

IWDA and Partner Management Response to Evaluations

Introduction

The purpose of this IWDA guidance on Evaluation Management Response is to strengthen the use of findings and recommendations from IWDA-commissioned evaluations, by IWDA and its partners. The objective of this formal process is to increase engagement and learning with program partners on evaluation findings and agree appropriate follow-up actions by partners and, as appropriate, IWDA and external stakeholders.

The process is intended to record whether partner (and where appropriate IWDA) management agrees, partially agrees, or disagrees with the recommendations in the evaluation report, and to identify time-bound action plans and those responsible for their implementation (completing the green-shaded sections of the Management Response Tracking Form). In exceptional circumstances the Management response to evaluations may be used to reject or limit distribution of the report. Exceptional circumstances are defined as substantially failing to meet quality standards or the Terms of Reference of the Evaluation or content that poses an unacceptable risk to Partners, individuals or IWDA. This process is also intended to record partner feedback on IWDA-commissioned evaluation processes to support the monitoring, evaluation and learning objectives of partners in alignment with the monitoring, evaluation and learning principles outlined in [IWDA's 2016-2021 Strategic Plan Monitoring, Evaluation and Learning Framework](#).

Options for response are:

- Accepted: the Partner feels this recommendation should be completely implemented, and the response should show how, by whom and by when that is to be done.
- Partially Accepted: the Partner feels part of the recommendation is in error and will not be responding to it, but accepts and will take action for the other part. Note that the reason for a partial acceptance must be given.
- Not Accepted: the Partner feels the recommendation is based on inaccurate findings or does not address the findings in the correct way. Note that the reason for non-acceptance must be given.

The primary audience for this guidance is IWDA staff responsible for facilitating and coordinating IWDA-commissioned evaluation process. IWDA Program Managers and Program Coordinators are encouraged to consider how to support strong partner engagement with the evaluation and learning processes of IWDA-commissioned evaluations, including, if appropriate, the facilitation and documentation of partner feedback and response.

IWDA preparation for an Evaluation Management Response starts when an evaluation is [planned](#). Evaluation Terms of Reference (ToR) should state the intended use by the intended users, including:

- how the evaluation findings will be used and by whom,
- how the findings will be validated and by whom (beneficiaries, partners, stakeholders), and
- intended distribution channels for the evaluation and management response.

In addition to supporting partner management response, where possible, IWDA staff will promote the inclusion of a findings workshop or consultation process after data collection, to ensure the accuracy and validity of findings lead to meaningful recommendations.

During the planning phase, partners should be reminded that evaluations, and accompanying management responses as appropriate, will be made available to donors and included on IWDA's

website to increase sector-wide learning and transparency. In an instance where an evaluation report is considered of unacceptable quality or poses a risk to IWDA or its partners, IWDA and partner management will agree a restricted, internal (IWDA and partner) distribution.

To support the generation of high quality evaluation reports (including guidance regarding recommendations), please refer to [IWDA's Content and Style Guide for Evaluation Reports](#).

To increase IWDA's organisational accountability for results and promote continual learning, every six months IWDA Senior Program Managers will report progress against the evaluation recommendations to IWDA's Director of Program (using information from the blue-shaded column in the Management Response and Tracking Form as Program Managers and Program Coordinators follow-up progress and collated [here](#)).

Management Response and Tracking Form

Partner/Country: WARA, Solomon Islands

Evaluation Title: Solomon Islands Rural Women's Economic Empowerment and Leadership Program 2016-2019

Evaluation Date: **Phase 1- desk analysis report & phase 2 - consultations and field trip** took place from October to November 2019. **Phase 3 - drafting and finalising report** took place between December to April 2020

IWDA Program Manager: Genevieve Walker

Partner staff/board contributing to management response: Dr Alice Pollard, WARA Co-Founder and Technical Advisor

Management Response on **evaluation process**: (Include here management general impression on the process of the evaluation, and reasonableness of the findings. What were the strengths of the process? What were the limitations in the process?)

WARA's response

Overall WARA was very pleased with the process of the evaluation.

Strengths of the process included:

- The consultant was familiar with Solomon Islands context and Solomon's Pidgin language;
- Different methodologies used to gather information and data;
- Thorough ethics review process conducted between IWDA, WARA and the evaluation consultant;
- The consultant had access to all of WARA's project reports;
- There was a diverse range of stakeholders (total 42) consulted, including WARA staff, network stakeholders and donors ;
- Verifying findings workshop with stakeholders was valuable for confirming the integrity of the data gathering and analysis;

WARA identified one limitation in the process:

- Inability to consult with more than 3 rural zones as a result of limited time and budget, restricted gathering the diverse views of WARA members from the more remote zones, which are also the zones that have the greatest capacity challenges

WARA has accepted all the recommendations and worked with IWDA's Program Manager to integrate most of the actions linked to the recommendations into WARA's FY2020/21 proposal design with additional recommendations earmarked for implementation in FY2021/22 and subject to the resources being available.

Note, the only exception to this relates to the timeline identified by the consultant in recommendation 1 where WARA has remarked this transition phase for Alice Pollard's devolvement from leadership happens over a longer period than the recommended 18 months and instead is up to 5 years.

