STRATEGIC EVALUATION

WFP's Support for Enhanced Resilience

Inception Report

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1. Introduction

1.1. Evaluation Features

Rationale and objectives

1.   This evaluation is a formative and forward-looking strategic evaluation (SE) of WFP's support for enhanced resilience. Strategic Evaluations (SEs) commissioned by the Office of Evaluation (OEV) are forward-looking and focus on strategies, systemic or emerging corporate issues and/or programmes and initiatives with global or regional coverage. The SE's intended purpose is predominantly to assist learning about how fit-for-purpose WFP is to undertake resilience programming, and it will also contribute to accountability by providing a clear evidence base to inform WFP's decision making. It is not intended to focus on the results of WFP's programmes and will not attempt a performance review. The Terms of Reference are provided in Annex 1.

2.   The SE is timely both in the global context (which indicates a growing number of protracted crises for which purely humanitarian solutions don't go far enough, and of recurrent crises that could be better mitigated) and internally for WFP, as the majority of Country Offices (COs) have now prepared their Country Strategic Plans (CSPs) and are embarking upon their implementation.

3.   Whereas resilience building has long been implicit in WFP's work, the CSPs bring it much more sharply into focus while at the same time reinforcing the realization that resilience needs and processes in one situation are very different to those in another, and that while the 'end' may be the same, the means of getting there can be quite different. The more explicit treatment of resilience also highlights the strategic shift on which WFP has embarked, from being a purely humanitarian organization delivering food aid to one that is also involved in development through food assistance, which was initiated in its Strategic Plan 2008-13[1]. Nevertheless, diverging views exist within WFP and externally as to whether it has the mandate, resources and expertise to make such a transition.

4.   This evaluation will, therefore, investigate the extent to which a concept that until recently was somewhat abstract is transforming into an approach that is consistent with the needs of the people, communities and governments that WFP serves; coherent with the skills and competencies of its own staff and of the staff of the many organizations with which it partners; and aligned with the values, frameworks and modalities of the wide range of donors that support its work.

5.   WFP's resilience approach is operationalized through a combination of programme activities, programme approaches and programme packages that vary across space and time, and understanding how and why these combinations form and evolve – and their drivers and constraints – is a key target of the evaluation. WFP has a range of assessment and monitoring information systems in place, but most of them are not primarily intended to cover resilience, or to cope with data from the various combinations of activities, approaches and packages being used to deliver resilience. Therefore, an additional objective of the evaluation is to determine whether resilience

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[1] Most directly through Strategic Objective 2 addressing disaster preparedness and mitigation but also through Strategic Objectives 4 and 5 addressing chronic hunger and undernutrition and the strengthening of host countries food and nutrition security systems.

outcomes can be properly identified and measured, and whether adequate information is available to support decision making about resilience programming.

Gender-responsive methodology

6.   Gender issues are very closely linked to resilience, not only because shocks and crises affect men and women differently, but also because women's roles in family life and household nutrition, and frequently in essential aspects of household food security, contribute to resilience of the whole family. WFP's Gender Policy (2015) has the goal of integrating gender equality and women's empowerment into all of its work and activities, and adopts a twin-track strategy – gender mainstreaming and gender-targeted programming. Social exclusion, based on ethnicity, indigenousness, caste, religion and disability, for example, is also linked to resilience and often interacts with gender issues. Therefore, the evaluation will investigate the extent to which gender and social exclusion are addressed (beyond mere disaggregation of data) and to that end specific sub-questions have been included in the evaluation matrix[2]. Annex 13 Indicates how gender equality, and nutrition, have been integrated across the evaluation.

Intended Users

7.   The evaluation findings will be of most use internally to WFP at virtually all levels from the Executive Board through a range of Divisions and Units (as will be seen in Section 2.3) at headquarters and to Regional Bureau (RB) and CO management and programme staff. They will be particularly useful to help COs develop their implementation strategies for resilience programming, and as such will also be of interest to partners in the recipient countries.

The Inception Report

8.   This Inception Report presents the Evaluation Team's (ET) approach to performing the SE and acts as an agreement between the Evaluation Manager (EM) and the ET for the subsequent data collection and reporting phases of the assignment. Its preparation represents the culmination of the Inception Phase, which comprised of three notable exploratory events in addition to a large amount of background reading and preparatory work.

9.   The three main events were:

   a. The kick-off Briefing Week (30 October – 3 November 2017) in Rome and attended by the core team of six evaluators;

   b. The first Inception Mission (4-8 December 2017), in which the ET Team Leader (TL) and one ET member accompanied by the EM visited Malawi;

   c. The second Inception Mission (22-26 January 2018) in which the TL, a different ET member and the EM visited Pakistan.

10.   These events were extremely useful in shaping the Team's understanding of the assignment, including issues such as the wide range of WFP's activities, programmes and approaches that can contribute to resilience building, the wide range of views

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[2] The evaluation matrix is presented in Annex 5Annex 5 and the pertinent questions are 1c, 2a and 3b.

about the meaning and importance of resilience in WFP's work, and the wide range of resilience contexts in which it works. The stakeholders consulted during the Inception Phase are listed in Annex 4.

11.   Other Inception Phase activities included two visits by the TL to Itad HQ in the UK, numerous skype discussions between ET members, and between the TL and EM, a significant amount of document review, the preparation and revision of test tools for the Inception Missions and the preparation of this Report.

1.2. Context

12.   The ToR provide a comprehensive description of WFP's evolving position with regard to the theme of resilience over the past decade and they also reference the significant global and UN-spearheaded policy frameworks and negotiated agreements[3] that have increasingly converged around and shaped the resilience agenda and the Sustainable Development Goals (SDGs). It notes the relevance of the World Humanitarian Summit of May 2016 to this growing application of the concept and practice of resilience.

13.   The ToR note that there are a number of global actors working in the field of resilience. This section reflects on the multi-actor field, highlighting key trends, issues and debates pertinent to international development and humanitarian assistance with an emphasis on food and nutrition security. These trends and debates validate the rationale for this strategic evaluation at this time, and can inform its forward-looking and formative nature.

Resilience Concept

14.   The concept of resilience resonates for a growing and diverse range of global actors, from city planning departments to ministries of agriculture to insurance companies and institutional investors. Resilience is largely understood as being a set of capacities or capitals - of individuals and communities, of social, ecological and economic systems - that can be strengthened such that people and systems are better able to prepare for, recover from, adapt to, and even transform in the face of shocks, stresses and mega-change processes. Climate change, and the uncertainty it brings, is one particular source and amplifier of shocks that has driven the need for resilience approaches. In its 2015 Policy on Building Resilience for Food Security and Nutrition, WFP defines resilience as "the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences". WFP also describes resilience building as providing support to people and institutions and enabling communities and institutions to develop their assets and capacities to prepare for, respond to and recover from crises.[4] The key components of resilience that will be examined by the SE are presented in Box 1.

