



WFP EVALUATION



World Food Programme

SAVING LIVES
CHANGING LIVES

Review of the implementation of recommendations from thematic evaluations of a strategic/global nature

Report on the Evaluation of WFP's Safety Nets Policy (2019)

May 2022

Background

This report on the Evaluation of WFP's Safety Nets Policy was produced within the framework of the Review of the Implementation of Recommendations from Global Evaluations (2016 – Q2 2020). The review looks at recommendations from Global Evaluations issued between 2016 and the first half of 2020 to shed light on their uptake and identify areas where further action is recommended by the World Food Programme (WFP). The review comprised ten stand-alone reports as well as one synthesis report.

The review was commissioned by the WFP Office of Evaluation and conducted by the consulting firm *hera*. The review team from *hera* based their analysis on data from the Risk and Recommendation (R2) tracking tool that was extracted in March 2021, as well as semi-structured interviews with WFP staff that were conducted between April and June 2021. Before publishing the report, the Office of Evaluation complemented *hera's* analysis by updating outdated information based on comments and input received from WFP staff/action-owners in January 2022.

Disclaimer

The opinions expressed in this report are those of the review team, and do not necessarily reflect those of WFP. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Introduction

The evaluation of the update of the World Food Programme (WFP) Safety Nets Policy was conducted in 2018 by Avenir Analytics and managed by the WFP Office of Evaluation. The evaluation was presented to the Executive Board in June 2019. The evaluation assessed the quality, results and influencing factors of the 2012 update of WFP's Safety Nets Policy. The evaluation issued five recommendations which were all agreed by management. In responding to the recommendations, management identified six actions¹ to be implemented by the Programme – Humanitarian and Development Division (PRO), with support from the Programme and Policy Development Department (PD)² and other divisions. By March 2021, the WFP Risk and Recommendation (R2) tracking system reported that two actions had been implemented (see Annex 1).

Findings

The stakeholder workshop at the end of the evaluation allowed for a rich exchange and contributed to the agreement with the evaluation recommendations. The draft of the evaluation recommendations was discussed at the stakeholder workshop, where a cross-section of representatives from regional bureaux, country offices and Headquarters participated. The informants felt having the opinion of different stakeholders was very useful, and as a result of these discussions some of the recommendations were tweaked.

WFP management agreed on all recommendations for two main reasons: firstly, they were exactly what WFP needed to move the topic of social protection forward, and secondly, being an objective source of evidence, recommendations can enable discussions about structural issues, such as how to report on social protection in the corporate results framework (CRF), for which the organization is accountable.

The Social Protection Unit was highly involved throughout the evaluation process. The evaluation team was perceived as very knowledgeable and helpful, and this contributed to the unit's level and quality of engagement. The management response document was written by the Social Protection Unit and became the basis of the unit's work plan for the last two years.

Overall, considerable progress has been made in the implementation of the management response. Due to the delay in finalizing the strategy, as part of recommendation 1, recommendations 1 (on confirming and sustaining WFP's commitment to supporting nationally led social protection programmes) and 2 (on strengthening coordination mechanisms in social protection) have not yet been fully completed. Recommendations 4 (on identifying dedicated human, technical and financial resource requirements for building sustainable internal capacities in social protection) and 5 (on standardizing monitoring and reporting on WFP's contributions to social protection) depend also on other entities to be fully implemented. Recommendation 3 (on developing a knowledge management component of the social protection strategy) was fully implemented.

¹ The management response identified more than six actions, however this review is aligned with the number of actions indicated on the WFP Risk and Recommendation (R2) tracking system.

² There is a difference between the allocation mentioned in the management response and the one listed in WFP's Risk and Recommendation (R2) tracking system. In the management response, the Assistant Executive Director of PD and the Director of PRO were made responsible for three recommendations, with the Social Protection Unit, the Performance Management and Reporting Division (CPP-RMP) for the remaining two.