IWDA's response

IWDA concurs with WARA's observations relating to the strengths of the evaluation process.

Limitations or challenges encountered during the evaluation process include:

- The consultant had limited time in Solomon Islands resulting in a very short visit to West 'Are'Are and being unable to consult with a wider sample of WARA members, particularly in the more remote and capacity constrained zones of West 'Are 'Are. It is IWDA's view this negatively impacts the quality of the evaluation with the absence of these voices, their challenges, and the subsequent analysis and recommendations missing to inform WARA on how to best support them going forward;
- WARA staff reported they had a heavy workload in the lead up to the consultant's visit to Solomon Islands and were unsuccessful in communicating in advance with zones of the impending arrival of the evaluation consultant to interview them. This meant some WARA members and zone leaders were unable to participate in the evaluation process;
- There was no participation by WARA's Governance Advisory Group members and WARA's Treasurer despite multiple attempts made by the consultant to interview them. IWDA recommends WARA's Governance Advisory Group and Treasurer's role descriptions include the responsibility of inputting into any reviews and evaluations of WARA and its projects;
- Quality of final report's content and analysis:
 - Absence of quantitative data analysis covering project indicators;
 - Primary and secondary data analysis missing, particularly on key project enablers and challenges. This had negative impacts on the evaluation reports findings and recommendations, leading to significant reliance on data analysis identified in WARA's Mid-Term Review;
 - Report structure and content logic was insufficient in some parts with confused chronology of when the gender analysis frame was introduced and how it was applied to primary and secondary data analysis;
 - Minimal triangulation of evidence undertaken;
 - Missing citations referring to the source of points made and ideas put forward by evaluation participants

Additional recommendations developed and agreed to by WARA and IWDA

These recommendations sit under three themes: **Organisation strengthening and sustainability; Strengthening WARA Savings Clubs, Revolving Loan Funds and Business Development Initiatives;** and **Embedding Advancement of Gender Equality in WARA's SC model**

Theme 1: Organisation strengthening and sustainability

(1) WARA expands its partnerships with donors, sectoral stakeholders, technical advisors, business and private enterprises.

There is opportunity for WARA to deepen its impact on amplifying women's voice, and increasing number of women in leadership and decision making roles, and becoming economically empowered by expanding its resourceful partnerships. The caveat here is the importance in WARA balancing the hard work of

addressing its internal sustainability challenges and meeting the needs and upholding the rights of its members with that of sharing WARA's women's rights and economic empowerment model with communities across Solomon Islands.

(2) WARA develops and disseminates key messages to its WARA members and stakeholders on the importance in its independence, neutrality and impartiality with its sole focus remaining with the empowerment of women economically and the elevation of their voice in leadership and decision making.

In response to concerns raised in the evaluation report about the politicisation of WARA and the risks to members and WARA's reputation, it is recommended WARA continue its practice of disseminating key messages that affirm its independence and non-political views and its core focus of women's economic empowerment and building stronger gender equal communities.

(3) Amplify members' rights ensuring they continue to be at the forefront of WARA's work with its members.

WARA continues to inform its members of their rights and frames its AGM with this in mind. It is recommended WARA amplifies members' rights and places it at the centre of all their initiatives and engagements with members. This may include referring to the charter on Savings Club member rights at the beginning of all key member meetings, zone visits, program initiatives as well as the AGM.

(4) Prioritise implementation of agreed recommendations identified in Ibrahim (2019) Solomon Islands Savings Club Sustainability Study.

Theme 2: Strengthening WARA Savings Clubs, Revolving Loan Funds and Business Development Initiatives

(5) WARA introduces annual auditing of their Savings Clubs (SCs) and Revolving Loan Funds (RLFs) by an external auditor.

WARA will introduce annual external audits of all its zones SCs and RLFs to strengthen transparency and accountability. This action, coupled with regular monitoring of administration, record keeping and management of all zone initiatives at zone level will, be advantageous to the operations and sustainability of the zones.

(6) Strengthen WARA's Monitoring Evaluation Learning (MEL) knowledge and practices

A comprehensive baseline data assessment should be a priority at the beginning of the next program cycle in order to confirm the indicators WARA needs to measure progress and inform its strategic development and growth. IWDA and WARA will prioritise ongoing skills development in MEL for WARA staff and volunteers across the program management cycle, noting this may require additional funding.

(7) Ensure WARA's older members understand the benefits available to them

Improve communications on the benefits available to aging WARA members through WARA's new initiative called Haiamasiha 'WARA Cares' Fund.

(8) Seek improved financial returns for long term WARA member savers

Resource a financial investment feasibility assessment on how to maximise returns on long term WARA member's savings with the intention to facilitate a more lucrative investment and returns plan for WARA members.

Theme 3: Embedding Advancement of Gender Equality in WARA's SC model

(9) Continue WARA's successful suite of engagement initiatives and training workshops in women's rights and economic empowerment with community, religious and cultural leaders, as well as all members of the community and family units.