Box 1: The Key Components of Resilience

The key conceptual components that will be used to assess WFP's capacity to carry out resilience strengthening work are:

1) Resilience defined in <u>relation to shock or stressors;</u>

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[3] Including the Sendai Framework for Disaster Risk Reduction 2015-2030, the UN Framework Convention on Climate Change (UNFCCC) and the Paris Agreement of 2015
[4] In both the CRF 2018-21 (footnote 2) and the Policy on Country Strategic Plans (footnote 21)

2) Resilience as an 'ability' – or a set of capacities for dealing with a shock or stressor. Resilience-building should not be reduced to focussing purely and primarily on households and communities as passive, primary recipients or beneficiaries;

3) Resilience as a short and long-term capacity; it is a <u>means rather than end goal itself;</u>

4) Resilience <u>involving multiple actors</u>: different groups have different contributions to and requirements from resilience-building projects. Projects often need to draw-on different knowledge and expertise from a wide range of actors and perspectives within a system to promote legitimacy and ownership of the processes and outcomes; and,

5) Resilience facilitated <u>through 'systems'</u> - risk and vulnerability to specific shocks and stresses is the consequence of multiple interacting factors operating within complex, inter-connected systems. Those designing resilience-building operations should aim to build an ever-deeper understanding of the multiple actors and interest groups involved, the wider structural and institutional processes and constraints at play, and the complex and often unpredictable nature of these interactions.

These components are intentionally kept at a minimum and worded neutrally to allow them to be applied in the various contexts that WFP works. What constitutes resilience strengthening in a conflict-affected area differs drastically, and may be at odds to, what would be required in more stable settings affected by natural threats. The SE will reflect on these differences, and the likely combination of multiple-threat contexts, in its analysis and recommendations.

Resilience Practice

15.   Efforts to apply the concept of resilience, and to measure, monitor and generate evidence of what strengthens resilience capacities and capitals, is now rapidly driving the field of policy and practice. Many bi-lateral, INGO and philanthropic foundations, from the UK's DFID and the USA's USAID, to Mercy Corps, Oxfam, and the Rockefeller Foundation, have developed and applied resilience policies, guidance, standards or markers that shape programme investments. These leaders in the resilience field as applied to the challenges of climate change, disaster risk reduction, small-scale agriculture and pastoralism, and food and nutrition security, have systematically invested in measurement and learning. Many are members of the FAO, WFP and IFPRI-sponsored Food and Nutrition Information Network's Resilience Measurement Technical Working Group (TWG)[5].

16.   During 2016, the Rockefeller Foundation supported a series of convening meetings - which included members of the TWG, as well as measurement specialists from other fields such as urban resilience and flood resilience - to explore what is unique about measurement, monitoring, evaluation and learning in the field of resilience. The Resilience Measurement, Evidence and Learning Community of Practice (RMEL CoP) now comprises over 200 resilience measurement, MEL and programme specialists.

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[5] http://www.fsincop.net/topics/resilience-measurement/technical-working-group/en/

17.   ODI and RMEL CoP reviewed[6] 45 frameworks developed by organizations[7] to guide, diagnose and plan resilience interventions, and/or to measure and evaluate resilience interventions. It concluded that the frameworks are unlikely to be adequate for strengthening resilience given the scale and inter-connectedness of stresses emerging as a consequence of climate change, conflict and other global processes. It suggested that the field of resilience policy and practice needs to promote substantial collaboration across disciplines and sectors, including across fields such as ecology, psychology and engineering – disciplines with a long history of resilience thinking. Greater efforts will also be needed to strengthen the capacity of organizations to engage effectively not only at household and community levels, but across and between scales, such as at population and landscape levels.

Key trends in resilience

18.   Reflecting on the work of this growing and diverse body of global actors engaged in applying the concept of resilience, and recognizing that the adoption of resilience in a wide range of fields has triggered intense debates as to what the concept means and, especially, what it enables[8], some key directions and trends for the resilience field can be identified.

19.   Debate has shifted from questioning the value-add or newness of the concept of resilience to how to operationalize it through assessment, programme and investment design, and measurement and learning systems. The application of the concept of resilience now drives demand for technical guidance and data from policy-makers and decision-makers at multiple levels[9].

20.   Resilience is understood not as an end in itself, but as a set of human and systems capacities and capitals that are critical to achieving significant development and poverty end-points in the face of dynamic and complex change processes. Resilience building is seen as critical in the commitment to zero hunger across the development and humanitarian assistance nexus, as is clearly reflected in WFP's Policy on Building Resilience for Food Security and Nutrition. This understanding has helped to break down siloes between the humanitarian and development imperative within and between agencies (seen clearly in, for example, *Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance[10]*, 2012). It serves to promote the understanding and practice that resilience strengthening has to be about long-term commitments and processes, in which a range of stakeholders intentionally collaborate over time, working across systems and scales. A good example of this is the IGAD Drought Disaster Resilience and Sustainability Initiative (IDRSSI), with a clear strategic focus on ending drought emergencies, working across seven countries with a 15-year programme, and multiple donor and implementing partners, including WFP[11]. In principle, by being part of a sustainable development commitment, such long-term, systematic approaches can lend themselves to strengthening and institutionalizing the

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[6] *Analysis of Resilience Measurement Frameworks and Approaches* (October 2016) Prepared by Overseas Development Institute (ODI) and members of the Resilience Measurement, Evidence and Learning Community of Practice: http://www.measuringresilience.org/pdfs/ODI_report.pdf

[7] Including, among other, UN agencies such as FAO and UNDP; donors such as DFID and USAID; NGOs such as Oxfam and Mercy Corps; and academia such as ODI and Tufts University

[8] David Chandler and Jon Coaffee, The Routledge Handbook of International Resilience, Routledge, 2017

[9] For example, in the development of national policy frameworks such as the Nationally Determined Contributions and National Adaptation Plans that are fundamental to the global climate policy and financing architecture.

[10] https://www.usaid.gov/sites/default/files/documents/1866/Policy%20%26%20Program%20Guidance%20-%20Building%20Resilience%20to%20Recurrent%20Crisis_Dec%202012.pdf

[11] http://resilience.igad.int/index.php/about-iddrsi/strategy

capacities of states, civil society and other implementing partners to prepare for and respond effectively to stresses and shocks in ways that truly prevent emergencies.

