SAVING LIVES
CHANGING LIVES

Update of WFP's Safety Nets Policy
Policy Evaluation

Evaluation Report: Volume II - Annexes

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EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

TERMS OF REFERENCE

EVALUATION OF UPDATE OF WFP'S SAFETY NETS POLICY (2012)

1. Background

1.1 Introduction

1. Policy Evaluations focus on a WFP policy and the operations and activities that are in place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

2. The Terms of Reference (TOR) are for the evaluation of the current **Update of WFP's Safety Nets Policy: The Role of Food Assistance in Social Protection (2012)[1],** approved by WFP Executive Board in June 2012. The update identified that "while a range of considerations set out by that paper are still relevant, various global and internal developments have generated the need to revisit the existing policy framework"[2] – in particular, the complexity and compound-nature of risks that populations faced.

3. The TOR were prepared by Deborah McWhinney, Evaluation Manager in the WFP Office of Evaluation with inputs from a Research Analyst, Ramona Desole, and based on a document review and consultations with stakeholders.

4. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP's policy and the activities to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

5. The evaluation is scheduled to take place from April 2018 to March 2019. It will be managed by WFP's Office of Evaluation (OEV) and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board in June 2019.

[1] WFP/EB.A/2012/5-A.
[2] Ibid, p. 5.

6. The annexes provide additional information on the evaluation timeline, a long list of countries proposed for field missions, characteristics of social protection and safety net programmes, and a mapping of safety net-related outcomes in the last two Strategic Results Frameworks and the Corporate Results Framework.

1.2 Context

7. International support to governments to strengthen social protection systems has been on-going for the past few decades. Organizations like the World Bank, ILO, UNICEF and DFID have been assisting governments to develop and strengthen their social protection systems across a broad spectrum of activities. WFP's activities in this area are also well-established and have focused on assisting governments to improve the food security and nutritional status of specific food insecure individuals through transfers of food and cash, as well as capacity strengthening support and technical assistance.

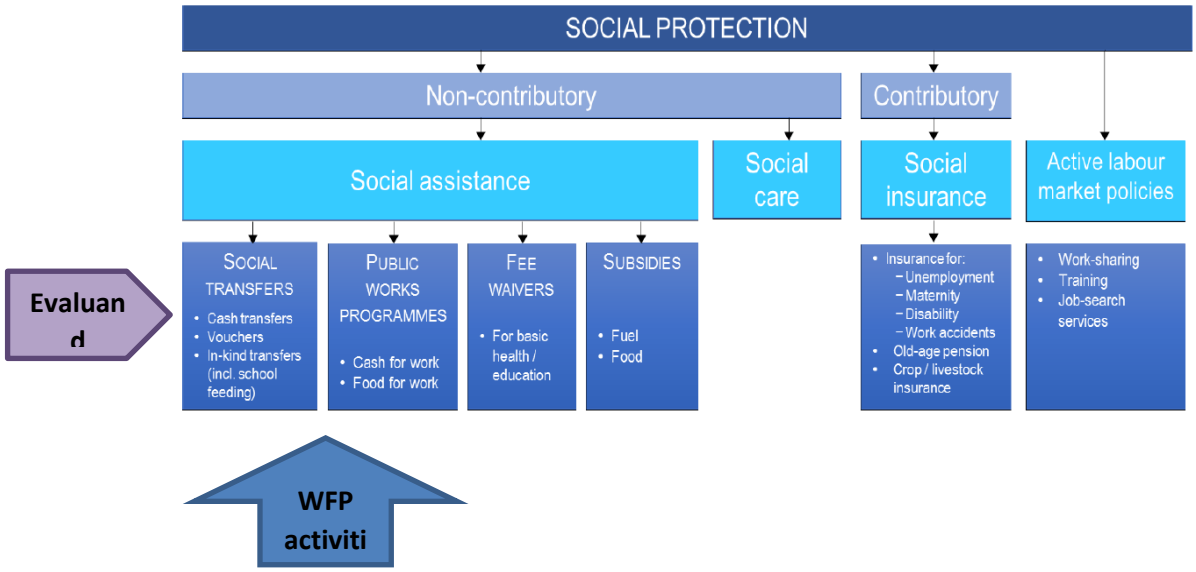
8. Social protection programmes are typically made up of four key pillars (see Figure 1): "**social assistance** (in the form of social transfers, public works programmes, fee waivers and subsidies), **social insurance**, **social care services** and certain **active labor market policies**."[3] As it is an evaluation of the Safety Nets Policy, it will focus on **social assistance –** more specifically, social safety nets (SSNs) or social transfers, "designed to provide regular and predictable support to poor and vulnerable people."[4] However, given the inter-relatedness of social assistance with other aspects of a social protection system and programming approaches within WFP, a focus on the broader social protection space will also be required.

9. WFP's work has evolved from a focus on food-based safety nets and the identification of three main country contexts in 2004 to a broadened scope of work leading up to the 2012 policy update, which included recognition of a more diversified engagement by WFP in safety nets. The intersectoral nature of WFP's work in this area was acknowledged and placed within the shift from food aid to food assistance.

10. The Update of WFP's Safety Nets Policy defines safety nets as "*formal or informal non-contributory transfers provided to people vulnerable to or living in poverty, malnutrition and other forms of deprivation*."[5] The policy update refers to the accepted standards that categorize safety net transfers in three ways: social transfers that are conditional, those that are unconditional and public/community works. WFP does not typically implement fee waivers, subsidies, social insurance or active labor market policies. However, the use of insurance in multi-pronged initiatives, such as R4 (Rural Resilience Initiative), may be examined.

[3] Oxford Policy Management, 2017. 'Shock-Responsive Social Protection Systems Research: Literature Review (2nd edition), Oxford Policy Management, Oxford, UK, 5.
[4] World Bank. 2015. The State of Social Safety Nets, Washington, D.C., 7.
[5] WFP/EB.A.2012/5-A, p. 8.

Figure 1: Typology of Social Protection programmes



Source: Oxford Policy Management 2018, p. 7

11. The list of countries with safety net programmes[6] has doubled from 72 in 2000 to 149 in 2017[7]. The World Bank estimates that some 69 million people have been lifted out of extreme poverty through social safety nets and that the average cost to government is currently at 1.6% of GDP, with wide variation by region and country[8]. Despite this, coverage of safety nets programming is far from universal. The World Bank data show that only one-third of the poor globally are included in safety nets programmes and in some low-income countries where income, consumption, and poverty gaps are greater[9], as little as 19% of the poor are included. Where safety nets coverage is closer to adequate, poverty headcount and income and consumption inequalities are reduced.[10]

12. The concept of a social protection "floor" has gained traction internationally[11] in recent years, which argues for the establishment and maintenance of minimum levels of universal social protection[12]. It was included as one of the targets to measure the achievement of SDG 1 – 'End poverty in all its forms everywhere'. Target 1.3 requires that countries: *Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.*[13]

13. In part, the international donor community is focused on SP because of generally positive results from over 160 impact evaluations carried out on projects and programmes across the developing world. These studies have consistently reported significant benefits in household and productive assets and livelihoods development; education expenditures at primary and secondary

[6] World Bank's Atlas of Social Protection Indicators of Resilience and Equity. 2017a. The World Bank report does not include social insurance or social care.
[7] World Bank 2017a, p. 1.
[8] Ibid, p. 3
[9] Ibid, p. 8.
[10] World Bank 2015: 48, Bastagli 2014: 30, 88-94.
[11] International Labour Organisation (ILO) Recommendation 202, Devereux 2015: 14)
[12] To guarantee basic social services and a minimum level of income throughout the life cycle and inclusive of particular provisions for maternity and for children's health and nutrition. See ILO Recommendation 202 at http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:R202
[13] https://sustainabledevelopment.un.org/sdg1

levels; spending on child health; delayed sexual debut and reduced HIV risk; food security, dietary diversity and consumption of nutritious; financial inclusion; happiness, self-esteem, and well-being.[14][15]

14. Despite these positive developments, there remains considerable negative impact on communities when shocks occur and individuals find themselves lacking sufficient resilience to adapt, absorb or transform in the face of the shock. In the past decade, there has been increased work to increase the coverage of social protection systems, as well as to strengthen "adaptive social protection systems" – those that are able to respond adequately to mitigate the effects when climate or disaster-related shocks occur.

15. This approach includes the notion of "shock-responsive social protection systems", which can prevent or respond to large-scale shocks – including those that may trigger a humanitarian response.[16] Increasingly, WFP Country Offices (COs) have adopted this language in their programming but are doing so in the absence of a clear corporate position on this subject.

16. In recent years within WFP, there has been a trend of increasing use of cash-based transfers to address hunger in places where food is available but food insecure individuals lack the funds to purchase it. More than 30 percent of WFP's support to beneficiaries worth 1.3 billion USD (83 projects in 60 countries[17]) was in the form of cash-based transfers in early 2018.[18] Work being done to assess the impact of on areas like improved nutritional outcomes, for example. However, there is somewhat limited evidence of the impact of cash on improvements to gender equality and women's empowerment outside of Latin America.[19]

17. The Integrated Road Map (IRM), approved by the Executive Board at the Second Regular Session of 2016 marks a turning point for the organization. The four IRM components - the new Strategic Plan, Policy on Country Strategic Plans, Financial Framework Review and Corporate Results Framework - represent foundational elements that define a new organizational direction for WFP for the 2017-2021 period. The Policy on CSPs defines a new programmatic framework within which longer-term, more predictable programming is possible. This provides an enabling environment for development interventions generally and safety nets interventions more specifically. WFP COs must tag each intervention in relation to one of three focus areas – crisis response, resilience-building or root causes. There is no clear correlation between safety nets and one of these focus areas but most of WFP's support to social protection systems is tagged as either 'resilience-building' or 'root causes'.

2. Reasons for the Evaluation

2.1 Rationale

18. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess the quality and effectiveness of the policies. Since its publication in June 2012, the Update of **WFP's Safety Nets Policy: The Role of**

[14] Abu Hamad et al 2017, Bailey and Harvey 2017, Bastagli et al 2016, Davis et al, 2016, World Bank 2017a.

[15] One area in which impacts are not conclusively established is that of nutrition interventions (Hidrobo et al 2018: 92, Alderman 2014, Fenn 2015, Davis et al 2015), in part because of a diverse set of indicators (e.g., protein intake, micronutrient intake, dietary diversity indices) that are difficult to compare even when generally showing positive results (Hidrobo 2018: 91). While food security, expenditure, consumption and dietary diversity indicators routinely improve, nutrition indicators appear more subject to context and to the particular conditions of the SP (Fenn 2015, Bailey 2012, Bailey and Hedlund 2012, Gentilini 2014, World Food Programme (hereafter WFP) 2017).

[16] O'Brien, Scott, Smith, Barca, Karda, Holmes, Watson, Congrave; Oxford Policy Management. January, 2018. Shock-responsive Social Protection Systems Research: Synthesis Report., p. ii.

[17] 49 percent was unrestricted cash; 51 percent was restricted.

[18] Valerie Guarneri, Informal Consultation with the Executive Board, February 2018.

[19] The Gender Office has commissioned a study of the potential of cash-based interventions to promote gender equality and women's empowerment in May 2018. The study outline includes reference to evidence gaps in section 2.3.2.

Food Assistance in Social Protection is now in its 6th year. For that reason, OEV decided to include it in its 2018 Annual Programme of Work.

19. The investment in WFP's social protection work generally has increased since the Strategic Plan 2017-2021 was adopted. Updated Guidance was produced in 2017, a series of 15 social protection case studies were published, the unit managing these issues at HQ has grown to a team of 6 and the first WFP Global Social Protection Meeting was held in March 2018. There are also plans to develop a new Social Protection Policy. These factors indicate a certain level of maturity of the function and make this evaluation a timely one to inform continued systems innovation and CSP development and implementation.

2.2 Objectives

20. Policy evaluations serve the dual objectives of accountability and learning.

21. **Accountability –** The evaluation will assess and report on the quality and results of the policy, its associated guidance and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

22. **Learning –** The evaluation will determine the reasons why certain changes occurred or not, to draw lessons, derive good practices and pointers for learning. It will provide evidenced-based findings to assist in decision-making around further implementation and eventual development of a new policy on social protection.

23. The evaluation will be retrospective in order to document how safety nets interventions have worked since the policy was approved in 2012. It will also consider the current context of the Integrated Road Map and how WFP can best position itself to deliver on its social protection-related aspirations and commitments.

24. Findings from this evaluation will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate.

2.3 Stakeholders and Users of the Evaluation

25. Given that safety nets are mechanisms with a wide range of connection points rather than a specific programming area, there is a range of internal and external stakeholders who play a key role in activities that are considered safety nets, as well as broader social protection interventions.

26. The primary intended users of the evaluation are WFP senior leadership, policy-makers and programme designers at HQ, Regional Bureau (RB) and Country Office (CO) levels. The Safety Nets and Social Protection Unit within the Technical Assistance and Country Capacity Strengthening Service of the Policy and Programme Division is key user of this evaluation. Other key HQ-based users in the Policy and Programme Division include the Asset Creation and Livelihoods Unit, the Disaster Risk Reduction and Climate Change Unit, the Emergencies and Transitions Unit, the Country Capacity Strengthening and Technical Assistance Service and the Vulnerability Analysis Unit. Other important stakeholders include the Nutrition Division, Gender Office, the Emergency Preparedness and Support Response, Supply, Logistics and Budget Divisions.

27. Potential global stakeholders and users of the evaluation will include humanitarian and development actors, academics, consortia and networks working on issues related to safety nets and social protection (e.g. the World Bank, ILO, UNICEF, DFID, Institute for Development Studies), as well as donor countries and/or their aid/development agencies, national/international NGOs, national governments, regional entities, universities and research institutions.

28. Local community members/leaders where safety nets are being implemented, as well as beneficiaries of these initiatives, are key stakeholders.

29. WFP colleagues from the key Divisions and offices listed above will be asked to be members of a small Internal Reference Group (IRG). This IRG will act in an advisory capacity to the Evaluation Manager and will play an active role in debriefing sessions and in commenting on draft documents produced by the evaluation team. External experts from academia, research institutes, donor organizations, international NGOs and foundations with a focus on safety nets programming will be invited to be members of an Expert Advisory Panel. Attention will be paid to ensure gender balanced and gender-competent reference groups and Advisory Panel.

30. The inception report will include a more in-depth stakeholder analysis. The evaluation team will be asked to further deepen the stakeholder analysis through the use of appropriate tools, such as gender-sensitive accountability maps, power-to-influence or stakeholder matrices.

31. It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to strengthen the quality of safety nets programming in the Country Strategic Plans and contribute to the development of WFP's policy framework in the area of social protection.

3. Subject of the Evaluation

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

32. In 2004, a policy titled, *WFP and Food-based Safety Nets: Concepts, Experiences and Future Programming Opportunities*[20] was approved by the Executive Board. This paper set out a conceptual framework for WFP's support for safety nets, including key principles for designing safety net programmes. These principles included:

- integration into broader national contexts, policies and programmes
- targeting those most in need of a transfer
- available in periods of need
- taking a long-term perspective
- being as predictable as possible
- being as productive as possible

33. The 2004 policy also described 3 national contexts on a spectrum of social protection work: transitioning to, establishing or strengthening a national social protection system. A given country's location on that spectrum would determine the intervention that WFP considered supporting.

[20] WFP/EB.3/2004/4-A.

Figure 2: Roles for WFP in Relation to Safety Nets

Model	A: Transitioning	B: Establishing	C: Improving Roles for WFP
Roles for WFP	▪ advising governments on food security issues (SP5) ▪ advocating for food-based safety nets (SP5) ▪ building partnerships (SP5) ▪ demonstrating interventions and targeting techniques, such as VAM, for safety nets (SP2 and SP5)	▪ participating in the design of safety nets (SP5 and SP2) ▪ participating in the implementation of safety nets through WFP programme activities (SP2)	▪ filling gaps in safety nets (SP2) ▪ modelling and piloting improved interventions (SP5 and SP2) ▪ advocating on behalf of the hungry poor (SP5)

Source: WFP and Food-based Safety Nets: Concepts, Experiences and Future Programming Opportunities

34. In 2009, WFP produced an Occasional paper entitled, *Unveiling Social Safety Nets,*[21] which would imply that WFP's work in this area was somewhat hidden at the time. This paper acknowledged the controversial nature of the term 'social safety nets' and debates about the modalities needed to implement them effectively (e.g. conditionalities and the politics of targeting). They also set out to clarify terminology through a series of 'Messages', including:

- Social protection is a broader concept than safety nets.
- All countries have some form of social protection, but models differ greatly.
- Social protection policy cannot be formulated in isolation.
- Social protection raises important institutional, financial and administrative challenges.
- Specific implementation issues inspire lively debate.

35. The Office of Evaluation commissioned a *Strategic Evaluation of WFP's Role in Social Protection and Safety Nets*[22] in 2010, which was presented to the Executive Board in the May Annual Session in 2011.

The evaluation found that WFP had been contributing in the areas of social protection and safety nets – particularly in certain activities – but that "institutionalizing these approaches more broadly within WFP will require changes in the way WFP operates, and increased efforts to build WFP's organizational and staff capacity."[23]

36. WFP's work in social protection and safety nets was seen as relevant and effective and, as having the potential to go beyond life-saving towards building resilience and promoting livelihoods, especially when traditional WFP instruments were combined with new approaches – such as school feeding linked to local or national agricultural production or take-home meals, the establishment of rice banks or grain reserves, and food- and cash-for-work projects that develop capacity for

[21] Gentiloni, U. and Omamo, S.

[22] WFP/EB.A/2011/7-B

[23] Ibid, p. 3.

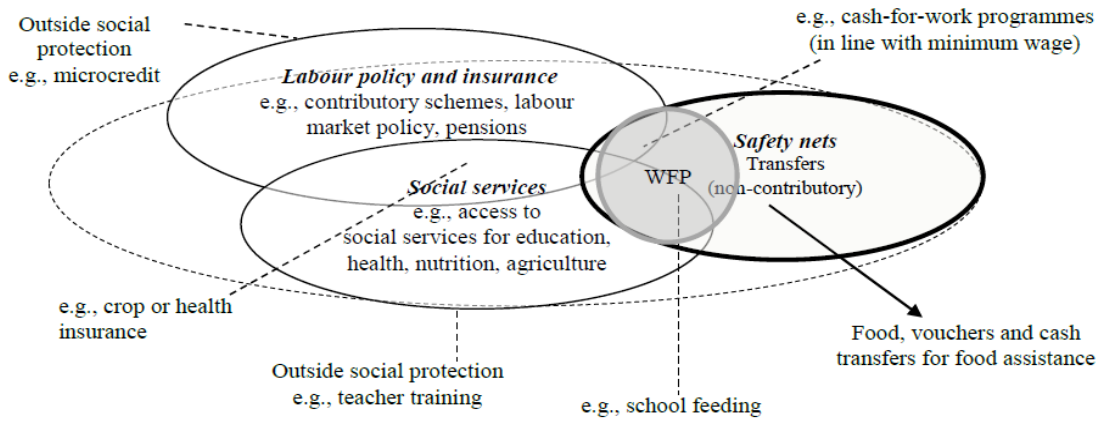
disaster resilience – and when projects are well targeted, of sufficient direction and linked to government priorities.[24]

37. The fundamental characteristic of a safety net is the predictability of the transfer, sustainability through government ownership and timeliness. There was evidence identified during the evaluation of challenges for WFP in these areas. Projects supporting social transfers were, at times, too short-term and faced pipeline breaks, thereby failing to meet the fundamental predictability requirement. The evaluation recommended that WFP "focus its social protection and safety net efforts on its comparative advantages…[while] emphasis should remain on contributions to food-based safety nets through operational and non-operational activities."[25] The evaluation also recommended that WFP focus on contributing to the development of national social protection systems and do so while adhering to good practice standards in the area of social protection. WFP Management agreed with all six recommendations made in this evaluation.

38. In April 2012, eight years following the approval of WFP and Food-based Safety Nets and one year after the strategic evaluation, the **Update of WFP's Safety Nets Policy: The Role of Food Assistance in Social Protection** was approved by the Executive Board. WFP was heavily engaged in providing support through safety nets by that time. The Policy Update intended to, "clarify the concepts of safety nets and social protection and to illustrate how these relate to WFP's activities, while laying out roles, opportunities and challenges for WFP in supporting and enhancing national safety net systems."[26]

39. The Policy Update reiterated the fundamental principles to inform WFP's work in safety nets for food security and nutrition and restated the definitions of safety net transfers (conditional, unconditional, public/community works). A considerable amount of WFP interventions at that time could be classified as safety nets, often operating at the intersection between social services, safety nets and employment programmes.

Figure 3: Social protection components



Source: Update of WFP's safety nets policy (WFP/EB.A/2012/5-A)

40. The emphasis on support to strengthen national systems was identified in the Policy Update (para 14) but the challenges in doing so in certain contexts was also highlighted. The

[24] Ibid, p.3.

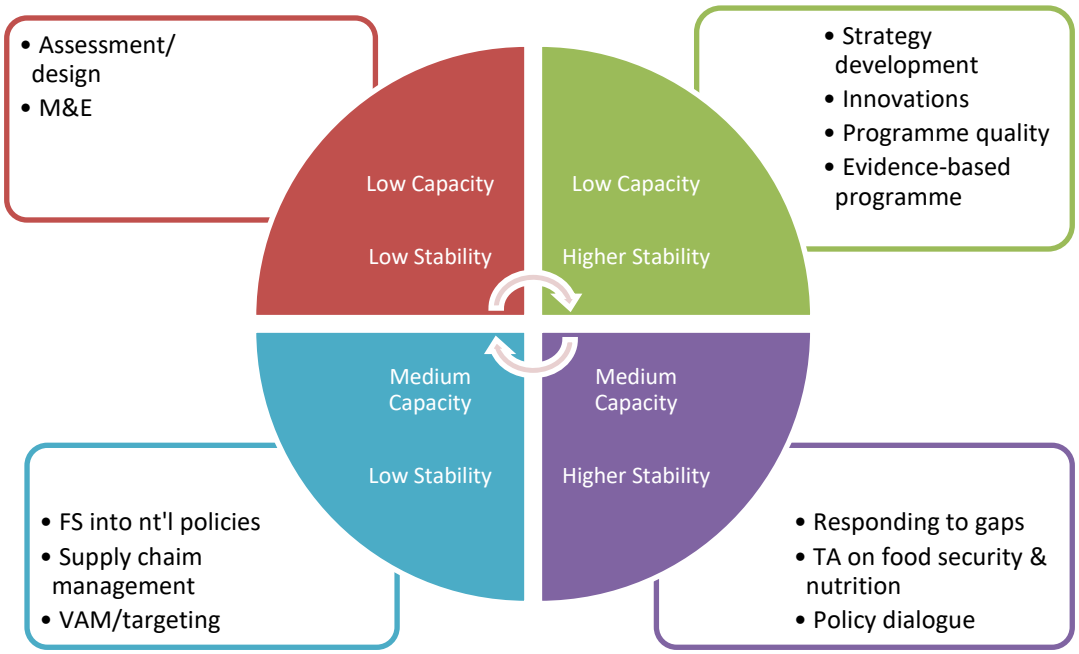
[25] Ibid, p. 14.

[26] Policy Update, p. 6.

provision of technical assistance and country capacity strengthening in the area of social protection has developed considerably since the Update was approved in 2012.

41. The Update also expanded the definition of scenarios from 3 in the original policy to five and described potential roles for WFP in these various scenarios. The scenarios plot countries on a graph according to their levels of stability and capacity. The fifth scenario, which is not shown, is high stability and capacity.

Figure 4: Social protection scenarios and potential roles for WFP



Source: Update of WFP's Safety Nets Policy (para 19-28).

42. The Policy update included 'guiding principles' for safety nets work and provided a range of programme choices, including: targeting; conditionality considerations; transfer selection/modalities; and institutional coordination and flexibility.[27] The Update restates that "providing non-contributory food or cash-based transfers for food assistance purposes is…an important function of safety nets as defined internationally. Therefore, WFP can play an important role in safety nets, and thereby in social protection, but one that is limited to food assistance activities."[28] Following this statement, the Update goes on to list a series of priorities for WFP's work in this area:

i. technical support and practical expertise for safety nets
ii. embedding food security and nutrition objectives into safety nets
iii. supporting governments to build safety nets
iv. strengthening institutional mechanisms
v. evidence-based reviews of safety nets (assessments, evaluations)
vi. strategic partnerships for safety nets
vii. mobilizing resources
viii. strengthening institutional decision-making[29]

[27] This included a discussion of emergency preparedness and response, graduation and decentralisation.
[28] WFP/EB.A/2012/5.A, p. 25.
[29] Ibid, p. 25-27.

43. The evaluation team will be asked to define these areas as they relate to WFP and map the activities, programmes, initiatives and modalities that are included in each. This will form the theory of change to be used to assess the results achieved rather than evaluating the achievement of results as defined by different programmatic interventions (e.g. school meals, food assistance for assets).

44. The two sets of Guidance documents – produced in 2014 and 2017 – will be included as part of the evaluand.

3.3 Scope of the Evaluation

45. The evaluation will cover the **Update of the WFP Safety Nets Policy** (2012) primarily focusing on addressing the quality of the policy and its implementation mechanisms, including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. When assessing the quality of the policy, the evaluation will refer to international benchmarks for policy design in effect at the time of its development. The evaluation will cover the policy implementation period from 2012 to 2017. It will assess results achieved across the eight priority areas defined in the Policy Update.

3.2 Overview of WFP Activities for Policy Implementation

46. There are many WFP policies that refer to safety nets and social protection, including the Disaster Risk Reduction and Management Policy (2009) School Feeding Policy (2013), the Policy on Resilience for Food Security and Nutrition (2015), the Gender Policy (2015), South-South and Triangular Cooperation Policy (2015), Emergency Preparedness Policy (2017), Nutrition Policy (2017), Climate Change Policy (2017) and the draft Urban Policy (2018). This highlights the inter-sectoral natures of the evaluand.

47. As safety nets are a mechanism (a transfer) rather than a program area for WFP, they are difficult to identify and measure. A review of the 2012 Policy Update and related Guidance from 2014 and 2017 indicates that WFP's projects/interventions implemented using social protection or safety net approaches are not necessarily ascribable to a single project/activity, but rather to a plurality of interventions/activities. Further, the Policy Update does not include results statements or indicators against which progress can be measured (see section 4.2 – Evaluability Assessment). Nevertheless, the activity areas can be presented in the following way, - particularly to distinguish them from WFP's emergency response activities (see Figure 5).

Figure 5 – Generalized areas of WFP intervention and support

	Social safety nets/Social Protection	*Emergency response*
Definition/ characteristics	Longer-term Sustainable Predictable Gov't-led	Short-term Ad hoc Life-saving Direct implementation
WFP Activities	School Feeding/School meals Food Assistance for Assets Food Assistance for Training Nutrition-specific Country Capacity Strengthening	General Food Assistance Nutrition-specific/nutrition-sensitive School meals
Modalities	*Food, cash, vouchers, Technical Assistance*	

Contexts	5 scenarios described in 2012 policy	Crisis
	Potential to build/strengthen safety nets during emergency response	

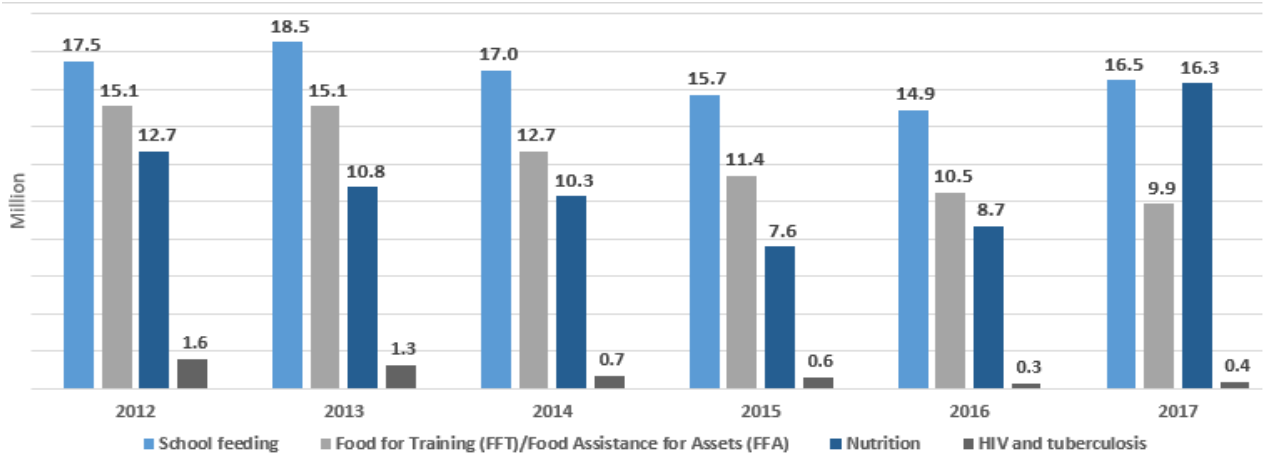
Source: Office of Evaluation

48. As there are no specific results statements in the Policy Update, a reconstruction of a theory of change for the Policy implementation will be a fundamental component of this evaluation. This will establish a clear conceptual framework for the analysis of results achievement.[30]

49. The generalized information in Figure 5 is a simplification that hides many exceptions. A recent qualitative assessment of SPRs from 2016 carried out by the Safety Nets and Social Protection Unit identified a huge range of activities that could be qualified as 'support to social protection'[31] but also activities in the same programmatic area that could not be qualified as such.

