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Evaluation reports

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations deriving from the evaluation of the update of WFP's safety nets policy (2012)

Background

1. This document presents management's response to the recommendations arising from the evaluation of the update of WFP's safety nets policy (2012).
2. The evaluation assessed the quality, results and influencing factors of the 2012 update of WFP's safety nets policy and had the objective of supporting accountability and learning. The evaluation covered the period from 2012 to 2017, while also considering more recent developments.
3. The evaluation made five recommendations aimed at guiding strategic planning.
4. Management appreciates the evaluation findings and agrees with the recommendations.
5. The following matrix sets out the planned actions and timelines for implementation of the recommendations

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE EVALUATION OF THE UPDATE OF WFP'S SAFETY NETS POLICY (2012)			
Recommendations	Action by	Management response and action taken/to be taken	Implementation deadline
<p>Recommendation 1: Prioritization and leadership</p> <p>WFP leadership should confirm and sustain its commitment to supporting nationally-led social protection programmes. A strategy for engagement in social protection should be developed and widely disseminated. The strategy should include:</p> <ul style="list-style-type: none"> • a clear definition of social protection endorsed by WFP with an outline of the boundaries of WFP's work; • a theory of change that articulates the implications of social protection as defined by WFP, including what it means for WFP's activities and programmes; and • a costed implementation plan, budget and resource mobilization strategy, which could be embedded in a broader programming strategy for WFP's support to national systems and country capacity strengthening. 	<p>Assistant Executive Director of Operations Services Department (OS), Director of Policy and Programme Division (OSZ)</p>	<p>Agreed.</p> <ul style="list-style-type: none"> • In consultation with other relevant divisions and units and the regional bureaux, the Safety Nets and Social Protection Unit (OSZIS) in OSZ will lead the development of a corporate strategy for engagement in social protection to be endorsed by the Assistant Executive Director of OS by December 2019. The strategy will be for internal use and will facilitate delivery on WFP's corporate commitment to social protection and guide future corporate investments. Regional level consultations on the strategy began in May 2019. • OSZ will develop an implementation plan, budget and resource mobilization strategy for the social protection strategy by December 2019. 	<p>December 2019</p> <p>High priority</p>
<p>Recommendation 2: Cross-functional coordination and coherence</p> <p>Strengthen mechanisms for coordination in social protection in order to ensure coherent cross-functional approaches. Disseminate guidance on implementation of the strategy and incorporate the guidance into other activity-specific and overarching programme strategies, policies and guidance, especially those related to country capacity strengthening, in coordination with other units at headquarters – including those for operation services, human resources, performance management and reporting, supply chains, emergency preparedness and response and information technology – and in consultation with regional bureaux and country offices.</p>	<p>Assistant Executive Director of OS, Director of OSZ</p>	<p>Agreed.</p> <ul style="list-style-type: none"> • The existing mechanism for cross-functional coordination needs to be strengthened and systematized. A concept note for an improved mechanism has been developed and will be refined by mid-2020, in a process that will involve internal consultations involving multiple units, divisions and regional bureaux. The concept note will identify the capacities required to ensure that WFP deploys its technical capacities coherently in working with governments. 	<p>Mid-2020</p> <p>Medium priority</p>

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		<ul style="list-style-type: none"> OSZIS will develop by mid-2020 guidance on implementing the WFP social protection strategy and will integrate guidance on social protection into other programme strategies, policies and guidance. 	
<p>Recommendation 3: Knowledge management and positioning</p> <p>WFP should develop a knowledge management component of the social protection strategy that builds on existing activities, consolidates evidence, learning and good practices and facilitates adaptation to changes in the environment, including advances in food security-focused, nutrition-sensitive and gender responsive approaches to social protection.</p>	<p>Safety Nets and Social Protection Unit (OSZIS) in consultation with the Innovation and Change Management Division and regional bureaux</p>	<p>Agreed</p> <ul style="list-style-type: none"> OSZIS has recruited a new knowledge manager, who started in May 2019 and will develop a knowledge management component of the strategy by December 2019. The knowledge manager will also organize internal capacity building through training. Training plans will have been developed and two regional trainings will have occurred by mid-2020. OSZ will work with WFP management with a view to ensuring adequate staffing levels, including through the provision of funding for positions from the programme support and administrative budget. 	<p>Mid-2020</p> <p>High priority</p>