21. Resilience measurement, evaluation and learning systems are understood to be critical to operationalizing what was at one time seen as a nebulous concept. The concept of resilience challenges measurement science and MEL practice. Leaders in this field have demonstrated what is unique about measuring resilience, how measurement science can rise to the challenges[12], and what 'good enough' MEL can look like for shorter-term initiatives that are intended to be part of a longer-term commitment to strengthen resilience capacities for significant development and poverty outcomes. Individual agencies such as Mercy Corps, USAID[13], the World Bank and Oxfam – in collaboration with leading measurement scientists and MEL specialists – have in recent months been finalizing Resilience MEL guidance in various forms. This work is critical because it provides agencies with the tools to address questions such as: 'are our efforts strengthening resilience capacities in the ways that we think?' and 'what are we learning about the building blocks necessary for strengthening resilience capacities in this particular context where we work?' This simplification of RMEL guidance is beginning to be paired with efforts to integrate monitoring systems with adaptive management approaches[14], to promote the flexibility and responsiveness needed in efforts to strengthen resilience, and to build the understanding and measurement of shocks and stresses as these impact households and communities.

22. With this emphasis on measurement and monitoring, the role of data – big data sources and information and communication technologies for data gathering – is being explored in resilience programmes and strategies. Agencies such as the International Federation of the Red Cross/ Red Crescent[15], Mercy Corps, and FHI360.org[16] have been scoping and innovating in the application of ICTs and the data they can help generate in understanding how to target efforts to strengthen resilience capacities in ways that augment existing developments, such as weather-based insurance and mobile banking and cash transfer systems.

23. There is growing emphasis on building the evidence-base for resilience, and shaping the business or investment cases for donors, governments, INGOs and the private sector to invest in strengthening resilience. Robust approaches to measurement, evaluation and learning are building a pipeline of evidence of why and in what ways applying the resilience lens is critical to outcomes in development and humanitarian assistance programming, with initiatives such as The Rockefeller Foundation's *Resilience Dividend* and USAID's recent *Economics of Resilience to Drought[17]*.

24. As global actors deepen their understanding of the concept of resilience, and seek to mainstream and scale the application of resilience guidance or standards, so the importance of integration across disciplines as well as integration of resilience thinking across sectors is increasing. The adaptation and resilience pillar of the

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[12] The European Evaluation Society has made this the theme of its bi-annual conference in 2018, *Evaluation for More Resilient Societies – Rethinking the Role of Evaluation in Turbulent Times*: http://www.ees2018.eu

[13] See for example, the USAID *Resilience Measurement Practical Guidance Series* and the *Recurrent Monitoring Survey*: https://www.usaid.gov/resilience/resources

[14] See for example, the RMEL CoP Innovation Award to Itad and Mercy Corps for *Understanding how adaptive management can support resilience strengthening*: http://www.measuringresilience.org/awards.html, and the evolution of tools such as the Crisis Modifier pioneered by USAID: http://pdf.usaid.gov/pdf_docs/PBAAE178.pdf

[15] http://www.urban-response.org/help-library/an-evaluation-of-the-capacities-and-methodology-to-prepare-for-and-respond-to-slow

[16] https://www.fhi360.org/resource/inventory-digital-technologies-resilience-asia-pacific

[17] https://www.usaid.gov/resilience/economics-resilience-drought

climate-smart agriculture framework (FAO, World Bank, CGIAR) has increased focus on the relationships between ecosystems, agricultural practices and natural resource management. The engagement of environmental NGOs and ecologists with the development and humanitarian assistance community represents a real opportunity for the resilience field in the coming years. For example, Conservation International's *Resilience Atlas[18]* seeks to build insights into how different assets, including natural capital, interact, and impact resilience in particular contexts.

25.   The application of resilience strategies, guidance or markers also challenges development and humanitarian assistance actors in relation to identified cross-cutting issues. For a number of agencies, like WFP, there are concerns with regard to the application and integration of nutrition-sensitive and gender- transformative approaches.

26.   *Nutrition and resilience:* Whilst nutrition is broadly understood to be both an input to, and an outcome of, strengthened resilience[19], the integration of nutrition into resilience programmes requires sustained attention. The Feinstein International Center of Tufts University points out that few longer-term programmes to build resilience include explicit nutritional goals[20], and that this is a challenge in the face of persistent Global Acute Malnutrition (GAM). Resilience frameworks often do not integrate nutrition, and where they do, it is with reference to 'food and nutrition security', and not necessarily inclusive of a strong nutrition lens.

27.   The engagement of the nutrition community with resilience policies and programmes is somewhat recent when compared with other sectors such as agriculture or food security[21]. The Emergency Nutrition Network (ENN) study on nutrition and resilience, supported by USAID and Irish Aid (2015), concluded that the donor community could increase its role in supporting nutrition and resilience linkages by promoting multi-hazard risk assessments in programmes, integrating longer-term and more flexible approaches to funding and supporting identification of how nutrition indices could strengthen the understanding of resilience capacities at individual, household and population levels.

28.   Some actors make explicit linkages between resilience and nutrition. USAID includes nutrition indicators in resilience programme monitoring. INGOs with a strong nutrition focus, including Action Against Hunger[22] and Concern Worldwide[23], have begun to integrate nutrition assessments into resilience initiatives. An FAO discussion paper (2014) proposes *A Framework for Action for Maximising the Nutritional Impact of Resilience Programming*, which advocates for nutrition-sensitive resilience programming, through nutrition-sensitive risk-reduction, early warning and vulnerability analysis, and preparation and response to crisis (e.g. making nutrition an explicit objective of interventions). The paper notes that a persistent challenge to mainstreaming nutrition is the limited investment in nutrition

[18] https://www.resilienceatlas.org/about

[19] FAO (2014) *Strengthening the links between resilience and nutrition in food and agriculture: A discussion paper* http://www.fao.org/3/a-i3777e.pdf

[20] Feinstein International Center, (2018) *Persistent Global Acute Malnutrition: A discussion paper on the scope of the problem, its drivers, and strategies for moving forward for policy, practice and research,* Helen Young and Anastasia Marshak http://fic.tufts.edu/publications/

[21] ENN (2015) *Nutrition and Resilience: A Scoping Study*, undertaken for ENN by Lola Gostelow, Gwenola Desplats, Jeremy Shoham, Carmel Dolan and Peter Hailey https://www.ennonline.net/nutritionandresilienceascopingstudy

[22] Action Against Hunger (2017) *Cambodia Nutrition Resilience: Participatory Analysis and Planning* https://reliefweb.int/report/cambodia/cambodia-nutrition-resilience-participatory-analysis-and-planning

[23] Concern Worldwide (2017) *Evaluation Briefing Paper: Community Resilience to Acute Malnutrition Programme in Chad* Friedman School of Nutrition Science and Policy and Feinstein International Center, Tufts University https://www.concern.net/resources/community-resilience-acute-malnutrition-evidence-chad

education at all levels, including policy-makers, and that there is a need to build a strong evidence base for what is most effective in simultaneously strengthening resilience and improving nutrition. We also note another challenge, which is the need to identify food and non-food drivers of malnutrition through appropriate analytical tools.