50. For example, 60 of the 69 countries had school feeding interventions that could be classified as safety nets; 9 did not - largely because they were in unstable, crisis-ridden environments with no stable government. In the broader social protection space, food assistance for assets is considered to be a safety nets transfer but isn't always provided in support of government-led, predictable social assistance.

Figure 6 – WFP beneficiaries by programme and year



Source: Annual Performance Report 2012-2016.[32]

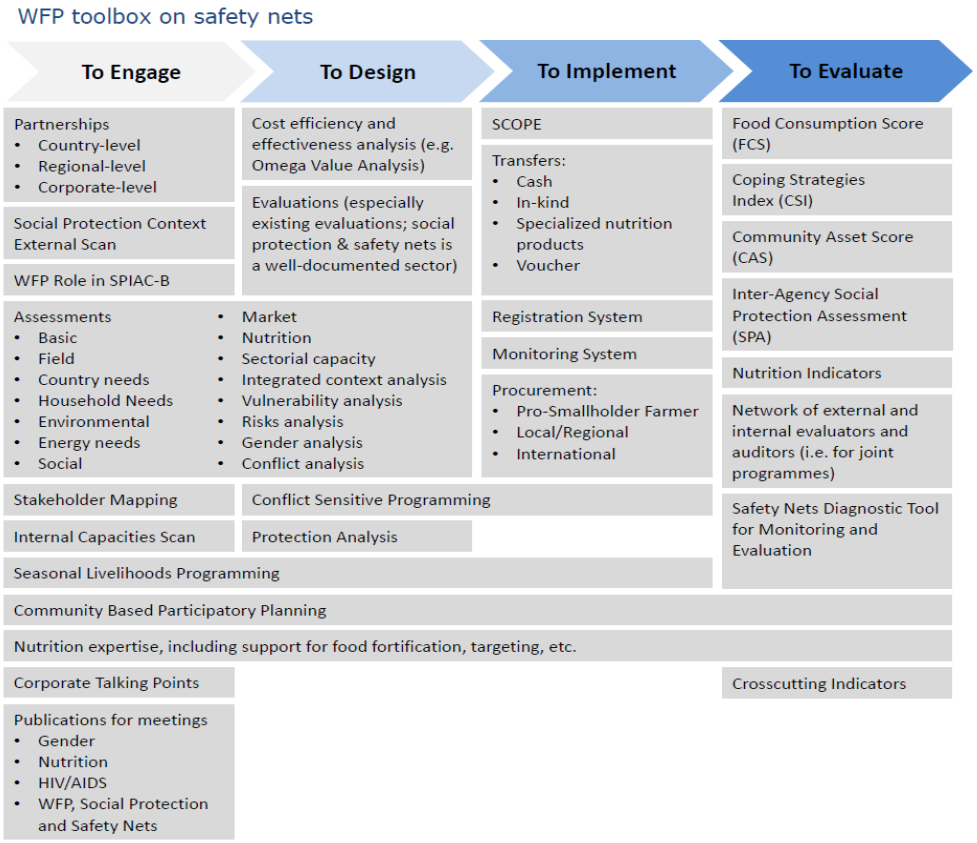
51. The Guidance produced in 2014 following the Policy Update provided an extensive number of tools to assist COs to implement safety nets. A Toolbox was mapped according to the stages of the project cycle. These tools will also be assessed for their effectiveness and utility.

[30] This should not be confused with the Social Protection Theory of Change that was prepared by OSZIS (Safety Nets & Social Protection Unit) in January 2016 under the guidance of Performance Management and Monitoring Division (RMP) who was coordinating Theory of Change development for the new Corporate Results Framework.

[31] Criteria used to define 'safety nets' developed by the Safety Nets and Social Protection Unit to include: i) stable programmes where WFP had intervened for at least 2 years; ii) government involvement of some degree; and, iii) addresses root causes of poverty.

[32] School children benefitting from support through WFP-managed Trust Funds have not been included in these figures.

Figure 7 – WFP Toolbox on safety nets



Source: WFP Guidelines, Module B Engagement with Government and Partners 2014

52. This evaluation will build on the analysis carried out by the Social Protection and Safety Nets Unit to identify and assess the results achieved across a range of programmes (school feeding, FFA, FFT, nutrition-specific and nutrition-sensitive interventions, country capacity strengthening), using a different modality and through the lens of the 'priorities' listed in the Policy Update.

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

53. The evaluation team will be expected to follow the most rigorous approach possible to maximize the quality, credibility and utility of the evaluation. The evaluation will be summative and forward-looking with an emphasis on relevance, effectiveness, efficiency and sustainability. It will be theory-based using adapted contribution analysis, an approach by which the evaluation can draw a plausible conclusion, within some level of confidence, on whether the policy update and its implementation have made contributions to observed results in safety nets.

54. The evaluation will include cases chosen to represent countries with varying degrees of capacity, stability and income. A list of criteria used to guide the selection of a long-list of countries to be considered for field missions has been included in Annex 1.c along with the long list of proposed field missions. At least 6 WFP COs will be carefully selected from this list.

55. This evaluation will utilize relevant policy analysis frameworks and organizational performance approaches to construct a theory of change and test assumptions from various levels of the results chain.

56. The evaluation will also include an analysis of human, financial and institutional resourcing arrangements established to implement this Policy Update from 2012-2017.

4.2 Evaluability Assessment

> ***Evaluability*** *is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

57. A preliminary evaluability assessment conducted to prepare these Terms of Reference includes a richness of corporate policies and guidance on social safety nets. However, the weak performance measurement system – both the lack of results statements in the Policy Update and the absence of dedicated indicators to measure safety nets – means that the data availability from corporate systems is quite weak. As has been mentioned the Safety Nets and Social Protection Unit undertook a detailed qualitative analysis in 2017 based on 2016 SPRs. This is a very rich source of information but it represents only one year of the five that we have included in the evaluation scope.

58. The evaluation is also challenged by the fact that the evaluation scope crosses three Strategic Plans with their respective results frameworks. The evaluation team will be required to identify relevant indicators at different levels between each of these three corporate results frameworks. These will be used to gather evidence of results achieved across the 'priority areas' defined in the Policy Update.

59. Many references are made in the Annual Performance Reports 2012-2017 to safety nets, social protection programmes and related activities, highlighting the following key elements:

- School Meals are the main safety net intervention directly implemented by WFP and is one of WFP's largest programmes;
- Resilience can be built with a view to protecting food security and nutrition and enhancing human and social capital, through various social safety nets such as school feeding, adaptation to climate change, and food assistance for assets);
- Country capacity strengthening is a core element of WFP's work to support safety nets that improve food security and nutrition outcomes, implemented through: i) service delivery in support of countries to operate safety-net programmes; ii) technical support (capacity development and policy support) for governments, contributing to enhance institutional effectiveness;[33]
- Activities supporting resilience and Purchase for Progress (P4P) enable WFP to help communities to develop sustainable food systems;
- Safety nets and care and treatment are interlinked, allowing to assist beneficiaries affected by HIV and tuberculosis (TB) with food, cash, vouchers and nutritional support programmes.

60. The Interim/Country Strategic Plans also provide new sources of information that will complement data from previous operations. Attempts will be made to seek out gender diversified data from all sources.

61. OEV will ensure that an initial set of relevant background documentation and data sets are accessible to the evaluation team by way of electronic-library.

[33] This includes work being done through the Centres of Excellence in Brazil and China.

4.3 Evaluation Questions

62. The evaluation will address the following three questions and sub questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the policy should meet.

63. **Question 1: How good is the Policy?** The evaluation will compare the policy update, as articulated in 2012, with international good practice, practice of comparators and partners, and other benchmarks to understand whether the policy update was geared towards attaining best results. This includes the degree to which the policy update:

i) Has a conceptual framework, vision, purpose, outcomes, outputs and activities of continued validity and highlighted gender and broader equity considerations;

ii) Fully considered the findings, conclusions and recommendations of the 2012 Strategic Evaluation of WFP's Role in Social Protection and Safety Nets;

iii) Has innovative and strategic focus aligned with similar policies of other humanitarian and development organizations such as: a) UN agencies (e.g. ILO, UNICEF, FAO, UNFPA); b) IFIs (e.g. WB, ADB, IDB); c) development and humanitarian partners (e.g. DFID, EU, Netherlands, DFAT, AECID);

iv) Reflected good practice and remains relevant in the face of evolving social safety nets concepts and approaches at national and international levels, as well as internal WFP developments, and has continued relevance in view of the SDGs goals;

v) Is coherent with i) WFP strategic plans (2008-2013, 2014-2017 and 2017-2021) and relevant WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanisms for social safety nets within WFP (HQ, RB and COs) and iii) policies of other UN partners and host governments; and,

vi) Is feasible and actionable (practicality of the update).

64. **Question 2: What were the results of the Policy?** The evaluation will collect and analyze information and data on results that can plausibly be associated with the policy update and mechanisms to implement it. The evaluation will identify the main areas in which results were achieved and those that were not achieved and will make the distinction between outcomes as formulated in each Strategic Plan, as well as outside the corporate reporting system. It will assess their diffusion and sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of the circumstances and factors that contributed to the changes observed in the field in order to establish plausible associations between these occurrences and the stated policy and its implementation measures.

65. Specifically, the evaluation will explore the extent to which there is evidence of results achieved by WFP's interventions in the following areas:

- technical support and practical expertise for safety nets
- embedding food security and nutrition objectives into safety nets
- supporting governments to build safety nets
- strengthening institutional mechanisms
- evidence-based reviews of safety nets (assessments, evaluations)
- strategic partnerships for safety nets

- mobilizing resources
- strengthening institutional decision-making

66. Specific attention will be paid to sex- and age-disaggregated data and gender analysis, as well as evidence of accountability to affected populations.

67. **Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the context, incentives or triggers that caused the observed changes (question 2).

It will look at circumstances and explanatory factors that resulted from the way in which the policy was developed and articulated (question 1), the way in which it was implemented (e.g. looking at resource issues, technology), and others (e.g. underlying understanding, assumptions etc. that influence behavior), including assessment of:

i) The stage of development of countries (low income, middle income, conflict and post-conflict contexts), including their stability and capacity levels and exposure to risks;

ii) WFP internal factors, (e.g. its comparative advantages, clarity of key principles and related guidance, internal capacities and enabling incentives), and external factors (e.g. national ownership, buy-in of WFP's safety net interventions and related partnerships with national and regional stakeholders for social protection);

iii) Development and use of guidance to implement the policy, including the availability, adequacy, and their application at HQ, RB, CO, monitoring and reporting;

iv) Human resource capacities and competencies in WFP at HQ, RB, and CO levels, including changes to the way that WFP provides capacity strengthening for improved safety nets;

v) Financial commitments and prioritization of safety nets interventions, including availability and predictability of regular operational and trust funds;

vi) Institutional/organizational structures and processes for diffusion and sustainability of capacity in this area.

4.4 Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

68. The evaluation team will be expected to take a rigorous methodological approach to maximize the quality, credibility and use of the evaluation. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.3 above) in a way that meets the dual purposes of accountability and learning. A theory of change will be constructed to ground the evaluation in a clear results-based framework. This will be drafted by the external evaluation team and validated through consultation with key stakeholders in the inception phase. Attention will be paid to ensuring that a gender analysis is mainstreamed throughout this process, including in the evaluation questions and indicators.

69. The evaluation will include the following country studies/missions:

Phase	Type of study	Number of countries
Inception	Inception visit	1
Data collection	Field visits	6
	Desk review	6

Source: Office of Evaluation

70. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above), test and complete the methodology including data collection instruments details as agreed by the Evaluation Manager. The evaluation team will be required to develop strong qualitative data collection methods to inform some of the evaluation questions. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which provides details on the elements to be included in the methodology, including attention required to gender equality and the empowerment of women.

71. Given that work to support the provision of safety nets to individuals requires a multi-sectoral approach with multiple causal pathways, the evaluation team will use theory-based approaches to understand what works, for whom, in what contexts and why? The evaluation will adopt a mixed method approach combining qualitative and quantitative data and will acknowledge the complexity inherent in any work to strengthen the ability of governments to provide predictable social assistance to individuals who are chronically food and nutrition insecure. The methods to be considered include a detailed document and data review, key informant interviews with a range of WFP's social protection partners and a survey of key stakeholders.

72. A substantial document review will be required to assess the ways in which safety nets have been conceived of, measured and reported on throughout the organization in the past five years. The documents to be consulted include all related WFP policies and their respective approaches to safety nets, all centralized evaluations and corresponding management response that have been published since 2012, country-level and corporate reporting on safety nets-related programming, including to donors and the Executive Board, as well as audit reports.

73. A literature review will include academic work on the topic of safety nets, as well as reporting on the measurement and outcomes of programmes and initiatives to strengthen food security through safety net schemes. There are a considerable number of 'lessons learned' documented through reviews, evaluations and studies by international NGOs and other actors working in this field that will be drawn upon.

74. Country case studies will be developed using a theory-based approach and will rely on various information and data sources to demonstrate impartiality, minimize bias and optimize a cross-section of information sources. As stated in para 52, an initial set of criteria has been defined to inform the selection of WFP offices to be visited. Annex 1.b describes the steps that were taken to arrive at this list of countries.

75. The key sources of data were drawn from a recent qualitative assessment of SPRs that include data on social protection programming from 2016 carried out by the Safety Nets and Social Protection Unit – namely, whether an intervention was government-owned or WFP-implemented, the country's level of risk as defined by the Index for Risk Management (INFORM)[34], availability of data on national safety nets, regional representativeness and evaluative evidence. Additional information from other relevant indicators were also reviewed in the selection process, including:

[34] INFORM is a global, open-source risk assessment for humanitarian crises and disasters. It can support decisions about prevention, preparedness and response.

GNI/capita, Human Development Index, Index for Risk and Vulnerability (CIRV-CERF), food consumption score, country visits by the internal and external auditor (see Annexes 1.b and 1.c). A balance between desk studies and field missions will be struck with the final decision on case study locations to be made by the Director of Evaluation.

76. Tools and approaches used by other international organizations will be examined to gather lessons and enhance learning. The policy positions, definitions and directives of donors to safety nets work will also be examined. Gender and diversity-balanced consultations with beneficiaries (focus groups), national governments, UN agencies, donors, NGO partners, WFP staff and outside experts will be conducted to obtain a range of views on WFP's support for food security and nutrition-sensitive safety nets. Other quantitative and qualitative evaluation tools/methods may be used, such as surveys and/or participatory data gathering methods.

77. Findings will be defined following the triangulation of evidence from different sources of evidence. The sources of evidence will be presented along with the evaluation questions in a detailed evaluation matrix, which will be developed by the evaluation team and included in the Inception Report. An evidence binder will be provided by the evaluation team to the Evaluation Manager.

78. The evaluation will take a participatory approach – integrating feedback from global, regional and country-based actors.

5. Organization of the Evaluation

5.1 Phases and Deliverables

Table 1: Proposed timeline summary of key evaluation deliverables

Phases	Jan-March 2018	April-May 2018	June-Aug 2018	Sep-Oct 2018	Nov 2018-March 2019	April-June 2019	Deliverables
Pre-Phase – Literature review							
Review of existing literatur	x						**Literature review report**
Phase 1 (Preparation)							
Preparation of ToR		x					**ToR**
Stakeholder consultation		x					
Identify and hire evaluation team		x					
Phase 2 (Inception)							
HQ Briefing eval team			x				**Inception Report**
Document review			x				
Inception mission			x	x			
Phase 3 (Fieldwork)							
Data collection				x	x		**Debriefing presentations**
Debriefings after each country visit & Overall debriefing				x	x		
Phase 4 (Reporting)							
Draft reports					x		**Stakeholders workshop**
Comments and revisions					x		**Evaluation Report** **Summary Evaluation**
Phase 5 (Presentation)							
Exec. Board						x	
Management response						x	
EB.A/2018 (June)						x	

Source: Office of Evaluation

5.2 Evaluation Component

79. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong

evaluation and leadership skills, experience with evaluating safety nets, including those with a food security and nutrition focus. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

80. The team will not have been involved in the design, implementation or M&E of the Update of WFP's Safety Nets Policy nor have conflicts of interest. The evaluators are required to act impartially and respect the UNEG Code of Conduct and Ethics Guidelines. Proposals submitted by evaluation firms to conduct this evaluation will be assessed against their procedures ensuring ethical conduct of their evaluators.

81. The team should have strong capacity in conducting global evaluations that incorporate country level case studies, and the use of mixed methods in evaluation. The team will be required to have a strong experience of policy evaluation and of safety nets/social protection, including analysis and synthesis of both qualitative and quantitative data and information. It will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating food security-related safety nets, disaster preparedness and response, nutrition (specific and sensitive), gender equality, equity, organizational change, technical assistance, capacity strengthening and policies. The evaluation team should comprise men and women of mixed cultural backgrounds. During country case studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have the appropriate language capacity (French, Spanish, Arabic). Office support in data analysis will be required to support the evaluation team members.

82. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyze information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

83. Support will be provided by OEV to collect and compile relevant documentation, not available in public domain, facilitate the evaluation team's engagement respondents and provide support to the logistics of field visits.

5.3 Roles and Responsibilities

84. This evaluation is managed by OEV. Deborah McWhinney has been appointed Evaluation Manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS. Second-level quality assurance, including approval of the TOR, budget, full evaluation report and summary evaluation report will be carried out.

85. The Evaluation Manager has not worked on issues directly associated with the subject of evaluation in WFP in the recent past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. She will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth

communication and implementation of the evaluation process. An OEV Research Analyst, Ramona Desole, will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

86. The Evaluation Manager and/or Research Assistant may participate in the inception or field missions at the discretion of the Director of Evaluation. OEV will ensure the independence of the evaluation, WFP staff will not participate in meetings where their presence could bias the responses of respondents.

87. A smaller Internal Reference Group of subject-matter experts working on safety nets programming will also be created. A larger Consultative Group will be made up of senior WFP staff/Directors at the HQ and RB levels, who will be included in the dissemination of key documents.

88. An Expert Technical Panel will also be struck for this evaluation. The Expert Technical Panel will be composed of individuals with technical expertise and experience with safety nets and social protection from a food security and nutrition perspective, including gender equality concepts and practice.

5.4 Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

89. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

90. OEV will make use of data sharing software (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will ensure continued discussion on a range of issues.

91. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize a stakeholder's workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

92. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official UN languages in June 2019. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

5.5 Budget

93. The evaluation will be financed from OEV's Programme Support and Administrative budget.

ToR Annex 1.a – Timeline: Evaluation of the Update of WFP's Social Safety Nets Policy[35]

	Timeline	By Whom	
Phase 1 - Preparation			**April – May 2018**
	Document and data collection (e-library)	RA	06/04/2018
	Desk review. Draft 1 TORs submitted to QA2.	EM	13/04/2018
	Comments on draft 1 returned to EM; revisions	QA2	18/04/2018
	DoE clearance for circulation of TORs to IRG, ERG, Expert panel	DOE	11/05/2018
	Comments returned to EM	RA/EM	25/05/2018
	Revise draft TOR based on WFP feedback	EM	29/05/2018
	Final TOR sent to WFP Stakeholders & LTA firms	EM	30/05/2018
	Contracting evaluation team/firm	EM	15/06/2018
	Establishment of Governance Structure	EM	01-15/06/2018
Phase 2 - Inception			**June - Aug 2018**
	Team preparation prior to HQ briefing (reading Docs)	Team	29/05- 4/06/2018
	HQ briefing (WFP Rome)	EM & Team	25-29 /06/2018
	Inception Mission in country	EM+TL	2 - 13/07/2018
	Submit Draft Inception Report (IR) to OEV	TL	**27/07/2018**
	OEV quality assurance and feedback	EM	31/07/2018
	Submit revised draft IR (D1) to OEV	TL	03/08/2018
	OEV quality assurance	EM	07/08/2018
	Share IR with internal reference group for their feedback	EM	08/08/2018
	Deadline for IRG comments	IRG	27/08/2018
	OEV consolidate all comments in matrix and share them with TL	EM	29/08/2018
	Submit revised IR (D2)	TL	**03/09/2018**
	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	04/09/2018
Phase 3 - Evaluation Phase, including Fieldwork			**Sept - Oct. 2018**
	Fieldwork (Sept-Oct) & Desk Review. Field visits & internal briefings with CO and RB (ppt) after each country visit	Team	05/09 – 29/10/2018
	Overall debriefing with HQ, RB and COs Staff (ppt)	EM+TL	31/10/2018
Phase 4 - Reporting			**Nov – March '19**
Draft 0	**Submit draft Evaluation Report (ER) to OEV**	TL	23/11/2018
	OEV quality feedback sent to the team	EM	27/11/2018
Draft 1	**Submit revised draft ER to OEV**	TL	06/12/2018
	OEV to provide an additional round of comments	EM	12/12/2018
Draft 2	**Submit revised draft ER (D2) to OEV** based on OEV comments.	TL	17/12/2018
	Submitted to DoE for clearance for circulation to WFP stakeholders.	DoE	19/12/2018
	Shared ER with IRG, ERG, Expert panel for feedback.	EM	11/01/2019
	Stakeholders' workshop	**EM/TL**	**23-24/01/2019**
	OEV consolidate all WFP's comments (matrix) and share them with TL	EM	28/01/2019
Draft 3	**Submit revised draft ER (D3)**	TL	05/02/2019
	Submit draft Summary Evaluation Report (SER)	TL	12/02/2019
	OEV quality feedback on SER sent to the team	EM	15/02/2019
	Submit revised SER	TL	21/02/2019
	Seek DoE clearance to send SER to Executive Management.	EM	25/02/2019
	OEV circulates SER to WFP's Senior management for comments	EM	28/02/2019
	OEV sends and discusses the comments on the SER to the team for revision	EM	14/03/2019
Draft 4	Submit final draft ER (with the revised SER) to OEV	TL	22/03/2019
	Seek Final approval by DoE. Clarify last points/issues with the team	EM+TL	29/03/2019
Phase 5 Executive Board (EB) and follow-up			**April – June '19**
	Submit SER/rec to RMP for MR + SER for editing and translation	EM	01/04/2019
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	27/05/2019
	Presentation of Summary Evaluation Report to the EB	DoE	12/06/2019
	Presentation of management response to the EB	D/RMP	12-16/06/2019

[35] Dates have been amended to reflect changes during the evaluation and reporting phases.

ToR Annex 1.b – Proposed Initial Criteria for Country Case Study Selection

The following steps were taken to select countries for potential inception and field missions, as well as desk studies.

The first database that was consulted was the review of Standard Project Reports from 2016 that was carried out by the Safety Nets and Social Protection Unit in 2017. This database provided extensive information on the general country context, WFP's safety nets-related programming and the social protection context in the country. It also included references to data availability and credibility, which was used as a filter.

The following steps were taken:

i. Distinguishing between activities that were government-owned versus WFP-implemented (Scenarios 1 and 2)
ii. Excluded countries that had not been reported on in the State of Safety Nets Report due to the absence of available data.
iii. Categorized countries according to their INFORM risk rating.
iv. Included information on data availability and evidence from case studies and evaluations.
v. Selected countries from both scenarios (government-owned and WFP-implemented) with and without strong data sets.

