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## **EVALUATION REPORTS**

*Agenda item 7*

*For consideration*

# **E**

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## **SUMMARY REPORT OF THE STRATEGIC EVALUATION OF WFP'S ROLE IN SOCIAL PROTECTION AND SAFETY NETS**

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for consideration**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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## EXECUTIVE SUMMARY

This strategic evaluation analysed WFP's role in social protection and safety nets, which are increasingly seen as important mechanisms for promoting development. The evaluation assessed the extent and quality of WFP's performance, and the factors that affect WFP's ability to deliver social protection and safety net programmes effectively.

The evaluation was carried out between September 2010 and February 2011 by a team of independent consultants. Methodologies included visits to five country offices and two regional bureaux, desk reviews of two countries, benchmarking against good practice standards, document review, and interviews with key stakeholders.

The evaluation found that WFP is already contributing to social protection and safety nets, especially for some activities. However, institutionalizing these approaches more broadly within WFP will require changes in the way WFP operates, and increased efforts to build WFP's organizational and staff capacity.

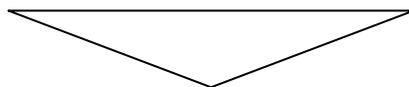
WFP contributes to social protection and safety nets in ways that range from the implementation of transfer programmes to helping to design food components of national social protection systems or advising governments on related policy. WFP's work in social protection and safety nets was seen as relevant and effective and as having the potential to go beyond life saving towards building resiliency and promoting livelihoods, especially when traditional WFP instruments are combined with new approaches – such as school feeding linked to local or national agricultural production or take-home meals, the establishment of rice banks or grain reserves, and food- and cash-for-work projects that develop capacity for disaster resilience – and when projects are well targeted, of sufficient duration and linked to government priorities.

To be most effective as a safety net or part of a broader social protection system, WFP transfers should be *adequate* to meet people's needs; provided in a *timely* manner – on time and when needed; *predictable*, so people know that the transfer will be available when needed, and can plan for it; and financially and politically *sustainable*.

Problems that limit WFP's ability to provide effective social protection or safety nets include inadequate duration and amount of transfers; pipeline breaks due to annual funding cycles and gaps and delays in funding; and short-term or unpredictable transfers. As governments become able to implement their own safety nets and social protection systems, WFP can remain relevant by shifting from an operational role towards the provision of policy and technical support, capacity development and advocacy.

The evaluation team made six recommendations, two related to improving the quality of WFP's work in social protection and safety nets, and four related to improving WFP's organizational capacity for this work.

## DRAFT DECISION\*



The Board takes note of “Summary Report of the Strategic Evaluation of WFP’s Role in Social Protection and Safety Nets” (WFP/EB.A/2011/7-B) and the management response (WFP/EB.A/2011/7-B/Add.1) and encourages further action on the recommendations, taking into account considerations raised by the Board during its discussion.

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\* 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.

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## INTRODUCTION

1. Interest in and practice of social protection and safety nets are growing; such systems now exist in every region of the world. Safety nets can save lives when shocks and emergencies strike. For the longer term, social protection aims at broader social and economic development through reducing poverty and inequality.
2. International policies increasingly emphasize governments' role in managing their own development assistance. Many governments now run safety net or social protection systems, which have become central features of how international development organizations seek to address poverty and vulnerability in developing countries. Recent policy statements by the African Union, the International Monetary Fund and the G20 emphasize the importance and potential of safety nets and social protection in protecting the poor, reducing poverty and promoting economic growth. In the United Nations, the Social Protection Floor Initiative aims to promote national strategies by providing essential social transfers in cash and in kind. The need to strengthen government capacity is inherent to these changes.