29. *Gender Equality, women's empowerment, social inclusion and resilience:* It is broadly recognized in the field of resilience – as it is in climate change adaptation, food and nutrition security, small-scale agriculture and disaster risk reduction – that gender and other forms of social difference and exclusion, such as age, race, and disability, influence both vulnerability to shocks and stresses and access to the opportunities, services, information, assets and so on, that are critical to strengthening resilience capacities. Some actors have a track record of integrating gender-sensitive approaches into core areas of resilience-related work. CARE's approaches and learning products for community-based climate change adaptation demonstrate how this can be done in practice, and its research explores how resilience is improved through promoting GEWE[24].

30. A number of global actors engaged in the resilience field have, like the Rome-Based Agencies, developed gender policies and tool-kits that guide program design, implementation and evaluation, and organizational standards and practices. However there do not appear to be concerted attempts to take advantage of the potentially reinforcing relationship between these policies and tool-kits and resilience policies and initiatives[25]. Recognizing this gap, the Gender and Resilience Working Group, an informal group of 35+ resilience-focused organizations, has developed a gender and resilience framework to explicitly bridge the gender and resilience fields to strengthen resilience-focused programming. WFP's most recent Gender and Resilience Policies were both launched in 2015. Gender tool-kits and the WFP gender and age marker were developed after this. It will be important to identify the extent to which these tools are being directly and systematically applied to the design and implementation of resilience initiatives.

31. The IFPRI-led *Gender, Climate Change, and Nutrition Integration Initiative (GCAN)[26]* with USAID and the CGIAR's CCAFS (Climate Change, Agriculture and Food Security) research programme, represents one initiative that seeks to enhance synergies between the goals of nutrition, women's empowerment and resilience. In the context of this SE, and considering the collaboration between the RBAs, there may be considerable scope for developing common approaches to integrating GEWE into resilience initiatives and to promote systematic learning about how gender policies and tool-kits are being applied to resilience efforts[27]. There are also several partner agencies with whom WFP could support efforts to measure and evaluate gender-sensitive pathways to strengthening resilience capacities, and to understand whether and in what ways gender transformation is critical to the transformative capacities of systems that is discussed in resilience thinking.

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[24] https://careclimatechange.org/publications/research-report-enhancing-resilience-gender-equality-gender-equality-womens-voice-asia-pacific-resilience-programming/

[25] The ODI (2016) and RMEL CoP analysis of 45 resilience frameworks shows only one example, from Oxfam, where gender and women's empowerment are clearly integrated.

[26] https://gcan.ifpri.info

[27] Noting that in 2016-17 CARE worked with IFAD's Adaptation in Small-holder Agriculture Programme (ASAP) to undertake a gender assessment of the programme, and in 2016-17 with the FAO to develop guidance on intergrating gender equality and women's empowerment into climate-smart agriculture initiatives.

2. Subject of the Evaluation and Stakeholders

2.1. WFP's strategic directions on resilience

32.   The 2014-2017 Strategic Plan affirmed WFP's shift towards responding to shocks in ways that better link relief and development and lay an early foundation for stability, resilience and, ultimately, self-reliance. The Plan incorporated capacity development efforts across all strategic objectives (SO) while resilience building was enshrined in interventions supporting livelihoods in fragile settings and following emergencies (SO2), alongside programmes reducing the risks and vulnerability of poor people, communities, and countries (SO3).

33.   Affirming WFP's core business of saving lives, the WFP Strategic Plan (2017-2021) further positions the organization in the resilience agenda by anchoring its actions across the humanitarian - development - peace building nexus. Prioritizing two SDGs – SDG 2, achieving zero hunger and SDG 17, partnerships for sustainable development[28] – the Plan aims to strengthen the resilience of poor people affected by protracted crises by applying a development focus in its humanitarian response, and aligning its recovery and development interventions accordingly.

34.   WFP's resilience agenda has been framed through a large portfolio of policies that have been developed over the last ten years. The Policy on Disaster Risk Reduction, approved in 2009, committed WFP to assisting communities in building resilience to shocks and preventing hunger by strengthening the capacities of governments to prepare for, assess, and respond to hunger arising from disasters. Building on impact evaluations carried out in a few countries[29] this policy was replaced in 2011 by a new Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience[30] which emphasizes WFP's approach to disaster risk reduction by bridging emergency response, recovery, and development, in addition to targeted prevention, mitigation, and preparedness activities including safety nets.

35.   The Update of WFP's Safety Nets Policy in 2012 [31] clarifies social protection and safety net concepts and their relevance to WFP's activities. It outlines WFP's role in supporting national safety nets in a predictable manner to enhance resilience and reduce vulnerabilities. Considering the lessons learned from the previous (2004) safety net policy, a set of guiding principles was established such as including safety nets as an integral component of national disaster risk reduction and preparedness agendas. School feeding programmes also serve to provide social safety nets and promote educational and nutritional outcomes.

36.   The 2013 School Feeding Policy[32] positions school feeding as a social protection intervention at the nexus of education, nutrition, poverty, and agricultural development, and reinforces the dual role of WFP as both an implementer and a provider of technical assistance, aiming to strengthen a country's capacity and link school feeding to domestic agricultural production[33].

37.   Building on the resilience collaborative approach defined by the Rome-Based Agencies (RBA), the 2015 Policy on Building Resilience for Food Security and

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[28] For SDG 17, WFP's support to countries may relate to developmental or humanitarian objectives other than zero hunger.
[29] Ethiopia, Ghana, Haiti, Lao People Democratic Republic, Malawi, Nepal, Niger and Pakistan.
[30] WFP/EB.2/2011/4-A
[31] WFP/EB.A/2012/5-A
[32] WFP/EB.2/2013/4-C
[33]The policy was developed following an evaluation of a previous 2009 policy that highlighted the need to clarify and update the policy, operationalise it more effectively strengthen its financing and intensify learning (Summary Evaluation Report of WFP School Feeding Policy" WFP/EB.1/2012/6-D)

Nutrition guides the WFP's work on enabling the most vulnerable people to better absorb, adapt, and transform in the face of shocks and stressors. It acknowledges that many of WFP's operations already include elements of resilience-building and seeks to refocus the way strategies and programmes are conceived. The policy recognizes the need to transcend the humanitarian - development divide and develop long-term country-level resilience programming, based on multi-year funding.