Scenario 1

1. Gov't owned
2. INFORM risk rating
    a. Low – Fiji, Bhutan, Tunisia
    b. Medium – Benin, Bolivia, Cambodia, Egypt, Ghana, Honduras, Indonesia, Lesotho, Morocco, Nicaragua, Sri Lanka, Tajikistan, Zambia
    c. High – Burkina Faso, DRC, Ivory Coast, Djibouti, Ethiopia, Madagascar, Mozambique, Nepal, Lebanon
    d. Very high – Haiti, Iraq, Niger, Pakistan

Scenario 2

1. WFP-implemented
2. INFORM risk rating
    a. Low
    b. Medium – Algeria, Guinea Bissau, Kyrgyz Republic, Lao PDR
    c. High – Bangladesh, Burundi, Colombia, Ethiopia, Guinea, Liberia, Madagascar, Mali, Senegal, Sierra Leone, Uganda
    d. Very high – Afghanistan, DRC, Sudan

A full list of criteria that were consulted include:

General Indicators	**Evaluation evidence and field mission planning**
Population (thousands) 2016	2017-2018 DEs (start date)
Income Classification	2013-2016 Operation Evaluations
Gross national income (GNI) per capita in US$ (Atlas methodology)	2017 - 2018 Policy/Strategic/Country Portfolio evaluations/Evaluation of Corporate Emergency Response Country Visits
Human Development Index (HDI) (2016)	External Audit/Field Audits
HDI Rank (2016)	Planned Internal Field Audits/ Associated Risk Rating
Fragile State Index 2016	**PE Safety nets-related information**
Active L3/L2	Countries identified in the Policy Scenarios in 2012 Safety Nets Policy
Deactivated L3/L2	WFP contribution to National Social Protection & Safety Net
Gender Development Index 2017	Country Visits selected in the 2011 Strategic Evaluation
Gender Transformation Programme (GTP)	Participant of the 2018 Global Social Protection Mtg
UN Delivering as One	Published WFP Social Protection Case Study
Sustainable Development Goal (SDG)2 - Indicator 2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (% of pop.)	WFP cost benefit analysis of SF
SDG2 - Indicator 2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age (2015 or 2016 where available)	Countries with the Household and Administrative data (WB/ASPIRE)
SDG2 - Indicator 2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children	Social Protection case study by Oxford Policy Management (OPM)

under 5 years of age, by type (wasting and overweight) (2015 and 2016)	
SDG - Indicator 2.1.1 Prevalence of undernourishment (2015) (% of pop.)	Social Protection Case study by the WB
Strategic Objective (SO)2 Food consumption score (2016) - % of pop with acceptable (A), borderline (B) and poor (P) FCS where available	INFORM risk rating
SO2 Diet diversity score (2016) _ 6+= good diet diversity/ 4.5-6= medium diet diversity/<4.5 = low dietary diversity	Included in the OSZIS database - 2016 SPR analysis
Integrated Food Security Phase Classification (IPC) (% Pop by phase 2,3,4 and 5 where available)	Gov't owned
Index for Risk Management (INFORM)- (o: very low risk of humanitarian crises / 10: very high risk of humanitarian crises) (2017)	WFP-implemented
CIRV-CERF Index for Risk and Vulnerability (out of 100-2016)	
WFP general information	
WFP CO size in 2017	
t-ICSP, I/CSP	
I/CSP planned approval date, status, timeframe	
WFP Confirmed contributions, Multilateral, Trust Funds 2014-2017	
WFP Needs 2014-2017	

ToR Annex 1.c: Long list of Countries Proposed for Field Missions

Region		Country
RBB	1	Sri Lanka
	2	Cambodia
	3	Bangladesh
	4	Lao PDR
RBC	5	Egypt
	6	Tajikistan
	7	Lebanon
	8	Iraq
RBD	9	Burkina Faso
	10	Ivory Coast
	11	Mali
	12	Liberia
	13	Guinea
RBJ	14	Mozambique
	15	Zambia
	16	Madagascar
	17	DRC
RBN	18	Djibouti
	19	Ethiopia
	20	Burundi
RBP	21	Haiti
	22	Colombia

ToR Annex 1.d: List of References

Folder name / File name	Year
Folder 1 – Evaluation process:	
EQAS Checklists and Templates	
Quality Checklist for Evaluation Report; Inception Report and SER	2014
Template for Evaluation Report; Inception Report and SER	2014
EQAS Technical Notes	2014
TN Evaluation Questions and Criteria, IE, integrating Gender in Evaluation; Communication Learning Plan; Efficiency; Evaluation Criteria; Evaluation Matrix; Evaluation Recommendations; Logic Model Theory of Change; ER Formatting Guidelines	2017
Guidance for Process and Content PE	2014
Guidance for Process and Content PE	2014
Literature Review D0 16 March	2018
Evaluation Policy (2016-2021)	2015
Folder 2 – Strategic Plans and related documents.	
WFP Strategic Plan 2008-2013 and related docs	
WFP Strategic Plan 2008-2013	2007
Strategic Results Framework 2018-2013	2012
WFP Strategic Plan 2014-2017 and related docs	2013
WFP Strategic Plan 2014-2017	2013
Strategic Results Framework 2014-2017	2013
Fit for Purpose — WFP's New Organizational Design	2012
SRF 2014-2017_ Indicator Compendium	2013
Mid-Term Review of the WFP Strategic Plan (2014–2017)	2016
Evaluability Assessment of WFP's Strategic Plan 2014-2017	2017
Management Results Framework (2014-2017)	2013
WFP Orientation Guide	2015
WFP Strategic Plan 2017-2021 and related docs (Integrated Road Map)	
Corporate Results Framework	2016
Financial Framework Review	2016
Policy on Country Strategic Plans	2016
Strategic Plan 2017-2021	2016
2017-2021 CRF Indicator Compendium January	2018
CRF Indicators' mapping and analysis	2018
Folder 3 – Social Protection and Safety Nets	
Update of WFP's Safety Nets Policy	2012

Folder name / File name	Year
Social Protection ToC	2016
2014 Guidelines	
Module A Safety Nets and Social Protection basics and concepts	2014
Module B Engagement with Government and Partners	2014
Module C Design and implementation	2014
WFP Safety Nets Guidelines - Annexes B-L	2014
2017 Guidelines	
WFP Guidelines and Social protection 2017 - Options for Framing WFP Assistance to National Social Protection in Country Strategic Plans	2017
WFP Social Protection and Safety Nets documents	
OPM/WFP Study on Shock-Responsive Social Protection in Latin America and the Caribbean Theoretical framework	2017
Dominican Republic Case Study Nutrition-Sensitive Programming	
OPM/WFP Dominican Republic Case study Shock-Responsive Social Protection	2017
OPM/WFP Ecuador Case Study Use of Social Protection for Emergency Response	2017
Fiji Government /WFP Fiji Case Study Use of Social Protection for Emergency Response	2017
OPM/WFP Guatemala Case Study Shock-Responsive Social Protection	2017
WFP Haiti Case Study Building a Social Protection System	2017
OPM/WFP Haiti Case Study Shock-Responsive Social Protection	2017
WFP Iraq Case Study Strengthening Social Protection Delivery	2017
WFP Lebanon Case Study Supporting Safety Net Delivery	2017
WFP Mali Case Study WFP support to a national system of safety nets	2017
ILO/UNICEF/WFP Mozambique Case Study Development of a Social Protection Floor	2015
BFA/UKAID/WFP Philippines Case Study Emergency Relief through National Safety Net	2015
OPM/WFP Peru Protección social reactiva frente a emergencias en América Latina y el Caribe	2017
Peru Gov/WFP Shock Responsive Social Protection Final Statement	2017
WFP Somalia Case Study Building Social Protection	2017
Sri Lanka Government/WFP Sri Lanka Case Study Use Social Protection for Emergency Response	2017
OPM/WFP Summary of key findings and policy recommendations_ Study on Shock-Responsive Social Protection in Latin America and the Caribbean	2017
Shock responsive social protection in LAC- Factsheet	2017

Folder name / File name	Year
WFP Video: Programas de Protección Social Reactiva ante Emergencias en América Latina y el Caribe: https://www.youtube.com/watch?v=ZV9rqU-CRkk	
WFP Fortaleciendo los programas nutricionales del gobierno en Bolivia: https://www.youtube.com/watch?v=MRblhOQhqBk	2018
Communication Materials	
Two-Pager on Urban Safety Nets Case Study Building Social Protection in Somalia	2016
Safety Nets eLearning course	
Module A Safety Nets and Social Protection basics and concepts	2014
Module B Engagement with Government and Partners	2014
Module C Design and implementation 2	2014
Strategic Evaluation of WFP's Role in Social Protection and Safety Nets	
Strategic Evaluation - Social Protection and safety nets Evaluation and Management Response	2011
Folder 4 – Other WFP policies and programming areas	
Cash Based Transfer	
Cash-Based Transfers Manual	2017
CBT terminology	
UNDG Harmonized Approach to Cash Transfer (HACT) Framework	2014
WFP and the Grand Bargain	2017
Climate Change	
WFP Climate Change Policy	2017
World Food Programme Climate Services	2015
Country Capacity Strengthening (CCS)	
Capacity Development Policy - An Update on Implementation	2009
Guidance on Capacity Strengthening of Civil Society	2017
Guidelines on Technical Assistance and Capacity Development	2015
National Capacity Index (NCI)	2014
Operational Guide to strengthen capacity of nations to reduce hunger	2010
CCS Framework and Toolkit	
1 WFP Corporate Framework for CCS	
2 WFP Theory of Change for CCS	
3 WFP Capacity Needs Mapping (CNM)	
4 WFP CCS Activity Matrix	
Disaster Risk Reduction DRR	

Folder name / File name	Year
An update of WFP interventions in disaster preparedness and mitigation	2007
Disaster mitigation. A strategic approach	2000
WFP policy on disaster risk reduction and management	2011
WFP Policy on Disaster Risk Reduction	2009
Emergency Preparedness and Response	
Definition of emergencies	2005
Emergency Preparedness and Response Package Simulation Guidance Manual_2014	2014
Exiting emergencies	2004
Food aid and livelihoods in emergencies strategies for WFP	2003
Lessons Learned Toolkit for L3 Emergency Response	2015
Operations Management Directive on Emergency Preparedness Package	2014
Targeting emergencies	2006
Transition from relief to development	2004
WFP Emergency Preparedness Policy_	2017
Food Assistance for Assets (FFA)	
FFA Guidance Updates	2017
Key Aspects to Consider when evaluating FFA Programme	2017
The potential of FFA to empower women and improve women's nutrition Full Report	2017
The potential of FFA to empower women and improve women's nutrition Synthesis Report	2017
2016 Manual	
FFA PGM 2016 - core doc and annexes	2016
2014 Manual	
FFA Manual – Module A-D_2014	2014
Food Security, Vulnerability, & Economic Analysis (VAM)	
Market Analysis Framework - Tools and Applications	2011
Monitoring Food Security-Indicators Compendium	2010
Monitoring Food Security-Reporting Structure and Content	2012
Food-based safety nets	
WFP and Food-based Safety Nets. Concepts, Experiences and Future Programming Opportunities	2004
Gender	
Gender Social Protection for zero hunger WFP role in Latin America and the Caribbean 2017	2017
Gender policy 2009	2009
Gender Policy 2015 + Updates 2017 and 2018	2015 - 2018

Folder name / File name	Year
WFP Gender Policy Corporate Action Plan_ 2010-2011	2009
Gender and Evaluations full guide	2017
Gender & Evaluation quick guide	2017
Gender and Age Marker guidance_DRAFT_January 2018 + PPT	2017
WFP gender resources (useful links to guidance)	
WFP's Gender Transformation Programme	
The Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment	2018
Cash and gender – Concepts evidence and gaps	
Humanitarian Principles and access	
Humanitarian Protection Policy Update	2014
Policy on Humanitarian Access and its Implications	2006
Policy on Humanitarian Principles	2004
Nutrition-Sensitive Social Protection	
Nutrition Policy 2012	2012
Nutrition Policy 2017	2017
Building the Blocks for Nutrition-Sensitive Social Protection systems in Asia	2017
Policy Note Improving Social Protection Targeting for Food Security and Nutrition - An Asian Perspective	2017
Scaling Up Rice Fortification in Latin America and the Caribbean	
Latin America and the Caribbean: Supporting national priorities on nutrition through multiple platforms 2016	2016
WFP Nutrition-Sensitive guidance	2017
WFP and Social Protection – options for framing SP in CSPs	
The Cost of the Double burden of Malnutrition: Social and economic impact Chile Ecuador Mexico 2017	2017
Participatory Approaches	
Participatory Approaches Policy	2000
Partnership	
Corporate Partnership Strategy (2014 - 2017)	2014
Protection	
Protection Policy	2012
P4P	
Purchase for Progress (P4P): Supporting Smallholder Farmers' Access to Markets in LAC	
Resilience	
Building Resilience for Food Security and Nutrition Policy	2015
Policy and Programme Bulletin_Resilience_2015	2015

Folder name / File name	Year
Risk Reduction and Management	
Corporate Risk Management Register_ Directive RM2012_004	2012
Policy on Disaster Risk Reduction and Management	2011
Policy on Enterprise Risk Management	2015
Risk Appetite Statement	2012
School Meals	
School Feeding Policy	2009
School Feeding Revised Policy	2013
The State of School Feeding Worldwide	2013
School Meals_A Quick Guide	2016
Social Protection & School Meals Information Digest #1-7	
A Guidance Note to Develop a National Sustainability Strategy	2012
Cost Benefit Analysis and National Cost Assessment 2-pager	2016
Smart School Meals - Nutrition-Sensitive National Programmes in LAC	2017
Evidence of the Benefits of School meals	2017
Home-Grown School Feeding Resource Framework_Synopsis	2017
How School Meals contribute to SDGs. A collection of evidence	2017
How to develop the logic of school feeding projects	2011
Manual for SABER-School Feeding Exercise	2016
PCD WFP HGSM-Resource Framework on Home Grown School Meals	2016
RBP Strengthening National Safety Nets – School Feeding	2016
SABER School Feeding Brief; Methodology and Manual 2014-2016	2016
School Meals Monitoring Framework and Guidance	2017
Cost Benefit Analyses of SF	
Armenia CBA report 20160729	2016
Ethiopia School Feeding Program_Final	2017
Ethiopia School Feeding CBA 2017_report	2017
Kenya CBA v13	2016
Kenya SF program 2015_v5_5	2015
Rwanda_Cost-Benefit Analysis_Presentation	2017
Rwanda_Cost-Benefit Analysis_Report	2017
Sri Lanka CBA Report with observations and recommendations	2015
Sri Lanka School Feeding SN V3	2015
Zambia CBA Zambia report V3	2017
Nepal National School Meals Programme in Nepal	2018
South–South Cooperation	
South–South and Triangular Cooperation Policy 2015	2015

Folder name / File name	Year
Brasilia Centre of Excellence	
Theory of Change	
WFP Centre of Excellence's M&E Strategy	2017
Three-pronged Approach (3PA)	
The Three-Pronged Approach (3PA)	2016
Urban Food Insecurity	
Urban Food Insecurity strategies for WFP	2002
WFP and Urban safety nets	2018
Theories of Change - 2016	
WFP Guidance on Theories of Change	2017
AMS ToC_draft	2016
FFA ToC_draft	2016
Gender ToC	2016
Management of Acute Malnutrition Treatment_TOC	2016
School Feeding ToC with tables	2016
Social Protection ToC	2016
Technical Assistance and Country Capacity Strengthening ToC	2016
TOC CT_HIV_post workshop vs 2	2016
TOC model_Nutrition Prevention_vs3_wo narrative	2016
TOC template	2016
WFP General Policy docs	
Compendium of policies relating to the Strategic Plan	2018
Policy Formulation	2011
Folder 5 - WFP Monitoring and Reporting Framework	
Annual Performance Report 2012-2016	2012-2016
Annex I - Key figures of APR 2017	2018
COMET Map and integration with other systems	2017-2018
Comet and Integrated Road Map PPT	2017-2018
Comet and Integrated Road Map Notes	2017-2018
Corporate monitoring strategy 2014-2016	2013
Strategic Results Framework 2014 – 2017	2013
Corporate Results Framework (2017-2021)	2016
WFP_ManagementPlan_2013-2018	2013-2018
CRF Indicator Compendium January	2018
SRF 2014-2017_ Indicator Compendium	2014
Folder 6 - Relevant Evaluations and other Studies	
FFA Impact Evaluation 2-13 and Management Response	2013-2014

Folder name / File name	Year
Capacity Development Policy 2009 _Evaluation and Management Response	2009
Cash and voucher Policy_2008 Evaluation and Management Response	2008
Corporate Partnership Strategy (2014-2017) Evaluation and Management Response	2016
Gender Policy 2009 Evaluation and Management Response	2009
Nutrition Policy 2012_ Evaluation and Management Response	2012
School Feeding Policy 2009_Evaluation and Management Response Internal Audit of WFP Management of Food Assistance for Assets_ Engagement Plan_2017	2009
Folder 7 – External documents	
BRACED	
BRACED Crisis modifiers in Sahel	2017
EU	
EU Operational guidance and toolkit for multipurpose cash-grants	2015
FAO	
FAO Country responses to the food security crisis_ Nature and preliminary implications of the policies pursued 2009	2009
FAO Nutrition and Social Protection 2015	2015
FAO Social Protection Framework 2017	2017
FAO Strengthening Coherence between Agriculture and Social Protection to Combat Poverty and Hunger in Africa Framework for Analysis and Action	2016
FAO The Rights to Social Protection and Adequate Food _Legal Note	2016
IDS	
IDS Social Protection and safety nets in Sudan, Middle East and North Africa, Palestine	2015
ISSC IDS UNESCO Challenging Inequalities Pathways to a Just World	2016
IFAD	
IFAD Rural Development Report 2016	2016
IFPRI	
IFPRI Complementarities between social protection and health sector policies Evidence from the Productive Safety Net Program in Ethiopia	2017
IFPRI Cost-effective safety nets	2003
IFPRI Does money talk Designing safety net programs that work	2015
IFPRI Global Nutrition Report 2016_ From Promise to Impact _Ending Malnutrition by 2030 2016	2016
IFPRI Impact evaluation of cash and food transfers for the seasonal emergency safety net in Hajjah and Ibb Governorates, Yemen endline report 2013	2013
IFPRI Leveraging Social Protection Programs _evidence prepared for the Global Forum on Nutrition-Sensitive Social Protection Programs 2015	2015

Folder name / File name	Year
IFPRI Linking Safety Nets, Social Protection, and Poverty	2004
IFPRI Safety nets in Bangladesh_Which form of transfer is most beneficial	2014
IFPRI Social Protection and Cash Transfers - To strengthen families affected by HIV and AIDS 2012	2012
IFPRI Social protection Opportunity for Africa Brief 2008	2008
IFPRI Synopsis Economy-wide impacts of the Productive Safety Net Programme (PSNP) 2015	2015
IFPRI The impact of Ethiopia Productive Safety Net Programme on the nutritional status of children 2008 2012	2017
ILO	
ILO Social Protection Report 2017-19	2017
ILO Social protection systems in Latin America_ An assessment 2016	2016
ILO recommendation 202 on Social Protection Floors	
ODI	
ODI Cash transfers review of programme impact and design and implementation features 2016	2016
ODI Doing cash differently How cash transfers transform humanitarian aid 2015	2015
ODI Harnessing the potential of humanitarian cash transfers	2017
ODI Leaving no one behind	2017
ODI Tackling disasters in fragile and conflict-affected contexts	2017
ODI The effects of cash assistance on Syrian refugees in Jordan	2017
OPM	
OPM Shock responsive social protection Literature review	2017
OPM/WFP Shock responsive social-protection in LAC Literature review	2016
OPM Synthesis Report Shock Responsive Social protection systems research	2018
UN Department of Economic and Social Affairs	
Agenda of the Third International Conference on Financing for Development	2015
UNDP	
UNDP_RIO + Social Protection for Sustainable Development Dialogues between Africa and Brazil	2016
UNICEF	
UNICEF Social Protection Strategy Framework 2013	2013
UNICEF Common Ground_UNICEF and World Bank Approaches to Building Social Protection Systems 2013	2013
WB	
WB Bailing out the World's Poorest	2009
WB Policy research report Conditional cash transfer	2009
WB The 1.5 Billion People Question Food, Vouchers, or Cash Transfers	2018

Folder name / File name	Year
WB The Other Side of the Coin The Comparative Evidence of Cash and In-Kind Transfers in Humanitarian Situations	2016
WB The state of social safety nets in 2015	2015
WB The state of social safety nets in 2017	2017
WB The state of social safety nets in 2018	2018
WFP Sorting through the hype exploring the interface between humanitarian assistance and safety nets 2017	2017
WFP The World Bank 2012–2022 Social Protection and Labor Strategy 2012	2012
National Social Protection Strategies by Country	
Afghanistan	
Afghanistan Social Protection in the National Development Strategy	2008
Bangladesh	
Bangladesh National Strategy on Social Protection	2014
Cambodia	
Cambodia National Social Protection Strategy for the Poor and Vulnerable	2011
Ethiopia	
Ethiopia Productive Safety Net Programme - Manual	2014
Ghana	
National Social Protection Strategy: Investing in People	2008
Kenya	
Kenya National social protection policy	2011
Liberia	
Social Welfare Policy	2009
Malawi	
Malawi Social Protection and Disaster Management, in the Growth and Development Strategy	2006
Mozambique	
National Strategy for Basic Social Protection	2010
Mozambique National Social Protection strategy 2016-2024	2016
Niger	
Niger Politique nationale de protection sociale	2011
Rwanda	
National Social Protection Strategy	2011
Swaziland	
Swaziland Social Protection in the Poverty Reduction Strategy and Action Plan	2007
Tanzania	
Tanzania National Strategy for Growth and Reduction of poverty	2005
Folder 8 – Datasets	

Folder name / File name	Year
The fund for peace_Fragile States Index Annual Report_ 2017	2017
2016 SPR analysis on social protection	
All Data – Final	2017
Complete SPR Analysis – Final	2017
Concept note - SPR analysis social protection - v20170518	2017
Folder 9 – Contacts	
Quick Reference Internal Telephone Directory	2018
School meals social protection Focal Points in RB and CO	
WFP Organigram	2018

ToR Annex 1.e - Recent and relevant WFP policies referring to safety nets

Policy	
WFP Policy on Disaster Risk Reduction 2009	The WFP Strategic Plan (2008–2011) recognizes the need for WFP to further engage in disaster risk reduction by making it a Strategic Objective. The goals of that Strategic Objective are the following: i. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters. ii. To support and strengthen resiliency of communities to shocks **through safety nets or asset creation,** including adaptation to climate change. An important example of WFP's risk reduction work was its response to the threat posed by food and fuel price increases to people's livelihoods and nutritional status. WFP has launched preventive action on the demand side, such as scaling up **safety nets (as cash, food and vouchers) and school feeding programmes** WFP is a leader among United Nations agencies in the fields of early warning, early impact analysis and crisis management for both natural and human-induced disasters. This leadership is further enhanced by its strong involvement with communities through **safety-net projects and** food-for-asset projects. Prevention aims to avoid damage by reducing vulnerability. Prevention includes measures that guard against future shocks. These include food-based **safety nets** and food for assets programmes that serve as livelihood protection mechanisms Contingency funding and risk transfer at micro level involves the development and support of insurance-like instruments that enhance certainty, adequacy and timeliness of disaster compensation, transferring risk away from the beneficiary to public or private risk-takers. A **safety net or safety net scale-up** can also be used to transfer risk to governments and insurance markets, respectively. In some cases, beneficiaries "pay" for compensation ex-post through their labor in public work programmes This policy document builds upon WFP's **Safety Net Policy of 2004,** which sets out how WFP can better identify, design and implement food assistance programmes as part of a national social protection strategy.
Update on School Feeding 2013	WFP will continue to build on its successful partnership with the World Bank on **social protection**, education, agriculture, policy dialogue, financing of school feeding operations and technical assistance to countries. Within a **social protection framework, sc**hool feeding acts as a reliable income transfer to poorer families
Building Resilience for Food Security and Nutrition Policy 2015	Ensuring protection of the most vulnerable is crucial for sustaining development efforts. The poorest, most vulnerable and food-insecure people in the world typically have no access to social protection or safety nets. By providing a safeguard in the event of shocks, **safety nets** are a vital tool that can sustain livelihoods while assisting those most in need. The **2012 safety net policy update** broadened WFP's understanding of risk and underlined WFP's role in contributing to social protection. WFP's support to **productive safety nets** through community-based asset creation schemes in several of its operations has been widely acknowledged as central to its resilience-building work. Increase support to ***social protection and safety nets.*** A core element of WFP's work is its support to **social protection and safety nets**. The type and level of

	WFP support vary from context to context and have two distinct dimensions: delivering services to support countries with capacity and resource constraints so they can operate **safety-net** programmes; and providing technical support and cooperation, capacity development and policy support to governments in establishing **safety-net mechanisms** of their own. In all cases the ultimate aim is to strengthen national capacity and ownership of **social protection programmes** that are predictable and can be scaled up rapidly in response to increased needs Prioritize climate resilience. Through WFP's innovative work on climate resilience, cutting edge tools from climate science and finance are incorporated in **national safety net programmes** and WFP food assistance programmes Create productive assets and strengthen livelihoods, especially those related to **productive safety nets.** In the light of increasing recognition of the connections between the degradation of ecosystems, climate change, food insecurity and undernutrition, WFP will continue to implement programmes that create productive assets, diversify livelihood strategies and rehabilitate natural resources. Tailored to specific contexts, these programmes will aim to be part of productive safety nets that contribute to government initiatives As the providers of **safety nets** that support resilience, governments also create an enabling environment for change. WFP will support government agencies and their strategies and programmes in line with humanitarian principles such as "do no harm", but it recognizes that engagement with governments can be difficult in protracted crises
South–South and Triangular Cooperation Policy 2015	WFP supports South–South and triangular cooperation in its work at the policy, programming and implementation levels in a wide range of areas, including school meals, nutrition improvement, connecting smallholder farmers to markets through the Purchase for Progress (P4P) initiative, procurement, sustainable agriculture, **social protection and safety nets**, access to adequate food through markets, climate change services for resilience-building, and development of Zero Hunger strategies
Gender Policy 2015	This policy lays out the strategic direction for all of WFP, defining the necessary changes and minimum standards for ensuring gender equality and women's empowerment in all types of intervention, from emergency to **safety net** and recovery programmes. It foresees programming and actions that are based on national and local contexts and led by people working in the field – for WFP, the promotion of gender equality and women's empowerment must be context-specific and based on an understanding of the local situation
WFP Emergency Preparedness Policy 2017	Country offices use improved analysis and operational design to adapt preparedness actions to ongoing programmes through WFP's three-pronged approach (3PA). The first prong of the approach is an analytical and consultative process that uses integrated context analysis to position preparedness strategies spatially and align them with early warning, **safety net and disaster risk reduction strategies** at the national level WFP's disaster risk reduction policy, climate change policy and resilience policy position emergency preparedness in a broader approach to meeting immediate food security and nutrition needs while strengthening the ability of food-insecure people and countries to manage future risks and build resilience, including in the face of climate change. **WFP's safety nets policy** highlights the importance of establishing national safety net systems and scaling them up in the event of shocks.

Nutrition Policy 2017	The 2030 Agenda demonstrates the global community's resolve to complete the unfinished work of the Millennium Development Goals, with increased attention to the multi-dimensional, underlying determinants of nutrition, which include food, health, and social protection systems and **safety nets**, along with environmental sustainability. WFP's food assistance mandate and programmes are relevant to addressing the underlying and basic determinants of malnutrition and can contribute to improving nutrition outcomes. Increasing nutrition-sensitivity in all areas of WFP's programmes – including those utilizing cash-based transfers (CBTs), school feeding, smallholder-farmer initiatives such as Purchase for Progress, asset creation and livelihoods, and social protection and safety nets – implies the use of a nutrition lens at each step of the project cycle, from assessment and situation analysis to design, implementation and monitoring and evaluation. In addition to targeting nutritionally vulnerable groups, improving the nutritional quality of **transfers** and empowering women, WFP's programmes can also be made more nutrition-sensitive by providing a platform for scaling up the delivery of nutrition-specific interventions. Specifically, social protection and safety net programmes aim to increase the coverage of nutrition-specific and -sensitive interventions targeting vulnerable groups. WFP's support to social protection and safety net programmes also aims to strengthen the capacity of national systems, to forge linkages with the food and health sectors.
Climate change Policy 2017	**Community Resilience, Risk Reduction, Social Protection and Adaptation** **Social protection and safety nets**. WFP is recognized for its support to national governments in designing, implementing and evaluating cost-effective food security and nutrition-sensitive safety net and social protection mechanisms for the most vulnerable populations in fragile and challenging contexts. Mechanisms such as asset creation, public works, employment guarantees and nutrition programmes are essential elements in protecting the most vulnerable people from increasing climate extremes, and providing platforms for support to large-scale adaptation. WFP will continue to work with national governments and other partners to support the establishment of national programmes and services, including adaptive and shock-responsive **safety nets** through the development and scaling up of approaches such as the R4 Rural Resilience Initiative (Box 3). In these programmes, WFP will focus on achieving programme quality and impact. In asset creation activities, this will mean ensuring that assets are directly linked to both food security and adaptation objectives that reduce climate risks and increase adaptive capacity. Integrating these risk transfer approaches into national plans, programmes and tools, in collaboration with a wide range of partners – including United Nations agencies, non-governmental organizations, national institutions and the private sector – helps governments to expand financial inclusion and promote food security and nutrition through building stronger, innovative and more cost-effective, predictable and sustainable response systems and **safety nets.**
Policy on WFP's role in urban areas (Draft 9 March 2018)	***Access to food (SDG target 2.1)*** Access to food in urban areas is derived almost entirely from market purchases, meaning that food security is based almost entirely on household purchasing power. The urban poor have low and unstable incomes and as a result often struggle to afford a safe, healthy and nutritious diet, a situation that can be aggravated significantly by a major economic shock or other disaster. To address this, WFP will support efforts to raise and stabilize incomes in poorer urban

	households, thereby improving access to nutritious food. This could involve assisting governments to ensure that the urban poor are i**ncorporated into social safety nets or other social protection instruments** that are tailored to cities, including school meals. Alternatively, it may involve partnering with vocational skills training or micro-entrepreneurship initiatives that seek to empower the heads of poor urban households or improve the employment prospects of marginalized young people. To complement this work, WFP will support efforts to increase the affordability and physical availability of food in low-income neighborhoods. This might include providing market incentives for food retailers to open up new outlets in informal settlements, either by linking them to voucher-based formal **safety nets** or by expanding demand for their produce by providing targeted assistance to poor urban households in the form of cash-based transfers. As part of these efforts, WFP may harness its expertise in food safety to support retailers in their efforts to comply with national standards and sell food that is safe, nutritious and healthy ***End malnutrition (SDG target 2.2) -*** Depending on the context and the design of the safety net instrument in question, this might involve increasing the amount of a cash-based transfer, supplementing a cash-based transfer with a specialized nutritional product or linking the **safety net** to complementary services such as maternal health care and child growth monitoring. It may also involve principled engagement with sectors that rely heavily on the unskilled labor of women of reproductive age, such as the ready-made garment industry, in collaboration with partners, including the United Nations Children's Fund (UNICEF) and the International Labor Organization. Such work would aim to create work environments that cater for the nutritional vulnerabilities of women and their dependents. Entities in such sectors could, for instance, be supported in putting in place corporate social responsibility initiatives that facilitate access to nutrition-sensitive **safety nets** and quality child-care by employed women and their dependents. ***SDG target 11.1 -*** Ensuring access for all to adequate, safe and affordable housing and basic services will, in most contexts, require the urban poor to have some level of access to appropriate basic **social safety nets**. WFP will support this through its activities under SDG target 2.1. ***SDG 1 (No poverty)*** WFP will contribute to SDG targets 1.2, 1.4 and 1.B through the support it provides to governments to increase the coverage of **safety nets and other social protection** instruments in urban areas, which will help to address income poverty while increasing access to basic social services. Moreover, WFP will help to advance SDG target 1.5 through the work it undertakes to promote climate change adaptation measures and access to insurance against climatic shocks.