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## WFP'S WORK IN SOCIAL PROTECTION AND SAFETY NETS

3. Social protection and safety nets are not new to WFP. In 1998, a WFP paper set out to "analyse the role of food-based safety nets as a cost-effective instrument to protect against food shocks". The approach outlined in this paper was integrated into a 1999 policy paper, "Enabling Development".<sup>1</sup> A 2004 policy paper, "WFP and Food-based Safety Nets",<sup>2</sup> presented principles and roles for WFP, based on country contexts. The WFP Strategic Plan (2008–2013) mentions safety nets as a means of strengthening resilience to shocks, and proposes that "WFP will develop nutrition, school feeding and other safety net programmes".
4. Recent WFP policy papers that incorporate safety net or social protection elements include those on capacity development (2004), vouchers and cash (2008), school feeding (2009) and HIV and AIDS (2010). WFP has written related papers, most recently "Unveiling Social Safety Nets" in 2009.<sup>3</sup>
5. Many WFP projects over the past 20 to 30 years have served as safety nets, including some with broader social protection purposes. However, there is no formal system for tracking WFP's social protection contributions.

## Overview of the Evaluation

6. The objective of this evaluation was to increase understanding of how WFP can best contribute to social protection and safety nets, and the factors that affect its ability to do so. It aims to help institutionalize new approaches and inform programming choices.

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<sup>1</sup> WFP/EB.A/99/4-A.

<sup>2</sup> WFP/EB.3/2004/4-A.

<sup>3</sup> Occasional Paper 20, available at <http://www.wfp.org/content/unveiling-social-safety-nets>

7. Evaluation methods included field visits to five country offices and two regional bureaux, remote assessment of two country offices, benchmarking against good practice standards, document review, and interviews with WFP staff and external stakeholders. A multi-country case study approach was adopted to examine WFP's roles in different contexts, based on whether the national social protection system was:
  - transitioning towards a national safety net: Senegal and Sierra Leone;
  - establishing a national safety net: Ethiopia and Uganda;
  - improving an established national safety net: Colombia, Georgia and Guatemala.
8. A wide variety of definitions of social protection and safety nets are used both within and outside WFP. Many aspects of a social protection system are outside WFP's mandate, such as pension systems and most insurance schemes. For this evaluation, the following working definitions were developed from earlier work by WFP's policy and programme units:
  - i) Social protection refers to food or cash transfers to the most vulnerable to protect against livelihood risks, promote livelihood opportunities, and enhance the social status and rights of socially excluded and marginalized people.
  - ii) Food-based safety nets provide direct, regular and predictable food assistance, in cash or in kind, to the most vulnerable people, to prevent them from falling below a minimum level of food security as a result of a shock, to increase their resilience to shocks and – in some cases – to promote their food security.
9. The evaluation assessed how WFP's work can contribute to a range of purposes, from protection to transformation:
  - i) protection: enabling people to survive periods of stress and shock;
  - ii) prevention: mitigating shocks and reducing the risk of a crisis occurring;
  - iii) promotion: strengthening livelihoods by helping to reduce chronic poverty;
  - iv) transformation: enabling marginalized people to seek their rights.
10. WFP's traditional work aims primarily at providing protective safety nets, but it can also aim to achieve "higher-level goals" such as preventing or mitigating shocks, promoting livelihoods or empowering the marginalized.
11. No universal best practices for social protection and safety nets are applicable to all circumstances; programmes vary depending on country circumstances and the nature and intensity of the problems to be addressed. However, good practice principles are emerging, and this evaluation assessed the extent to which WFP's transfers are:
  - adequately meeting people's needs;
  - provided on time and when needed;
  - predictable, so that people know the transfer will be available when needed and can plan for it; and
  - sustainable, both financially and politically.