38. The 2016 Policy on Country Strategic Plans[34] replaces WFP's programme categories and project documents with country portfolios including strategic outcomes framed around three focus areas – crisis response, resilience building, and root causes. In the context of increasingly complex and protracted humanitarian needs, CSPs are expected to promote links between humanitarian and development assistance by ensuring that WFP's crisis response supports both recovery and long-term development, and that its development activities are informed by an understanding of risk and, as such, act to protect vulnerable people from crises.

39. The 2017 Climate Change Policy[35] supports the most vulnerable food-insecure communities and governments in building their resilience and capacities to address the impact of climate change on hunger in the long term. It provides guiding principles and programmatic options for integrating activities[36] addressing climate change into WFP's work, with a focus on supporting adaptation alongside reducing loss and damage from climate extremes.

40. The 2017 Environmental Policy[37] commits WFP to developing mechanisms for the identification, avoidance, and management of risks to the environment arising from its activities, and to strengthening the capacity of partners to plan and implement environmentally sound activities for food security and nutrition.

41. A set of crosscutting policies also contributes to WFP's resilience building approach: the 2009 policy on capacity development[38] outlines a systematic approach to strengthening national institutions and acknowledges WFP contributions to local and national capacities, especially related to disaster risk management and safety nets[39]. Building on the recommendations resulting from a 2015 evaluation[40], a new policy will be introduced in 2018 to articulate an enhanced corporate approach to strengthening country systems and services[41].

42. The 2015 South–South and Triangular Cooperation Policy[42] outlines WFP's work undertaken at the policy, programming, and implementation levels in areas such as social protection, safety nets, and school feeding; sustainable agriculture and connecting smallholders to markets through the Purchase for Progress initiative; nutrition; and services for climate change-related resilience-building. As a priority, WFP will support regional and sub-regional organizations to facilitate the sharing of expertise, information, and capacities in resilience-building, emergency preparedness, disaster risk reduction, and nutrition.

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[34] WFP/EB.2/2016/4-C/1/Rev.1
[35] WFP/EB.1/2017/4-A/Rev.1
[36] Including activities related to Emergency Preparedness and Response, Food Security Analysis, Early Warning and Climate Services, Community resilience-building, livelihoods and disaster risk reduction programmes, Social protection and safety nets. Risk management, finance and insurance, and stoves and safe energy for cooking.
[37] WFP/EB.1/2017/4-B/Rev.1
[38] WFP/EB.2/2009/4-B.
[39] The policy updates the 2004 policy "Building Country and Regional Capacities.
[40] Summary Evaluation Report of WFP Policy on Capacity Development, Executive Board First Regular Session, 20–23 February 2017.
[41] Compendium of policies relating to the Strategic Plan, Executive Board Second regular session, 13–16 November 2017.
[42] WFP/EB.A/2015/5-D

43.   The 2015 Gender Policy[43] aims to embed gender in policies, programming, and practices, from headquarters to regional bureaus and country offices. It stresses that risks and crises have different impacts on the food security and nutrition of women, men, girls, and boys. Programme design and implementation should include considerations for: gender equality, women's empowerment, how risks affect women and men/boys and girls, and what opportunities exist for enhancing their resilience. The policy responds to recommendations from the evaluation of the 2009 gender policy, which called for adequate time for broad and extensive consultations; a review of partnerships; guidance from high-level steering groups; and scrutiny from the Board.

44.   The 2017 Nutrition Policy[44] recognizes the virtuous circle between nutrition and resilience whereby good nutrition improves people's abilities to cope with shocks and crises while enhanced resilience reduces the risk of malnutrition arising as a result of them. It builds on the findings of an evaluation of the previous Nutrition Policy[45], recommending the need to address the nutritional "double burden"; emphasize capacity strengthening of national governments; address gaps in evidence; and assess the use of different delivery modalities. It stresses the importance of nutrition sensitive approaches by emphasizing the following features for all programmes: reaching vulnerable groups across the lifecycle; leveraging multiple sectors to simultaneously address the drivers of malnutrition; layering new and existing programs with nutrition-sensitive components; and, linking actors and efforts through project implementation.

45.   WFP's Policy on Humanitarian Protection[46] and its Strategy for Accountability to Affected Populations[47] affirm WFP's recognition of human beings as rights holders and that, as recipients of assistance, they are entitled to accurate, timely and accessible information about the assistance being provided.

46.   WFP currently has neither a logic model nor an explicit results framework for its resilience-related work. Although evaluation teams often reconstruct logic models or theories of change (ToC) to frame their work, in this case it does not seem helpful to do so. This is because almost the whole range of WFP programming areas[48] can be said to contribute to resilience but until recently it has not been an explicit objective or systematically approached. The widely varying contexts suggest the need for bespoke rather than global ToCs. Given the shift to CSPs, it seems more relevant to encourage each country to prepare its own ToC for its CSP, which would incorporate resilience. This assumption will be tested in the evaluation. Further, as will be seen in Chapter 3, this evaluation introduces the concept of Theory of Delivery (ToD) and will develop one or more ToDs as a result of its work.

2.2. WFP's Activities

47.   WFP has no single encompassing resilience programme; rather, it has many programmes that are likely to support enhanced resilience to some degree. Some of these have been associated with resilience building in WFP, others have not. Figure 1 lays out schematically where these fit along the humanitarian development - nexus based on the ET's initial assessment.

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[43] WFP/EB.A/2015/5-A
[44] WFP/EB.1/2017/4-C)
[45] Summary Evaluation Report of the Nutrition Policy 2012–2014 (WFP/EB.2/2015/6-A).
[46] WFP/EB.1/2012/5-B/Rev.1
[47] Issued in January 2017 by the Emergencies and Transitions Unit, Policy and Programme Division.
[48] Several of which, including FFA and School Feeding, have recently drafted standalone ToCs

48.   Food Assistance for Assets (FFA) is the programme most frequently associated with resilience building by WFP staff. FFA contributes to resilience through its process of developing or rehabilitating community and household assets, but this alone will not result in resilience. . The R4 initiative[49] is an example of WFP designing an integrated set of interventions explicitly to address resilience, and C-ADAPT and FoodSECuRE are mechanisms being introduced to build resilience to climate change. As the ET witnessed in its Inception Missions, some COs are now developing resilience teams which are taking innovative approaches to combine programmes to produce resilience outcomes – such as with FFA, R4, Purchase for Progress (P4P) and Home-Grown School Feeding (HGSF) in Malawi.

49.   The Inception Phase discussions also indicated that nutrition programmes were less clearly associated by WFP staff with resilience building. This could reflect a gap in conceptualizing this linkage in the wider community of resilience practitioners, but it might also indicate confusion around the objectives of mainstreaming a nutrition-sensitive approach within WFP.