Annex 2: Evaluation Matrix

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
A. How good is the policy?	A1. To what extent has the Policy Update and subsequent guidance provided a clear conceptual framework, vision, purpose, outcomes, outputs and activities and highlighted gender, disability and broader equity considerations and is it feasible and actionable (practicality of the Policy Update)?	Relevance/ appropriateness, effectiveness, sustainability	Viable understanding and comprehension of the policy Degree to which policy provides logical framework to operationalize concepts Inclusion of gender, disability and equity guidance Coherence with other WFP strategies and priorities Consistency of interpretation and application at all levels of the organization Perceived practicality of the policy and subsequent guidance Perceived utility of policy and subsequent guidance Evidence that policy guided and influenced decisions Evidence policy and guidance helped with day-to-day operational matters Existence in policy of action plan/implementation strategy with results framework, targets and milestones	WFP staff and partner feedback WFP strategic plans WFP policy documents Strategic and corporate results frameworks CO results frameworks, monitoring plans and SPRs	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change analysis Triangulate with information gathered during field visits	WFP staff and partners available for interviews / survey WFP documentation available

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
			Existence of monitoring and performance management arrangements linked to policy Existence of accountability mechanisms linked to policy				
A. How good is the policy?	A2. Has the Policy Update fully considered the findings, conclusions and recommendations of the 2011 Strategic Evaluation of the WFP Role in Social Protection and Safety Nets and other internal consultative processes for development of the policy?	Relevance/ appropriateness, effectiveness	Coverage of 2011 evaluation findings conclusions and recommendations in the 2012 Policy Update Degree of internal consultation used to design policy Extent of commitment and ownership amongst WFP staff	WFP staff feedback 2011 Strategic Evaluation report	KI interviews Document review Verbally administered survey of WFP staff	Analysis of 2012 evaluation report findings compared with 2012 Policy Update Analysis of any outputs from internal consultations related to development of the policy compared with the 2012 Policy Update	Documentation available

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	A3. To what extent has the Policy Update been innovative and informed by, and enabled, alignment with similar policies and frameworks of other humanitarian and development organizations	Relevance/ appropriateness, coherence	Inclusion of new concepts and approaches Examples of innovation stemming from policy Complementarity and coherence with policies of other comparable humanitarian and development organizations Complementarity and coherence with international good practice	WFP staff feedback Other agency documentation: a) United Nations agencies (e.g. ILO, UNICEF, FAO, UNFPA) b) IFIs (e.g. WB, ADB, IDB) c) Development and humanitarian partners (e.g. DFID, EU, Netherlands, DFAT, AECID) d) Academic actors / think tanks Safety nets/social protection research and literature Key stakeholders amongst other humanitarian and development agencies and actors	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading. Triangulate with information gathered during field visits Analysis of alignment with other organizations' policies	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
A. How good is the policy?	A4. To what extent has the Policy Update been informed by and enabled alignment with social protection and safety nets policies and frameworks of national governments	Relevance/ appropriateness, coherence	Complementarity and coherence with national government policies and frameworks Evidence that policy was informed by trends and learning from experience regarding national government approaches	Government feedback WFP staff feedback Partner feedback Government policies and frameworks	KI interviews Document review	Scenarios of government capacity and stage of development of SP systems Thematic analysis of qualitative information gathered during KIIs and secondary reading Triangulate with information gathered during field visits	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced
A. How good is the policy?	A5. To what extent did the Policy Update reflect good practice and global evidence and remain relevant in the face of evolving social safety nets concepts and approaches at national and	Relevance/ appropriateness, coherence	Extent to which policy is based on good practice research Coherence with international good practice Relevance to global and national SDGs Relevance to national safety	Interviews with key research actors Agenda 2030 and SDGs National SDG targets and plans CSPs and NZHSRs	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change analysis Triangulate with	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	international levels and have continued relevance in view of the SDGs?		net/ social protection policies and instruments Relevance of policy to current concepts and approaches	Research and literature on social protection and safety nets		information gathered during field visits Comparison with good practice	documentation to be sourced
	A6. To what extent is the Policy Update coherent with: i) WFP strategic plans (2008-2013, 2014-2017 and 2017-2021) and relevant for WFP corporate policies or frameworks? ii) the shift from food aid to food assistance, including coordination mechanisms for social safety nets within WFP (HQ, RB and COs)?	Relevance/ appropriateness, coherence	Coverage and coherence in WFP strategic plans and results frameworks Complementarity and alignment with other WFP policies Continued policy and guidance applicability and usage in WFP HQ, RB, and CO planning and programme design Coherence with WFP systems and procedures Coherence with other aspects of the IRM and other change processes	WFP staff feedback WFP strategic plans and IRM Other WFP change process documents WFP policy documents WFP general rules and procedures CSPs and NZHSRs	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading. Analysis of alignment with other WFP policies and strategic plans	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced
B. What were the results of the policy?	B1. To what extent is there evidence of WFP contributions to strengthening the	Effectiveness, impact, sustainability	Level of WFP support through human and financial contributions Evidence of government	WFP staff feedback National government staff feedback Other partner feedback	KI interviews Document review	Thematic analysis of qualitative information gathered during	WFP staff available for interviews

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	capacity of national governments?		capacities strengthened in terms of: < making social protection systems more nutrition-sensitive < building shock-responsiveness of social protection systems < maximizing sustainability, efficiency and economic impact of national safety nets < strengthening national social protection delivery systems Perceived value of WFP contributions Progress against WFP results framework indicators for capacity strengthening	WFP programme reports (SPRs) Government programme reports Corporate framework analysis National policies and strategies	Verbally administered survey of WFP staff	KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced
	B2. To what extent is there evidence of results achieved by WFP interventions in terms of technical and analytical advice to national governments?	Effectiveness, efficiency, impact, sustainability	Perceived utility of WFP technical and analytical advice and support Evidence that advice led to substantive changes in government practice in terms of: < making social protection systems more nutrition-sensitive < building shock-	WFP staff feedback National government staff feedback Other partner feedback WFP programme reports (SPRs) Government programme reports Corporate framework analysis	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
			responsiveness of social protection systems < maximizing sustainability, efficiency and economic impact of national safety nets < strengthening national social protection-delivery systems Progress against WFP results framework indictors for technical assistance	National policies and strategies		practice from case studies Triangulate across cases and methods	documentation to be sourced
	B3. To what extent is there evidence of results achieved by WFP advocacy efforts to influence national social protection and safety net policies?	Effectiveness, impact, sustainability	Number of national policies influenced Perceived value of WFP policy advice and contributions Evidence that advocacy contributed to improvements in terms of: < making social protection systems more nutrition-sensitive < building shock-responsiveness of social protection systems < maximizing sustainability, efficiency and economic impact of national safety nets < strengthening national social protection delivery systems Progress against WFP results	WFP staff feedback National government staff feedback Other partner feedback WFP programme reports (SPRs) Government programme reports Corporate framework analysis National policies and strategies	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
			framework indicators for advocacy				
B. What were the results of the policy?	B4. To what extent is there evidence of results achieved by WFP interventions in terms of collecting, analyzing and disseminating information and data on risk, vulnerability, food security and nutrition?	Effectiveness, impact, sustainability	Extent of activities to generate and analyze information and data Degree of partnerships with government statistics and other ministries for data gathering and analysis Extent to which information and data have been disseminated Perceived quality of information and data shared with government and partners Reported degree of utility and use of information and data shared with government and partners Evidence that use of information and data had a demonstrable effect on improving government or partner safety net policies or instruments	WFP staff feedback WFP programme reports (SPRs) Government staff feedback Government programme reports Partner staff feedback	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	B5. To what extent is there evidence of the WFP contribution through the direct design of safety nets for food and nutrition security?	Effectiveness, impact	Degree to which targeting methods match programme objectives Extent of inclusion/exclusion errors and efforts to mitigate Fidelity of transfer modality and amount selection with WFP guidelines Extent to which delivery mechanisms match context requirements and opportunities Extent to which participatory sensitization and community mobilization strategies were employed Quality of monitoring systems in place Existence of contingency plans	WFP staff feedback WFP programme reports (SPRs) Government staff feedback Government programme reports	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	Key government stakeholder interviews to be arranged Government documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
B. What were the results of the policy?	B6. To what extent is there evidence of results achieved by WFP efforts to operationalize and implement safety nets (procurement, logistics and operational delivery of non-contributory transfers and public works)?	Effectiveness, efficiency, impact	Number of people/households served by safety nets (disaggregated by sex/age) Amount of safety nets transfers (disaggregated by sex/age) Perceived predictability of safety nets transfers Perceived timeliness of safety nets transfers Perceived adequacy of safety nets transfers Efficiency of delivery of transfers Degree to which safety nets are coordinated with and complement the programmes of other actors Degree to which WFP-led safety nets are used to demonstrate or pilot an approach for the national government Degree of government and partner awareness/familiarity with WFP-led safety nets Inclusion of exit strategies in programme design	WFP staff feedback Beneficiary feedback (through WFP monitoring and site visits) WFP programme reports (SPRs, COMET) Other programme evaluations and lessons learned documents Government staff feedback Government programme reports Partner feedback	KI interviews Document review	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	B7. To what extent is there evidence of WFP contribution to safety net design and use of national safety nets in emergency response situations?	Effectiveness, sustainability	Extent to which WFP was able to build or contribute to existing safety nets to scale up emergency response (horizontal, vertical, piggy-backing) Extent to which WFP preparedness efforts before an emergency enable potential/actual leveraging of existing safety nets Degree to which WFP has contributed to increased coordination/integration of government social assistance and disaster-management entities Number of SOPs, guidance notes and processes developed by WFP for national social protection programmes/line ministries/agencies as part of emergency preparedness and response to scale up the response during emergencies Number of lessons learned documents and stakeholders consultation workshops related to safety nets and social	WFP staff feedback WFP programme reports (SPRs) Other programme evaluations and lessons learned documents Government feedback Government programme reports Partner feedback	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP staff available for interviews Evaluation documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
			protection following emergency response				
	B8. To what extent is there evidence of results achieved in terms of WFP efforts to evaluate and generate evidence on safety nets?	Effectiveness, sustainability	Number of safety nets/social protection case studies published Perceived quality and utility of case studies produced Number of stakeholders familiar with lessons in case studies produced Evidence that learning from case studies was applied to WFP or government safety nets or social protection systems Number of safety net or social protection-focused evaluations conducted Evidence results from evaluations have led to changes Degree to which case studies have informed WFP guidance	Safety net/social protection case studies, lessons learned documents Previous evaluations WFP staff feedback Partner feedback Government feedback	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced
B. What were the results of the policy?	B9. To what extent is there evidence of results achieved from WFP efforts to develop its own safety nets capacities,	Effectiveness, impact, sustainability	Changes in number of staff trained on safety nets/social protection Number of staff attending workshops and global/regional meetings on safety nets/social protection	WFP staff feedback WFP programme reports (SPRs) Financial/donor reports	KI interviews Document review Verbally administered	Thematic analysis of qualitative information gathered during KIIs and secondary reading	WFP staff available for interviews WFP

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	resources and partnerships?		Changes in number of dedicated safety nets/social protection staff in different levels of WFP Effectiveness of safety net trainings Changes in approach identified and undertaken as a result of heightened WFP staff expertise Increased donor support over time to both WFP and government interventions Changes in donor attitudes about the WFP role in safety nets and social protection Increased numbers of sustainable safety net interventions Evidence of increased active partnerships at global, regional, country levels for safety nets/social protection	Donor feedback	survey of WFP staff	Theory of change/contribution analysis with examples of good practice from case studies Triangulate across cases and methods	documentation available

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	B10. To what extent is there evidence of results achieved within WFP interventions in terms of improving the availability of sex- and age-disaggregated data and gender analysis, as well as evidence of accountability to affected populations?	Effectiveness, impact	Availability of sex- and age-disaggregated data in SPRs and WFP annual reports Evidence of gender analysis and considerations within WFP programme design and implementation Evidence of accountability to affected population in programme design and implementation	WFP staff feedback WFP programme reports (SPRs, COMET) Corporate framework analysis Departmental reports	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Cross-case analysis with examples of good practice from case studies Triangulate with information gathered during field visits	WFP staff available for interviews WFP documentation available
C. Why has the Policy produced the results that have been observed?	C1. How did the stage of development of countries (low income, middle income, conflict and post-conflict contexts), including their stability and capacity levels and exposure to risks affect the results observed?	Effectiveness, impact	WFP staff feedback Evidence of support provided by WFP to safety net provision in varied contexts	HDI, INFORM Risk, Fragile States Index Global threat analyses UNDP annual report United Nations agency global reports World Bank reports Relevant SPRs	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during secondary reading Theory of change/contribution analysis	WFP documentation available Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
	C2. How did the governance structure, political climate, maturity and integration of government administrative systems for safety nets and social protection influence the space for WFP work and the results observed?	Effectiveness, impact coherence	Type of governance structures in place for safety nets and social protection Political will within governments to provide different types/levels of social protection Degree of coverage, type of programmes and targeting accuracy of social protection systems Degree of coordination and integration across ministries and government units responsible for social protection Perceived space for WFP to contribute to national social protection and safety nets	WFP staff feedback WFP programme reports Government staff feedback Government programme reports, policies and laws World Bank ASPIRE data WFP policy documents Partner reports and feedback	KI interviews Document review	Thematic analysis of qualitative information gathered during KIIs and secondary reading Theory of change/contribution analysis Cross-case analysis with examples of good practice from case studies Triangulate with information gathered during field visits	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced
C. Why has the Policy Update produced the results that have been observed?	C3. How well were guidance materials developed and used to implement the policy, including their availability, adequacy, and their application at HQ, RB, CO?	Effectiveness, impact	Viable understanding and comprehension of the guidance notes Policy and guidance notes usage at HQ, RB, CO Impact of guidance notes on	WFP staff feedback WFP programme reports (SPRs) WFP policy documents	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Cross-case analysis with examples of	WFP staff available for interviews WFP documentation available

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
			WFP programme intervention and activities			good practice from case studies Triangulate with information gathered during field visits	
	C4. How has the level of human-resource capacity and competencies in WFP at HQ, RB, and CO levels, influenced the changes that have occurred in the way WFP provides capacity strengthening for improved safety nets?	Efficiency, effectiveness, impact, sustainability	Changes in approach identified and undertaken as a result of heightened WFP staff expertise Changes in approach connected to overall increased capacity Changes in approach connected to increased resources Changes in approach linked to development of activity/modality specific skills and practice	WFP staff feedback Government staff feedback Partner feedback	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading Cross-case analysis with examples of good practice from case studies Triangulate with information gathered during field visits	WFP staff available for interviews WFP documentation available Key stakeholder interviews to be arranged Other stakeholder documentation to be sourced

Evaluation Questions	Revised sub-questions	OECD-DAC criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods/ triangulation	Evidence availability/ reliability
C. Why has the Policy Update produced the results that have been observed?	C5. How has the level of financial commitment and prioritization of safety nets interventions, including availability and predictability of regular operational and trust funds, influenced the results observed?	Effectiveness, impact, sustainability	Financial coverage of planned safety nets interventions Reported instances of opportunities and threats due to funding Reported relative influence of regular operational vs. trust funds	WFP staff feedback WFP programme and financial reports (SPRs) Donor reports Donor feedback	KI interviews Document review	Quantitative analysis of information gathered during secondary research	WFP staff available for interviews WFP documentation available
	C6. How well have institutional/ organizational structures, processes and systems been "fit for purpose" to deliver on the expected results in this area?	Efficiency, effectiveness, impact, sustainability	Improved dissemination of information regarding safety nets Level of awareness of safety net policy documents Degree of demand for support from CO and RB Reported degree that HQ and RB met demands for support	WFP staff feedback	KI interviews Document review Verbally administered survey of WFP staff	Thematic analysis of qualitative information gathered during KIIs and secondary reading.	WFP staff available for interviews WFP documentation available

Annex 3: Evaluation Methodology

1.1 EVALUATION MATRIX

1. The evaluation matrix presented in Annex 2 served as the primary analytical framework for the evaluation. It presents the data-collection sources, methods and analysis approaches for each evaluation sub-question. The evaluation matrix was developed based on a critical examination of the questions and sub-questions contained in the ToR and in parallel with development of the constructed theory of change. During the inception phase, the original sub-questions presented in the ToR were revised as described in the rationale for adjustments provided in Annex 12 of the inception report.

1.2 METHODOLOGICAL APPROACH

2. The evaluation methodology was designed for a WFP policy evaluation, employing good practice comparisons and theory-based approaches using adapted contribution analysis.

3. Given the data limitations, the evaluation relied significantly on collecting primary source data. Twelve case studies, five conducted through field visits and seven through remote desk studies,[1] provided the deepest insights and evidence.

4. The evaluation employed participatory approaches wherever possible, engaging all relevant stakeholders. Gender equality and equity considerations were included by assessing the availability of sex- and age-disaggregated data and by focusing on the ways in which the Policy Update did or did not adequately promote gender equality and women's empowerment as well as the specific needs of people with disabilities.

5. These approaches are further described in the following sections.

Good Practice Comparisons

6. The quality of the policy was assessed against WFP good practice for organizational policies of this type, focusing on the design process, content quality, coherence with internal policies and strategy and external comparators, the effectiveness of its dissemination, and the durability of its relevance.

7. The 2011 Policy on Policy Formulation established the process for formulating, implementing, evaluating and updating WFP policies. However, it did not establish good practice standards for policy content, leading to some variation in content coverage. At the same time, literature on policy evaluation methods is heavily focused on public policy analysis in governmental settings.

8. To identify good practice elements of policy, the Office of Evaluation undertook an exercise in 2017 to identify the Top 10 Lessons for Policy Quality in WFP based on evidence from policy evaluations. The analysis synthesized the key lessons from eight policy evaluations conducted between 2008 and 2016 and established seven key lessons related to policy formulation (process and content) and policy practicality (feasibility and factors that increase the likelihood of success).

[1] Originally six field visits were planned. The planned field visit to Lesotho was covered as a remote case study due to scheduling conflicts within the CO identified late in the data collection phase.

These lessons were embedded in the evaluation sub-questions and indicators found in the evaluation matrix and used to assess the quality of the Policy Update.

9. Internal coherence was assessed against the three strategic plans, their results frameworks and the policies discussed in Section 2.1.

10. The inception report identified comparator organizations including the World Bank, UNICEF, FAO, ILO, UNFPA and UNDP. These organizations were selected based on their roles and focus on different aspects of social protection, availability of global organizational policies, strategies and research on safety nets and/or social protection, coordination requirements and potential complementarity with WFP work. During the evaluation only ILO, FAO, UNICEF and the World Bank were found to have comparable safety nets or social protection policy or strategy frameworks.

11. Development and humanitarian donor policies and strategies were also considered in order to examine their conceptual frameworks and influence on good practice. The inception report called for assessing the policies and strategies of the top five overall contributors to WFP in 2017[2] including Canada, the European Commission (EC), Germany, the United Kingdom (UK), and the United States (USA). During the evaluation it was found that Canada and the USA did not have relevant safety nets or social protection policies or strategies, thus Australia and Ireland were included, given they did have such frameworks in place. In country visits the donors engaged were tailored to the country office's main funders and any others recommended by the country office for their pertinence to the evaluation subject.

Adapted Contribution Analysis Using the Constructed Theory of Change

12. Using a theory-based approach the evaluation tested the degree to which the Policy Update's intended results have been achieved and examined the reasons why results were or were not achieved. The constructed theory of change (see Figure 3 in the main report) served to guide an adapted contribution analysis in field case studies to test the pathways articulated in the Policy Update, the completeness and adequacy of the theory of change's contents and the mitigating and moderating factors that influenced results.

13. Pathways presented in the theory of change constituted a significant simplification of WFP activities and their connections to one another and to outputs and outcomes. This is partly due to the nature of the Policy Update, which lacked a centralized and directive discussion about the intermediate outcomes, behaviour changes, assumptions and the concurrent contributions of other actors and circumstances. Data collection, particularly through country case studies, provided the evaluators an opportunity to explore the validity of the simplified theory of change and its pathways, while identifying additional activities, outputs, outcomes and potential impact and the relationships between these different elements, albeit in an abbreviated way with fewer rounds of consultation than would be ideal.

14. Field case study data collection took into account the complex environments in which WFP was implementing its activities, where numerous actors and contextual factors may have contributed to or inhibited achievement of the outcomes and impact articulated in the theory of change. It is impossible to fully attribute higher level changes at individual, community or national systems levels to WFP alone given the dynamic and complex nature of the evaluand. This required

[2] See: https://www.wfp.org/funding/year/2017 accessed on 3 August 2018.

focus on the steps, shown in Table 1, for each of the pathways and results chains in each country against the criteria listed for each:[3]

Table 1 – Adapted contribution analysis steps and criteria

Step	Assessment criteria
Determined which WFP activities appear related to safety nets and social protection	Relevance (based on linkages to national systems, duration, and intent (not emergency oriented))
Identified what elements of the theory of change apply in each country context and what others need to be added	Clarity of fit of activities employed and stated outputs/outcomes to theory of change
Reviewed available data on activity volume, coverage, modalities and partnerships	Significance of WFP activities
Determined the extent to which the chain(s) of results occurred in each country or could plausibly be expected to occur over time	Observable results
Solicited WFP and knowledgeable external stakeholder perspectives on the extent to which WFP activities plausibly contributed to observed results	Significance of WFP contribution
Solicited WFP and knowledgeable external stakeholder perspectives on the extent to which other factors and actors influenced the observed results (positively or negatively)	Significance of alternative factors/actors' influence
Engaged country offices in discussion during debriefs regarding the consolidated assessment of WFP contributions through each pathway and results chain	

15. This approach meant that the evaluation questions related to the results of the policy had to be augmented in interview guides to include follow-up prompts regarding the degree to which results could plausibly be linked to WFP contributions and what other factors and actors may have influenced results.

16. For each case study a theory of change workbook was constructed to identify each core activity of WFP, the related outputs and outcomes intended, and the degree to which these results chains related to the two pathways in the constructed theory of change for the evaluation. Specific country theory of change data was analyzed and synthesized for each pathway related to each of the criteria described above to allow for verification and cross-case analysis.

17. The constructed theory of change also took a simplified approach to articulating outcomes and impact because the Policy Update spanned three corporate strategic plans and related results frameworks. As language (and in some cases intent) describing activities, outputs and outcomes has changed across these planning cycles, the evaluation team chose to represent the language used in 2012 as this is the starting point for the evaluation. Through the document review described below, the evaluation traced the evolution of activity descriptions and logic, and determined how different pathways and perspectives on WFP's potential contributions have changed over time.

Participatory Approaches, Gender Perspectives and Equity Considerations

18. National stakeholder perspectives were critical to making an informed assessment of WFP's contributions in safety nets and social protection. The evaluation made every effort to engage with: (i) a wide range of social protection actors; (ii) roles at the national level; and, in two

[3] Adapted from pathway assessment criteria developed by Ted Freeman, Euro Health Group for Evaluation of Denmark's Global Strategy for Support to Sexual and Reproductive Health and Rights (2014). See http://www.torontoevaluation.ca/evaluatingcomplexity/dloads/events/1507/TedFreeman-Slides.pdf.

cases, (iii) sub-national levels to ensure a diversity of perspectives and establish a greater depth of understanding.

19. Table 2 shows the distribution of the 250 key informants engaged by the evaluation by location, organization and gender.

Table 2 – Evaluation key informants

		WFP		Government		Partners and other organizations		Total	
Location	**Visit**	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Burkina Faso	X	2	4	4	15	5	5	11	24
Cambodia	X	7	7	1	8	3	7	11	21
Colombia	X	10	7	6	4	2	1	18	12
Ecuador		1	2	0	2			1	4
Egypt	X	9	4	2	3	4	8	15	15
Kenya		1	2	1				2	2
Lesotho		4	1	1	1			5	2
Mauritania		2	2				1	2	3
Mozambique		2	4					2	4
Sri Lanka		1	5					1	5
Turkey		5	1	0	1	0	1	5	3
Uganda	X	11	9	0	5	3	7	14	21
RBB		2						2	
RBC	X	6	4					6	4
RBD		1						1	
RBJ			1						1
RBN		2						2	
RBP		1	2					1	2
Global	X	16	11			1	1	17	11

20. Gender and geographic and ethnic diversity were solicited when identifying stakeholders. Culturally sensitive approaches were employed, particularly in any engagement with national- and sub-national level stakeholders. Perspectives related to gender equality and the empowerment of women were included in the evaluation questions, indicators, data collection tools and instructions. Data collection recorded the gender of all primary data key informants, examined the gender sensitivity of programme design and identified the potential effects of WFP work in safety nets and social protection vis-a-vis the gender policy's four objectives.

21. The evaluation team was gender balanced and all evaluators had deep experience in conducting evaluations in cross-cultural environments. In one case where the evaluators did not have deep experience in a country context a national evaluator was added to the team.

Evaluation Criteria

22. The evaluation applied OECD-DAC evaluation criteria with emphasis on relevance/appropriateness, effectiveness, efficiency and sustainability as noted in the ToR. Given the nature of a policy evaluation, internal and external coherence was also an important evaluation criterion. Impact was considered in terms of whether the logic of the policy and its results to date suggest that it is plausible that long-term impact will be achieved.

23. The evaluation criteria were mapped to the sub-questions in the evaluation matrix. All sub-questions included elements that related to more than one of the evaluation criteria.

1.3 DATA-COLLECTION METHODS

24. The evaluation employed six approaches for collecting data: in-depth document review, literature review, global key informant interviews, five field missions for country case studies, seven desk review case studies, and remote interviews with six regional bureaux. The verbally administered surveys of selected country offices planned in the inception report were not conducted, based on consultation with the evaluation manager. This was due to delays in securing country office agreement to host field visits and participate in remote case studies. The data-collection methods for each are described below.

Data Collection

25. **A Document review** served to assess how safety nets have been conceptualized, understood and interpreted, measured and reported on during the six years since the Policy Update was approved. This included examination of the WFP strategies, policies, results frameworks, reporting data and previous evaluations. The document review traced the evolution in the application of safety nets and social protection concepts and logic within WFP's planning and results frameworks across the three strategic plan cycles covered by the evaluation. External organizations' policies and frameworks related to social protection were reviewed to contribute to comparator analysis. The document review provided evidence about the quality of the policy and its implementation.

26. **A Literature review** examined academic and well-established practitioner publications, as well as grey literature about safety nets and social protection and their relationship to the humanitarian and development sectors. The literature review sought to document both lessons and key conceptual and theoretical frameworks as well as capture the most up to date thinking on key areas of innovation and debate related to social protection. The results of the literature review contributed to a current understanding of the field and were used to compare external thinking with WFP policy, guidance and practice over time.

27. **Global key informant interviews** were conducted with WFP headquarters staff, and partners/comparator organizations – in person when possible and otherwise by telephone or Skype. WFP headquarters staff were interviewed to develop a deeper understanding about the formulation of the policy, implementation initiatives, global resourcing, systems and capacity factors, lessons learned consolidated from implementation, and global engagement and partnerships. Partners/comparator organizations[4] were interviewed to build on the document

[4] During country visits, planning partners were determined based on CO advice regarding which comparators were present in-country and whether other relevant partners should be interviewed.

review of their policies and frameworks, assess their perspectives on WFP engagement and comparative advantages in safety nets and social protection, identify points of convergence and potential complementarity and examine system-wide explanatory factors and trends.

28. **Country visits for case studies** were conducted in Burkina Faso, Cambodia, Colombia, Egypt and Uganda. These field missions served to collect in-depth information on the context, political and administrative aspects of the national social protection systems in place or under development and detailed internal and external views on the utility of the policy, what results it influenced and the reasons results did or did not occur as envisioned. These visits provided the fullest account of real and potential WFP contributions to social protection and safety nets using the theory of change as a starting point for discussing different contribution pathways. Field missions were informed by an advance review of documentation and key statistics were assembled into country dossiers prior to arriving in the field.

29. Countries were selected based on the known characteristics of the country, the analysis of WFP programming based on 2016 standard project reports, the assessed availability of data and stakeholder suggestions provided during the inception phase. The sample of countries visited provided a balance of geographic regions (one per regional bureau except RBJ), country scenarios, country office size, WFP activities employed, and situations where social protection is government-led and where safety nets are WFP-implemented.

30. Field missions were scheduled to take place over five working days in each country and conducted by a team of two evaluators (except in Cambodia where a national consultant complemented the two evaluation team members). A senior evaluator or technical adviser from the core team led each field visit and was accompanied by another evaluation team member, taking into account the language and cultural competency requirements for the country.