## KEY FINDINGS

### WFP's Performance

12. **Relevance and results.** The evaluation reviewed projects that employ a range of instruments – school feeding, cash and food for work (CFW/FFW), food for training (FFT), general food distribution (GFD), mother-and-child health and nutrition (MCHN), supplementary feeding, and food and nutrition support to people living with HIV (PLHIV) or tuberculosis (TB) patients – and modalities, including food, cash and vouchers. In the projects and countries reviewed, food transfers were used most frequently and reached the most people, while cash and voucher programmes were limited to pilot projects.
13. Any of these instruments and modalities can provide social protection and safety net benefits. Most of the WFP projects and activities reviewed aim primarily to protect people in periods of stress and shock. Some stakeholders expressed concern that short-term assistance did not offer sufficient protection, because beneficiaries have insufficient time to build adequate assets that enable them to avoid adopting negative coping mechanisms when assistance ends.
14. Some of the WFP work reviewed has the goal of reducing the likelihood of a shock occurring, or of helping people move out of chronic poverty. WFP's interventions were seen as having greater potential for prevention and promotion when traditional mechanisms are combined with new approaches, such as school feeding programmes that build on local agricultural production and/or are linked to take-home meals contributing to household livelihoods; the establishment of rice banks or grain reserves that build resources for protecting against future shocks; and FFW/CFW projects that construct disaster-resilient infrastructure. WFP can make the greatest contribution to preventive and protective objectives when such projects are linked to government priorities and are of sufficient duration.
15. As shown in Table 1, under certain conditions, some instruments on their own can make effective contributions to social protection. Other instruments – GFD, supplementary feeding, MCHN and food for PLHIV – provide protective benefits, and can also contribute more effectively to prevention and promotion when they are coordinated with other interventions.

<b>TABLE 1: CONDITIONS FOR EFFECTIVE CONTRIBUTIONS TO SOCIAL PROTECTION</b>	
<b>Instrument</b>	<b>More effective contribution to social protection:</b>
School feeding	<ul style="list-style-type: none"> <li>➤ linked to other social protection support for household members not in school, e.g., take-home rations providing support to other members of the household, or programmes targeting school-age children not attending school;</li> <li>➤ linked to local production, e.g., home-grown school feeding;</li> <li>➤ school resources are sufficient to absorb the additional demand in attendance created through school feeding;</li> <li>➤ gender inequality is addressed by explicit gender objectives e.g., narrowing the gender gap in schools by using school feeding programmes as an incentive for girls to pursue secondary education or to remain in school during emergencies;</li> <li>➤ increases in attendance are accompanied by the necessary investment in school resources such as teachers, books or classrooms.</li> </ul>
Cash/vouchers	<ul style="list-style-type: none"> <li>➤ the real value of the transfer remains stable relative to rises and falls in food prices or inflation;</li> <li>➤ they do not restrict recipient choice about what to purchase;</li> <li>➤ they contribute to pro-poor growth by being invested and generating multiplier effects.</li> </ul>
FFW/CFW	<ul style="list-style-type: none"> <li>➤ assets produced by these programmes are of high quality;</li> <li>➤ unemployment or seasonal underemployment is a severe constraint on livelihoods;</li> <li>➤ labour is not a constraint for a large percentage of the population.</li> </ul>

16. Overall, both the staff and the partners interviewed believed that adopting social protection approaches and good practices increases WFP's overall relevance. WFP's operational inputs, technical advice and policy contributions to national social protection systems and safety nets were seen as relevant and appropriate; government and other partners frequently request WFP assistance. The one exception was a middle-income country with a well-established national social protection system that does not include food security as a high priority. Although WFP's contributions to an emergency safety net in this country were appreciated, when the crisis passed, WFP did not transition to either an operational or a non-operational role in the national system. However it successfully lobbied for the Government to take up some of the activities it had started, although these were delivered by other actors.

