



World Food Programme



Update of WFP's Safety Nets Policy (2012): Evaluation

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

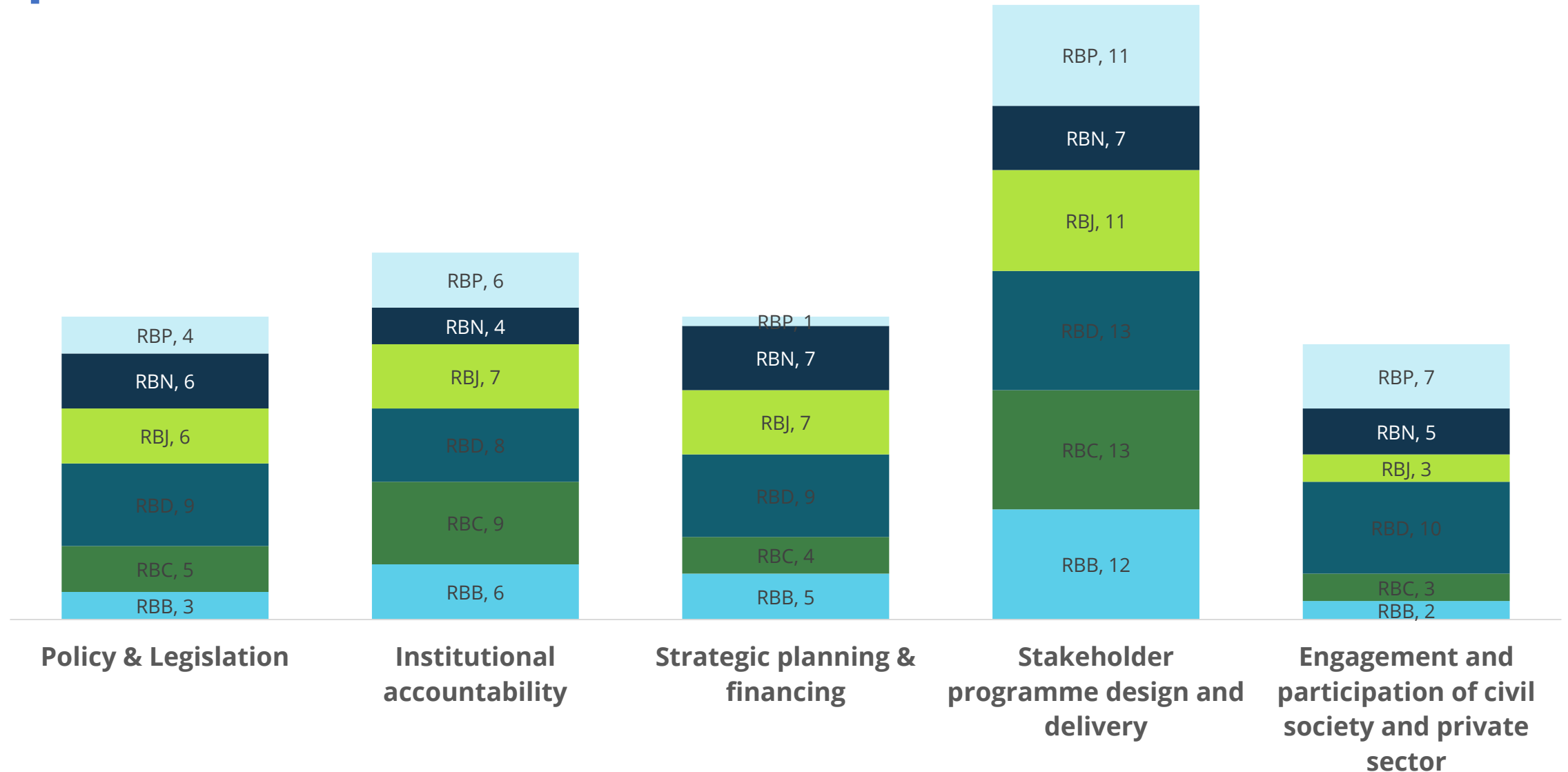
May 2019

Context



- The '**Update of WFP's Safety Nets Policy: The Role of Food Assistance in Social Protection**' - approved **June 2012**.
- Globally, the use of safety nets and social protection **has grown considerably since 2012**, including the use of social protection systems to respond to shocks.

WFP's support for government safety nets or social protection initiatives, 2017



Data collection methods



THEORY OF CHANGE



5 FIELD MISSIONS & 7 DESK STUDIES COUNTRY OFFICES

Burkina Faso, Cambodia, Colombia, Ecuador, Egypt, Lesotho, Kenya, Mauritania, Mozambique, Sri Lanka, Turkey, Uganda



KEY INFORMANT INTERVIEWS



REVIEW OF DATA FROM STANDARD PROJECT REPORT



REVIEW OF INTERNAL AND EXTERNAL LITERATURE

Findings – Policy Quality



2 clear pathways



Aligned with prevailing concepts of its time and with national governments



Well grounded in WFP's mandate but lacked of clear vision, purpose, results framework



Guidance since 2014 but limited dissemination and update

Findings – Policy Results



Limited investments made for implementation

Development of global evidence base in social protection



Tens of millions reached directly each year



Social protection systems supported through technical assistance and capacity strengthening



Partnering successes but also competition for resources

Findings – Policy Results



Short-term, unpredictable funding a disadvantage for work in social protection

Little evidence that WFP's work has:



- contributed to gender transformative outcomes



- addressed the needs of people with disabilities or



- enhanced accountability to affected populations

Findings – Factors affecting Implementation: External

WFP viewed as a credible actor based on its comparative advantages:



FIELD PRESENCE



DELIVERY ORIENTATION

LOGISTICS



LINKS TO LOCAL ORGANIZATIONS

ANALYTICAL CAPACITY



ABILITY TO DELIVER AT SCALE

Findings – Factors affecting Implementation: Internal



CAPACITIES



HUMAN RESOURCES



KNOWLEDGE MANAGEMENT



MONITORING



REPORTING

Conclusions

Strengths

- Policy was relevant and remains important
- Supported dual approach – direct implementation and support to national efforts

Weaknesses

- Lack of positioning in broader social protection context
- No clear results framework, poor dissemination of policy and guidance
- Gender-responsive and disability considerations omitted

Conclusions

Opportunities

- Increasing CO and RB experience provides platform to develop WFP approach
- Attention to the “nexus” brings humanitarian response and SP into focus

Threats

- Senior management commitment remains unclear
- Challenging to operationalize and coordinate across WFP
- Work in partnership required to avoid competition and fragmented support to governments

Recommendations



Prioritization and leadership



Cross-functional coordination and coherence



Knowledge management and positioning



Internal capacity



Monitoring and reporting