31. As required by WFP's CEQAS, each field visit concluded with a briefing for the country office leadership team, relevant staff and the evaluation manager and evaluation analyst. These briefings provided preliminary impressions regarding the data gathered during the field visit for information purposes. As debriefings were conducted before a rigorous case or cross-case analysis was completed, they served as a working product rather than an official evaluation deliverable for quality review and wider publication and sharing.

32. **Regional Bureaux interviews** were conducted with all six regional bureaux to consult key WFP staff. Interviews were conducted remotely by phone or skype except in the case of RBC, which was visited by members of the evaluation team. These interviews provided evidence of regional trends in social protection and safety nets, demand for country office support and capacity to meet it, issues related to the quality and continued relevance of the Policy Update and regional social protection initiatives.

33. **Country desk review case studies** were conducted for seven additional countries: Ecuador, Kenya, Lesotho, Mauritania, Mozambique, Sri Lanka and Turkey. These countries were selected using the same approach and criteria described above, but with greater weight given to the availability of documentary evidence to support remote desk reviews. Desk reviews began with assembly of the same country dossier information. Calls with the country office in each country were scheduled in September and October to discuss additional documentation to be reviewed and solicit suggestions for two to four key staff or other stakeholders to be interviewed by telephone or Skype. Desk review case studies assessed the same factors as field visit case studies to the extent that documentation and limited interviews allowed.

34. **A data-collection debrief** was held on 31 October 2018 in Rome for headquarters staff with the remote participation of regional bureau and country office staff who were engaged in the evaluation. This debriefing allowed the evaluation team to solicit feedback on the preliminary impressions and emerging patterns from field work.

1.4 DATA CHECKING, CLEANING, TRIANGULATION AND ANALYSIS

35. Data integrity was enhanced by employing the following approaches and checks:

- Use of standardized data capture frameworks in Excel workbooks aligned to the evaluation matrix sub-questions for document review and interview notes, filed in the evaluation team [only] Dropbox-folder to allow regular checks by the team leader to ensure consistency of data capture
- Country visits conducted by two evaluation team members to allow for comparison of observations and interpretation and to check the accuracy of notes
- A three-stage data-cleaning process, where qualitative and quantitative data was (i) cleaned by the team members who collected data, then (ii) checked and consolidated for consistency across team members, cases and approaches and (iii) given periodic oversight and a final check by the team leader
- Use of defined coding rubrics where data synthesis is required. Cross-checks were conducted by the team leader or a senior team member on all synthesis to ensure alignment with evaluation sub-questions, coverage of indicators, accuracy of consolidation and adequacy of synthesis.

36. Qualitative and quantitative analysis methods were used to analyze the data.

37. Qualitative analysis included content analysis, comparative analysis, and adapted contribution analysis approaches.

- Content analysis assessed the quality of the Policy Update against good practice principles. It facilitated descriptive and content analysis of the myriad WFP efforts to build an evidence base, develop internal guidance and capacities and enhance understanding of concepts and WFP roles. Content analysis was applied when reviewing the narrative elements of other WFP policies, strategies, programme documents and reporting in order to aid in developing a clear mapping of the normative framework facilitating WFP work. For case studies, content analysis was used to identify patterns and illustrate lessons.
- Comparative analysis was used to identify the distinctions and complementarity between WFP policy, guidance and approaches with those of external organizations working in the realm of social protection and safety nets. It informed assessment of the quality of the policy, including its continued relevance in the face of evolving debates. The analysis of comparator organizations' policies and strategies also helped to map the environment within which WFP works and consider variations in roles, coordination arrangements and relative contributions identified during the case studies.
- Adapted contribution analysis identified the extent to which WFP practice and results matches that described in the constructed theory of change and the relative degree to which the assumptions influenced ability to achieve results. It relied on the field case studies and, to a more limited degree, data from remote case studies to identify variance with the theory of change and, in combination with quantitative data, it helped to identify patterns that might explain variance such as geographic region and country scenario (HDI, fragility, risk, etc.).

38. Quantitative analysis was used to develop descriptive statistics and identify trends from the document review and interviews conducted for case studies where feasible. The indicators used in each iteration of WFP performance management systems across the three strategic plans were assessed to identify available data for quantitative assessment of the results of activities included in the constructed theory of change that can plausibly be linked to safety nets and social protection work. However, the lack of systematic tagging of WFP activities as related to safety nets or social protection as well as limited voluntary reporting against some weak indicators that

mention safety nets or social protection combined to prevent any meaningful analysis of results from WFP programmes, as predicted in the inception report. Analysis of available country statistics related to human development, income status, risk status etc. was analyzed against the characteristics of WFP's safety nets and social protection activities to look for additional factors that explain results.

39. All data was triangulated at various levels whenever feasible to enhance the credibility and reliability of evaluation findings. All sub-questions had multiple data-collection methods and indicators. Data was assembled from multiple key informants or documents to ensure that findings are based on as wide an array of sources as possible.

40. Team members assigned to a case conducted preliminary data analysis following completion of field visits or desk reviews. All team members gathered in person for a three-day internal team analysis workshop in early November. In the workshop, evaluation team members presented the results of each case and other data-collection approaches, conducted cross-case and global analysis, developed preliminary findings and recommendations, identified gaps and determined follow-up steps for reporting.

41. Given the number of evaluation sub-questions and indicators, the reporting phase focused on identifying the most important key findings for each of the top-level evaluation questions. To ensure a coherent narrative, details on some sub-questions were only covered in annexes to the report.

42. In January 2019, a participatory workshop provided an opportunity for internal WFP stakeholders to consider the findings, conclusions and recommendations in the draft evaluation report. The evaluation in consultation with the Office of Evaluation considered the feedback from this workshop when revising and finalizing the evaluation report.

1.5 QUALITY ASSURANCE

43. WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community (the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the OECD DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products.

44. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS was systematically applied during the course of this evaluation and relevant documents were provided to the evaluation team. This evaluation was carried out in strict compliance with CEQAS.

45. Avenir Analytics is committed to utilization-focused evaluation approaches that maximize value for intended as well as unintended users. Avenir Analytics believes that all evaluations should result in actionable recommendations as well as practical learning for organizations to help them improve performance and results. The team assembled for this evaluation understood the importance and value of applying commonly accepted normative evaluation standards to ensure the credibility and quality of evaluation results.

46. The evaluation team leader, Brian Majewski, was responsible for the first line of internal quality assurance of the final products produced by the evaluation team. The evaluation team was responsible for the quality of evaluation findings in terms of validity, coherence and correctness throughout the evaluation process.

47. Three expert and quality advisors provided the second line of internal quality assurance, offering feedback on subject matter and evidence standards and reviewing all draft products against CEQAS.

48. As outlined in the ToR, the evaluation manager from the Office of Evaluation served as the first line of external quality assurance, monitored the evaluation's progress through regular progress reports, meetings and presentations, and provided review and feedback for each deliverable. This feedback was addressed before any product was considered final. The internal reference group, consultative group and expert technical panel all offered advice and feedback at crucial stages of the evaluation. The WFP Director of Evaluation approved all final deliverables – the inception, evaluation and summary evaluation reports.

1.6 ETHICS

49. There was no conflict of interest amongst the evaluation team members conducting this evaluation. No team member was involved in developing the Policy Update or its related guidance. Evaluation team members were responsible for upholding ethical standards at all points of the evaluation, including informing the team leader immediately, who in turn informed the Office of Evaluation, of any new circumstances that could create a real or perceived conflict of interest or breach of ethics.

50. The evaluation followed ethical guidelines for evaluations based on best practices from research compiled by the OECD. Ethical standards were built into every stage of the evaluation process. The standards that were most relevant to this evaluation are as follows:

- Informed consent: Stakeholders and any person participating in the evaluation were informed about the evaluation's purpose, who was conducting the evaluation, how the findings would be used and how to access the findings. Based on this information, the stakeholder or person that participated in the evaluation could make an informed decision on whether or not to participate in the evaluation.
- Voluntary participation: All participants were free to withdraw their participation from the evaluation at any time without negative impact. While every effort was made to engage participants in the evaluation, it was the right of participants to leave the evaluation, and no pressure or coercion was placed on those who chose not to engage.
- Do no harm: The evaluation process was designed to not harm participants or people potentially affected by the evaluation. Every effort was made to avoid pain, stress, anxiety and invasion of privacy for participants. The evaluation avoided assessments of individuals and presented facts of easily traceable cases in an abstract form to protect participants.
- Anonymity and confidentiality: The evaluation team treated information from participants as confidential and took steps to ensure that confidential information could not be traced back to the source. Data was de-identified for analysis and no identifiable data or quotes were shared beyond the evaluators.
- Recognition of universal values: Team members showed respect for other cultures, they did not ignore the effect of certain cultural values on gender relations or minorities and other specific groups.

1.7 LIMITATIONS

51. The Policy Update lacks a clear definition or results statements. This has been mitigated by reconstructing a theory of change.

52. The lack of clear corporate indicators and tagging of activities as related to safety nets or social protection posed a key data availability limitation. There was no robust and credible multi-year source of data upon which to base a "universe of operations" for WFP activities, outputs and outcomes - notwithstanding the laudable efforts of the Safety Nets and Social Protection Unit to create the best possible analysis using available information sources. The analysis of the indicators in each of the strategic and corporate results frameworks found no consistently reported indicator that could be used to determine results and analyze how they have changed over time. This limited the ability of the evaluation to conduct a systematic analysis of WFP performance data related to the second evaluation question.

53. To address the lack of systematic monitoring data, two reviews of standard project reports (2016 and 2017), conducted by the Safety Nets and Social Protection Unit, and another for the Capacity Development Policy Evaluation were reviewed and used as appropriate to identify quantifiable attributes of country office work in safety nets and social protection including direct implementation and technical assistance and country capacity strengthening.

54. The methodological approaches and data-collection methods described in this annex mitigated this limitation to the extent possible within time and budget limitations. The evidence gathered through country visits, and desk-based case studies created a sound basis for identifying the likely contribution of the Policy Update and WFP activities to the Policy Update's intended results. Key elements of the theory of change were compared against the content in annual performance reports (APR) and standard project reports to inform the analysis of results.

55. Timeline requirements presented another limitation for the evaluation. Less than two months were allocated for all data collection and preliminary analyses, including five country visits and seven remote regional bureau interviews. Just over three weeks were allocated to all data cleaning, analysis and generation of the zero draft of the final report with all its accompanying annexes. These time constraints had the following implications:

- Delays, and in some cases rejection, of country office and regional bureau approval for case studies and scheduling of field visits led to delayed start of case study work, reduced preparation time in some cases and required additional effort on the part of the evaluation team to adjust to changing case selection, reducing time for other data collection
- Limited time for reflection may have somewhat constrained the generation of insights based on robust analysis of complex subject matter and data.

56. To mitigate the case study timeline risks, the evaluation team remained as flexible as possible on allocation of team members to case studies and implemented contingencies when needed to secure alternate countries for field visits and remote desk studies. Further, the evaluation team worked to ensure data was checked and cleaned on a rolling basis and allocated team leader and expert advisor time to reviewing case study results during the data-collection period. Additional time was also made available by the expert advisors to lead field missions to ensure adequate resources for all types of data collection and preliminary analysis.

57. Limitations were also mitigated through regular contact between the team leader and WFP evaluation manager throughout the evaluation process to anticipate and address challenges. In addition, the Office of Evaluation provided continued support to facilitate access to all data and stakeholders in WFP, including remote case-study contacts and the scheduling of field work. Furthermore, country offices and regional bureaux that agreed to host evaluation missions supported the scheduling, logistical and information needs of the evaluation team. Finally, other country offices agreed to participate in remote case studies, sometimes as replacements for others, and provided their time for remote interviews and assembly of documents.

Annex 4: Fit of the Policy Update within WFP Normative and Performance Management Frameworks

1. The evaluation of The Policy Update spans three WFP corporate strategic plans and their related results frameworks. Safety nets and social protection also feature to some degree in multiple recent WFP policies. This section describes how each of these strategies considers WFP work in safety nets and social protection and summarizes the content of the recent policies that are provided in the ToR Annex 1.e.

2008-2013

2. WFP Strategic Plan (2008-2013) introduced the shift from food aid to food assistance and included safety nets for the first time. Under Strategic Objective (SO) Two: Prevent acute hunger and invest in disaster preparedness and mitigation measures, the strategic plan included as a goal: "To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change". The strategic plan also listed "voucher, cash and food-based safety nets" as a main tool for achieving this goal and noted productive safety nets linked to national social protection strategies as a tool for achieving a goal under Strategic Objective Three related to restoring and rebuilding livelihoods. The strategic results framework (SRF) from this time repeats safety nets in the goal under SO2 but did not expand on the use of safety nets in outcomes, outputs or indicators beyond the traditional ones employed for food security, nutrition and capacity development.

2014-2017

3. Under WFP Strategic Plan (2014-2017) work on safety nets social protection is included as a means towards achieving SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies, SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs and SO4: Reduce undernutrition and break the intergenerational cycle of hunger.

4. The introductory language for SO2 notes that WFP will work closely with governments and partner with other organizations to implement or support programmes that strengthen "human capital, gender equality, social protection and access to markets".

5. SO2 Goal 1 speaks about aligning WFP food assistance with "national and regional plans and strategies to minimize duplication of effort and to maximize the long-term cumulative impact of these interventions to assist governments in developing sustainable social-protection systems".

6. SO3 Goal 3 sets the aim of strengthening "the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains".[1] It calls for WFP to provide advice and support to link safety nets to local agricultural

[1] WFP Strategic Plan (2014-2017), WFP/EB.A/2013/5-A/1, 8 May 2013

supply chains such as in home-grown school feeding and to contribute to work by the World Bank and others to assess and improve national safety net system performance. Furthermore, Goal 3 commits WFP to "promote and assist governments to develop safety nets and safety net systems that provide equitable access to nutritious food for poor and vulnerable women, men and their families",[2] while also highlighting gender issues related to legal and institutional barriers to women that affect food security and human capital.

7. SO4 Goal 3 seeks to "strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality".[3] Within the text describing this goal the strategic plan calls for WFP to "support governments to analyze food access and dietary intake, address underlying gender inequalities and vulnerabilities, and integrate nutrition into social protection schemes".[4]

8. Strategic Plan (2014-2017) also includes a section on the "main tools" of WFP. In this section the strategic plan discusses safety nets in terms of their contribution to asset and human capital creation by employing WFP activities related to school feeding, food for training (FFT) and food for assets (FFA).

9. The Strategic Results Framework (2014-2017) repeats safety nets references from the goals noted above but omits any reference to social protection. The only addition of safety nets specific references in outcomes, outputs or indicators are two outputs noted under SO4 (nutrition). One output states "national safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building (are) supported".[5] The indicators related to this output relate to the number of technical assistance activities provided and the number of people trained. Another output states "national nutrition, school feeding, safety net policies and/or regulatory frameworks (are) in place".[6] Indicators for this output include the number of safety net, nutrition and school feeding programmes developed with WFP support, the number of national safety net policies that are nutrition sensitive and the number of technical assistance activities provided, by type.

10. Within the Strategic Results Framework (2014-2017) Indicator Compendium[7] safety nets are included as one of many factors under an indicator for capacity development in the National Capacity Index (NCI) and in the description of outputs described above.

11. During the Strategic Plan (2014-2017) lifespan WFP leadership launched a series of change initiatives. These included the Framework for Action[8] - intended as a "comprehensive strengthening plan for WFP" and Fit for Purpose[9] – a new organizational design initiative by WFP – which covered the principles, decisions and next steps for implementation of a new organizational design. Safety nets are only mentioned briefly in the conclusion of the Fit for Purpose document as a reason for change and not directly referenced in the Framework for Action document. However, both change initiatives sought to better facilitate WFP's shift from food aid to food assistance, including investing in mechanisms for improving staff knowledge and capacity to engage in longer-term programming and policy engagement, which relate to the ability of WFP to work on safety nets and social protection.

[2] WFP Strategic Plan (2014-2017), WFP/EB.A/2013/5-A/1, 8 May 2013
[3] IBID
[4] IBID
[5] WFP Strategic Results Framework (2014-2017) Version to be implemented as of 1 January 2014
[6] IBID
[7] 2014-2017 Strategic Results Framework, Indicator Compendium, 20 October 2015 update
[8] Strengthening WFP – A Framework for Action, 18 June 2012
[9] Fit for Purpose – WFP's New Organizational Design, 17 August 2012

2017-2021

12. The current strategic plan, WFP Strategic Plan (2017-2021),[10] marked a significant departure from previous strategic plans. It explicitly aligned WFP strategic goals to SDG 2 and SDG 17. Strategic results were explicitly derived from SDG targets and the strategy envisioned that country-specific strategic outcomes be developed based on national SDG targets.

13. This strategic plan was accompanied by a series of major policies and tools that seek to change the way WFP plans and budgets at country level and how it measures its results at all levels. Known as the Integrated Road Map, this series of normative tools adopted by the Executive Board in November 2016 includes the Strategic Plan (2017-2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework (CRF) (a merger of the former Strategic Results Framework and the Management Results Framework).

14. References to safety nets and social protection contained in Strategic Plan (2017-2021) (beyond contextual background information) are outlined below.

- Strategic Goal 1: Support countries to achieve zero hunger
  - WFP work under Strategic Goal 1 relates to SDG1 on ending poverty. For example, it was stated "conditional safety nets such as school meals programmes constitute income transfers while promoting other benefits, such as nutrition and education for children".[11]
- SO1, Strategic Result (SR) 1 (access to food) states that:
  - "WFP will continue to support hunger-related safety nets, such as school meals programmes, and productive safety nets that protect access while promoting nutrition, livelihoods and asset creation."[12]
  - "Leveraging its vast global expertise in supporting different social protection schemes all over the world, WFP will work to strengthen countries' capacities to provide social protection measures that protect access to adequate, nutritious and safe food for all."[13]
- SO2, Strategic Result (SR) 2 (malnutrition) states that:
  - "WFP will leverage all its assistance and activities to deliver improved nutrition outcomes by strengthening nutrition-sensitive approaches, and by working with partners using complementary approaches across sectors – such as strengthening social protection systems…"[14]

15. In a section titled "Boundaries and Context" the strategic plan[15] refers to inadequate social protection and lack of access to safety nets as being linked to structural poverty and references the importance of mainstreaming safety nets in country efforts and all WFP work in transition/recovery settings.

16. The risk assessment included in the strategic plan notes that the lack of staff skill sets for the 2030 Agenda initiatives, including skills in social protection and safety nets, constitutes a risk to achieving WFP goals and objectives.

17. The Corporate Result Framework did not contain any direct references to safety nets and the only references to social protection are found in footnotes referring readers to activity specific tools and indicators. Due to broader perceived shortcomings in the Corporate Result Framework

[10] WFP Strategic Plan (2017-2021), WFP/EB.2/2016/4-A/1/Rev.2*, 14 November 2016
[11] IBID
[12] IBID
[13] IBID
[14] IBID
[15] IBID

a corporate initiative is underway to revise the Corporate Result Framework. It aims to integrate (and revise) measurement of management performance, better communicate the WFP contribution to SDGs (other than 2 and 17), strengthen programme performance indicators, and increase flexibility to adjust corporate result framework-related indicators and activity categories. A draft of the revised Corporate Result Framework should be available in September and if so, will be included in the evaluation's analysis.

18. The Policy on Country Strategic Plans[16] (CSP) notes that "progress towards ending hunger will require comprehensive strategic and operational action to address linkages among sectors… [including] social protection". While the policy does not directly refer to safety nets the importance of this policy to WFP work in safety nets and social protection may prove to be important.

19. The process for developing country strategic plans includes a preparatory analysis of the context related to food security and nutrition in a country, initially known as National Zero Hunger Strategic Reviews (NZHSR). NZHSRs are intended to be led by prominent national individuals with support from WFP and are expected to engage a broad cross-section of government and other humanitarian and development actors. The results of NZHSRs should not only map the food security and nutrition vulnerabilities in a country, but also the policy and administrative instruments and partner roles to address hunger. The process of developing NZHSRs is intended to serve as an entry point for WFP to enhance or build relationships with key government actors and identify ways it can contribute to a country's national sustainable development goal plans. In theory this should position WFP to be much more aware of ways it can contribute to social protection and build appreciation for its potential contributions among key actors.

[16] Policy on Country Strategic Plans, WFP/EB.2/2016/4-C/1/Rev.1*, 10 November 2016

Annex 5: Social Protection Frameworks of Other Organizations

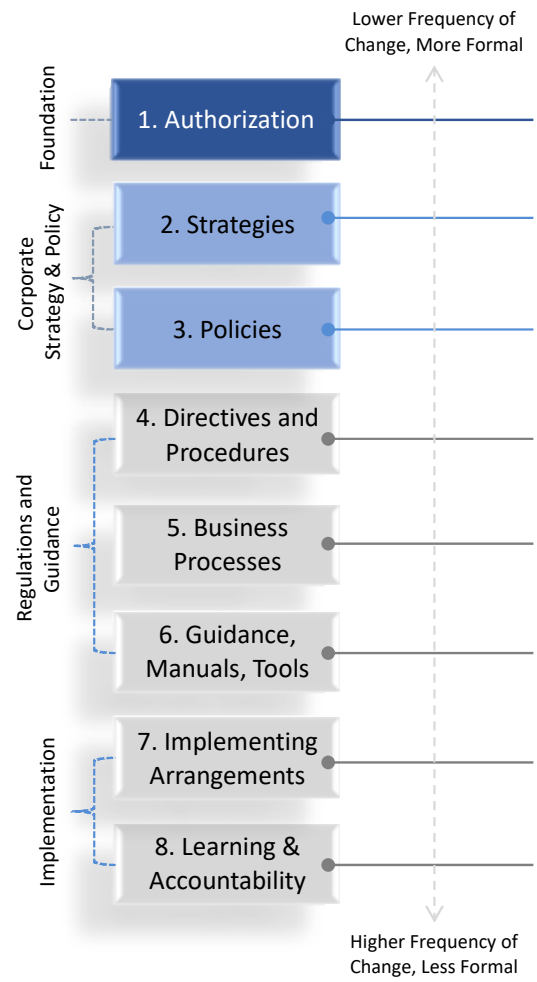
Entity	Form/key documents	Definition	Vision/objective/role	ToC/results framework
World Bank	**Strategy** The World Bank 2012-2022 Social Protection and Labor Strategy: Resilience, Equity and Opportunity (World Bank, 2012)	"Social protection and labor systems, policies, and programs help individuals and societies manage risk and volatility and protect them from poverty and destitution"	"The overarching goals of the strategy are to help improve resilience, equity, and opportunity for people in both low- and middle-income countries. The strategic direction is to help developing countries move from fragmented approaches to more harmonized systems for social protection and labor" (World Bank, 2012: xi)	A strategy results framework outlines outputs and outcomes at the World Bank and country level that will be tracked to assess the strategy's performance
Organization for Economic Cooperation and Development (OECD)	**Policy statement** **Policy statement** on Employment and Social Protection and Related Policy Guidance Note for Donors on Social Protection (OECD, 2009)	"Policies and actions which enhance the capacity of poor and vulnerable people to escape from poverty and enable them to better manage risks and shocks. Social protection measures include social insurance, social transfers and minimum labor standards" (OECD, 2009: 12)	Key policy messages: Social protection is an essential investment that contributes to growth and makes growth more pro-poor. Social protection can be affordable, including for low-income countries and efficiently tackles poverty. Donors can play a critical role in supporting national social protection initiatives	No ToC or results framework

Entity	Form/key documents	Definition	Vision/objective/role	ToC/results framework
European Commission	**EC communication** Social Protection in European Union Development Cooperation (EC, 2012)	"Policies and actions that: enhance the capacity of all people, but notably poor and vulnerable groups, to escape from poverty, or avoid falling into poverty, and better manage risks and shocks and aim at providing a higher level of social security through income security and access to essential services (in particular, health and education) throughout active and inactive periods and periods of need throughout the life-cycle." (EC, 2012: 3)	"The goal of EU development cooperation in supporting social protection is to improve equity and efficiency in provision, while supporting social inclusion and cohesion, as the essential underpinnings of inclusive, sustainable growth and poverty reduction. These goals spring naturally from the fundamental values of the European Union" (EC, 2012: 7)	No ToC or results framework
United Nations Children's Fund (UNICEF)	**Strategic framework** Integrated Social Protection Systems: Enhanced Equity for Children. UNICEF Social Protection Strategic Framework (2013)	"The set of public and private policies and programmes aimed at preventing, reducing and eliminating economic and social vulnerabilities to poverty and deprivation"	UNICEF concentrates on: - Social transfers - Programmes to ensure economic and social access to services - Social support and care services - Legislation and policies to ensure equity and non-discrimination in children's and families' access to services and employment/ livelihoods	No ToC or results framework
International Labour Organization (ILO)	**Numerous standards** Flagship standards are the Convention concerning Minimum standards of social security (1952) and the Social Protection Floors Recommendation (2012)	"The set of policies and programmes designed to reduce and prevent poverty and vulnerability throughout the life cycle" (ILO, 2017)	ILO promotes policies and provides assistance to countries to supply adequate levels of social protection guided by international social security standards adopted by its tripartite constituents. The 2012 Social Protection Floor Recommendation provides guidance for members to establish and implement social protection floors	No ToC or results framework

Entity	Form/key documents	Definition	Vision/objective/role	ToC/results framework
Food and Agriculture Organization (FAO)	**Framework** 2017 FAO Social Protection Framework (FAO, 2017)	"A set of policies and programmes that addresses economic, environmental and social vulnerabilities to food insecurity and poverty by protecting and promoting livelihoods" (FAO, 2017: 6)	People and communities living in rural areas and those whose livelihoods depend on natural resources are supported by social protection systems that help to: ensure their food security and nutrition; protect them before, during and after shocks and stresses; promote resilient livelihoods and sustainable management of eco-systems; and stimulate pro-poor growth	No ToC or results framework
UNDP	**Guidance/primer** 2016 Leaving No One Behind: A Social Protection Primer for Practitioners	"A set of nationally owned policies and instruments that provide income support and facilitate access to goods and services by all households and individuals at least at minimally accepted levels, to protect them from deprivation and social exclusion, particularly during periods of insufficient income, incapacity or inability to work" (UNDP, 2016: 12)	No explicit vision or objective	No ToC or results framework
UK Department for International Development (DFID)	**Briefing notes** DFID has published multiple briefing notes and similar documents on social protection	A 2011 evidence review on cash transfers stated that "bilateral donors have developed a consensus on social protection to 'policies and actions which enhance the capacity of poor and vulnerable people to escape from poverty and better manage risks and shocks'" (Arnold, 2011)	The documents produced by DFID cover a range of topics and are not a single strategy or policy	No ToC or results framework

Entity	Form/key documents	Definition	Vision/objective/role	ToC/results framework
Australia	**Framework** DFAT Social Protection Framework (DFAT, 2014)	"Publicly funded initiatives that provide regular and predictable cash or in-kind transfers to individuals, households and communities to reduce poverty and vulnerability and foster resilience and empowerment" (DFAT, 2014: 2)	Focus on three pillars - food and nutrition security, education and health In MICs with social protection initiatives the focus will be on improving systems and expanding coverage. In LICs with little/no systems, the focus will be to help establish social protection programmes	A results framework outlines indicators to monitor and evaluate the results of Australia's social protection assistance
Germany	**Strategy** Sector Strategy on Social Protection (BMZ, 2009)	"Systems of social protection support individuals or households in risk prevention, mitigation or in coping with the following aims: (i) to secure a certain absolute minimum level of socioeconomic livelihood, especially for people who are physically unable to work, (ii) to ensure that those not suffering from poverty do not experience a strong relative deterioration in their socioeconomic situation or a decline into poverty; (iii) to encourage poor and non-poor individuals and households to invest in education, health and productive real capital, to secure their own capability for employment" (BMZ, 2009:7)	"The objective of German development policy in the area of social protection is to support partner countries in protecting all parts of the population – especially the poor – against all relevant risks." (BMZ, 2009: 4) "The overarching goal of German development policy in the field of social protection is to fight poverty." (BMZ, 2009: 12)	No ToC or results framework
Ireland	**Strategy** Social Protection Strategy (Irish Aid, 2017)	"Non-contributory systems and programmes, including public works and employment guarantee schemes, of regular and predictable social transfers, both in cash and in kind to poor and vulnerable individuals and households" (Irish Aid, 2017: 5)	"Irish Aid's primary purpose in supporting social protection is to first build and then prevent the eroding of assets and capacities at individual, community and national levels by stresses and inequalities." (Irish Aid, 2017: 13)	For each of the six priorities, the strategy outlines the rationale, approach, risks and expected results at the global, country and partnership levels

Annex 6: WFP Policy Hierarchy



Resolutions and decisions of authorizing bodies including UN General Assembly, UN Economic and Social Council, FAO. Establishes WFP mandate and authorizes WFP work at highest level.