50.   Whilst the importance of gender in resilience building is broadly recognized, the Inception Phase findings indicate that difficulties linked with understanding and applying the gender approach to resilience work persist. Nevertheless, evidence from a recent study that assets created through Food Assistance for Assets programmes do contribute to women's economic empowerment is noted.[50]

Figure 1 WFP's landscape: examples of work along the humanitarian-development nexus[51]
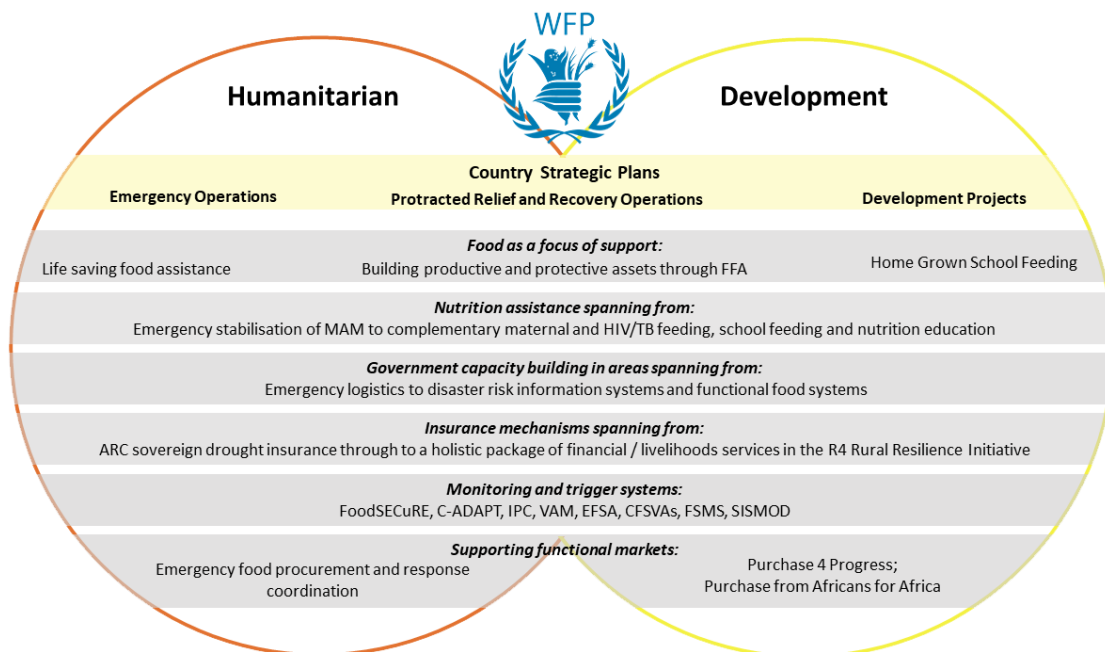
[49] Which combines FFA with other services to manage climate-related risk, and is being piloted in a small number of countries
[50] The potential of Food Assistance for Assets (FFA) to empower women and improve women's nutrition: a five country study Final Report, WFP October 2017
[51] Source: SE Resilience Team (based on document review)

2.3. Stakeholder Analysis

51.   A broad range of internal and external stakeholders have an interest in enhancing resilience and/or an influence in shaping and delivering WFP's resilience agenda[52].

Internal Stakeholders

52.   There are two broad groupings of internal stakeholders. The first includes the Executive Board, WFP senior management and Rome-Based Agencies Division – these contribute to shaping WFP's resilience discourse and positioning within the global food and nutrition governance system.

53.   The second grouping includes Units from four different WFP Divisions – Policy and Programme Division, Emergency Preparedness and Support Response Division, Nutrition Division, and the Gender Office – as well as Regional Bureaux and Country Offices. The Asset Creation & Livelihoods Unit (OSZPR) of the Policy and Programme Division has played an active role in the resilience policy formulation, underlying the multi-dimensional and multi-stakeholder nature of resilience.

54.   The OSZPR has developed and promoted resilience programming principles and guidance - such as the Three-Pronged Approach - in its collaboration with Units in the Emergency Preparedness and Support Response Division and, more significantly, with Units in the Policy and Programme Division including Climate and Disaster Risk Reduction, Purchase for Progress, and School Feeding Units, the Nutrition Division, and the Gender Office. The VAM Unit also contributes to resilience programming by conducting a wide range of analyses.

55.   WFP's Country Offices, with guidance and assistance from the Regional Bureaux, have a significant degree of autonomy and thus are highly influential in the extent to which resilience is incorporated in the programmes that they plan and deliver. However, as will be seen, they are also influenced by a range of external stakeholders.

External Stakeholders

56.   The Executive Board is WFP's supreme governing body. By providing policy guidance and through its review of programmes, projects and activities, it shapes WFP's direction and thus its views and those of its individual members, regarding resilience are influential.

57.   Government and non-government partners in recipient countries, including target groups, are naturally key stakeholders. Their national policies are very influential in terms of WFP resilience programming as are their implementation skills and capacities and willingness to participate. Through the CSP design process they have the opportunity to influence resilience programming.

58.   NGOs and the Red Cross Movement have a prominent role in strengthening community resilience in their own right and through partnerships that entail implementation and monitoring of WFP activities.

59.   A range of UN agencies, notably FAO, IFAD, UNICEF, UNDP and UNHCR, aim to jointly enhance resilience through policy dialogue, joint analysis and joint programming. The World Bank aims to scale up its investments in situations of fragility and conflict and to strengthen resilience to global shocks such as climate

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[52] These are described in detail in the Stakeholder Matrix presented in .

change, pandemics, forced displacement, and famine through disaster risk management and social protection.

60.   WFP has long-standing partnerships with academia, think tanks, and research institutes involved in resilience building. WFP-IFPRI long term collaboration, for example, produced a body of evidence on the impact of safety net and social protection programmes in food security and child nutrition and contributes to evidence-based policymaking and programming in the framework of the Agricultural Market Information System (transmission effects of international price shocks to local market/communities) and the Food Security Information Network (harmonization of indicators, methods, and tools).

61.   Donors are essential to all of WFP's work, but are of particular interest to resilience because of the way they plan their programmes (e.g. short-term vs long-term funding; humanitarian vs development focus) and because of their different views on WFP's role in the humanitarian – development nexus. The United States is the largest[53] WFP donor. WFP-USAID partnership notably contributes to resilience building across the Sahel and the Horn of Africa. These are regions where the United States aims to address fragility, conflict, and violent extremism issues. The second and third largest donors, Germany and the European Union,[54] both have a clear interest in resilience with the former increasingly providing multi-year contributions and the latter incorporating a Resilience Marker Tool in its Humanitarian Implementation Plans. The WFP-DFID partnership contributes to climate and disaster resilience while Canada's multi-year funding has been instrumental notably to build social safety nets and contribute to resilience building through joint multi-year funding provided to the Rome-Based Agencies.   Other donors might be less significant to WFP's overall budget while contributing significantly in the countries to be visited, and there may be donors with considerable interest and influence on resilience in specific countries that do not contribute to WFP in those countries. These will be identified on a case-by-case basis before the fieldwork begins.