Table 1 Summary of recommendations and management responses

Recommendation (short)	Management response
1. Prioritization and leadership: confirm and sustain WFP’s commitment to supporting nationally led social protection programmes.	Agreed
2. Cross-functional coordination and coherence: Strengthen mechanisms for coordination in social protection in order to ensure coherent cross-functional approaches.	Agreed
3. Develop a knowledge management component of the social protection strategy.	Agreed
4. Internal capacity: Identification of dedicated human, technical and financial resource requirements for building sustainable internal capacities in social protection.	Agreed
5. Standardize monitoring and reporting on WFP’s contributions to social protection.	Agreed

Rec 1 – Prioritization and leadership: confirm and sustain WFP’s commitment to supporting nationally led social protection programmes

Are the actions defined in the management response relevant to the recommendation?	The agreed actions adequately address the recommendation.
Have the actions of the management response been implemented?	The corporate strategy for engagement in social protection was finalized and endorsed by the Oversight and Policy Committee in 2021. The implementation plan, budget and resource mobilization strategy were expected to be finalized by the end of 2021, resources permitting. The recommendation is therefore to be considered still open (in line with what is reported on R2).

The evaluation recommended developing a strategy for engagement in social protection with a clear definition of social protection, a Theory of Change and a costed implementation plan, budget and resource mobilization strategy. The recommendation to develop a strategy was perceived to be more useful than a policy, because a practical process to operationalize WFP’s social protection work (and ensure it is coordinated throughout the organization) was needed.

It was agreed that this recommendation would be implemented by December 2019, as the Social Protection Unit believed one year was enough time to develop the strategy and the process was relatively simple. However, it was then agreed to postpone the deadline to ensure adequate consultations, ownership and agreement, as articulating a corporate strategic direction and a coordinating framework as to how WFP will support national social protection systems in future required involving many parts of WFP.

The strategy has now been finalized and endorsed by the Oversight and Policy Committee (OPC) in 2021. The process has been guided by the Social Protection Unit, and it has been highly consultative. Several units, divisions and departments at headquarters, as well as staff from regional bureaux and country offices were involved in the strategy development process. The two regional bureaux interviewed during the review reported that their comments were heard and included throughout the process, and this was regarded as a strength of the strategy. Key external stakeholders (United Nations and development partners, as well as independent experts) also reviewed and provided inputs into the document.

The strategy will be accompanied by an implementation plan, budget and resource mobilization strategy. However, these additional components are under development. Despite the delay, the strategy is a high-quality product. It provides a clear vision and entry points for working on social protection, increases understanding of social protection internally, and helps position WFP externally.

Developing the WFP Strategy for Support to Social Protection was possible thanks to the high commitment from the Social Protection Unit, the high interest from different parts of WFP who were involved, as well as a strong demand from regional bureaux for a corporate framework. The regional bureaux requested a clearer and more formal articulation of why social protection was relevant to WFP and what WFP's unique offer was.

There were a number of challenges during this process: primarily, having to develop a strategy for integrated work, which involved multiple parts of WFP working together and agreeing on what the organization offers as a whole in relation to supporting national social protection systems. In addition, WFP did not have anything like this strategy before, so it was a challenge to identify what was necessary to strengthen national systems. Other challenges included the unpredictability of staffing, because the Social Protection Unit runs on unreliable extrabudgetary funds and overwork, and needs to meet multiple requests at the same time.

Aspects of the strategy have already guided WFP's support for Covid-19 responses at a government level. In 2020, the Programme Division released WFP's Medium-Term Programming Framework, where supporting national social protection is put at the forefront of WFP engagement with governments. According to one informant, this framework was completed in a timely fashion thanks to all the work and thinking conducted prior to the release of the strategy. Moreover, significant public documents were produced that reflected the emerging strategic thinking about WFP's proposal to support national social protection.

Rec 2 – Cross-functional coordination and coherence: Strengthen mechanisms for coordination in social protection in order to ensure coherent cross-functional approaches

Are the actions defined in the management response relevant to the recommendation?

The agreed actions are relevant to the recommendation.

Have the actions of the management response been implemented?

The actions have been partially implemented (in line with what is reported on R2). An interim coordination mechanism was established by mid-2020. However, disseminating the guidance on implementation of the strategy has not been possible because this action is linked to the finalization of the strategy.

Management accepted the evaluation recommendation to empower mechanisms for coordination in social protection, disseminate guidance on implementation of the strategy, and integrate guidance on social protection into other activity-specific and overarching programme strategies, policies and guidance.

Management perceived this recommendation to be relevant and useful. Strengthening cross-functional coordination was felt to be extremely necessary because supporting national social protection is not just about one intervention, but a set of things that WFP can do to help strengthen a national system. Therefore, it requires a multifunctional approach that goes beyond the work of the Social Protection Unit.

When Covid-19 happened (March 2020), an interim coordination mechanism was established to handle field requests for government social protection support for Covid-19, co-chaired by the Social Protection Unit and Cash Based Transfer (CBT) Unit, with members from all key functional units. This group was reviewed by members in December 2020, and it was agreed that the scope of the group would be extended beyond Covid-19 for 2021.