WARA is transforming cultural norms and deep exclusionary structures and practices in its SC model and suite of initiatives that encompass it. This is made possible when WARA continues to bring the whole family unit and community along the journey of implementing the WARA SC model.

(10) Invest in a Do No Harm approach

The importance of Do No Harm approach is critical to WARA's model maximising safety and security of its membership, zone governance leaders and network stakeholders. This recommendation comes as WARA's model moves to deconstruct patriarchal power structures and see women grow in economic independence and agency, confidence to call out violence when they witness or experience it, and political savviness.

IWDA has developed a Do No Harm model for SCs based on evidence gathered in Solomon Islands. It is recommended donor support is sought to roll out this model with WARA.

The aforementioned additional 10 recommendations identified by IWDA and WARA are based on analysis and findings offered in WARA's project cycle reports, studies and research outputs not captured in the recommendations of the consultants evaluation report. These recommendations were discussed and agreed to by both WARA and IWDA as priorities for future program development.

Note, the analysis behind the additional ten recommendations can be found in an IWDA internal hybrid evaluation report building on the consultant's independent evaluation report and including additional missing primary and secondary data analysis from the aforementioned sources. This document is located at: [..\Evaluation Report\Final draft Internal\WARA Final Evaluation Report FINAL GW.docx](#)

End.

Acceptance	Actions Planned (if accepted)/Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7 /20
	Recommendation 1: A separate and deliberate transition strategy and plan over the next 18 months be developed with Dr. Alice as part of the succession planning for WARA			

Accepted	Succession plan currently in development led by two consultants in close consultation with WARA leaders, governance representatives, staff and membership representatives. WARA notes however, the transition process out of Alice Pollard's leadership needs to go beyond 18 months to up to five years.	Janet Fangata – WARA; Alice Pollard – WARA; Genevieve Walker – IWDA; Gianluca Nardi - Strongim Bisnis; Deb Battel – Lead Consultant; Mary Vai - Consultant	Third quarter of FY2020/21	In Progress
Recommendation 2: Work closely with Zone leaders and members to develop sustainable and practical zone Governance systems to effectively manage and administer their respective zone savings and own affairs.				
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20
Accepted	WARA's FY2020/21 proposal design includes capacity strengthening initiatives directly targeting zone leaders. It is the highest level of investment and resourcing of such initiatives seen in the history of WARA and IWDA's partnership.	Janet Fangata – WARA; Genevieve Walker – IWDA NB. Capacity building consultant for zone leadership skills development is yet to be recruited	Fourth quarter of FY2020/21	In Progress
Recommendation 3: Conduct a feasibility study into the viability of a cost recovery or social enterprise model for the long term financial sustainability of WARA				
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20
Accepted	This initiative attracts a sizeable budget and was unable to be covered in the funds available for the FY2020/21 funding envelope alongside the other priority initiatives identified. This initiative is however, earmarked as a priority for FY2021/22 once funding opportunities are secured.	Janet Fangata – WARA; Genevieve Walker – IWDA	TBC	Not Completed
Recommendation 4: To set WARA on a strategic path, once the Succession Planning has been completed the immediate development of the WARA strategic plan for the next plan period of 2021-2025.				
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20

Accepted	This initiative is programmed to take place in quarter three and four of FY2020/21	Janet Fangata – WARA; Alice Pollard – WARA; Genevieve Walker - IWDA	Quarter four FY2020/21	Not Completed
Recommendation 5: Immediate strategies are needed to encourage new leadership capable of supporting existing zone officer bearers as a medium term strategy of nurturing younger women as leaders				
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20
Accepted	An initiative identified under this recommendation in the evaluation is skills mapping of zone members and this has been incorporated into the FY2020/21 proposal design. Another initiative identified under this recommendation includes appointing a youth liaison person to engage young WARA women at zone level as a strategy to attract the commitment of young WARA women to zone level leadership responsibilities. This initiative is earmarked as a priority for FY2021/22 once funding opportunities are secured.	Janet Fangata – WARA; Genevieve Walker – IWDA	Fourth quarter FY2020/21	Not completed
Recommendation 6: Implement the relevant recommendations for the sustainability of WARA Savings groups set out in this evaluation and the recommendations of the RLF review and 2019 Audit				
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20
Accepted	This recommendation is directly linked to the initiatives identified in the aforementioned recommendations 1 and 2.	Janet Fangata – WARA; Alice Pollard – WARA; Genevieve Walker – IWDA; Gianluca Nardi - Strongim Bisnis; Deb Battel – Lead Consultant; Mary Vai – Consultant NB. Capacity building consultant for zone leadership skills	Fourth quarter	In Progress

		development is yet to be recruited		
	Recommendation 7: Continue to run combined training workshops for women, youth and men on gender and training with the 'Are'Are House of Chiefs			
Acceptance	Actions Planned (if accepted)/ Comment (if partially or not accepted)	Responsible Person/Organisation	Due by (date)	Status: Date 31/7/20
Accepted	Not all initiatives recommended in the evaluation report made it into the FY2020/21 proposal design due to the resources and funding available to WARA in the FY2020/21.	Janet Fangata – WARA; Alice Pollard – WARA	TBC	Not Completed

End.