3. Evaluation Methodology

3.1. Methodological Approach

62.   The core objective of the SE is to determine how well WFP is set up to deliver the resilience outcomes of its Strategic Plan 2017-2022. The SE follows a theory-based approach to elaborate a Theory of Delivery (ToD, see Figure 2) for WFP's resilience work, and will use that to identify lessons and recommendations. The ToD examines, as 'nodes', the factors that affect an organization's ability to deliver a particular objective, and the relationships between them. Thus, the SE is formative and will investigate the ways in which WFP approaches resilience, searching for good examples for wider replication as well as for areas that require more attention, rather than assessing past performance.

63.   The ET will conduct a resilience-focused organizational review to examine each of the 'nodes' of the TOD (from Concept through to M&E) individually, and to understand how each node influences or is influenced by others. To facilitate this, all the sub-Evaluation Questions in the Evaluation Matrix (Annex 5) have been mapped to nodes of the ToD. There are three broad assessments under this:

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[53] Contributing 35% of WFP total funding during 2014-2018.
[54] Each contributing about 10% of WFP's total funding during 2014-2018.

1) *Does the node itself contain adequate and relevant resilience content?* E.g., Do the concepts, programmes, and aspects of M&E include reference to resilience capacities, systems approaches, and gendered aspects of vulnerability and resilience? Does WFP have staff with the correct skill sets?

2) *Does the way in which the node is working support or hinder resilience building?* E.g. Does it operate on a time scale suitable to resilience building? Does it support community empowerment or detract from it?

3) *Is the node sufficiently connected to other nodes to allow for partial or whole delivery to work?*

What is excluded from this SE is a dedicated assessment of WFP's broad performance as an organization.[55] Information related to organizational performance is likely to surface during data collection and will be factored into the assessments where relevant. However, for the purposes of time and focus, the evaluation team assumes that WFP is an organization capable of making adjustments proposed as part of this evaluation.

As mentioned later in this section, the ToD is therefore the conceptual framework that will be used to synthesize and analyze the information that the ET will collect, as well as to present the findings.

Figure 2: Skeleton view of a Theory of Delivery
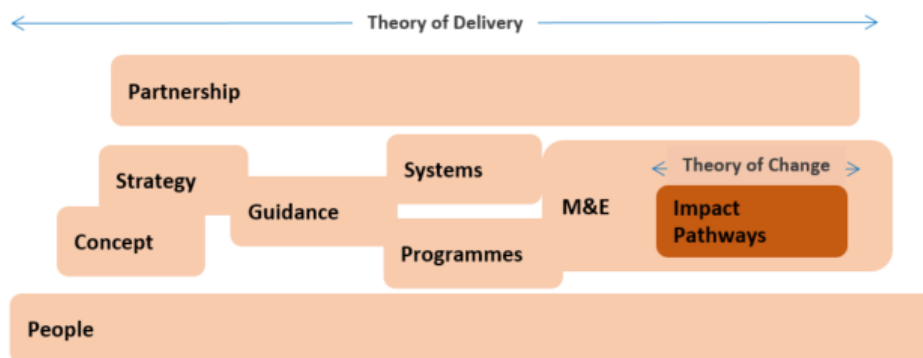
64. **External comparison** – Most of the SE's focus is within WFP. However, the ET will perform a comparative analysis with other organizations working on resilience in order to generate lessons[56] that may be applicable to WFP. Three options for comparison points have been considered. These are:

- Along the full length of WFP's ToD – concept to delivery and monitoring

- At specific nodes and linkages of the ToD where there have been particular WFP gaps or advances

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[55] As an example, the evaluation will not be examining in depth whether WFP has HR procedures to allow for long-term staff retention, but may look into HR procedures to see if they allow WFP to attract or build the types of skills required for resilience delivery.

[56] The comparative analysis will not consider performance, rather advantages, gaps and potential solutions. Following the triangulation of data by 'node' (e.g. planning, people, guidance, systems, etc), different organisations will be identified for comparison purposes. These suggestions will be made to the EM for approval and validation once the data collection process is well underway and no later than the end of May.

- Tracking where others have moved from the position where WFP is currently on resilience.

65.   Participants in the Inception Phase Debrief expressed interest in understanding where WFP fitted in with other organizations working on resilience. Based on this, the ET will perform Option 2. This has two distinct advantages: first, it avoids attempting to compare parts of WFP's ToD that are unique to WFP with the equivalent in another organization; secondly, it responds to WFP's emphasis on contributing to SDG 17 (delivering in partnerships) as it places WFP's strengths and weakness against those of others, and thereby helps to target WFP's support for enhanced resilience.

3.2. Evaluation Matrix

66.   The ET will use the Evaluation Matrix (EM, see Annex 5) as the central framework for the systematic evaluation of WFP's support for enhanced resilience. The EM has been developed based on the evaluation questions (EQs) provided in the ToR and the ET has simplified and adjusted the sub-questions to focus the assessment to better answer the five overarching questions which are:

EQ1: How relevant is WFP's resilience work and for whom?

EQ2: Is WFP engaged in the right partnerships to enable strong resilience outcomes?

EQ3: Is WFP 'fit for purpose' to implement resilience programming?

EQ4: a) Are WFP COs able to generate and use data to make informed decisions related to resilience-related programming?; b) Does WFP have a clear and consistent approach to measuring outcomes related to resilience

EQ5: What emerging lessons can be identified?

67.   The EM presents the sources of information the ET will use to answer each sub-EQ and the judgement criteria on which it will form its assessment. Several the sub-EQs suggested in the ToR have been subsumed and the EM indicates how they are contributory to the current sub-EQs. The final column in the EM indicates to which 'nodes' in the ToD the sub-EQ relates, and the ET will use this as part of their synthesis and analysis. Finally, Itad's Quality Assurance system will use the EM to ensure that all questions have been sufficiently answered before the draft report is submitted.

3.3. Data Collection Methods

68.   The EM identifies the data required to answer each of the EQs. This section describes broadly how that information will be collected, building on what was presented in Itad's proposal with details and considerations captured during the Inception Phase. The broad methods have not changed substantially since the proposal and are shown in Table 1.

Primary data collection:

69.   Primary data will be collected through key informant interviews (KII), facilitated technical discussions, focus group discussions (FGD) and web surveys. These are

described in the following paragraphs, and tools for the KII and FGD are presented in annexes 6 and 7.