Organizational level, approved by WFP Executive Board. Strategic Plan establishes high level priorities and goals for a defined time-frame. Strategic Results Framework sets normative frame for project design, monitoring and reporting and Management Results Framework establishes approach for planning, and measuring organizational efficiency and effectiveness.

Organizational level, approved by WFP Executive Board. Policies articulate rationale, expected outcome and impact, experience, approach, links to strategic objectives and implications for a theme or area of work. Policy updates document recent trends, emerging issues and strategic priorities for implementing the policy.

Organizational level, approved by WFP Executive Director or Senior Management. Circulars, directives and procedures define authorities, minimum operational rules, requirements, process, compliance and controls to enhance consistency and conformity to implement policy or provide interim guidance in absence of policy.

Organizational level, approved by WFP Senior Management. Reviews and changes meant to align financial, human resources, supply chain management, program cycle, resource and monitoring/evaluation systems with strategy and policy and delineate core roles and responsibilities.

Functional and cross-functional level, approved by department, division and unit level management to operationalize policies, directives, procedures, and processes by articulating and consolidating detailed project planning, design and decision making frameworks.

Global and country level systems, processes and agreements that relate to project implementation.

Project level arrangements for monitoring, reporting and evaluating against global and project specific process, output and sometimes outcome indicators.

Developed by Evaluation Team for C&V Policy Evaluation 2014/5.

Annex 7: Key Activities to Implement the Policy Update

1. This annex describes the specific activities by which WFP's commitment to mainstreaming the concepts embedded in the Policy Update were operationalized through both the development of guidelines for engagement and internal staff capacity development, as well as by building and sharing a body of evidence and lessons learned from programmes around the world.

Activities to Develop Guidance

2. In 2014, the Policy Update provided the foundations for the 2014 Safety Nets Guidelines.[1] The guidelines "connect the policy level discussion on safety nets with WFP's global operations by providing a hands-on, easily accessible guide on how to engage with governments and partners, as well as how to plan for, design and implement safety nets". They consist of three parts, (i) safety nets and social protection basics and concepts, (ii) engagement with government and partners, and (iii) design and implementation, and they include checklists, tips and tools. The guidelines support the selection of appropriate targeting criteria, the choice between conditional and unconditional programmes and the conditions for appropriate institutionalization and hand-over of safety nets to communities and countries.

3. In December 2017, additional guidelines were issued on "WFP and Social Protection".[2] This note supports country offices thinking about whether and how WFP should contribute to social protection in a specific country context. The note summarizes: the rationale for WFP attention to social protection; the scope of WFP's role; and sources of technical support for country offices. It also provides options for framing WFP assistance to national social protection to conform with the Integrated Road Map. Finally, the note clarifies how social protection fits into country strategic plans and aligns to Strategic Plan (2017-2021) and ultimately the SDGs.

4. An interactive e-learning course was made available in 2016.[3] It consists of three one-hour modules and supports the content presented in each of the three parts of the 2014 Safety Net Guidelines as well as the 2017 Guidance Note. It provides links to relevant sections of the guidelines and its tools and annexes, other resources and country case studies and gives examples illustrating good processes in practice. Complementary expert views and advice are also available.[4]

Activities to Build an Evidence Base

5. In 2015, WFP published a study on the use of safety nets in emergencies following the Typhoon Haiyan response together with national governments in the Philippines and Indonesia.

[1] WFP Safety Nets Guidelines, Modules A-L, June 2014
[2] "Options for Framing WFP Assistance to National Social Protection in Country Strategic Plans. Guidance Note (for internal use)".
[3] Accessed at: https://wfp.eu.crossknowledge.com/candidat/product_sheet.php?trainingcontent_id=12828
[4] Accessed July 24, 2018: Module 1 Social Safety Nets and Social Protection Essentials has had 1486 visits, module Social Safety Nets: Engagement & Partnership has had 802 visits and the module Social Safety Nets: Design & implementation has had 879 visits. The number of visits on the website has no explanation of the method of counting.

This study highlights the potential for, and challenges of, leveraging existing national government-to-person (G2P) payment programmes in WFP cash transfers in both relief and recovery contexts.[5]

6. WFP also carried out case studies of using safety nets for emergency response in Fiji and Sri Lanka in 2017, to inform policy and build capacity.

7. In 2015 ILO, UNICEF and WFP together with the Government of Mozambique developed a social protection floor study,[6] which documents the evolution of the social protection system between 2005-2015, including partnership and collaboration of United Nations agencies with government ministries.

8. In 2016, WFP collaborated with IDS "to develop a think-piece examining the nexus of food security, nutrition and social protection that will support the Safety Net and Social Protection Unit take shape and refine the areas of WFP corporate and global engagement,"[7] This process included an online survey with internal staff and external stakeholders about "linkages between social protection and food security and nutrition". The survey results demonstrated a wide range of knowledge, attitudes and beliefs about safety nets and social protection and current and potential WFP roles. It also noted three interconnected challenges for WFP engagement – reputation, expertise and financing.

9. Further context-specific evidence on WFP's role in safety nets came in 2016 and 2017 in the form of the Study on Shock-Responsive Social Protection in Latin America and the Caribbean, conducted by OPM in collaboration with WFP. The objective was to generate evidence and inform practice for improved emergency preparedness and response, linked to more flexible national social protection systems. The study included a video, a literature review of experiences in the region (Beazley et al., 2016), a factsheet, six case studies undertaken in 2017 (Ecuador, El Salvador, Guatemala, Haiti, Peru, and Dominican Republic) and a final report.[8]

10. In 2017, five case studies were published by WFP on developing and supporting national social protection systems in Lebanon, Mali, Haiti, Iraq and Somalia. That year also saw the development of a handbook for cash transfer of food subsidy and related media materials for the Government of India.[9]

11. In 2017, WFP and the World Bank conducted 12 country case studies on "Bridging Humanitarian Assistance and Social Protection Systems"[10] (Guinea, Kenya, Palestine, Philippines, Fiji, Zimbabwe, Mozambique, Mauritania, Lebanon, Syria, Liberia and Yemen) presenting practical examples of collaboration between governments, WFP and the World Bank Group. A synthesis of the 12 case studies will be made available.

Global Engagement

12. Engagement in the global discussion on social protection is strengthened by WFP membership of the Social Protection Inter-Agency Coordination Board. The board was set up in July 2012 in response to a request from the G20 to international organizations providing social protection, financing and technical advisory services to developing countries, to improve

[5] Bankable Frontier Associates UK *Partnering with Existing National Safety Nets for Emergency Payments: WFP's Collaboration with the Pantawid Pamilyang Pilipino Program in the Typhoon Haiyan Response* 2015.
[6] Capitalising on UN Experience. The Development of a Social Protection Floor in Mozambique.
[7] Institute of Development Studies, Analysis Report, Consultation with World Food Programme internal and external stakeholders for the project "WFP approach paper – Social Protection, Hunger and Food Security", February 2016
[8] Oxford Policy Management, Study on Shock-Responsive Social Protection in Latin America and the Caribbean, summary of key findings and policy recommendations, DRAFT, September 2017
[9] India Handbook for Cash Transfer of Food Subsidy 2018 WFP & the Government of India.
[10] Various case studies, A Strategic Collaboration between World Bank Group and World Food Programme – Bridging Humanitarian Assistance and Social Protection Systems, 2017-2018

coordination of their efforts. Other board members include the World Bank, OECD, IaDB, ISSA IMF, ADB, DFID, EUROPEAID and AUSAID as well as observers from NGOs with a social protection mandate.

Internal Knowledge Sharing by Headquarters and Regional Bureaux

13. The three-day WFP social protection global meeting in 2018 focused on global trends in social protection, how they can fit in the WFP strategic plan and opportunities for WFP related to social protection beyond the existing key operational areas. The meeting also provided a face-to-face opportunity for capacity building by discussing programmatic issues.

14. Regional bureaux have made varying efforts to develop products and events to raise awareness on basic terminology and programme choices and to build evidence. RBJ has a "Draft Social Protection Brief, March 2018" with plans for coming years.

15. In 2017, RBB produced: (i) a social protection fact sheet that provides a simple two-page introductory briefing and (ii) a PowerPoint presentation named "Draft Regional Concept Paper entitled Social Protection and Social Safety Nets: WFP's new Frontier?"[11], which presents information on tools and awareness raising materials in progress of development. The bureau also developed a WFP regional guide for nutrition-sensitive social protection in Asia: "Building the Blocks for Nutrition-Sensitive Social Protection Systems in Asia. A Guide to the Design and Implementation" (December 2016) and has a work-plan for supporting social protection in 2018.

16. RBC commissioned an IDS scoping study of social protection and safety net programmes in ten countries of the Middle East-North Africa region, expected to contribute to the development of the WFP regional social protection strategy. In-depth country case studies were produced for five countries (Iraq, Jordan, Lebanon, Sudan and Yemen), and desk reviews for five additional countries (Egypt, Iran, Libya, Palestine and Tunisia). These studies map social protection programmes and safety nets, particularly in order to understand their role in addressing food security and nutrition among different target populations: refugees, poor and vulnerable groups. WFP RBC and Maastricht University also collaborated on soon-to-be-published scoping studies on social protection and food security in Armenia, Tajikistan and the Kyrgyz Republic which will be used for a regional synthesis report on nutrition-sensitive social protection and safety nets.

17. Beyond making the global safety nets e-learning mandatory for all regional staff, in 2015 the RBP developed an internal training on social protection tailored to the context of the region. This training course, Social Protection for Zero Hunger, aims to "strengthen WFP internal capacities to support and advance hunger-smart, nutrition-sensitive and shock-responsive national social protection systems in LAC, to deliver SDG 2 results".[12]

18. In 2016, RBP produced a concept note: "WFP's Role: Supporting National Social Protection Systems in Latin America and The Caribbean", which recognizes the role that the Policy Update plays in framing the WFP corporate position in social protection, describes the situation and common shortcomings of WFP engagement regionally, communicates the way forward and presents an action plan.

19. In 2017, RBP published "Smart School Meals: Nutrition Sensitive National Programmes in Latin America and the Caribbean",[13] shedding light on country practices and experiences that can serve to inform other countries. The publication includes 16 country-specific factsheets for Bolivia, Brazil, Chile, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti,

[11] WFP RBB, Social Protection & Social Safety Nets… WFP's New Frontier?, Powerpoint Presentation, undated
[12] WFP RBP, Social Protection for Zero Hunger, WFP's Role and Vision in Latin America & the Caribbean, Powerpoint presentation, January 2018
[13] WFP RBP, Smart School Meals, Nutrition-Sensitive National Programmes in Latin America and the Caribbean, A Review of 16 Countries, July 2017

Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru. A PowerPoint presentation produced in 2018, "Social Protection for Zero Hunger -WFP's Role and Vision in Latin America & the Caribbean" was presented at the Global Forum in March. The box below shows how the region has made considerable efforts to engage partners in the dialogue on social protection.

Recent Examples of WFP RBP Engagement in SP Events

GLOBALLY

Global Forum on Nutrition-Sensitive Social Protection, Moscow, September 2015

Co-hosted by Secure Nutrition/World Bank and the Russian Federation to better understand country needs; disseminate best practices and innovative approaches; & enhance coordination and cooperation among development partners on nutrition-sensitive SP. 6 of 21 case study programmes presented were from LAC: Dominican Republic's *Progresando con Solidaridad (*with WFP); Haiti's *Kore Lavi* (WFP is a partner); Peru's *Juntos* CCT; Mexico's Integrated SP System/*Prospera*; and Brazil's National School Feeding and Zero Hunger.

REGIONALLY

VII Regional School Feeding Seminar for Latin American and the Caribbean, Lima, August 2015

Organized by the Government of Peru, WFP and the Latin American Network for School Feeding (La-RAE), with the theme "*School Feeding: A Social Protection Tool for Sustainable Development and Social Inclusion*." 200 participants including government representatives, school feeding experts, public and private organizations and associates from 18 countries in the region attended the event to discuss national school feeding programmes as part of broader social protection strategies.

XVII Latin American Nutrition Congress (SLAN), Dominican Republic, November 2015

International experts, regional actors, government representatives and young professionals gathered in Punta Cana to share innovative approaches and best practices of nutrition in sustainable development. The WFP RBP presented successful nutrition programmes from Guatemala, Dominican Republic and Ecuador, which are examples of WFP's support to SP programmes.

COUNTRY-LEVEL

National School Feeding Forum, Honduras, April 2015

WFP and the Government of Honduras organized this high-level Forum to advocate for an intersectoral approach to SF and the involvement of all key ministries. More than 200 participants from varied sectors, including several ministers and government representatives, discussed distinct models for linking SF to local agriculture and priorities to strengthen the national SF programme.

Source: RBP, Smart School Meals, Nutrition-Sensitive National Programmes in Latin America and the Caribbean, A Review of 16 Countries, July 2017

20. RBN produced a policy brief, "Social Protection in Urban Areas: Analysis of Trends and Opportunities for WFP in East Africa. 2017",[14] that clarifies how the principles apply to urban contexts and advocates for context specific tools. In 2018, RBN published "1,000 days of Social Protection in East and Central Africa" which looks at how social protection policy and programmes can enhance nutrition outcomes in the critical first 1,000 days of life and specifically identifies children in the first 1,000 days of life for targeting as nutritionally vulnerable. This year they also published a one-page brief on how SCOPE was used in Somalia for beneficiary registration and implementation of voucher programmes for WFP and UNICEF emergency drought response transfers.

[14] WFP RBN, Policy Brief, Social Protection in Urban Areas, Analysis of Trends and Opportunities for WFP in East Africa, November 2017

Annex 8: Analysis of Policy Update Quality

Rubric for rating
Red = negative or no evidence
Orange - little evidence or results
Yellow - limited evidence or results
Blue - some evidence or results
Green - strong evidence or results

Lesson number	Policy formulation lessons	Clarification	Analysis	Rating for Safety Nets Policy Update 2012	Average rating of other WFP policies
1	Include a context analysis to ensure timeliness and wider relevance	A context analysis provides a comprehensive analysis of the environment. This will identify any influences on the policy, as well as all key stakeholders	The Policy Update notes that the first principle and lesson learned is to "understand the context". The second principle focuses on assessing what is available and building on what works, suggesting the importance of taking context into account. It goes on to recognize that WFP works in very different contexts and "needs to calibrate specific roles within these diverse contexts". The five country typologies and related scenarios proved a framework for context analysis to help determine WFP's role. Emerging issues are also covered throughout		

Lesson number	Policy formulation lessons	Clarification	Analysis	Rating for Safety Nets Policy Update 2012	Average rating of other WFP policies
2	Define the scope and prioritize	The scope sets the boundaries of the policy. This narrows the focus of the activities to be implemented	The scope of the policy is clearly framed as focusing on food assistance thus narrowing WFP's role to food-based safety nets within broader social protection. The Policy Update does not provide WFP-specific definitions for safety nets or social protection, instead relying on references to what others think. Priority areas of focus are articulated but are rather general and overlap with other sections (5 core roles, comparative advantages, list of 8 priorities, scenarios for engagement)		
3	Develop a vision and a theory of change	A vision is an aspirational statement of an organization's mid- and long-term goals A theory of change captures all elements of the logic framework and identifies key assumptions on how and why changes take place	No clear vision, theory of change or logical framework is provided in the Policy Update. It misses an opportunity to set a clear direction and ambition. The document states its purpose is to clarify concepts, illustrate how they relate to WFP activities and lay out roles, opportunities and challenges		
4	Ensure external coherence	Assessing external coherence facilitates consistency. It focuses on similarities and differences and examines the policy against international benchmarks. It should not be confused with coordination	References to international commitments, trends and declarations are included. Readers are informed about the experiences of other organizations. The Policy Update does not provide an analysis or stocktaking of how WFP relates to others' policies		

Lesson number	Policy formulation lessons	Clarification	Analysis	Rating for Safety Nets Policy Update 2012	Average rating of other WFP policies
5	Ensure internal and strategic coherence and integrate gender	Assessing internal and strategic coherence ensures that policies are consistent and aligned with WFP corporate strategy, as well as with cross-cutting strategies, policies and programmes	The need to strengthen internal decision-making is noted in the Policy Update but it does not discuss alignment with other policies and only briefly mentions broad alignment to Strategic Plan (2008-2013). No significant emphasis on gender beyond a simple statement that safety nets should be gender sensitive		
6	Develop evidence-based policies	An evidence-based policy gathers substantive and comprehensive evidence to place the document on a sound footing based on global research and analysis	The five scenarios articulated in the Policy Update are based on findings and lessons learned from WFP experience at the time in ten country case studies. While these scenarios add value to the policy by bringing in concrete examples and evidence from programmatic experiences in different contexts, they are limited to WFP and are not corroborated or complemented (in the five scenarios or elsewhere in the document) with similar evidence of other actors		
7	Validate and create ownership through internal consultation	The policy development process sets out the ways in which stakeholders are involved or consulted	No reference is provided to an internal consultation process in the development of the Policy Update, and none was uncovered by this evaluation. It could be argued that the preceding strategic evaluation and development of the management response constituted a form of consultation, but this is not explicitly claimed		

Lesson number	Policy formulation lessons	Clarification	Analysis	Rating for Safety Nets Policy Update 2012	Average rating of other WFP policies
8	Invest in effective institutional frameworks, systems, guidance and accountability arrangements	Policy practicality assesses whether the organizational systems, frameworks, guidance and accountability arrangements needed for the policy implementation are in place	References made to strengthening internal decision-making through guidance materials, capacity building (including training), tools and operational research/evidence generation. The Policy Update does not provide any assessment of the extent to which internal systems, frameworks, guidance and accountability arrangements are in place and supportive of rolling out the policy		
9	Identify financial and human-resource requirements	To implement the policy, it is necessary to assess early on the funding and human resources designated and/or available	Brief references made to the importance of unrestricted and multi-year funding to enable WFP's work in safety nets in a predictable and effective manner. The Policy Update acknowledges the need to invest in building technical skills of WFP staff. While highlighting the importance of both, there is not a clear assessment of what is needed. The annexed Safety Nets in Practice budget identifies some of the resources needed to develop guidance, tools and evidence but the budget does not seem to have been allocated		
10	Integrate monitoring, evaluation and reporting systems	Monitoring is a continuing function. A systematic collection of data on specified indicators is used to provide both management and stakeholders with indications of progress made and objectives achieved. The monitoring data generated is then	The importance of monitoring and evaluation arrangements is noted in a section focusing on the pros and cons of randomized controlled trials. Beyond this limited discussion it does not propose a specific set of actions, indicators or monitoring mechanisms to measure progress against a set of clear outputs or outcomes. Given the lack of a theory of change or logical framework the Policy Update		

Lesson number	Policy formulation lessons	Clarification	Analysis	Rating for Safety Nets Policy Update 2012	Average rating of other WFP policies
		included in the corporate reporting systems and standard annual exercises An evaluation is a systematic and impartial assessment that focuses on expected and achieved accomplishments. It examines the results chain, processes, contextual factors and causality to understand achievements or the lack thereof. It considers the relevance, effectiveness, efficiency, impact, and sustainability of the interventions. It should provide evidence-based information that is credible, reliable and useful, which in turn enables the timely incorporation of findings, recommendations and lessons into the decision-making process	does not enable more than anecdotal monitoring of activities. Unclear WFP definitions and 'boundaries' also make it impossible to systematically identify what WFP activities have contributed to safety nets or the implementation of the policy		

Annex 9: Analysis of Progress on Implementation of Recommendations from the 2011 Strategic Evaluation

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
Recommendation 1: Focus WFP social protection and safety net efforts on its comparative advantages. The planned revision of the 2004 safety nets policy should incorporate broader social protection concepts and clarify WFP roles, based on its comparative advantages. The policy should explain the importance of establishing purpose, desired outcomes, partnerships and standards of good practice. WFP's primary purpose – protection – should be made explicit, but the policy should also recognize appropriate interventions aimed at prevention and promotion, emphasizing linkages to other programmes. Emphasis should remain on contributions to food-	Policy, Planning and Strategy Division	Agreed The updated safety nets policy is scheduled for presentation at the Board's 2012 Annual Session; preparation has commenced, and a consultation with many country directors, regional bureaux and headquarters staff, and external experts will take place in June 2011. The WFP role in safety nets will be fully clarified: emphasis will continue to be on safety nets that use a variety of food assistance tools in addition to food in kind	June 2012	Mostly completed	The Policy Update was approved in 2012 on schedule. The text does focus on comparative advantages drawing from the Strategic Evaluation (SE). Broader social protection concepts including distinctions between protection, prevention and promotion are not explained or elaborated on

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
based safety nets through operational and non-operational activities, and examples of WFP activities for these different roles should be provided. Policy guidance should be disseminated to promote the WFP role in safety nets and social protection					
Recommendation 2: Develop WFP organizational capacities. An organizational change should be initiated, aimed at building WFP capacities for safety net and social protection approaches. This initiative should be led by a senior manager at headquarters, supported by advisers from headquarters, regional bureaux and country offices as needed. A five-year plan should be developed, focusing on translating policy and strategy into practice by addressing the systems, processes and cultural issues noted in this evaluation report	PS	Agreed The recommendation is recognized as relevant at both the policy and strategy levels. The transformation from a food aid to a food assistance agency involves using a broader range of instruments that allow it to pursue safety net objectives beyond protection. The cash for change initiative is contributing to the institutional and process changes necessary to mainstream cash and voucher instruments within WFP. Training and other activities will be rolled out to build staff capacity in choosing, designing and implementing instruments for safety net approaches, as explained below for recommendation 3	Ongoing	Incomplete	While an e-learning training package was developed and completed in 2018 it has not led to the increased organizational capacities envisioned by this recommendation. Senior management has not demonstrated substantial leadership of any safety nets or social protection initiative to build internal capacities. The five-year plan called for was not developed. The IRM has addressed some but not all organizational systems, processes and cultural issues.

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
Recommendation 3: Develop WFP staff capacities. Initially, WFP should focus on social protection literacy among key staff at headquarters, regional bureaux and country offices, building awareness of basic terms, key actors, standards of good practice, and main choices and trade-offs. Once basic understanding has been established, more advanced skill and knowledge-building efforts can be undertaken to support the change process outlined in the previous recommendation	PS, Programme Division (ODX)	Agreed Consultations to develop an updated safety net policy and the issuance of "how-to" notes will contribute to increasing social protection literacy among staff. Cash for change includes capacity development for using new instruments in safety net approaches. WFP will initially focus on social protection literacy among key staff, building their awareness of basic terms, main actors, good practices, and choices and trade-offs. Once basic understanding has been established, more advanced skills and knowledge-building efforts will be undertaken, to support the change process as recommended. A staff training curriculum is being developed and is scheduled for roll-out in September 2011. Its objectives are to improve the ability of managers and programme staff to: Ø Gather new or existing information on the food security and nutrition situation in a timely fashion in different contexts, with a view to formulating higher quality programmes Ø Identify possible responses, design and implement programmes, monitor performance and do reporting	December 2012 September 2011 (roll-out)	Incomplete	The e-learning training package has not been accompanied by an organizational directive to encourage its use. Its roll-out was delayed by at least five years for the English version of the training and seven years until it was fully launched. The management response suggests a more advanced skills-development effort that has not taken place. Management response also shows the conflation of cash and voucher change initiatives with the knowledge and skills required to engage with safety nets and social protection.

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
		Ø Consult with governments, United Nations agencies, non-governmental organizations and other partners at various stages of the project cycle, to ensure alignment and complementarity with government policies, priorities and strategies Ø Set up and operate cash and voucher transfer modalities strategically, based on comprehensive situation and market analyses			
Recommendation 4: Position WFP social protection and safety net efforts in the external environment. WFP should increase its engagement in policy and coordination fora and promote the positive role(s) it plays, building on its comparative advantages: increased literacy; evidence gathered, including an in-depth study of examples from Latin America and other more advanced WFP programmes; increased staff skills at all levels; and the revised policy. Country offices not yet engaged in safety nets and social protection should begin to involve WFP in existing national platforms, or work with partners to establish new platforms. Additional unrestricted and multi-year	PS Office of Hunger Solutions (HS) Government Donor	Agreed Taking into account the new range of instruments available, the updated safety net policy will clarify WFP's experience, roles and comparative advantages in supporting government safety net systems and contributing to social protection approaches. This will include defining the roles of the various food assistance instruments in safety net approaches. WFP recognizes the valuable contribution it can make to developing policy and capacity for the use of food-based safety net programmes. Efforts are being led by HS, which engages with heads of state and government, and chief executives of regional economic communities in Africa and other government bodies in Latin America and Asia WFP participates in international events to	June 2012 (updated policy) Ongoing Ongoing	Partially completed	The Policy Update was approved. Capacity for engaging policy makers has not developed to the extent envisioned in a deliberate manner based on a corporate initiative. Global and national engagement in social protection platforms and fora remains inconsistent. WFP continues to struggle with securing unrestricted and multi-year contributions for safety nets and social protection along with other areas of its work.

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
contributions should be mobilized to support such country office programmes	Relations Division (ERD)	ensure that its role and comparative advantages as implementing partner and technical adviser for safety nets are understood. For example, WFP seconds staff to the New Partnership for Africa's Development Planning and Coordination Agency and the Economic Community of West African States in support of the Comprehensive Africa Agriculture Development Programme. In 2010, ERD presented "Resourcing for a Changing Environment", (WFP/EB.1/2010/5-B/Rev.1) which highlighted WFP's advocacy for increased flexibility and predictability of funding through multi-year contributions, which would improve support for WFP programmes	Ongoing		
Recommendation 5: Contribute to the development of national social protection systems. Where there is need for social protection, and space to contribute, the country office should analyze: what WFP can do to help governments develop systems and improve their social protection and safety net activities; what they can do as part of larger consortia; and what roles are best left to others with more appropriate mandates and skills. Where possible, this	Hand-Over and Partnership Branch (ODXH)	Agreed Guidance materials and tools being developed for country offices will help them design national capacity development activities in consultation with governments, national institutions and development partners. These will also be used in the preparation of country strategies, country programmes, development projects and protracted relief and recovery operations. The goals of capacity development activities are to: i) promote national ownership of programmes assisted by WFP; and ii)	December 2011	Some progress	Many country offices have contributed to various elements of national social protection systems and the CSP development process seems to be leading more COs to consider how and when they can make such contributions in the context of how other actors are contributing. HQ investment in capacity strengthening remains low

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
analysis should be linked to development of the WFP country strategy, conducted transparently in collaboration with governments and main actors, and based on existing national strategies and policies	HS	improve food security programmes that are already nationally managed. A new approach to institutional gap analysis is being prepared, covering: i) socio-political situations; ii) national food security policies and strategies; and iii) programme delivery structures. WFP will focus on the second and third areas, including providing technical assistance. Based on the results of gap analyses, WFP will design capacity development programmes together with governments. HS, regional bureaux and technical units support country offices in helping governments design food and nutrition programmes – including safety nets – that attract new partnerships and funding from vertical funds such as the Global Agriculture and Food Security Programme	Ongoing		and progress is primarily due to the initiative of individual COs and some RB.
Recommendation 6: Continuously improve adherence to social protection good practice standards. As WFP institutionalizes capacity development for safety nets and social protection, leadership should focus on monitoring programme impact and quality according to indicators of good practice, linked to country project and programme reporting. Monitoring should take	PS, ODX	Agreed The updated policy will provide a foundation for effective monitoring and reporting by laying out WFP's role in social protection and safety nets, and articulating how food assistance forms part of a safety net, what the objectives of WFP participation in safety nets should be, and how to work with partners to support government-led safety net and social protection systems. It will also	June 2012 (updated policy)	Limited progress	WFP monitoring systems have not evolved to measure and monitor key indicators of outputs and outcomes related to safety nets and social protection contributions. New indicators being proposed in the revised CRF at the November 2018 Executive Board Session cover social

Recommendations	Action by	Management response and action taken	Implementation deadline	Status	Analysis
into account lessons emerging from WFP communities of practice and other knowledge management systems. Based on this monitoring, leadership should adjust systems, processes and resourcing to strengthen WFP's contribution at the global, regional and country levels. As indicators are defined and data collected, external impact evaluations should be conducted		describe how to use combinations or sequences of instruments to achieve food assistance and safety net objectives more effectively. An impact assessment of various instruments used in safety nets is under way in six countries, to increase knowledge about the design of instruments for safety net food assistance; results will be available in 2012			protection in certain ways but are all voluntary, meaning data generated will not systematically capture activities, outputs and outcomes. The Safety Nets and Social Protection Unit at HQ and RBP have invested in evidence generation through two sets of case studies and various thought papers. The impact assessment mentioned in the Management Response does not seem to have been undertaken

Annex 10: Summary of Cross-Case Analysis

WFP engagement, stakeholder perspectives and coverage of safety nets/social protection 2012-2017

	Country visits						Desk studies					
	Burkina Faso	Cambodia	Colombia	Egypt	Uganda	Ecuador	Kenya	Lesotho	Mauritania	Mozambique	Sri Lanka	Turkey
Income level	LIC	LMIC	UMIC	LMIC	LIC	UMIC	LMIC	LMIC	LMIC	LIC	LMIC	UMIC
HDI rank (2017)	185	143	90	115	163	89	146	160	157	181	73	71
Fragile State Index (warning)	High	High	Elevated	High	Alert	Elevated	Alert	High	Alert	High	High	High
Inform Risk Rating	5.4	4.5	5.4	4.5	5.9	4.2	6.1	4.2	5.7	6.0	3.8	5.0
Population (millions)	20	16	50	98	43	17	47	2	4	29	21	80
CO size 2017	Medium	Medium	Medium	Large	Large	Small	Very Large	Small	Medium	Medium	Medium	Very Large
CO total expenditures 2017 (USD thousands)	15,365	11,947	16,245	45,407	156,959	6,031	159,091	16,487	21,222	56,273	10,077	370,317
Government owned[1]	✓	✓		✓		✓	✓	✓		✓	✓	✓
WFP implemented			✓		✓				✓			

[1] The categories of 'Government owned' and 'WFP implemented' are provided as either one or the other. In many cases where systems and instruments are government owned, WFP still implements part or all of a safety net programme on behalf of the government.