### **Following Principles of Good Practice**

17. Principles, standards and indicators of good practice in social protection and safety nets have not been established in WFP, so the programmes reviewed did not deliberately aim to achieve them, and the results are mixed. In some programmes, beneficiary needs were adequately met only until the programme ended. In others, the transfer was not adequate to meet the needs, or coverage was inadequate. Some modalities, such as school feeding, are more likely to be timely because they are well established and had not faced the start-up difficulties reported with cash transfers. However, even in well-established programmes, pipeline breaks can occur. Most modalities in the countries reviewed were predictable during their duration, but funding constraints and short durations made delivery unpredictable in several cases. Several modalities made good overall progress towards sustainability and hand-over, with some programmes being incorporated into government strategies and implemented by government. However, some of the politically sustainable programmes successfully operated in partnership with or by governments are still funded by external donors.

18. Appropriate targeting is another important good practice standard. There are differing views on whether and how to target different instruments: geographically, by vulnerability, poverty, age group, etc. In most projects reviewed, WFP attempts to target the poorest and most vulnerable. WFP staff are aware of the problem of possible exclusion errors and often identify partners and complementary interventions to serve those in need who are not covered by WFP programmes. For example, in-school feeding is often complemented by take-home rations and other programmes that address the needs of household members not in school. In several cases, WFP advocated with government to provide coverage for people not included in WFP programmes, to ensure that none of those in need were excluded.
19. Although good practice is seen as aspirational in most contexts, stakeholders agreed that good practice principles should be translated into indicators, to help design and monitor programmes.

### **Integration into National Social Protection Systems**

20. The evaluation found that WFP's roles in support of national social protection systems and safety nets depend on the country context and WFP's organizational and staff capacity to work in operational and non-operational environments. Operational roles include participating in safety net implementation, filling gaps and demonstrating programmes. Non-operational roles include participating in forums, monitoring and evaluating national programmes, advising on food security and nutrition, advocacy, designing policies and systems, and capacity development.
21. In countries without national social protection systems and safety net programmes, WFP's work is well integrated but somewhat limited in scale. These countries may have policies in place, but implementation is restricted by limited political will and government capacity. WFP programmes complement rather than duplicate the efforts of national actors and partners. Hand-over to the government is intended, but distant.
22. In countries that are establishing social protection and/or safety net programmes, political will and government capacity are much greater, so WFP programmes are significantly larger and closely linked to the efforts of the Government and other partners. In some of the countries visited, significant social protection or safety net operations pre-dated the establishment of a social protection policy. In these cases, WFP has gained credibility and access through its operational capacity to deliver safety net programmes, and is well placed to influence these countries' current efforts to develop national policies and strategies.
23. The evaluation included three countries that have relatively well-established social protection systems. In one of these, WFP has not been directly involved in the system's development because the Government does not see food security as a high priority, WFP has limited capacity for a non-operational role, and the government priority is on developing national private-sector capacity to deliver social protection services. In the other two countries, WFP has shifted from an operational to a non-operational role, providing advice on policy and programme design, implementation and improvement, at the Government's request.

### **Impact Potential**

24. In countries transitioning towards a national social protection system, WFP school feeding has high potential for generating impact, because it is the longest-established instrument and has involved the building of government capacity. The impact potential of other WFP activities – CFW, FFW and cash/vouchers – is unlikely to go beyond temporary

protection because of their modest scale and shorter duration. Sustained impact is less likely because WFP's government capacity development efforts have been more limited for these activities.

25. In countries that are working to establish a social protection system, a wider range of WFP instruments have potential for generating impact, because WFP is working on a larger scale and focusing on government capacity development. In the two countries visited, promotion purposes are well defined in projects and linked to monitoring and evaluation, and efforts to influence government policy are reasonably well resourced. In one country, WFP is involved in a long-standing consortium-based implementation arrangement for the national food safety net, which multiplies WFP's impact potential and helps ensure continued funding.
26. In countries with well-established national social protection systems, the potential for generating impact varies, depending on WFP's capacity to transition to a more non-operational role. In some countries, there is very high potential for impact, which is already being realized because WFP has demonstrated the value it can add in non-operational roles, and is influencing government policies and practices. By continuing to provide government with technical advisory, monitoring and other services after the hand-over of programmes such as school feeding, WFP is helping to ensure sustainability and the achievement of long-term outcomes.
27. Overall, WFP's potential for impact in social protection depends on its willingness and ability to develop certain skills – including policy analysis, advocacy, targeting for new modalities and in urban areas, monitoring and evaluation at the system and outcome levels, and government capacity development – and to adopt new non-operational and operational roles that are better coordinated with others' efforts. These changes are significant, and achieving the scale of impact for which WFP is known in other areas will require time.

