



World Food Programme



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

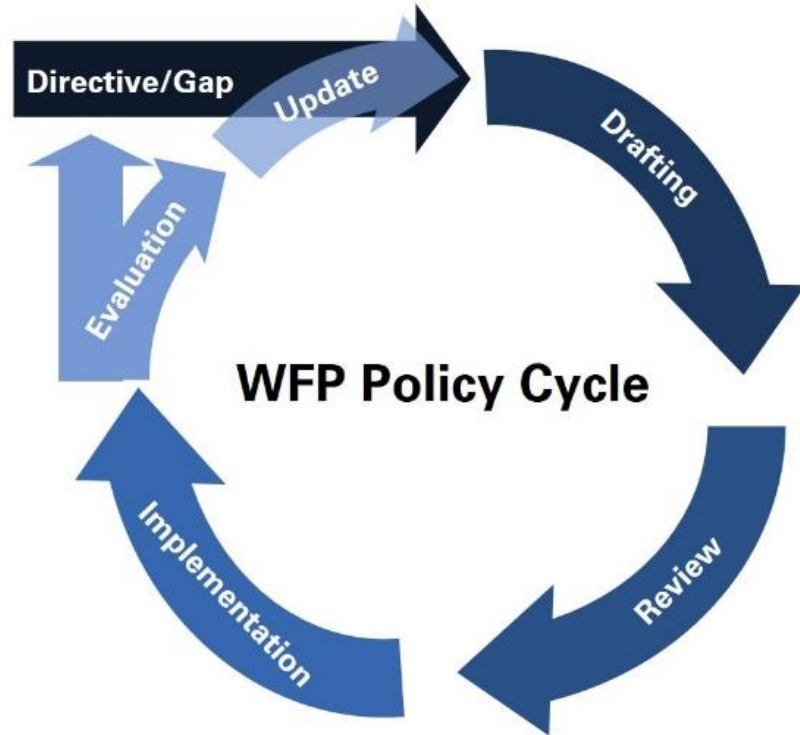
SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

EB.A.2020 – June

CONTEXT

33 policies in force - included in the Compendium updated and presented annually to the EB



SCOPE

-  School Feeding
-  Gender Policy
-  Cash and Voucher
-  Nutrition Policy
-  Capacity Development
-  Corporate Partnership Strategy
-  Humanitarian Protection
-  Humanitarian Principles and Access in Humanitarian Contexts
-  Update of WFP's Safety Nets Policy

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**

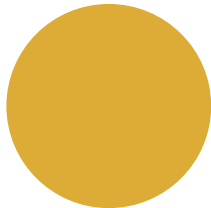
FINDINGS: Evaluation policies and management response



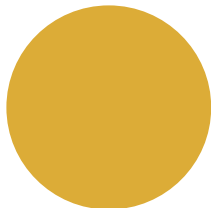
MANAGEMENT COMMITMENT



EVIDENCE OF PROGRESS



INFORMATION VALIDITY CONCERNS



JUSTIFICATION OF 'IMPLEMENTED' STATUS

FINDINGS: WFP application of learning generated through policy evaluations

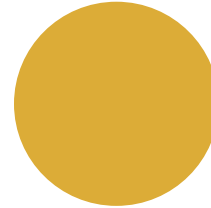


PROGRESS

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

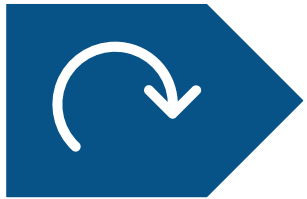
Examples

- 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. Effective policy making** requires leadership, resourcing, 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