions.
22. CPP presents the report on the implementation of centralized and decentralized evaluation recommendations to the Executive Board on an annual basis. RB reports through the annual performance plans information on follow-up to decentralized evaluation recommendations.
23. At the CO level, the M&E Officer or a designated staff within the monitoring team regularly briefs the Commissioning Office management on implementation status. This contributes to WFP performance reporting through the APP, the Internal Control Framework and other management reports. In COs with a Risk and Compliance Officer and/or Knowledge Management officer, they should be involved with this process as it contributes to risk management and knowledge management respectively.
24. To contribute to and enhance cross-country learning, the REU, with support of OEV where appropriate, occasionally analyses recommendations and actions taken to implement them (including from CO-led, RB-led or HQ-led DEs of relevance to different COs in the region) and identifies lessons and issues of strategic and operational relevance for inclusion in the agenda of the

<sup>13</sup> If the division M&E officer sends the summary, the email to the chief should copy CPP for their information

Regional Evaluation Committee or other regional meetings. Similarly, OEV identifies lessons and issues that are of relevance for inclusion in the agenda of the EFSG.

**Table 3. Step by Step guidance on Reporting and use of information**

Action	CO-led DE	RB-led DE	HQ-led DE
<b>1-Analysis and use of information for planning, reviews and reporting</b>	1-1 At CO level, the M&E officer uses the bi-annual summary of the status of recommendations to provide inputs to the annual performance planning and review processes. This may include recommendations from RB-led and HQ-led DEs since these may have recommendations relevant to COs		
	1-2 At the RB level, RMU or Regional Compliance Officer uses the biannual summary report (which is quantitative) on status of recommendations and follow-up actions and qualitative information from R2 as inputs for the mid- and end-of-year RB performance planning and reviews. This may include recommendations from RB-led and HQ-led DEs since these may have some recommendations relevant to RBs/COs		
	1-3 RMU analyses the actions taken (and those not taken to find our why) to implement evaluation recommendations as reported in R2 in collaboration with the REU (who may collect further information on use of evaluation evidence that may not be reflected in R2).		
	1-4 CPP uses the status reports and does further analysis for corporate reporting including to the Executive Board		
<b>2-Use information to feed into learning and use of evidence in implementation/ formulation of programmes, strategies, Country Strategic Plans, funding proposals etc</b>	2-1 RMU and REU identifies opportunities for sharing information from analysis above with RB and CO staff to enhance learning, including lessons from those actions taken as well as lessons on why some types of recommendations may be slow in implementing (or become obsolete)		
	2-2 OEV uses KPI information on the level of implementation of recommendations/ follow-up actions for the Annual Evaluation Report		
	2-3 OEV uses R2 data to inform future synthesis evaluations and periodic reviews/ studies on the extent to which evaluation recommendations are implemented		

## Annex 1: Template for Management Responses to Decentralized Evaluations

See also [word template here](#) and [excel template here](#).

**Management Response from WFP [Name of commissioning office] to the recommendations of the decentralized evaluation of [Subject of the evaluation] in [Country] ([publication reference/MIS code]) from [Start month/year] to [End month/year]**

### Background

1. This document, finalized in [insert month and year], presents the management response to the recommendations of the evaluation [insert title of the evaluation].
2. The evaluation, which was commissioned by [Put the name here, including partners if it is joint] covers [insert information on the scope of the evaluation]. The evaluation serves the dual purpose of accountability and learning and informed [elaborate on the objectives and intended use of the evaluation].
3. The evaluation made [XX] overall recommendations. The response sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<b>Recommendations and related Sub-recommendations (Deadline)</b> <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	<b>Recommendation and Sub-Recommendation Lead (Supporting offices/units)</b> <i>[Name of responsible WFP office/unit (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/units and/or external stakeholders if any in brackets.]</i>	<b>Management Response</b> <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	<b>Actions to be taken</b> <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	<b>Action Lead (Supporting offices/units)</b> <i>[Name of responsible WFP office/unit. Names of supporting WFP offices/units and/or external stakeholders if any in brackets.]</i>	<b>Action Deadline</b> <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Priority: High/Medium</b> <b>Overall deadline: Month/year</b> <b>Recommendation 1:</b> xyz			Not applicable	Not applicable	Not applicable
Sub-recommendation 1.1 xyz (Deadline month/year)			1. 2.		
Sub-recommendation 1.2 xyz (Deadline month/year)			3. Etc.		
<b>Priority: High/Medium</b> <b>Overall deadline: Month/year</b> <b>Recommendation 2:</b> xyz			(For recommendations without sub recs, indicate the action(s) here.)  1.  2. Etc.		