According to all informants, this mechanism is working very well, and it is very helpful. However, this coordination mechanism has not been formalized in the way it is needed. As one informant mentioned,

right now, it is kind of a “coalition of the willing”. A formal, long-term coordination mechanism is pending approval from the Assistant Executive Director of PD. There is a need to make it a structural solution that lasts and makes people accountable to management at a higher level. In commenting on this report, an informant also noted the importance of including a wider range of stakeholders in the coordination group and encouraging more bottom-up inputs to discussions in order to enable a field-first approach.

Concerning the need to integrate guidance on social protection into other programme strategies, policies and guidance, social protection has been mainstreamed into the School Feeding Strategy, CBT and targeting guidance and the Emergencies Handbook. A training curriculum was developed and delivered in four of six regions. However, significant work remains to be done to disseminate the guidance on implementing the WFP Social Protection Strategy.

Rec 3 – Develop a knowledge management component of the social protection strategy

Are the actions defined in the management response relevant to the recommendation?	The agreed actions adequately address the requirements of the recommendation.
Have the actions of the management response been implemented?	The commitments were adequately implemented. The Social Protection Unit has led the development of a knowledge management strategy which was completed within the deadline. Considerable work was done to build internal capacity. The recommendation can be considered closed in line with what is reported on R2.

Recommending to develop a knowledge management component was very useful for management both to enhance visibility of WFP as a key social protection actor and partner, as well as to improve internal capacity on knowledge management. Up to that moment, there had been efforts to build a base of evidence and learning but such effort had not been part of a broader overarching knowledge management and learning strategy.

To implement the recommendation, the Social Protection Unit hired a full-time professional knowledge manager in 2019 and developed a knowledge management strategy. On one side (internally), the strategy looked at how to take knowledge that is generated and package it to improve WFP's work; on the other side (externally), the strategy looked at how to take knowledge that WFP generates and project it externally to foster learning and wider understanding.

There have been considerable developments on both sides. For example, the Social Protection Unit created a number of publications, multiple panels and webinars, and contributed to four inter-agency training sessions for global social protection practitioners. According to one informant, “what the Social Protection team has been able to do in terms of knowledge management has been quite remarkable in a short space of time and hugely valuable in terms of building internal understanding and awareness of social protection as well as building external awareness of what it is that the WFP can offer”.

The Social Protection Unit has also helped regional bureaux develop their own knowledge management plans, and the unit's support was highly valued by them. In terms of results produced, an informant mentioned that it fostered knowledge-sharing between country offices and elevated WFP's position globally in terms of being an influential player in social protection: for example, it created momentum which allowed WFP to engage with the World Bank (WB) and other actors. The WB has started to recognize WFP more and more as a key player in social protection.

Rec 4 – Internal capacity: Identification of dedicated human, technical and financial resource requirements for building sustainable internal capacities in social protection

Are the actions defined in the management response relevant to the recommendation?	The agreed actions are relevant to the recommendation. They identify the way in which the recommendation is going to be implemented by referring to ongoing and planned work.
Have the actions of the management response been implemented?	The commitments have only been partially implemented. Building sustainable internal capacity in social protection remains an outstanding area of work. This is in line with what is reported in R2.

Management accepted the recommendation to identify the human, technical and financial resource requirements for building sustainable internal capacities in social protection. The recommendation was perceived to be useful because, to deliver the social protection strategy, it is vital that WFP sustains and expands its capacities accordingly, beyond reliance on external consultants.

The Social Protection Unit did a workforce analysis for social protection to identify the number and nature of posts required. However, the analysis has not yet led to the allocation of the required posts to the function. Social protection is now being considered as one function within a corporate-wide strategic workforce planning exercise being done for the Programme Policy function.

At regional level, considerable progress has been made to professionalize and standardize the social protection function. However, in terms of creating options for limiting staff turnover in social protection positions, there is still work to be done. The Social Protection Unit at headquarters runs with a limited number of staff, and most of the people are working on a consultant contract. Another challenge is that the unit runs on unreliable extra budgetary funds, which gives no guarantee of the staff's stability. Efforts are underway to start a social protection FIT pool to attract additional talent from outside WFP.

