



WFP EVALUATION



Strategic Evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals

May 2021

Round Table

Evaluation scope and context

Focus on

- Progress towards the 2013 school feeding policy objectives
- WFP organizational readiness to implement the 2020-2030 school feeding strategy

Informed by three major strategic shifts

- The way WFP works in partnership
- The way WFP works with governments
- The way WFP delivers school feeding

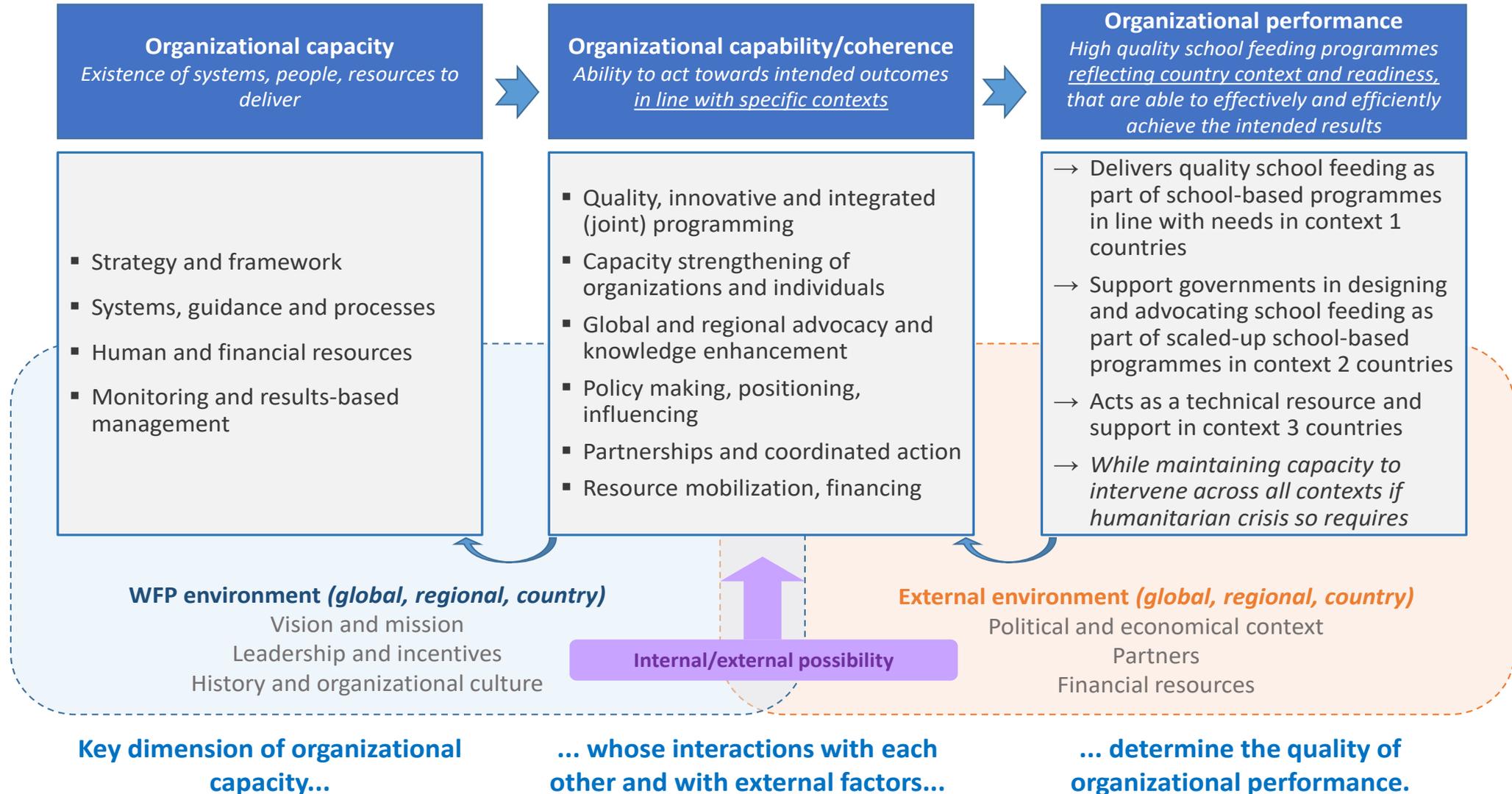


Overview of evaluation approach and methodology



- Theory based, contribution analysis approach
- Mixed methods for data collection and analysis
 - ✓ 309 key informants at global, regional and country level
 - ✓ 11 country case studies
 - ✓ Global electronic survey (229 respondents – 33%)
 - ✓ Extensive desk review

Organizational readiness conceptual framework



How relevant is the WFP 2013 school feeding policy, considering the 2030 Agenda and WFP's current strategic plan?



To what extent has WFP been able to deliver results in line with the objectives set out in the 2013 school feeding policy?



School feeding effects on school attendance are confirmed



Role of school feeding as safety net increasingly recognized, but challenges to integrate into national social protection systems persist



Positive school feeding effects on enrolment, but educational outcomes depend on context

To what extent has WFP been able to deliver results in line with the objectives set out in the 2013 school feeding policy?



