



World Food Programme



Synthesis of evidence and lessons from WFP's policy evaluations (2011-2019)

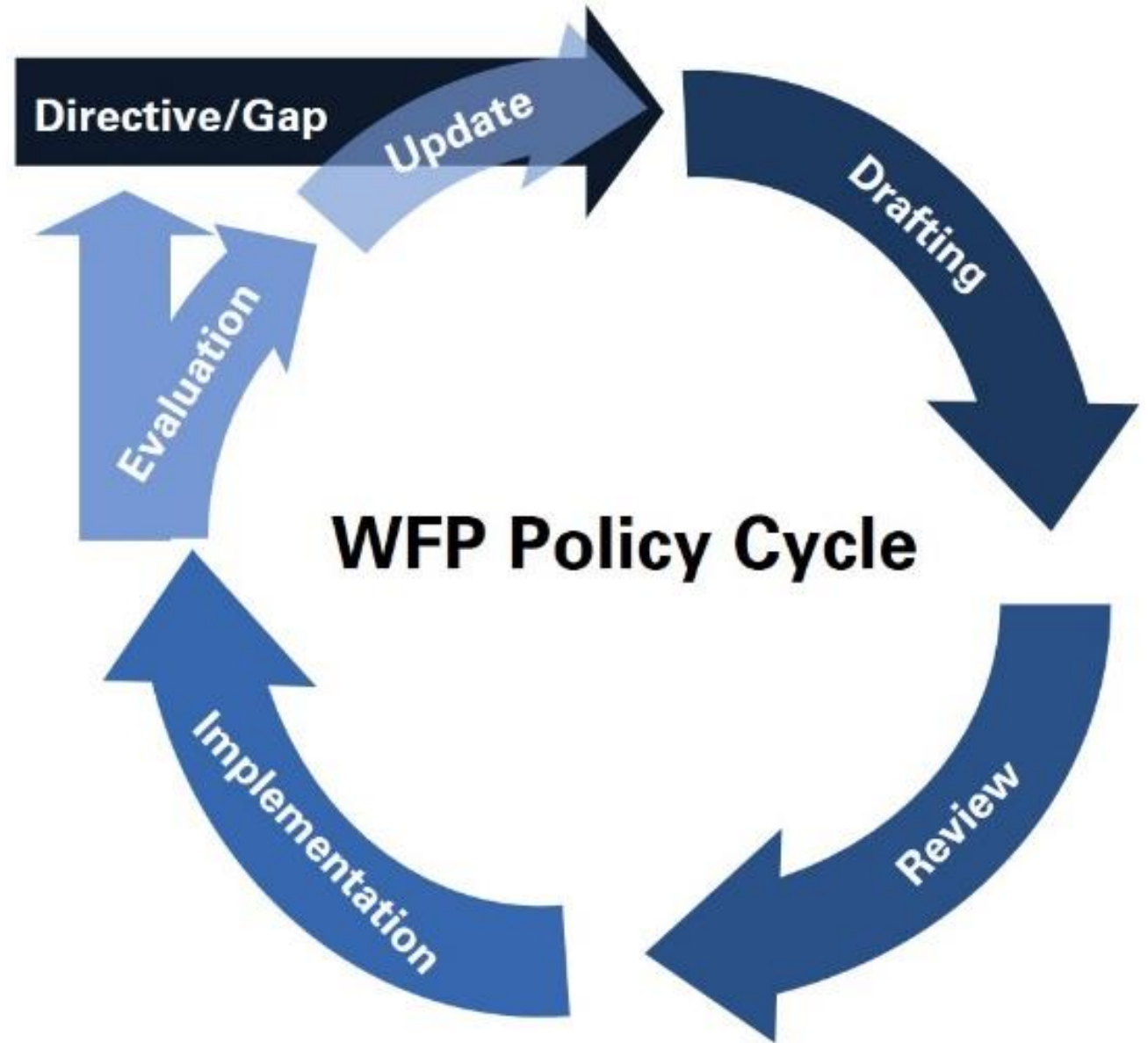
SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

May 2020

Context

WFP has currently 33 policies in force and included in the Policy Compendium which is updated and presented annually to the Executive Board



Scope



WFP's School Feeding Policy (2009)



WFP's 2009 Gender Policy. This Time Around?