In response to requests from country offices and recommendations from audits and evaluations, WFP has institutionalized processes for obtaining additional short-term expertise on an as-needed basis. A set of long-term agreements with renowned academic institutions and think-tanks has been in place since 2018 for the provision of technical services related to social protection. A roster of technical experts in relevant areas for short-term, targeted social protection consultancies, was also established.

Rec 5 – Standardize monitoring and reporting on WFP's contributions to social protection

Are the actions defined in the management response relevant to the recommendation?	Management adequately responded to the recommendation.
Have the actions of the management response been implemented?	The actions have been partially implemented (in line with what is reported on R2). The CRF does not yet allow reporting on WFP systems strengthening work, including social protection, preventing the adequate measurement of results or building evidence of WFP contributions to social protection. Progress on this has been postponed until after the approval of the CRF.

The recommendation to standardize WFP's monitoring of and reporting on WFP's contributions to social protection in order to establish a reliable base of quantitative and qualitative evidence was agreed with by management. The CRF did not enable WFP to report on systems strengthening work, including social protection, preventing the organization from adequately measuring results and building evidence of their contributions to social protection. Therefore, a recommendation to overcome this problem was deemed useful.

To implement this recommendation, the Social Protection Unit recruited additional staff to identify what had to change in the corporate quantitative and qualitative reporting to meet the recommendation. With

regards to the qualitative reporting, country offices, regional bureaux and WFP's Social Protection Unit at headquarters will produce regular qualitative reviews of their social protection activities according to standard practices, with the annual country reports being a primary publication in this regard.

As far as the quantitative reporting is concerned, the CRF does not enable WFP to report specifically on social protection. Discussions on potentially developing specific measurements for social protection were postponed until the review of the CRF, as part of the new corporate Strategic Plan 2022–2026, which is currently ongoing. However, the specific measurements for social protection will now not be integrated until after the approval of the CRF in November 2021.

Therefore, the issue remains relevant, and there is still some work to be done to address the quantitative reporting. As mentioned by the consulted regional bureaux it was very hard to analyse the response to Covid-19 through social protection, because the activities are not tagged and because the system does not allow to track core social protection quality standards like timeliness and predictability. Moreover, the coherence between the new social protection strategy and the monitoring and reporting system will have to be ensured.

Conclusions

Finalizing the strategy has taken slightly longer than expected to ensure adequate consultations, ownership and agreement. The process was led by the Social Protection Unit, however it was not under their full control because many other parts of the organization needed to be involved.

The Social Protection Unit took the lead in the implementation of the recommendations. Although only recommendation 3 has been fully implemented, a lot of work has been done to implement the other recommendations. Recommendations 1 and 2 can be fully implemented now that the strategy for engagement in social protection has been finalized. Regarding recommendation 4, further work is required on internal capacity building. The full implementation of recommendation 5 depends on the revision of the CRF, in light of the new corporate Strategic Plan 2022–2026, which is currently ongoing.

Considering the current situation of the Social Protection Unit, with the limited resources and other challenges, the progress achieved so far can be considered satisfactory, as there was a huge amount of work to develop the strategy.

While the strategy has already contributed to making WFP visible externally, it is too early to tell what the impact of the strategy will be. The final impact will depend on the way it will be rolled out to the field and disseminated.

Annex 1: recommendations, actions and progress

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
Recommendation 1: Prioritization and leadership: confirm and sustain WFP's commitment to supporting nationally led social protection programmes		Agreed		
<p>WFP leadership should confirm and sustain its commitment to supporting nationally led social protection programmes. A strategy for engagement in social protection should be developed and widely disseminated. The strategy should include:</p> <ul style="list-style-type: none"> a clear definition of social protection endorsed by WFP with an outline of the boundaries of WFP's work; a Theory of Change that articulates the implications of social protection as defined by WFP, including what it means for WFP's activities and programmes; and a costed implementation plan, budget and resource mobilization strategy, which could be embedded in a broader programming strategy for WFP's support to national systems and country capacity strengthening. 		<ul style="list-style-type: none"> In consultation with other relevant divisions and units and the regional bureaux, the Safety Nets and Social Protection Unit (OSZIS, now become PROS) will lead the development of a corporate strategy for engagement in social protection to be endorsed by the Assistant Executive Director of OS by December 2019. The strategy will be for internal use and will facilitate delivery on WFP's corporate commitment to social protection and guide future corporate investments. Regional-level consultations on the strategy began in May 2019. OSZ will develop an implementation plan, budget and resource mobilization strategy for the social protection strategy by December 2019. 	<p>High priority December 2019 Open</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> The work on the strategy started immediately. However, the process was longer than expected to ensure adequate consultations, ownership and agreement. The corporate strategy for engagement in social protection was endorsed by the Oversight and Policy Committee (OPC) in 2021. The implementation plan, budget and resource mobilization strategy are expected to be finalized by the end of 2021, resources permitting.
Recommendation 2: Cross-functional coordination and coherence		Agreed		