	Country visits						Desk studies					
	Burkina Faso	Cambodia	Colombia	Egypt	Uganda	Ecuador	Kenya	Lesotho	Mauritania	Mozambique	Sri Lanka	Turkey
Connection to central national SP agency and strength of connection	Direct, Moderate	Direct, Moderate	Direct, Moderate	Direct, Strong	Direct, Weak	Direct, Moderate	Direct, Strong	Direct, Weak	Direct, Strong	Direct, Moderate	Direct, Strong	Direct, Strong
Views of government on WFP role and value in SP	For SF - Positive, Important other-wise varies by Ministry and some not interviewed	Varies by Ministry - Positive to Neutral, Important to Moderate	Positive, Moderate	Positive, Moderate	Varies by level of government National - Moderate, Neutral Local - Positive, Important	Positive, Moderate to Important	Positive, Important	Positive, Moderate	Positive, Important	No inter-views	Positive, Moderate	Neutral, Moderate
Views of external partners on WFP role and value in SP	Varies by Partner - Positive to Neutral, Important to Moderate	Varies by Partner - Positive to Negative, Important to unimportant	Positive, Moderate	Positive, Moderate	Negative, Moderate	No interviews	No interviews	No interviews	Positive, Important	No interviews	No interviews	Positive, Moderate to Important

	Country visits						Desk studies					
	Burkina Faso	Cambodia	Colombia	Egypt	Uganda	Ecuador	Kenya	Lesotho	Mauritania	Mozambique	Sri Lanka	Turkey
Degree to which project documents focus on SN/SP	Fundamental	Fundamental	Passing references	Fundamental	Now fundamental (increased over period of interest)	Passing references	Substantial but single pillar	Fundamental	Fundamental	Evolved to be substantial but was passing references before	Fundamental	Fundamental
Degree to which CSP focuses on SN/SP	Fundamental	Fundamental	Substantial	Fundamental	Fundamental	Substantial	Substantial but single pillar	T-ICSP substantial	Fundamental	Substantial	Fundamental	Fundamental
Overall emphasis on support vs. provision	Balanced between provision (through govern-ment) and support	Provision shifting to support	Mixed, desire to shift to support, but emergency needs and operational environment requires provision of services	Support	Provision but moving towards support	Support	Provision with a decisive move towards support	Support	Support	Balanced between provision and support	Support	Support (implementation through Turkish Red Crescent and govern-ment) or provision (as resources flowing through WFP + reporting)

	Country visits						Desk studies					
	Burkina Faso	Cambodia	Colombia	Egypt	Uganda	Ecuador	Kenya	Lesotho	Mauritania	Mozambique	Sri Lanka	Turkey
Number of dedicated WFP SP staff	Multiple partially dedicated	0 currently, previously 2-3	0	1 but vacant	4	2 partially dedicated	2	0	1	2	0	Arguably all
Structure - SN/SP main-streamed or siloed	Main-streamed	Conceptual main-streaming but siloed activities	Siloed	Main-streamed	Main-streamed	Siloed	Main-streamed	Main-streamed	Main-streamed	Main-streamed	Main-streamed	Main-streamed - but ESSN defies easy characterization

Sources: Country and CO basic statistics from Safety Nets and Social Protection Unit database, CO expenditures from WFP Annual Performance Report 2017, assessment of WFP roles and positioning from evaluation team analysis based on review of CO project documents, CSPs, other reports (2012-2017) and interviews with internal and external stakeholders.
Note: Substantial defined as clearly described project or activity focus. Fundamental defined as a central framing of WFP work. Mainstreamed defined as safety nets and social protection elements integrated across activities. Siloed defined as one or two discreet activities focusing on safety nets or social protection in isolation from other activities.

Annex 11: List of People Met

GLOBAL

	Name	Title and unit
WFP Headquarters, Rome		
1	Fabio Bedini	Programme Advisor, Climate and Disaster Risk Reduction Programmes
2	Denise Brown	Director, Policy and Programme Division
3	Kenn Crossley	Deputy Director, Cash-Based Transfers Unit
4	Jan Cherlet	Knowledge Management Consultant, Safety Nets and Social Protection Unit
5	Dominique De Bonis	Senior Programme Policy Officer, Technical Assistance and Country Capacity Strengthening Service
6	Francesca sde Ceglie	Programme Officer, Emergencies and Transitions Unit
7	Ramona Desole	Evaluation Analyst, Office of Evaluation
8	Marta Fontan	Programme Officer, Monitoring and Evaluation Liaison
9	Yvonne Forsen	Deputy Head, Vulnerability Analysis Unit
10	Mark Gordon	Head of Operations, Asset Creation and Livelihoods Unit
11	Caterina Kireeva	Monitoring & Evaluation Officer, Monitoring and Evaluation Liaison
12	Sarah Laughton	Chief, Safety Nets and Social Protection Unit
13	Naouar Labidi	Programme Officer, Emergency Support and Response Unit
14	Gernot Laganda	Chief, Climate and Disaster Risk Reduction Programmes
15	Geraldine Lecuziat	Consultant, Nutrition Division
16	Deborah McWhinney	Senior Evaluation Manager, Office of Evaluation
17	Clare O'Brien	Consultant Programme Policy, Safety Nets and Social Protection Unit
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6	Iean Russel	FAO, Senior Policy Advisor
7	Yi Kimthan	Plan International, Programme Manager and Acting Head of Programme
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Annex 12: Bibliography

	Document or record name	Year
1	**Evaluation process**	
1.1	**EQAS checklists, templates, guidance and policy**	
1.1.1	Quality Checklist for Inception Report	2014
1.1.2	Quality Checklist for Evaluation Report	2014
1.1.3	Quality Checklist for SER	2014
1.1.4	Template for Inception Report	2014
1.1.5	Template for Evaluation Report	2014
1.1.6	Template for SER	2014
1.1.7	Guidance for Process and Content PE	2014
1.1.8	Evaluation Policy (2016-2021)	2015
1.1.9	IR PE cap development	2016
1.1.10	IR PE Evaluation of the WFP Corporate Partnership Strategy 2016	2016
1.2	**EQAS technical notes**	2014
1.2.1	TN Evaluation Questions and Criteria	2017
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1.2.3	TN Evaluation Matrix	2017
1.2.4	TN Logic Model Theory of Change	2017
1.2.5	TN Integrating Gender in Evaluation	2017
1.2.6	TN Efficiency	2017
1.2.7	TN Impact Evaluation	2017
1.2.8	TN Evaluation Recommendations	2017
1.2.9	TN ER Formatting Guidelines	2017
1.2.10	TN Communication Learning Plan	2017

	Document or record name	Year
1.3	**Inception**	
1.3.1	**Inception briefing HQ**	
1.3.1.1	OSZ Restructure Organigram June 2018	2018
1.3.1.2	WFP CRF 2016 - unpacking and linking levels	2018
1.3.1.3	SC engagement framework June 2018	2018
1.3.1.4	Safety Nets PE HQ Briefing PPT	2018
1.3.1.4	Safety Nets Policy Evaluation HQ Briefing Schedule Final	2018
1.3.1.5	Documents collected during the HQ briefing - tracking tool 5 July 2018	2018
1.3.2	**Inception mission Cairo**	
1.3.2.1	RBC Regional Strategy	2017
1.3.2.1	Egypt on the Road to Achieve SDG-2	
1.3.2.2	IMF Egypt Article IV	2018
1.3.2.3	Egypt Social Justice Pillar	
1.3.2.4	UNPDF Egypt Vision Ministry of Monitoring May 2017	2017
1.3.2.5	Egypt Country Strategic Plan (2018–2023)	2018
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1.3.2.7	Egypt Needs and Allocated Contributions (2012-2018)	
1.3.2.8	Egypt Resource Overview including PRRO (2011-2018)	
1.3.2.9	Egypt Overview all projects 2012-2018 excluding PPRO	
1.3.2.15	Egypt's National Strategy for Adaptation to Climate Change and Disaster Risk Management (2011)	
1.3.2.16	Sustainable Agricultural Development Strategy Towards 2030	2009
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1.3.2.18	UNICEF and WFP Collaboration Matrix (2016 11 29)	2016
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1.3.2.20	MoU between WFP and MoSIT_Arabic (2018 05 24)	2018

	Document or record name	Year
1.3.2.21	MoU between WFP and MoSIT (2018 05 24)	2018
1.3.2.22	Egypt Article IV 2018	2018
1.3.2.23	Egypt – World Bank and WFP Collaboration on School Feeding Programme	
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1.3.2.25	Egypt Cost of Hunger Full Report FINAL June2013	
1.3.2.26	MoU and National Food Safety Authority_Eng.	
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1.3.2.29	Food Security Monitoring System - CAPMAS & WFP-Issue-1-AR	
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1.3.2.31	The Status of Poverty and Food Security in Egypt - preliminary summary report	
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1.3.2.33	Country Programming Framework (CPF) Government of Egypt (2012-2017)	
1.3.2.34	Study on Egyptian Civil Society / charitable sector ARABIC	
1.3.2.35	Report on Food Security in Egypt	
1.3.2.36	Food Monitoring and Evaluation System	
1.3.2.37	Food Monitoring and Evaluation System	
1.3.2.10	**RBC organigram**	
1.3.2.10.1	Regional Director	
1.3.2.10.2	Emergency Coordination & Supply Chain	
1.3.2.10.3	Enabling Services	
1.3.2.10.4	Programme Coordination & Support	
1.3.2.10	Final Inception Mission Agenda -Cairo	
1.3.2.11	2017 ME Main Findings	2017

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1.3.2.12	CP Q4 -2017 Report -English	2017
1.3.2.13	PRRO 2018 Q1 Final Report	2018
1.3.2.14	Q1 2018 Monitoring English	2018
1.6	**Terms of reference and initial literature review**	
1.6.1	Social Protection and Safety Nets Policy Evaluation ToRs	2018
1.6.2	Lit review draft 0_COB comments	2018
1.6.3	Literature Review D0 16 March	2018
2	**Strategic plans and related documents**	
2.1	**WFP Strategic Plan (2008-2013) and related docs**	
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2.1.2	Strategic Results Framework (2018-2013)	2012
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2.2.2	Strategic Results Framework (2014-2017)	2013
2.2.3	Fit for Purpose — WFP's New Organizational Design	2012
2.2.4	SRF (2014-2017) Indicator Compendium	2013
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2.2.6	Evaluability Assessment of WFP's Strategic Plan (2014-2017)	2017
2.2.7	Management Results Framework (2014-2017)	2013
2.2.8	WFP Orientation Guide	2015
2.3	**WFP Strategic Plan (2017-2021) and related docs (Integrated Road Map)**	
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2.3.2	Corporate Results Framework	2016
2.3.3	Financial Framework Review	2016
2.3.4	Policy on Country Strategic Plans	2016

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2.3.5	(2017-2021) CRF Indicator Compendium January	2018
2.3.6	CRF Indicators' Mapping and Analysis	2018
3	**Social protection and safety nets**	
3.1	Update of WFP's Safety Nets Policy	2012
3.2	Social Protection ToC	2016
3.3	WFP and Food-Based Safety Net Experiences and Future Programming Opportunities (2004 policy paper)	2004
3.4	**2014 guidelines**	
3.4.1	Module A Safety Nets and Social Protection basics and concepts	2014
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3.4.3	Module C Design and implementation	2014
3.4.4	WFP Safety Nets Guidelines - Annexes B	2014
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3.4.6	WFP Safety Nets Guidelines - Annexes D	2014
3.4.7	WFP Safety Nets Guidelines - Annexes E	2014
3.4.8	WFP Safety Nets Guidelines - Annexes F	2014
3.4.9	WFP Safety Nets Guidelines - Annexes G	2014
3.4.11	WFP Safety Nets Guidelines - Annexes I	2014
3.4.12	WFP Safety Nets Guidelines - Annexes J	2014
3.4.13	WFP Safety Nets Guidelines - Annexes K	2014
3.4.14	WFP Safety Nets Guidelines - Annexes L	2014
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3.5	**2017 guidelines**	
	WFP Guidelines and Social Protection 2017 - Options for Framing WFP Assistance to National Social Protection in Country Strategic Plans	2017
3.6	**WFP social protection and safety nets documents**	

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3.6.1	**Case studies- examples of WFP support to social protection**	
3.6.1	OPM/WFP Dominican Republic Case Study Shock-Responsive Social Protection	2017
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3.6.1.3	OPM/WFP Ecuador Case Study Use of Social Protection for Emergency Response	2017
3.6.1.4	Fiji Government /WFP Fiji Case Study Use of Social Protection for Emergency Response	2017
3.6.1.5	OPM/WFP Guatemala Case Study Shock-Responsive Social Protection	2017
3.6.1.6	WFP Haiti Case Study Building a Social Protection System	2017
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3.6.1.8	India Handbook for Cash Transfer of Food Subsidy 2018 WFP_Gov of India	2018
3.6.1.9	India Handbook Launch Media Brief	2018
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3.6.1.21	WFP Fortaleciendo los programas nutricionales del gobierno en Bolivia: https://www.youtube.com/watch?v=MRblhOQhqBk	2018
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3.6.1.25	Central Asia Region - Scoping Studies on Social Protection and Food Security University of Maastricht regional synthesis report on Social Protection (Armenia, Tajikistan and Kyrgyzstan)	2018
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3.6.1.27	Tajikistan Case Study	2018
3.6.2	**Case studies -World Bank-WFP**	
3.6.2.1	Guinea Draft 24Mar 2017 WB/WFP	2017
3.6.2.2	Kenya Clean 2017 04 WB/WFP	2017
3.6.2.3	Palestine 2nd Draft WB/WFP	
3.6.2.4	Philippines 2017 04 WB/WFP	2017
3.6.2.5	Fiji 15-05-17 WB/WFP	2017
3.6.2.6	Zimbabwe Ver 3 WB/WFP	2017
3.6.2.7	Mozambique 20170503 WB/WFP	2017
3.6.2.8	Mauritania 07.06 WB/WFP	2017
3.6.2.9	Lebanon Draft 2952017 WB/WFP	2017
3.6.2.10	Syria Feb 2017 Final WB/WFP	2017
3.6.2.11	Liberia 06042017 WB/WFP	2017
3.6.2.12	Yemen 1.0 WB/WFP	2018
3.6.2.13	Synthesis of WB/WFP Case Studies	2018
3.7	**Communication materials**	

	Document or record name	Year
3.7.1	WFP and Urban Safety Nets Case, Maximizing food security and nutrition	2016
3.8	**Safety nets e-Learning course**	
3.8.1	Module A Safety Nets and Social Protection Basics and Concepts	2014
3.8.2	Module B Engagement with Government and Partners	2014
3.8.3	Module C Design and Implementation	2014
3.8.1	E-learning in 5 languages	2018
3.9	**Strategic Evaluation of WFP Role in Social Protection and Safety Nets**	
3.9.1	Strategic Evaluation - Social Protection and Safety Nets	2011
3.9.2	Management Response to Strategic Evaluation - Social Protection and Safety Nets Evaluation	2011
3.9.3	2004 WFP and Food-Based Safety Nets	2004
3.10	**Interagency committee**	
3.10.1	ToR Social Protection Inter-Agency Coordination Board	
3.11	**Social protection global meeting**	
3.11.1	OEV notes 1 Social Protection Global Meeting March 2018	2018
3.11.2	OEV notes 1 Social Protection Global Meeting March 2018	2018
3.11.3	**SP Meeting information package**	2018
3.11.3.1	Admin Note - SP Global Meeting	2018
3.11.3.2	Agenda - WFP SP Global Meeting	2018
3.11.3.3	Concept Note SP Global Meeting	2018
3.11.4	**Background reports**	
3.11.4.1	WB The State of Social Safety Nets 2018	2018
3.11.4.2	**Joint fund window for social protection floors**	
3.11.4.2.1	Terms of Reference – Joint fund windows for social protection floors	2018
3.11.4.2.2	Joint fund windows for social protection floors	2018

	Document or record name	Year
3.11.4.2.3	PPT - Joint fund windows for social protection floors	2018
3.11.5	**Global literature**	
3.11.5.1	List of key recent publications on social protection and safety nets	2018
3.11.6	**Thematic presentations**	
3.11.6.1	Nutrition Sensitive Social Protection	2018
3.11.6.2	SC and Social Protection	2018
3.11.6.3	Stefan Dercon- Social Protection on the way to 2030	2018
3.11.6.4	WFP Delivery Process Flow Presentation - March 2018	2018
3.11.6.5	World Bank- State of SSN	2018
3.11.7	**WFP regional and country literature**	
3.11.7.1	**RBB**	
3.11.7.1.1	RBB - Social Protection Fact Sheet	2017
3.11.7.2	**RBC**	
3.11.7.2.1	Armenia Scoping Study on Social Protection and Safety Nets for Enhanced Food Security and Nutrition	
3.11.7.2.2	Central Asia Region Scoping Studies on Social Protection and Food Security	
3.11.7.2.3	Egypt IDS/WFP Social Protection and Safety Nets	
3.11.7.2.4	IDS/WFP SPSN in MENA December 2015 Final Report Web Version	
3.11.7.2.5	Iran IDS/WFP Social Protection and Safety Nets	
3.11.7.2.7	Jordan IDS/WFP Social Protection and Safety Nets	
3.11.7.2.8	Kyrgyz Scoping Studies on SP and Food Security	
3.11.7.2.9	Lebanon IDS/WFP Social Protection and Safety Nets	
3.11.7.2.10	Palest IDS/WFP Social Protection and Safety Nets	
3.11.7.2.11	Policy in Focus - Social protection after the Arab Spring	

	Document or record name	Year
3.11.7.2.12	Sudan IDS/WFP Social Protection and Safety Nets	
3.11.7.2.13	Tajikistan Scoping Studies on SP and Food Security	
3.11.7.2.14	Tunisia IDS/WFP Social Protection and Safety Nets	
3.11.7.2.15	Yemen IDS/WFP S Social Protection and Safety Nets	
3.11.7.3	**RBJ**	
3.11.7.3.1	RBJ - Draft Social Protection Brief	2018
3.11.7.4	**RBN**	
3.11.7.4.1	Policy Brief Social Protection in Urban-Poor Contexts	
3.11.7.4.2	RBN- 1000 Days of Social Protection two page summary	2018
3.11.7.4.3	RBN- Policy Brief Social Protection in Urban-Poor Contexts	
3.11.7.4.4	SCOPE in Somalia Feb 2018	
3.11.7.5	**RBP**	
3.11.7.5.1	How the Dominican Republic Reduced Anemia in Vulnerable Children	
3.11.7.5.2	RBP- Social Protection Presentation Jan 2018 - Rev	2018
3.11.7.5.3	RBP- WFP LAC Publication list 2016 2017 SPN	2017
3.12	**IDS surveys WFP and social protection**	
3.12.1	Launch of IDS Survey WFP Social Protection	
3.12.2	Survey Analysis IDS WFP Survey April	
3.12.3	WFP 2016 - WFP consultation meeting in Rome 16	
3.14	Food-Based Safety Nets WFP Herbinger	1998
3.15	**Regional SP strategies**	
3.15.1	**RBB**	
3.15.1.1	SP SSN Draft Regional Concept Paper	
3.15.1.2	Work plan on Social Protection	
3.15.2	**RBP**	

	Document or record name	Year
3.15.2.1	RBP Social Protection Presentation Jan 2018	
3.15.2.2	WFPs Role in SP in LAC 2016 with Annex	
4	**Other WFP policies and programming areas**	
4.1	**Cash-based transfer**	
4.1.1	Cash-Based Transfers Manual	2017
4.1.2	CBT Terminology	
4.1.3	UNDG Harmonized Approach to Cash Transfer (HACT) Framework	2014
4.1.4	WFP and the Grand Bargain	2017
4.1.5	Cash and Voucher Policy	2008
4.2	**Climate change**	
4.2.1	WFP Climate Change Policy	2017
4.2.2	World Food Programme Climate Services	2015
4.2.3	OSZIR Capacity Development Strategy 18 June 18	2018
4.2.4	CSP Guidance Note for Climate Change Adaptation & Disaster Risk Reduction	
4.3	**Country capacity strengthening (CCS)**	
4.3.1	Capacity Development Policy - An Update on Implementation	2009
4.3.2	Guidance on Capacity Strengthening of Civil Society	2017
4.3.3	Guidelines on Technical Assistance and Capacity Development	2015
4.3.4	National Capacity Index (NCI)	2014
4.3.5	Operational Guide to Strengthen Capacity of Nations to Reduce Hunger	2010
4.3.6	**CCS framework and toolkit**	
4.3.6.1	WFP Corporate Framework for CCS	
4.3.6.2	WFP Theory of Change for CCS	
4.3.6.3	WFP Capacity Needs Mapping (CNM)	

	Document or record name	Year
4.3.6.4	WFP CCS Activity Matrix	
4.4	**Disaster risk reduction (DRR)**	
4.4.1	An Update of WFP Interventions in Disaster Preparedness and Mitigation	2007
4.4.2	Disaster Mitigation. A Strategic Approach	2000
4.4.3	WFP Policy on Disaster Risk Reduction and Management	2011
4.4.4	WFP Policy on Disaster Risk Reduction	2009
4.5	**Emergency preparedness and response**	
4.5.1	Definition of Emergencies	2005
4.5.2	Emergency Preparedness and Response Package Simulation Guidance Manual_2014	2014
4.5.3	Exiting Emergencies	2004
4.5.4	Food Aid and Livelihoods in Emergencies Strategies for WFP	2003
4.5.5	Lessons Learned Toolkit for L3 Emergency Response	2015
4.5.6	Operations Management Directive on Emergency Preparedness Package	2014
4.5.7	Targeting Emergencies	2006
4.5.8	Transition from Relief to Development	2004
4.5.9	WFP Emergency Preparedness Policy	2017
4.6	**Food assistance for assets (FFA)**	
4.6.1	FFA Guidance Updates	2017
4.6.2	Key Aspects to Consider when Evaluating FFA Programme	2017
4.6.3	The potential of FFA to Empower Women and Improve Women's Nutrition. Full Report	2017
4.6.4	The potential of FFA to Empower Women and Improve Women's Nutrition Synthesis Report	2017
4.6.5	**2016 Manual**	
4.6.5.1	FFA PGM 2016 - core doc	2016

	Document or record name	Year
4.6.5.2	FFA PGM 2016 - annexes	2016
4.6.6	**2014 Manual**	
4.6.6.1	FFA Manual – Module A	2014
4.6.6.2	FFA Manual – Module B	2014
4.6.6.3	FFA Manual – Module C	2014
4.6.6.4	FFA Manual – Module D	2014
4.6.6.5	FFA Manual – Module D	2014
4.6.6.6	FFA PGM 2016 - Core Document	2014
4.6.6.7	FFA PGM 2016 - Annexes	2014
4.6.7	**Factsheets on FFA_3PA_ICA_SLP_CBPP**	
4.6.7.1	OSZPR Brief on Resilience v150519	
4.6.7.2	OSZPR Brief on FFA - v150519	
4.6.7.3	OSZPR Brief on 3PA - v150519	
4.6.7.4	OSZPR Brief on the ICA - v150520	
4.6.7.5	OSZPR Brief on the SLP - v150521	
4.6.7.6	OSZPR Brief on the CBPP - v150519	
4.6.8	4-page summary - the Potential of FFA to Empower Women and Nutrition	
4.6.9	FFA Infobit 19 - FFA, Women's Empowerment and Nutrition	
4.7	**Food security, vulnerability, & economic analysis (VAM)**	
4.7.1	Market Analysis Framework - Tools and Applications	2011
4.7.2	Monitoring Food Security-Indicators Compendium	2010
4.7.3	Monitoring Food Security-Reporting Structure and Content	2012
4.8	**Food-based safety nets**	
4.8.1	WFP and Food-based Safety Nets. Concepts, Experiences and Future Programming Opportunities	2004

	Document or record name	Year
4.9	**Gender**	
4.9.1	**Gender Toolkit:** basics, programming, operations, sector	
4.9.1.1	**Gender toolkit - basics**	
4.9.1.1.1	Basics 1A Concepts quickguide	
4.9.1.1.2	Basics 1B Concepts guidance	
4.9.1.1.3	Basics 2A Frameworks quickguide	
4.9.1.1.4	Basics 2B Frameworks guidance	
4.9.1.1.5	Basics 3A MinimumStandards quickguide	
4.9.1.1.6	Basics 3B MinimiumStandards guidance	
4.9.1.1.7	Basics 3C Min Standards checklist	
4.9.1.1.8	Basics 3D Min Standards checklist	
4.9.1.1.9	Basics 4A Strat Planning quickguide	
4.9.1.1.10	Basics 4B Strat Planning guidance	
4.9.1.1.11	Basics 4C Strat Planning GAPtemplatebrief	
4.9.1.1.12	Basics 4D Strat Planning GAPtemplate	
4.9.1.1.13	Basics 5A Leadership quickguide	
4.9.1.1.14	Basics 5B Leadership guidance	
4.9.1.1.15	Gender & CSP guidance	
4.9.1.1.16	NZHSR guidance - gender	
4.9.1.2	**Gender toolkit - programming**	
4.9.1.2.1	Progr 1A GenderAnalysis quickguide	
4.9.1.2.2	Progr 1B GenderAnalysis guidance	
4.9.1.2.3	Progr 1C GenderAnalysis keyquest	
4.9.1.2.4	Progr 1D GenderAnalysis reporttemplate	
4.9.1.2.5	Progr 2A Part quickguide	

	Document or record name	Year
4.9.1.2.6	Progr 2B Participation guidance	
4.9.1.2.7	Progr 3A Design quickguide	
4.9.1.2.8	Progr 3B Design guidance	
4.9.1.2.9	Progr 3C Design checklist	
4.9.1.2.10	Progr 3D Design GTPchecklist	
4.9.1.2.11	Progr 3E Design docum elements	
4.9.1.2.12	Progr 3F Design proposaltemp	
4.9.1.2.13	Progr 4A StakAnalysis guide	
4.9.1.2.14	Progr 4B StakAnalysis guidance	
4.9.1.2.15	Progr 4C StakAnalysis Matrix	
4.9.1.2.16	Progr 5A Implem quickguide	
4.9.1.2.17	Progr 5B Impl guidance	
4.9.1.2.18	Progr 5C Impl checklist	
4.9.1.2.19	Progr 6A Partners quickguide	
4.9.1.2.20	Progr 6B Partnerships guidance	
4.9.1.2.21	Progr 7A ComplFeedback guide	
4.9.1.2.22	Progr 7B Compl&Feedback guidance	
4.9.1.2.23	Progr 7C Complaints&Feedback checklist	
4.9.1.2.24	Progr 7D Complaints&Feedback reptempl	
4.9.1.2.25	Progr 8A GRBudgeting quickguide	
4.9.1.2.26	Progr 8B GRBudgeting guidance	
4.9.1.2.27	Progr 9A Monitoring quickguide	
4.9.1.2.28	Progr 9B Monitoring guidance	
4.9.1.2.29	Progr 9C Monit checklistplan	
4.9.1.2.30	Progr 9D Monitoring plantemplate	