Home-grown school feeding increased during 2014–2020



Operationalizing a decentralized approach and ensuring sustained demand are key risks

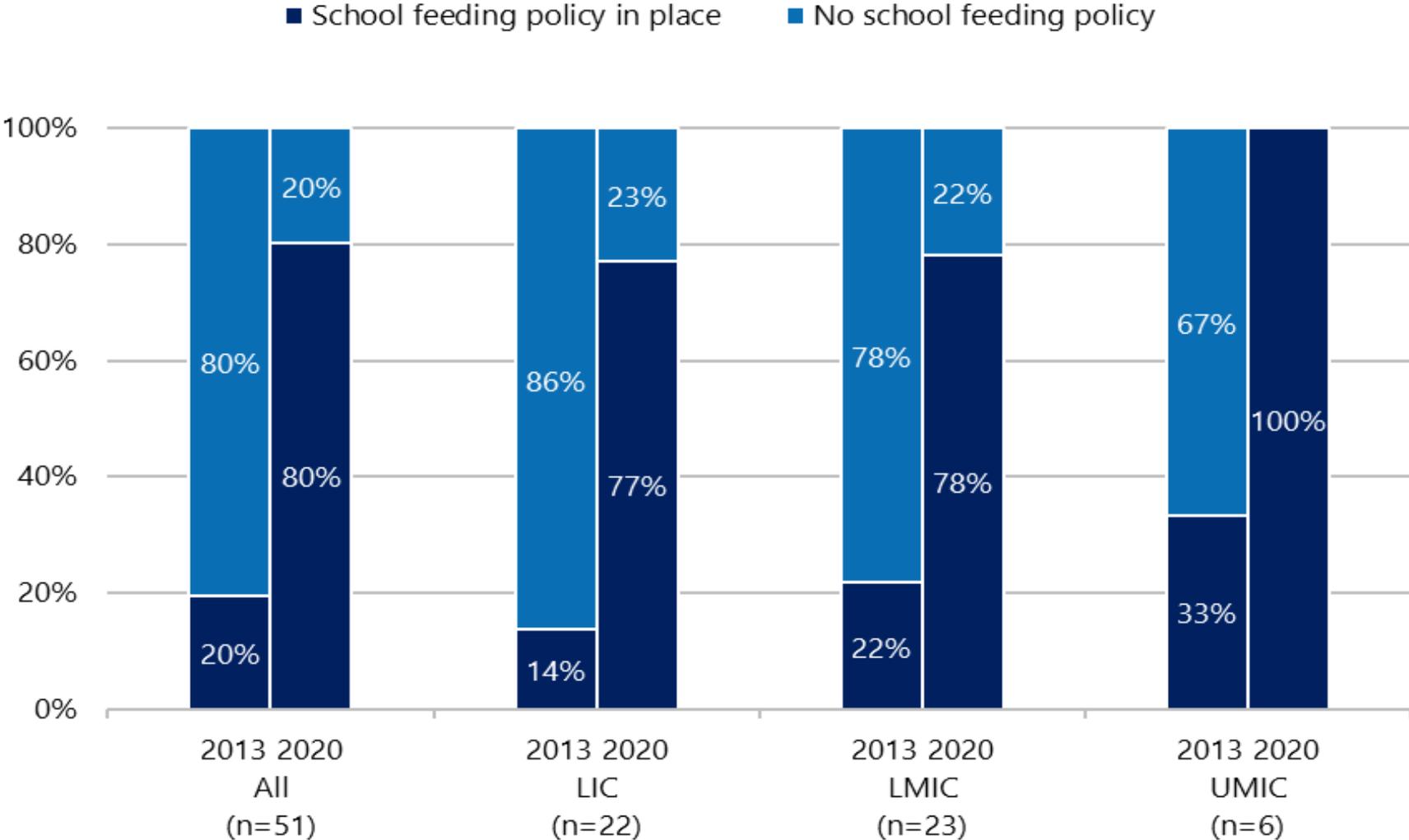


Nutrition-sensitive components are not systematically included in school feeding programmes



Rapid adaptation and response to COVID-19 providing a safety net through take-home ration

To what extent has WFP been able to deliver results in line with the objectives set out in the 2013 school feeding policy?



How well is WFP equipped to deliver effective and equitable school feeding programmes and to assist governments with implementation of school feeding programmes?



Coherent frameworks support programming



More clarity needed on WFP's role in different contexts



Leveraging national resources and mobilizing funding for capacity strengthening remains a challenge



Funding and staffing constrain WFP's ability to work on long-term programming and policy processes



Monitoring and reporting systems need to be strengthened

How well is WFP equipped to foster environments that enable national institutions to design, finance and implement sustainable school feeding programmes?



Progress in global partnerships, advocacy and multi-sectoral coordination is still to be fully reflected at regional and country level



Policy/legal/strategy frameworks and financial capacity remain a challenge



National capacity strengthening needs to include institutional reform



Implications of transitioning towards nationally-owned programmes as well as WFP's role post-transition need to be clarified

Conclusions

KEY SUCCESS FACTORS/OPPORTUNITIES



- ✓ SBP leadership and backing by senior management at global, regional and country level
- ✓ Effective advocacy efforts at global level
- ✓ Strong partnership with host governments, multi-sectoral coordination and political commitment
- ✓ Strategic planning and budgeting frameworks at global, regional and country level

Conclusions

KEY RISK FACTORS/CHALLENGES



- ✓ Nuances and dynamism of some contexts require more flexible approaches, including in humanitarian contexts
- ✓ WFP's role during and after transition is not fully understood across the organization and staffing and capacity is not adapted accordingly
- ✓ Monitoring inadequate to feed into strategic decision-making and is not aligned to national systems
- ✓ Insufficient focus on humanitarian and fragile settings and as a response to shocks
- ✓ Sustained and long-term funding for school feeding remains elusive, particularly for the enabling role

Recommendations



1. Update the policy and strengthen the strategy



2. Develop guidance and standards for school feeding in humanitarian settings



3. Strengthen implementation



4. Strengthen gender and other cross-cutting dimensions of school feeding



5. Strengthen partnerships and resource mobilization to support the roll-out of the school feeding strategy



6. Scale up human resource capacity for the school feeding agenda, particular as relates to the enabling role



7. Strengthen school feeding monitoring, evaluation and learning (MEL) to support accountability, strategic decision-making, global learning and advocacy