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>Strengthen mechanisms for coordination in social protection in order to ensure coherent cross-functional approaches. Disseminate guidance on implementation of the strategy and incorporate the guidance into other activity-specific and overarching programme strategies, policies and guidance, especially those related to country capacity strengthening, in coordination with other units at headquarters – including those for operation services, human resources, performance management and reporting, supply chains, emergency preparedness and response and information technology – and in consultation with regional bureaux and country offices.</p>		<ul style="list-style-type: none"> The existing mechanism for cross-functional coordination needs to be strengthened and systematized. A concept note for an improved mechanism has been developed and will be refined by mid-2020, in a process that will involve internal consultations involving multiple units, divisions and regional bureaux. The concept note will identify the capacities required to ensure that WFP deploys its technical capacities coherently in working with governments. OSZIS will develop, by mid-2020, guidance on implementing the WFP social protection strategy and will integrate guidance on social protection into other programme strategies, policies and guidance. 	<p>Medium priority June 2020 Open</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> An interim coordination mechanism was established to handle field requests for government social protection support for Covid-19, co-chaired by the Social Protection Unit and Cash Based Transfer (CBT), with members from all key functional units. However, to be a structural solution, the endorsement from the Assistant Executive Director is needed. Guidance on social protection was integrated into other programme strategies, policies and guidance. However, significant work remains to be done to disseminate the guidance on implementing the WFP social protection strategy, being that this activity was dependent on the finalization of the strategy itself.
<p>Recommendation 3: Knowledge management and positioning</p>		<p>Agreed</p>		
<p>WFP should develop a knowledge management component of the social protection strategy that builds on existing activities, consolidates evidence, learning and good practices and facilitates adaptation to changes in the environment, including advances in food security-focused, nutrition-sensitive and gender</p>		<ul style="list-style-type: none"> OSZIS has recruited a new knowledge manager, who started in May 2019 and will develop a knowledge management component of the strategy by December 2019. The knowledge manager will also organize internal capacity building through training. Training plans will have been developed and two regional 	<p>High priority June 2020 Closed</p>	<p>Implemented</p> <ul style="list-style-type: none"> The Social Protection Unit has led the development of a knowledge management strategy which was completed within the deadline. Considerable work was done to build internal capacity.

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>responsive approaches to social protection.</p>		<p>trainings will have occurred by mid-2020.</p> <ul style="list-style-type: none"> OSZ will work with WFP management with a view to ensuring adequate staffing levels, including through the provision of funding for positions from the programme support and administrative budget. 		
<p>Recommendation 4: Internal capacity</p>		<p>Agreed</p>		
<ul style="list-style-type: none"> Identify the dedicated human, technical and financial resource requirements for building sustainable internal capacities in social protection, including the resources needed for shared, cross-functional activities: Provide additional resources and training opportunities to WFP staff in all relevant functions with a view to enhancing their understanding of and engagement in policy, public financing, public administration systems and debates on aspects of social protection such as targeting and conditionality. Develop an approach to human resources that enables units to establish the best balance among the building, buying or borrowing of human resources and is based on a review of standard national and 		<ul style="list-style-type: none"> OSZ (PRO) will work closely with Human Resources Management Division (HRM) on defining human resource requirements based on an analysis of the social protection commitments and plans that are incorporated into CSPs and interim CSPs and on discussions on WFP's future positioning in social protection. This work will include examination of the options for including job profiles for social protection specialists in WFP's human resource strategy and options for limiting staff turnover in certain social protection positions in order to avoid jeopardizing WFP's long-term engagement and positioning in social protection and capacity strengthening. Action on some parts of the recommendation began in early 2019: two regional training events covering 	<p>High priority</p> <p>March 2020</p> <p>Open</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> The human resource requirements were defined. However, this analysis has not been acted upon by HRM. It will therefore be necessary to follow up on this recommendation with HRM. Based on feedback from a regional bureaux informant, a review and expansion of the current long term agreements is encouraged as they do not meet the needs of all regions and country offices. Building sustainable internal capacity in social protection remains an outstanding area of work.