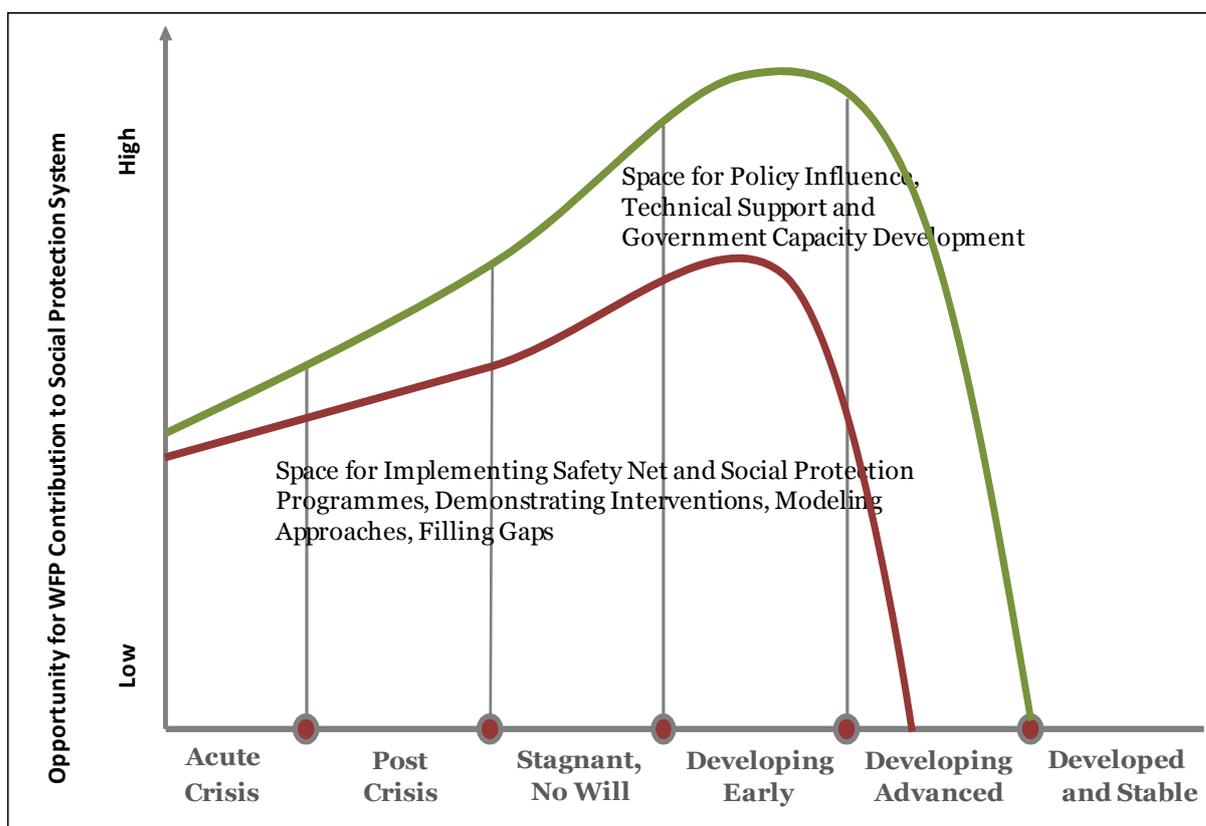
### External Factors Affecting WFP's Work in Social Protection and Safety Nets