WFP's 2008 Cash and Voucher Policy



WFP's 2012 Nutrition Policy



WFP's Policy on Capacity Development (2009): An Update on Implementation



Evaluation of the WFP Corporate Partnership Strategy (2014-2017)



WFP Humanitarian Protection Policy (2012)



WFP Policies on Humanitarian Principles (2004) and Access in Humanitarian Contexts (2006)



Update of WFP's Safety Nets Policy: The Role of Food Assistance in Social Protection

FINDINGS: Policy formulation and implementation

UNCLEAR AND INCONSISTENTLY APPLIED RULES OF ENGAGEMENT

- Diverse policy initiation triggers
- Diverse designations (terminology)
- No clear policy typology
- Variable use of classifications of documents for EB submission
- Inconsistent policy scrutiny

POLICY COHERENCE

- Largely strong external alignment
- Strong coherence with WFP Strategic Plans
- Gaps in internal policy consistency
- Unclear prioritization



FINDINGS: Policy-making and policy implementation

Supporting factors

- **Consultation** during Policy development
- Investing in **high-quality guidance**

Constraining factors

Design including:

- Uneven **quality & use of evidence**
- Unclear **goals/vision & internal logic**
- Unclear & inconsistent **terminology**
- Insufficient attention to **gender**
- **WFP-centric** focus

Implementation:

- Limited **dissemination**
- Inadequate **human & financial resources**
- Gaps in **corporate leadership and ownership**
- Weak **accountability mechanisms**

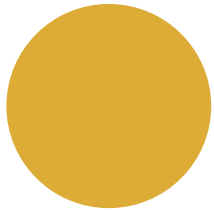
FINDINGS: Evaluation policies and management response



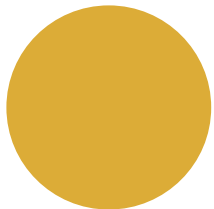
MANAGEMENT COMMITMENT



EVIDENCE OF PROGRESS



INFORMATION VALIDITY CONCERNS



JUSTIFICATION OF 'IMPLEMENTED' STATUS

FINDINGS: WFP application of learning generated through policy evaluations

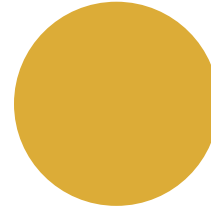


PROGRESS

High agreement rate for evaluation recommendations and commitment to follow-up in some areas

Examples

- Staff training/capacity strengthening
- Financial resources allocated for specific follow-up actions to recommendations
- Corporate indicators adapted



PERSISTING CHALLENGES

Slow progress in areas where evaluations recommend more systemic or longer-term changes

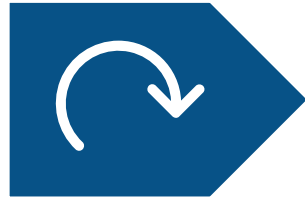
Examples

- Comprehensive knowledge management systems
- Sustained availability of staff and predictable financial resources
- Clarification of roles and responsibilities for policy implementation

CONCLUSIONS



Lack of policy coherence, coordination and prioritization



Persisting constraints in policy implementation



Evaluation recommendations taken seriously and acted upon: not always consistently



Information on implementation lacks reliability

KEY LESSONS

- 1. Nomenclature matters**
- 2. Alignment with absorptive capacity is key**
- 3. Policies need common standards and expectations**
- 4. Policies are much more than a stand-alone document:**
corporate leadership, resources, implementation guidance and accountability frameworks

RECOMMENDATIONS



Update the 2011 Policy Formulation document



Clarify policy governance and accountability procedures



Define the policy universe through an updated WFP Policy Framework



Adopt a policy building approach



Overhaul the current Policy Compendium



Review the processes for development of management responses and follow-up