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>international job profiles, a mapping of social protection competencies and gap analysis against the strategy, development of additional specialist job profiles for social protection as needed, training plans, recruitment of experts from outside WFP to fill gaps and adjustments to human resource policies as needed.</p> <p>Identify the core capacity requirements and submit a financial request for these to be included in the next management plan.</p>		<p>relevant topics are scheduled for the second quarter of the year;</p> <ul style="list-style-type: none"> Twelve long-term agreements have been signed with institutions that are able to provide WFP and governments with high-quality technical services for social protection; and a social protection specialist has been recruited to manage long-term agreements and help country offices and regional bureaux to make effective use of “buy and borrow” approaches. Core capacity requirements will be reviewed and identified for inclusion in the 2020 management plan. 		
Recommendation 5: Monitoring and reporting		Agreed		
<p>Standardize monitoring of and reporting on WFP’s contributions to social protection in order to establish a reliable base of quantitative and qualitative evidence on WFP’s role and added value and enhance learning. Building on recent revisions to the corporate results framework, WFP should:</p> <ul style="list-style-type: none"> require the tagging of activities that contribute to social protection based on clear quality standards such as timeliness, predictability and links to national strategies and systems in 		<ul style="list-style-type: none"> OSZIS will work with RMP to define appropriate tags, develop and refine new and existing indicators and gender-responsive methodologies, and engage with custodians of SDG Target 1.3 in order to ensure that WFP’s contributions to safety nets are reflected in databases and the corporate results framework (CRF). A summary report on WFP’s social protection work will be produced based on analysis carried out by OSZIS of data from standard project reports and 	<p>High priority</p> <p>March 2020</p> <p>Open</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> The recommendation has been partially implemented. The CRF does not yet allow reporting on WFP systems strengthening work, including social protection, preventing the adequate measurement of results and building evidence of WFP contributions to social protection. The specific measurements for social protection will not be integrated until after the approval of the CRF in November 2021. There is therefore the need to follow up

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>order to enable analysis of outputs and outcomes disaggregated by category of vulnerability such as sex, age and disability;</p> <ul style="list-style-type: none"> engage with custodians of Sustainable Development Goal (SDG) Target 1.3 with a view to identifying ways of reporting on WFP's contributions and supporting country offices in reporting on country-specific contributions in national and global SDG reporting formats; develop a monitoring framework for further improving performance measurement of social protection activities linked to the strategy and Theory of Change, and use this as a basis for future evaluations with mandatory reporting on standard indicators and tagging in the next corporate results framework; and produce an annual or biannual summary report on WFP's social protection contributions (or standardize a format for integrating such a report into the annual performance report) that supports internal learning and external positioning. 		<p>annual country reports for 2017 (completed) and 2018 (to be completed by September 2019).</p> <ul style="list-style-type: none"> OSZ and RMP will discuss the integration of WFP's contributions to social protection into the annual performance report. 		<p>further on the actual implementation of this recommendation.</p> <ul style="list-style-type: none"> The qualitative requirements were addressed by the annual country reports.

*According to R2 database 29/03/2021.

Annex 2: Abbreviations and acronyms

CBT	Cash Based Transfer
CRF	Corporate results framework
HRM	Human and Resource Division
OPC	Oversight and Policy Committee
OSZ	Programme and Policy Division
OSZIS	Safety Nets and Social Protection Unit
PRO	Programme - Humanitarian and Development Division
PROS	Social Protection Unit
WB	World Bank

Annex 3: Persons Interviewed

Deborah Mcwhinney	Senior Evaluation Manager, Office of Evaluation
Jane Waite	Policy Programme Officer, Regional Bureau for the Middle East, Northern Africa and Eastern Europe
Kai Roehm	Programme Policy Officer, Regional Bureau for Southern Africa
Natasha Nadazdin	Chief, Corporate Planning and Performance Division
Rosie Bright	Programme Policy Officer, Regional Bureau for Eastern Africa
Sarah Laughton	Chief, Safety Net and Social Protection Unit

Annex 4. Documents Consulted

Executive Board documents

Beasley, D. 2019. *Transcript from speech at the June 2019 Annual Session of the Executive Board*. WFP, Rome.

WFP. 2019. *Annual session of the Executive Board*.

Non-Executive Board documents

Avenir Analytics. 2019. *Update of WFP's safety nets policy. Policy evaluation. Evaluation report: Volume 1*. WFP Office of Evaluation, Rome.

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