28. **Donors.** Overall, donor funding for social protection is increasing, but donors are directing much of their funding to coordinated programmes supported by social protection platforms. Donors generally see WFP as an important partner in social protection. Operational capability to deliver at scale and in complex environments is cited as an asset, and positions WFP to fill gaps. Donor support for WFP's work in social protection appears to depend largely on:
  - the country context, particularly food access and food security needs;
  - perceptions of WFP's mandate and capacities in social protection, especially its knowledge of concepts and ability to use a range of modalities – food, cash and vouchers – appropriate to different situations;
  - WFP's engagement in partnerships with the Government and others;
  - the predictability and sustainability of WFP assistance, which are hampered by the lack of unrestricted and multi-year funding; although such funding is generally somewhat rare, partners have secured unrestricted revenue and multi-year funding.
29. **Partnerships.** At the country level, some partners already look to WFP for leadership with regard to food-based safety nets, and welcome WFP's contributions to social protection work. Most stressed that needs are so great that there is space for everyone to contribute. Governments are listening to WFP regarding food security, nutrition, vulnerability analysis and preparedness systems. They want capacity development assistance from WFP and others. To maximize its contributions, partners suggested that

WFP should be clearer in communicating its role, more active in policy discussions and better at coordinating with others. Stakeholders stressed the importance of WFP engagement in global and national social protection policy discussions. Engagement can increase WFP's credibility, understanding of gaps and opportunities, and awareness of government capacities, constraints and trade-offs.

30. **Social, political and economic factors.** Social, political and economic factors shape WFP's potential to contribute to national systems. The figure depicts the relative space described by stakeholders for WFP to contribute to social protection in operational and non-operational ways.

**Figure: Opportunity for WFP Contribution to Social Protection in Various Contexts**



31. WFP has the most space for making operational contributions in countries with significant social, political and economic challenges. This space diminishes as countries develop and government and national actors become capable of assuming implementation.
32. The space for WFP's non-operational contributions is greatest when a government has established the political will to create a sustainable system, and the systems and capacities are being refined.

### WFP's Capacity for Working with Social Protection and Safety Nets

33. **Policy and strategy.** The WFP Strategic Plan (2008–2013) supports the adoption of safety net and social protection approaches. Documents explaining social protection include the 2004 "Safety Nets Policy Issues Paper". Other positive efforts include the integration of social protection into the new school feeding policy, and the recent paper on implementing the Strategic Objective on strengthening country capacities. However, staff

have a limited understanding of what the shift from food aid to food assistance implies for WFP operations. Gaps, particularly in programmatic guidance, were cited as impediments to initiating projects and engaging with partners in social protection and safety nets. The evaluation team did not identify any systematic efforts to provide the guidance, training or internal capacity development needed to translate WFP's strategy and policy into action.