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<p>Recommendation 4: Internal capacity</p> <p>Identify the dedicated human, technical and financial resource requirements for building sustainable internal capacities in social protection, including the resources needed for shared, cross-functional activities:</p> <ul style="list-style-type: none"> • Provide additional resources and training opportunities to WFP staff in all relevant functions with a view to enhancing their understanding of and engagement in policy, public financing, public administration systems and debates on aspects of social protection such as targeting and conditionality. • Develop an approach to human resources that enables units to establish the best balance among the building, buying or borrowing of human resources and is based on a review of standard national and international job profiles, a mapping of social protection competencies and gap analysis against the strategy, development of additional specialist job profiles for social protection as needed, training plans, recruitment of experts from outside WFP to fill gaps and adjustments to human resource policies as needed. • Identify the core capacity requirements and submit a financial request for these to be included in the next management plan. 	<p>Assistant Executive Director of OS and OSZ with support from the Human Resources Division (HRM)</p>	<p>Agreed.</p> <ul style="list-style-type: none"> • OSZ will work closely with HRM on defining human resource requirements based on an analysis of the social protection commitments and plans that are incorporated into country strategic plans and interim country strategic plans and on discussions on WFP's future positioning in social protection. • This work will include examination of the options for including job profiles for social protection specialists in WFP's human resource strategy and options for limiting staff turnover in certain social protection positions in order to avoid jeopardizing WFP's long-term engagement and positioning in social protection and capacity strengthening. • Action on some parts of the recommendation began in early 2019: two regional training events covering relevant topics are scheduled for the second quarter of the year; 12 long-term agreements have been signed with institutions that are able to provide WFP and governments with high-quality technical services for social protection; and a social protection specialist has been recruited to manage long-term agreements and help country offices and regional bureaux to make effective use of "buy and borrow" approaches. • Core capacity requirements will be reviewed and identified for inclusion in the 2020 management plan. 	<p>March 2020</p> <p>High priority</p>

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<p>Recommendation 5: Monitoring and reporting</p> <p>Standardize monitoring of and reporting on WFP's contributions to social protection in order to establish a reliable base of quantitative and qualitative evidence on WFP's role and added value and enhance learning. Building on recent revisions to the corporate results framework, WFP should:</p> <ul style="list-style-type: none"> • require the tagging of activities that contribute to social protection based on clear quality standards such as timeliness, predictability and links to national strategies and systems in order to enable analysis of outputs and outcomes disaggregated by category of vulnerability such as sex, age and disability; • engage with custodians of SDG Target 1.3 with a view to identifying ways of reporting on WFP's contributions and supporting country offices in reporting on country-specific contributions in national and global SDG reporting formats; • develop a monitoring framework for further improving performance measurement of social protection activities linked to the strategy and theory of change, and use this as a basis for future evaluations with mandatory reporting on standard indicators and tagging in the next corporate results framework; and • produce an annual or biannual summary report on WFP's social protection contributions (or standardize a format for integrating such a report into the annual performance report) that supports internal learning and external positioning. 	<p>Performance Management and Monitoring Division with support from OSZIS</p>	<p>Agreed.</p> <ul style="list-style-type: none"> • OSZIS will work with RMP to define appropriate tags, develop and refine new and existing indicators and gender-responsive methodologies, and engage with custodians of Sustainable Development Goal Target 1.3 in order to ensure that WFP's contributions to safety nets are reflected in databases and the corporate results framework. • A summary report on WFP's social protection work will be produced based on analysis carried out by OSZIS of data from standard project reports and annual country reports for 2017 (completed) and 2018 (to be completed by September 2019). • OSZ and RMP will discuss the integration of WFP's contributions to social protection into the annual performance report. 	<p>March 2020</p> <p>High priority</p>

Acronyms used in the document

OS	Operations Services Department
OSZ	Policy and Programme Division
OSZIS	Safety Nets and Social Protection Unit