	Document or record name	Year
4.9.1.2.31	Progr 9E Monitoring visitreporttemplate	
4.9.1.2.32	Progr 10A Evaluation quickguide	
4.9.1.2.33	Progr 10B Evaluation guidance	
4.9.1.2.34	Progr 10C Evaluation checklist	
4.9.1.2.35	Progr 11A Reporting quickguide	
4.9.1.2.36	Progr 11B Reporting guidance	
4.9.1.3	**Gender toolkit - operations**	
4.9.1.3.1	Operations 1A HR quickguide	
4.9.1.3.2	Operations 1B HR guidance	
4.9.1.3.3	Operations 1E HR learningbydoing	
4.9.1.3.4	Operations 2A Workplace quickguide	
4.9.1.3.5	Operations 2B Workplace guidance	
4.9.1.3.6	Operations 3A Safety&Security guide	
4.9.1.3.7	Operations 3B Safety&Security guidance	
4.9.1.3.8	Operations 4A Comms quickguide	
4.9.1.3.9	Operations 4B Comms guidance	
4.9.1.3.10	Operations 5A SupplyCh guide	
4.9.1.3.11	Operations 5B SupplyChain guidance	
4.9.1.3.12	Operations 6A EmergencyTelecom quickguide	
4.9.1.3.13	Operations 6B EmergencyTelecom guidance	
4.9.1.3.14	Operations 6B EmerTelecom guidance	
4.9.1.4	**Gender toolkit - sector**	
4.9.1.4.1	Sector 1A FoodAssistance quickguide	
4.9.1.4.2	Sector 1B FoodAssistance guidance	
4.9.1.4.3	Sector 2A FFA quickguide	

	Document or record name	Year
4.9.1.4.4	Sector 2B FFA guidance	
4.9.1.4.5	Sector 3A EP&R quickguide	
4.9.1.4.6	Sector 3B EP&R guidance	
4.9.1.4.7	Sector 4A ClimateChange quickguide	
4.9.1.4.8	Sector 4B ClimateChange guidance	
4.9.1.4.9	Sector 4C ClimateChange checklist	
4.9.1.4.10	Sector 5A SocialProtection guide	
4.9.1.4.11	Sector 5B SocialProtection guidance	
4.9.1.4.12	Sector 6A Protection quickguide	
4.9.1.4.13	Sector 6B Protection guidance	
4.9.2	Gender Social Protection for Zero Hunger. WFP Role in Latin America and the Caribbean 2017	2017
4.9.3	Gender policy 2009	2009
4.9.4	Gender Policy 2015	2015
4.9.5	Gender Policy 2015 Update 2017	2017
4.9.6	Gender Policy 2015 Update 2018	2018
4.9.7	Cash and Gender – Concepts, Evidence and Gaps	
4.9.8	WFP Gender Policy Corporate Action Plan (2010-2011)	2009
4.9.9	Gender and Evaluations Full Guide	2017
4.9.10	Gender and Age Marker Guidance DRAFT January 2018 + PPT	2017
4.9.11	WFP gender resources (useful links to guidance)	
4.9.12	WFP's Gender Transformation Programme	
4.9.13	The Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment	2018
4.9.14	WFP gender resources (useful links to guidance)	
4.9.15	WFP's Gender Transformation Programme	

	Document or record name	Year
4.9.16	Outline the Potential of Cash-Based Interventions to Promote Gender Equality and women	
4.9.17	WFP Gender Action Plan	
4.9.18	RBP Gender Implementation Strategy	
4.9.19	RBN Gender Implementation Strategy	
4.9.20	RBD Gender Implementation Strategy	
4.9.21	RBC Gender Implementation Strategy	
4.9.22	RBB Gender Implementation Strategy	
4.9.23	RBJ Gender Implementation Strategy	
4.9.24	UN SWAP Guidance Note	
4.10	**Humanitarian principles and access**	
4.10.1	Humanitarian Protection Policy Update	2014
4.10.2	Policy on Humanitarian Access and its Implications	2006
4.10.3	Policy on Humanitarian Principles	2004
4.11	**Nutrition-sensitive social protection**	
4.11.1	Nutrition Policy 2012	2012
4.11.2	Nutrition Policy 2017	2017
4.11.3	Building the Blocks for Nutrition-Sensitive Social Protection Systems in Asia	2017
4.11.4	Policy Note Improving Social Protection Targeting for Food Security and Nutrition, an Asian Perspective	2017
4.11.5	Scaling Up Rice Fortification in Latin America and the Caribbean	
4.11.6	WFP and Social Protection – Options for Framing SP in CSPs	
4.11.7	Nutrition-Sensitive Guidance	
4.11.8	Latin America and the Caribbean: Supporting National Priorities on Nutrition through Multiple Platforms 2016	2016
4.11.9	The Cost of the Double Burden of Malnutrition: Social and Economic Impact Chile Ecuador Mexico 2017	2017

	Document or record name	Year
4.11.10	**Nutrition-sensitive case studies**	
4.11.10.1	Case Study: Stunting Prevention Programming in Malawi	
4.11.10.2	Case Study Nutrition-Sensitive Programming in the Dominican Republic	
4.11.10.3	Case Study Fortification Programming in Egypt	
4.11.10.4	Case Study Nutrition-Sensitive Programming in Ecuador	
4.11.10.5	Case Study Providing Specialized Nutritious Foods in Pakistan	
4.11.10.6	Case Study Scaling Up Nutrition Programming in Niger	
4.11.10.7	Case Study Stunting Prevention Programming in Rwanda	
4.11.10.8	Latin America and the Caribbean, A Nutrition Brochure	
4.11.11	Overarching Concept Note IFPRI-WFP USA Print	
4.12	**Purchase for progress (P4P)**	
4.12.1	Purchase for Progress (P4P): Supporting Smallholder Farmers' Access to Markets in LAC	
4.13	**Participatory approaches**	
4.13.1	Participatory Approaches Policy	2000
4.14	**Partnership**	
4.14.1	Corporate Partnership Strategy (2014-2017)	2014
4.15	**Protection**	
4.15.1	Protection Policy	2012
4.16	**Resilience**	
4.16.1	Building Resilience for Food Security and Nutrition Policy	2015
4.16.2	Policy and Programme Bulletin Resilience 2015	2015
4.17	**Risk reduction and management**	
4.17.1	Corporate Risk Management Register - Directive RM2012 004	2012
4.17.2	Policy on Disaster Risk Reduction and Management	2011

	Document or record name	Year
4.17.3	Policy on Enterprise Risk Management	2015
4.17.4	Risk Appetite Statement	2012
4.18	**School meals**	
4.18.1	School Feeding Policy	2009
4.18.2	School Feeding Revised Policy	2013
4.18.3	The State of School Feeding Worldwide	2013
4.18.4	School Meals - A Quick Guide	2016
4.18.5	Social Protection & School Meals Information Digest #1	
4.18.6	Social Protection & School Meals Information Digest #2	
4.18.7	Social Protection & School Meals Information Digest #3	
4.18.8	Social Protection & School Meals Information Digest #4	
4.18.9	Social Protection & School Meals Information Digest #5	
4.18.10	Social Protection & School Meals Information Digest #6	
4.18.11	Social Protection & School Meals Information Digest #7	
4.18.12	A Guidance Note to Develop a National Sustainability Strategy	2012
4.18.13	Cost Benefit Analysis and National Cost Assessment 2-page summary	2016
4.18.14	Smart School Meals - Nutrition-Sensitive National Programmes in LAC	2017
4.18.15	Evidence of the Benefits of School Meals	2017
4.18.16	Home-Grown School Feeding Resource Framework Synopsis	2017
4.18.17	How School Meals Contribute to SDGs. A Collection of Evidence	2017
4.18.18	How to Develop the Logic of School Feeding Projects	2011
4.18.19	Manual for SABER-School Feeding Exercise	2016
4.18.20	PCD WFP HGSM-Resource Framework on Home-Grown School Meals	2016
4.18.21	RBP Strengthening National Safety Nets – School Feeding	2016
4.18.22	SABER School Feeding Brief	2014

	Document or record name	Year
4.18.23	SABER School Feeding Methodology	2014
4.18.24	SABER School Feeding Manual	2016
4.18.25	School Meals Monitoring Framework and Guidance	2017
4.18.26	MENA and School Feeding Fact Sheet	2018
4.18.27	**Guidelines for developing national school feeding strategy**	
4.18.27	**Cost benefit analyses of SF**	
4.18.27.1	Armenia CBA Report 20160729	2016
4.18.27.2	Ethiopia School Feeding Programme Final	2017
4.18.27.3	Ethiopia School Feeding CBA 2017 report	2017
4.18.27.4	Kenya CBA v13	2016
4.18.27.5	Kenya SF program 2015 v5 5	2015
4.18.27.6	Rwanda Cost-Benefit Analysis Presentation	2017
4.18.27.7	Rwanda Cost-Benefit Analysis Report	2017
4.18.27.8	Sri Lanka CBA Report with Observations and Recommendations	2015
4.18.27.9	Sri Lanka School Feeding SN V3	2015
4.18.27.10	Zambia CBA Zambia report V3	2017
4.18.27.11	Nepal National School Meals Programme in Nepal	2018
4.18.28	**Brasilia Centre of Excellence**	
4.18.28.1	Theory of Change	
4.18.28.2	WFP Centre of Excellence's M&E Strategy	2017
4.19	**South–South cooperation**	
4.19.1	South–South and Triangular Cooperation Policy 2015	2015
4.20	**Supply chain**	
4.20.1	Capacity Enhancement Catalogue Supply Chain Capacity Enhancement	2016
4.21	**Theories of change - 2016**	

	Document or record name	Year
4.21.1	WFP Guidance on Theories of Change	2017
4.21.2	AMS ToC draft	2016
4.21.3	FFA ToC draft	2016
4.21.4	Gender ToC	2016
4.21.5	Management of Acute Malnutrition Treatment ToC	2016
4.21.6	School Feeding ToC with tables	2016
4.21.7	Social Protection ToC	2016
4.21.8	Technical Assistance and Country Capacity Strengthening ToC	2016
4.21.9	ToC CT HIV post workshop vs 2	2016
4.21.10	ToC Model Nutrition Prevention vs3	2016
4.21.11	ToC template	2016
4.22	**Three-pronged approach (3PA)**	
4.22.1	The Three-Pronged Approach (3PA)	2016
4.23	**Urban food insecurity**	
4.23.1	Urban Food Insecurity Strategies for WFP	2002
4.23.2	WFP and Urban Safety Nets	2018
4.24	**WFP general policy docs**	
4.24.1	Compendium of Policies Relating to the Strategic Plan	2018
4.24.2	Policy Formulation	2011
5	**WFP monitoring and reporting framework**	
5.1	**Annual performance reports**	
5.1.1	Annual Performance Report 2012	2012
5.1.2	Annual Performance Report 2013	2013
5.1.3	Annual Performance Report 2014	2014
5.1.4	Annual Performance Report 2015	2015

	Document or record name	Year
5.1.5	Annual Performance Report 2016	2016
5.1.6	Annual Performance Report 2017	2017
5.1.7	Annex I - Key figures of APR 2017	2018
5.2	**WFP management plans**	
5.2.1	WFP Management Plan (2013-2015)	2013
5.2.2	WFP Management Plan (2014-2016)	2014
5.2.3	WFP Management Plan (2015-2017)	2015
5.2.4	WFP Management Plan (2016-2018)	2016
5.3	**WFP results frameworks**	
5.3.1	Strategic Results Framework (2014 – 2017)	2013
5.3.2	SRF 2014-2017 Indicator Compendium	2014
5.3.3	Corporate Results Framework (2017-2021)	2016
5.3.4	CRF Indicator Compendium January	2018
5.3.5	CRF Indicators Mapping and Analysis	2018
5.3.6	SRF-CRF mapping file 09Oct16	2016
5.4	**COMET**	
5.4.1	COMET Map and integration with other systems	2017-2018
5.4.2	Comet and Integrated Road Map PPT	2017-2018
5.4.3	Comet and Integrated Road Map Notes	2017-2018
5.4.4	Beneficiary counting in COMET	
5.5	**Corporate monitoring strategies**	
5.5.1	Corporate Monitoring Strategy (2014-2016)	2013
5.5.2	Corporate monitoring strategy (2017-2021)	2018
6	**Relevant evaluations and other studies**	

	Document or record name	Year
6.1	**FFA Impact Evaluation**	2013-2014
6.1.1	FFA Impact Evaluation - Management Response	2014
6.1.2	FFA Impact Evaluation in Bangladesh	2013
6.1.3	FFA Impact Evaluation in Guatemala	2014
6.1.4	FFA Impact Evaluation in Nepal	2013
6.1.5	FFA Impact evaluation in Senegal	2014
6.1.6	FFA Impact evaluation in Uganda	2014
6.1.7	FFA Impact Evaluation Synthesis	2014
6.2	Capacity Development Policy 2009 Evaluation full report	2017
6.3	Capacity Development Policy 2009 Evaluation Annexes	2017
6.4	Capacity Development Policy 2009 Management Response	2017
6.5	Cash and Voucher Policy 2008 Evaluation full report	2014
6.6	Cash and Voucher Policy 2008 Evaluation Annexes	2014
6.7	Cash and Voucher Policy 2008 Management Response	2014
6.8	Corporate Partnership Strategy (2014-2017) Evaluation full report	2017
6.9	Corporate Partnership Strategy (2014-2017) Evaluation Annexes	2017
6.10	Corporate Partnership Strategy (2014-2017) Management Response	2017
6.11	Gender Policy 2009 Evaluation full report	2014
6.12	Gender Policy 2009 Evaluation Annexes	2014
6.13	Gender Policy 2009 Management Response	2014
6.14	Nutrition Policy 2012 Evaluation full report	2015
6.15	Nutrition Policy 2012 Management Response	2015
6.16	School Feeding Policy 2009 Evaluation full report	2011
6.17	School Feeding Policy 2009 Evaluation Annexes	2011
6.18	School Feeding Policy 2009 Management Response	2011

	Document or record name	Year
6.19	Internal Audit Report of WFP's Management of Food Assistance for Assets (AR-17-14)	2017
6.20	Internal Audit of WFP's Management of Food Assistance for Assets Annex A Detailed Risk Assessment 2017	2017
6.21	Internal Audit Report of WFP's Management of Food Assistance for Assets (AR-17-14)	2017
6.22	Learning from Evaluations of School Feeding: A Synthesis of Impact Evaluations	2012
6.23	Bangladesh, School Feeding: Impact Evaluation	2010
6.24	Cambodia School Feeding Impact Evaluation	2010
6.25	Côte d'Ivoire School Feeding Impact Evaluation	2010
6.26	The Gambia School Feeding Impact Evaluation	2010
6.27	Kenya School Feeding Impact Evaluation	2010
6.28	Turkey ESSN evaluation	
7	**External documents**	
7.1	**BRACED**	
7.1.1	BRACED Crisis Modifiers in Sahel	2017
7.2	**EU**	
7.2.1	EU Operational guidance and toolkit for multipurpose cash-grants	2015
7.3	**FAO**	
7.3.1	FAO Country responses to the food security crisis Nature and preliminary implications of the policies pursued 2009	2009
7.3.2	FAO Nutrition and Social Protection 2015	2015
7.3.3	FAO Social Protection Framework 2017	2017
7.3.4	FAO Strengthening Coherence between Agriculture and Social Protection to Combat Poverty and Hunger in Africa Framework for Analysis and Action	2016
7.3.5	FAO The Rights to Social Protection and Adequate Food Legal Note	2016
7.4	**IDS**	

	Document or record name	Year
7.4.1	IDS Social Protection and safety nets in Sudan	2015
7.4.2	ISSC IDS UNESCO Challenging Inequalities Pathways to a Just World	2016
7.4.3	IDS Social Protection and safety nets in Middle East and North Africa,	
7.4.4	IDS Social Protection and safety nets in Sudan, Palestine	
7.5	**IFAD**	
7.5.1	IFAD Rural Development Report 2016	2016
7.6	**IFPRI**	
7.6.1	IFPRI Complementarities between social protection and health sector policies Evidence from the Productive Safety Net Program in Ethiopia	2017
7.6.2	IFPRI Cost-effective safety nets	2003
7.6.3	IFPRI Does money talk? Designing safety net programs that work	2015
7.6.4	IFPRI Global Nutrition Report 2016 From Promise to Impact Ending Malnutrition by 2030	2016
7.6.5	IFPRI Impact evaluation of cash and food transfers for the seasonal emergency safety net in Hajjah and Ibb Governorates, Yemen endline report 2013	2013
7.6.6	IFPRI Leveraging Social Protection Programs evidence prepared for the Global Forum on Nutrition-Sensitive Social Protection Programs 2015	2015
7.6.7	IFPRI Linking Safety Nets, Social Protection, and Poverty	2004
7.6.8	IFPRI Safety nets in Bangladesh Which form of transfer is most beneficial?	2014
7.6.9	IFPRI Social Protection and Cash Transfers - To strengthen families affected by HIV and AIDS 2012	2012
7.6.10	IFPRI Social protection Opportunity for Africa Brief 2008	2008
7.6.11	IFPRI Synopsis Economy-wide impacts of the Productive Safety Net Programme (PSNP) 2015	2015
7.6.12	IFPRI The impact of Ethiopia Productive Safety Net Programme on the nutritional status of children 2008 2012	2017
7.6.13	IFPRI WFP Policy Note Tackling Egypt's Rising Food Insecurity 2013 EN	

	Document or record name	Year
7.7	**ILO**	
7.7.1	ILO Social Protection Report 2017-19	2017
7.7.2	ILO Social protection systems in Latin America An assessment 2016	2016
7.7.3	ILO recommendation 202 on Social Protection Floors	
7.7.4	ILO Is biometric technology in social protection programmes illegal or arbitrary. An analysis of privacy and data protection 2018	
7.8	**ODI**	
7.8.1	ODI Cash transfers review of programme impact and design and implementation features 2016	2016
7.8.2	ODI Doing cash differently How cash transfers transform humanitarian aid 2015	2015
7.8.3	ODI Harnessing the potential of humanitarian cash transfers	2017
7.8.4	ODI Leaving no one behind	2017
7.8.5	ODI Tackling disasters in fragile and conflict-affected contexts	2017
7.8.6	ODI The effects of cash assistance on Syrian refugees in Jordan	2017
7.9	**OPM**	
7.9.1	OPM Shock responsive social protection Literature review	2017
7.9.2	OPM/WFP Shock responsive social-protection in LAC Literature review	2016
7.9.3	OPM Synthesis Report Shock Responsive Social protection systems research	2018
7.10	**United Nations Department of Economic and Social Affairs**	
7.10.1	Agenda of the Third International Conference on Financing for Development	2015
7.11	**UNDP**	
7.11.1	UNDP RIO + Social Protection for Sustainable Development Dialogues between Africa and Brazil	2016
7.12	**UNICEF**	
7.12.1	UNICEF Social Protection Strategy Framework	2013

	Document or record name	Year
7.12.2	UNICEF Common Ground UNICEF and World Bank Approaches to Building Social Protection Systems	2013
7.13	**World Bank**	
7.13.1	WB Bailing out the World's Poorest	2009
7.13.2	WB Policy research report Conditional cash transfer	2009
7.13.3	WB The 1.5 Billion People Question Food, Vouchers, or Cash Transfers	2018
7.13.4	WB The Other Side of the Coin - The Comparative Evidence of Cash and In-Kind Transfers in Humanitarian Situations	2016
7.13.5	WB The state of social safety nets in 2015	2015
7.13.6	WB The state of social safety nets in 2017	2017
7.13.7	WB The state of social safety nets in 2018	2018
7.13.8	WFP Sorting through the Hype: Exploring the Interface between Humanitarian Assistance and Safety Nets	2017
7.13.9	WB Safety Nets and Humanitarian	2016
7.13.10	WB Countercyclical safety nets for the poor and vulnerable 2006	
7.13.11	WB The Contribution of Increased Equity to the Estimated social benefits from transfer program	2017
7.14	**National social protection strategies by country**	
7.14.1	Afghanistan Social Protection in the National Development Strategy	2008
7.14.2	Bangladesh National Strategy on Social Protection	2014
7.14.3	Cambodia National Social Protection Strategy for the Poor and Vulnerable	2011
7.14.4	Ethiopia Productive Safety Net Programme - Manual	2014
7.14.5	Ghana National Social Protection Strategy: Investing in People	2008
7.14.6	Kenya National Social Protection Policy	2011
7.14.7	Liberia Social Welfare Policy	2009
7.14.8	Malawi Social Protection and Disaster Management, in the Growth and Development Strategy	2006

	Document or record name	Year
7.14.9	Mozambique National Social Protection Strategy (2016-2024)	2016
7.14.10	Mozambique National Strategy for Basic Social Protection	2010
7.14.11	Niger Politique nationale de protection sociale	2011
7.14.12	Rwanda National Social Protection Strategy	2011
7.14.13	Swaziland Social Protection in the Poverty Reduction Strategy and Action Plan	2007
7.14.14	Tanzania National Strategy for Growth and Reduction of poverty	2005
8	**Datasets**	
8.1	**2016 SPR analysis on social protection**	
8.1.1	Dataset – Final	2017
8.1.2	Complete SPR Analysis – Final	2017
8.1.3	Concept Note - SPR Analysis Social Protection - v20170518	2017
8.2	The Fund for Peace - Fragile States Index Annual Report 2017	2017
8.3	Country Selection Matrix 27 June 2018	
8.6	**2017 SPR Analysis on Social Protection**	
8.6.1	2017 SPR Analysis Presentation	
8.6.2	SPR+ACR Analysis Social Protection Dataset	
9	**Contacts**	
9.1	Quick Reference Internal Telephone Directory	2018
9.2	WFP Organigram	2018
9.3	Acronyms for WFP Organizational Structure 15 May 2018	2018
9.4	School Meals Social Protection Focal Points in RB and CO	

Annex 13: Stakeholder Workshop Feedback on Draft Recommendations

1. A stakeholder workshop was convened by the Office of Evaluation in Rome on 23 and 24 January 2019 to discuss the draft evaluation report and provide specific feedback on the draft recommendations. Thirty-eight WFP staff attended the workshop from headquarter units, five regional bureaux and 11 of the 12 country offices that participated in evaluation case studies.

2. Workshop participants discussed the draft recommendations in groups and at a plenary session and provided verbal and written input. The following points were some of the rich and detailed ideas captured from the workshop that were not explicitly included in the recommendations but could serve to further guide WFP in its implementation of the evaluation recommendations and future social protection work.

Prioritization and leadership

3. Participants felt that WFP corporate leadership should confirm and reinforce the organization's commitment to supporting gender-responsive, nationally-led social protection programmes and systems, as a key strategy for achieving zero hunger, and building on social protection's increasing prominence in country strategic plans. One suggestion was that there should be explicit inclusion of safety nets/social protection messages in the Executive Director's statements along with related messaging and statements of direction from senior management.

Cross-functional guidance

4. Staff felt that WFP should strengthen guidance on social protection. Points suggested for consideration when developing guidance included:

- Ensure consistency and linkages with high-level organizational strategies and all internal policies and guidance
- Identify and articulate the ways social protection concepts relate to relevant specific WFP activities (for example, resilience, livelihoods, gender, country capacity strengthening, school feeding, nutrition and emergency response and preparedness) and what changes in approach are required for them to contribute based on good practice
- Provide in-depth coverage of how social assistance and contributions to social protection can be designed and implemented in ways that systematically foster gender equitable and/or gender-transformative outcomes, appreciate the needs of people with disabilities and enhance accountability to affected populations and protection from sexual exploitation and abuse
- Establish clarity on how WFP programming in general can be directly or indirectly supportive of the development and optimization of national gender-responsive social protection systems for more sustainable impact.

Knowledge management and positioning

5. Workshop participants suggested elevating and focusing more on knowledge management based on the evaluation's findings. Greater clarity is needed among staff at all levels related to key

social protection and safety nets issues, WFP's comparative advantages and their application to its approaches including the following key gaps in:

- Practices and positions of key social protection actors on key issues and their implications and trade-offs for WFP (for example, universal versus targeted social protection, social protection floors, gender-responsive social protection, inclusive social protection, safety nets versus social protection, registries)
- Mapping of social protection actors, programmes and government administration models and lessons on WFP experiences aligning its work with national social protection systems, institutions, priorities and outcomes linked to SDGs 2 and 17 as well as 1 and others
- Good practices for coordinating and collaborating with partners to ensure collective impact through capacity development and technical support to national governments
- Lessons from WFP experience in building and supporting food-security focused, nutrition-sensitive, and gender-responsive safety nets and social assistance programmes led by (or intended for transition to) governments
- The dimensions and advantages of the WFP global strategic partnerships and support for south-south and triangular cooperation in social protection and how country offices can use and leverage them
- Lessons from the WFP application of vulnerability analysis, data management and information systems to support national social protection systems and programmes
- WFP experience with shock responsive social protection, the circumstances under which it advocates for/supports it and the specific role of WFP.

Acronyms

AAP	Accountability to Affected Populations
ADB	Asian Development Bank
AECID	Spanish Agency for International Development Cooperation
AED	Assistant Executive Director
APR	Annual Performance Report
CBT	Cash-Based Transfers
CEQAS	Centralized Evaluation Quality Assurance System
CIRV-CERF	Index for Risk and Vulnerability
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CRF	Corporate Results Framework
CSP	Country Strategic Plan
DE	Decentralized Evaluation
DFAT	Australian Department of Foreign Affairs and Trade
DFID	United Kingdom Department for International Development
DOE	Director of Evaluation
EB	Executive Board
EC	European Commission
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ERD	(previously) WFP Government Donor Relations Division
ESSN	Emergency Social Safety Net (in Turkey)
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCS	Food Consumption Score
FFA	Food Assistance for Assets

FFT	Food Assistance for Training
FFR	Financial Framework Review
G20	Group of 20
G2P	Government-to-Person
GDP	Gross Domestic Product
GFA	General Food Assistance
GNI	Gross National Income
HDI	Human Development Index
HIV/TB	Human Immunodeficiency Virus / Tuberculosis
HQ	Headquarters
HS	Office of Hunger Solutions
I/CSP	Interim Country Strategic Plan
IDB	Inter-American Development Bank
IDS	Institute of Development Studies, University of Sussex
ILO	International Labour Organization
INFORM	Index for Risk Management
IPC	Integrated Food Security Phase Classification
IRG	Internal Reference Group
IRM	Integrated Road Map
KII	Key Informant Interview
LIC	Lower Income Country
LMIC	Lower-Middle Income Country
M&E	Monitoring and Evaluation
MIC	Middle Income Country
NCI	National Capacity Index
NGO	Non-governmental Organization
NZHSR	National Zero Hunger Strategic Review
ODX	Programme Division
ODXH	(previously) WFP Hand-Over and Partnership Branch
OECD/DAC	Organization for Economic Co-operation and Development / Development Assistance Committee

OEV	Office of Evaluation
OPM	Oxford Policy Management
OSZ	Policy and Programme Division
P4P	Purchase for Progress
RB	Regional Bureau
RBB	Regional Bureau Bangkok
RBC	Regional Bureau Cairo
RBD	Regional Bureau Dakar
RBJ	Regional Bureau Johannesburg
RBN	Regional Bureau Nairobi
RBP	Regional Bureau Panama
RMP	Performance Management and Monitoring Division
SDG	Sustainable Development Goals
SE	Strategic Evaluation
SF	School Feeding
SN	Safety Nets
SO	Strategic Objective
SOP	Standard Operating Procedure
SP	Social Protection
SPR	Standard Project Report
SRF	Strategic Results Framework
SSN	Social Safety Net
t-ICSP	Transitional Interim Country Strategic Plan
TL	Team Leader
ToC	Theory of Change
ToR	Terms of Reference
UK	United Kingdom
UMIC	Upper Middle Income Country
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USD	United States Dollars
WB	World Bank
WFP	World Food Programme

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