34. **Planning and financial systems.** Recent decisions regarding the financial framework represent a shift in how WFP budgets and, once implemented, will remove some obstacles to adopting social protection approaches.
35. The new country strategy process also has potential for enhancing WFP's capacity. It gives country offices the opportunity to assess the overall national context and needs, and can help ensure that programmes are aligned with national systems.
36. **Modalities.** The introduction of cash and vouchers facilitates the adoption of social protection approaches by providing WFP with more relevant and appropriate intervention options when food access, rather than food availability, is the problem. Cash and, to an extent, vouchers have greater potential to contribute to promotion goals because they frequently expand beneficiary choices. However, cash programmes are not equivalent to social protection. Support systems for cash and voucher programmes are still being developed within WFP, and country offices noted the need for better tools, guidance and knowledge sharing.
37. **Monitoring and evaluation systems.** The good monitoring and evaluation practices identified included assessing outcomes and impacts; engaging outside experts to help develop baseline data, monitor implementation and conduct impact evaluations; and sharing lessons with WFP partners. In West Africa, regional meta-evaluations are planned for some projects. However, WFP monitoring and reporting are generally limited by a focus on outputs rather than outcomes, and reporting systems do not capture information on important non-operational roles and activities. The Strategic Results Framework provides potential for addressing this issue, but more specific indicators for social protection and safety nets are also needed.
38. **Information and knowledge management.** Several knowledge sharing initiatives related to the Strategic Objectives have been established. The 2009 WFP workshop on safety nets represents the most formalized effort to share knowledge on social protection internally. Among country offices, there is high demand for better knowledge management. Staff are usually unaware of good practices and lessons from other countries, except where international staff bring knowledge from previous assignments.
39. **Resource mobilization systems.** Managers at WFP Headquarters identified a need to diversify funding sources and increase unearmarked funds as a prerequisite for developing longer-term programming and meeting good practice in social protection. Resource mobilization is constrained by a lack of clarity about WFP's roles. Impediments cited by partners and donors included a lack of social protection literacy within WFP, and weak articulation of where WFP can add value in the social protection and safety net domain.
40. **Culture.** WFP's organizational culture has both positive and limiting attributes regarding the adoption of social protection approaches. Positive traits include a "can-do" attitude, delivering with speed and at scale, problem-solving, innovation, a decentralized structure with strong country office leaders, and commitment to staff rotation. Limiting characteristics include impatience with partners, dismissal of the importance of policy engagement, a focus on outputs and standard instruments, a tendency to work in isolation and lack of experience working in urban areas.

41. **Comparative advantages.** Stakeholders believe that WFP's comparative advantages for social protection stem from its operational capacities. Advantages include field presence, a delivery orientation, effective logistics and project management, links to grassroots organizations and civil society, the ability to deliver at scale in complex environments, and analytical capacities such as vulnerability analysis and mapping.
42. **WFP staff capacity.** Staff have the greatest skills in instruments and modalities traditionally used by WFP. Country office staff demonstrate great willingness to learn on the job, and show initiative in seeking new knowledge related to social protection and safety nets. Stakeholders noted the need for WFP staff to increase their basic literacy in social protection concepts. Other gaps relate to the non-operational roles in social protection, including policy analysis, advocacy, long-term coordination, targeting for new modalities and urban areas, monitoring and evaluation, government capacity development and analysis of public expenditure.
43. Staff attitudes towards social protection and safety nets are generally positive, and there is much agreement that WFP should increase its social protection work. Many staff recognize that the degree of WFP involvement depends on the success of broader changes within WFP, such as in financial systems and donor support. There is also consensus that increasing this work should not diminish WFP's work in other core areas.

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## CONCLUSIONS AND RECOMMENDATIONS

44. The evaluation found that WFP is already contributing to safety nets and social protection, especially in activities such as school feeding. However, institutionalizing a safety net and social protection approach more broadly within WFP will require changes in its operations, programme objectives and collaboration. Simply relabelling projects and programmes as safety nets or social protection will have a negative effect on WFP's credibility.
45. Some WFP programmes are being integrated into national systems, and WFP is moving towards generally agreed standards of good practice. An emphasis on good practice is needed to ensure credibility and impact.
46. Adopting social protection approaches and good practices increases WFP's relevance, appropriateness and impact potential. Country offices are beginning to develop mechanisms for measuring effectiveness and learning. Regarding the shift from short- to longer-term interventions and the hand-over to governments, sustainability is often problematic owing to funding and capacity development needs.
47. Donor support for social protection is increasing, and donors view WFP as an important partner, especially in filling gaps in safety nets where food insecurity is high. Given the scope required, partnerships are critical for WFP's contribution to sustainable national systems. In most of the countries included in the evaluation, WFP's engagement in policy is insufficient to ensure adequate understanding of the policy environment. Opportunities for operational impact are greatest where vulnerability and poverty are high and governments have not established their own social protection systems. Opportunities for non-operational roles are greatest once political will is established in a country.
48. In-house efforts to build WFP's capacity to adopt social protection approaches have begun, but additional efforts are required. Improving the linkages among strategy, policy and practice is important. Strengthened monitoring and evaluation are necessary for measuring outcomes and impact. Knowledge management systems need resources, to improve the dissemination of successful approaches. Resource mobilization efforts are

seeking less restricted funding, but also need to secure multi-year funding. WFP's culture and comparative advantages can be translated into social protection approaches if positive characteristics are maximized.

49. Staff skills are concentrated on food modalities through traditional instruments. There are gaps in policy, coordination, targeting, monitoring and evaluation, capacity development and economic analysis. Staff demonstrate initiative in developing new knowledge, but systems are not yet in place to support this. Knowledge of social protection concepts and government capacity development will be required.
50. **Recommendation 1:** Focus WFP social protection and safety net efforts on its comparative advantages. The planned revision of the 2004 safety nets policy should incorporate broader social protection concepts and clarify WFP's roles, based on its comparative advantages. The policy should explain the importance of establishing purpose, desired outcomes, partnerships and standards of good practice. WFP's primary purpose – *protection* – should be made explicit, but the policy should also recognize appropriate interventions aimed at *prevention* and *promotion*, emphasizing linkages to other programmes. Emphasis should remain on contributions to food-based safety nets through operational and non-operational activities, and examples of WFP activities for these different roles should be provided. Policy guidance should be disseminated to promote WFP's role in safety nets and social protection.
51. **Recommendation 2:** Develop WFP organizational capacities. An organizational change should be initiated, aimed at building WFP's capacities for safety net and social protection approaches. This initiative should be led by a senior manager at Headquarters, supported by advisers from Headquarters, regional bureaux and country offices as needed. A five-year plan should be developed, focusing on translating policy and strategy into practice by addressing the systems, processes and cultural issues noted in this evaluation report.
52. **Recommendation 3:** Develop WFP staff capacities. Initially, WFP should focus on social protection literacy among key staff at Headquarters, regional bureaux and country offices, building awareness of basic terms, key actors, standards of good practice, and main choices and trade-offs. Once basic understanding has been established, more advanced skill and knowledge-building efforts can be undertaken to support the change process outlined in the previous recommendation.
53. **Recommendation 4:** Position WFP social protection and safety net efforts in the external environment. WFP should increase its engagement in policy and coordination fora and promote the positive role(s) it plays, building on its comparative advantages; increased literacy; evidence gathered, including an in-depth study of examples from Latin America and other more advanced WFP programmes; increased staff skills at all levels; and the revised policy. Country offices not yet engaged in safety nets and social protection should begin to involve WFP in existing national platforms, or work with partners to establish new platforms. Additional unrestricted and multi-year contributions should be mobilized to support such country office programmes.
54. **Recommendation 5:** Contribute to the development of national social protection systems. Where there is need for social protection, and space to contribute, the country office should analyse what WFP can do to help governments develop systems and improve their social protection and safety net activities; what they can do as part of larger consortia; and what roles are best left to others with more appropriate mandates and skills. Where possible, this analysis should be linked to development of the WFP country strategy,

conducted transparently in collaboration with governments and main actors, and based on existing national strategies and policies.

55. **Recommendation 6:** Continuously improve adherence to social protection good practice standards. As WFP institutionalizes capacity development for safety nets and social protection, leadership should focus on monitoring programme impact and quality according to indicators of good practice, linked to country project and programme reporting. Monitoring should take into account lessons emerging from WFP communities of practice and other knowledge management systems. Based on this monitoring, leadership should adjust systems, processes and resourcing to strengthen WFP's contribution at the global, regional and country levels. As indicators are defined and data collected, external impact evaluations should be conducted.

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## ACRONYMS USED IN THE DOCUMENT

CFW	cash for work
FFT	food for training
FFW	food for work
GFD	general food distribution
MCHN	mother-and-child health and nutrition
OE	Office of Evaluation
PLHIV	people living with HIV
TB	tuberculosis