Table 1: Data Sources in the SE

Primary sources:	Secondary sources
a. Key informant interviews b. Facilitated technical discussions c. Focus group discussions d. Web survey and outreach to wider stakeholders	e. Internal documentation review f. Internal data / system review g. External literature review.

70.   **Key informant interviews** – The ET has held discussions with WFP internal stakeholders during the Inception Phase in order to understand WFP's context and determine how questions should be asked and to whom.

71.   The KIIs during the Evaluation Phase will gather the information by which to answer the EQs. The ET will conduct semi-structured face to face interviews with key stakeholders in Rome, the RBs, and throughout the country visits, as well as remotely by telephone and skype with stakeholders and counterparts around the world.

72.   Interview protocols are presented in Annex 6. The tools have been designed to ensure systematic coverage of topics by team members consulting with stakeholders possibly at different times, whilst retaining the flexibility to pursue unforeseen avenues of enquiry as they arise in the evaluation.

73.   **Facilitated technical discussions** – During the Inception Phase missions, the ET learnt that KIIs alone do not provide sufficient opportunity for in-depth discussions about resilience at CO level, because resilience involves interaction between multiple units within the CO. Bringing together representatives of these units and following a KII type of protocol with them simultaneously is also not very effective. Therefore, a new tool has been introduced for the country missions consisting of a facilitated discussion with the Head of Programme and Heads of Units focused on the nodes and linkages of the ToD. This will take place on the first morning of each country mission and in addition to providing valuable information, it will help the SE country mission team to fine-tune its subsequent KIIs with CO and external stakeholders.

74.   **Web-survey:** In its proposal Itad listed a web-survey as a potential means of directing and complementing the qualitative analysis to expand understanding of:

- How resilience is understood (Concept) and practiced (Strategy through to M&E) in WFP

- Where CO, RB, and HQ staff see their work influencing it (Impact Pathways).

75.   The practicality of conducting a survey of WFP staff during the SE has been discussed during the Inception Phase. The principle of including a greater number of WFP stakeholders is still valued, but anticipated low response rate is a major drawback. There are several ways to improve the prospects of an adequate response rate:

a. Target individual surveys to specific groups of respondents with an interest in the topic (e.g. Monitoring staff at CO level)
   b. Keep the survey short
   c. Build upon the lessons of the 'Humanitarian Principles' survey, which had a high-response rate

76. Specific groups to be approached through separate web-surveys will include Gender Officers / Advisers; VAM staff; and Monitoring staff in COs. Specific survey questions will be developed during the first month of the Evaluation Phase and the survey will be distributed in the second month of the evaluation phase.

77. **Focus group discussions with communities at risk of shocks** - Meeting with people who should ultimately benefit from WFP's support for enhanced resilience is the principle means by which the SE will develop an understanding of the type of support WFP could provide[57]. It will be used to explore:

- The types of shocks communities face and the impact they have (especially on women and typically marginalized groups)
- How communities deal with shocks (their coping mechanisms)
- What support they need, and where an organization like WFP could assist (or already does)
- Additional considerations not covered in any resilience-related document or considered by resilience practitioners and academics.

78. The ET will hold Focus Group Discussions in each of the nine countries that it visits. The protocol that the ET will use for conducting the FGDs is in Annex 10.

79. Communities will be purposefully sampled and the primary sample frame will be threat context (rather than WFP activity). Over the nine country visits, the team will hold FGDs with people who experience the most common types of threats addressed by WFP's portfolio. As a simple typology, they will cover the humanitarian/development spectrum of context and the natural/human-made spectrum in causality. As such, they will have at least one example from each of the four columns in

80.

81.

82. Table 2.

83. It should be noted that this is not a pure sample of threat contexts because the countries were selected based on a prior sampling frame (See Annex 8).

84. A typology list across all nine visits will be compiled in advance of any field missions using national vulnerability assessments that contain (ideally linked) information on 1) threat likelihood; 2) community or HH level socio-economic information; 3) any other context-specific relevant information (for instance urban/rural, etc.)".[58]

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[57] They also contribute to OEV's commitment to increase stakeholder engagement in WFP's evaluations.
[58] For sub-groups the SE team will identify particularly vulnerable groups whilst at the village/local level using the broad criteria: 1) female-headed households; 2) the elderly; 3) households with a high dependency ratio; 4) households with close-proximity to a threat.

Table 2: Sampling matrix

WFP Context			
Humanitarian		Development	
H1. Natural	H2. Human	D3. Natural	D4. Human
E.g. Severe/Rapid onset shocks	E.g. Conflict	E.g. Long-term environmental factors (Climate change/Resource base depletion)	E.g. Food price volatility

Causes (row label on left side)

85. The CSPs will be the primary sources for this information but will be checked against independent sources from the national government, donors, academia or NGOs. As most countries contain more than one situation, the typology list will be compiled using information from the sub-national level (although certain countries, such as Nepal, present a unique opportunity to visit a group of people exposed to a particular threat and so will be identified as such). In most instances we expect that the FGD participants will already be WFP past or present beneficiaries; however, where this is not possible (because a particular typology of group considered important does not currently exist in WFP programming in the nine countries), we will work with the CO to make arrangements with local governments or NGOs that could facilitate the FGD.

Box 2: Avoiding Bias

There is a slight risk that when asking WFP's (or an NGO's) existing beneficiaries about which interventions would support their resilience their reference points will be the interventions they already receive and, therefore, their responses may be biased to 'more/less of the same' type responses.

Although these responses are valid, the SE team will intentionally try to open up responses to a more neutral consideration of what is required to build resilience and reinforce positive local coping strategies. It will do this by framing its questions in relation to shocks and existing community coping strategies, then asking how existing interventions fit within these and where gaps may be.

The opposite effect – that people list a wide range of things that are unrelated to WFP's operations or mandate – will be mitigated for in the analysis, and remains of interest to the SE as it can inform analysis of what types of partnerships WFP requires for resilience.

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86.   The information gathered from the FGDs will be presented as considerations specifically relevant to the ways in which WFP may try to support the resilience of these groups. Given the limitations in sample size, these will not be framed as final answers for working with people in such context, but aspects that WFP should incorporate in its assessments and designs. The information from the FGDs will be contextualized with wider literature on the ways in which communities' experience and deal with such threats (BRACED, for instance, has generated information on several of the countries selected).59 A wider body of literature exists for the Developmental and Natural shocks in our typology, whereas information on resilience in the humanitarian and human-made columns will be relatively novel and offer new insights.

Box 3: Clarifications on the use of FGDs

Two requests for clarification regarding the FGDs have been raised by members of the reference group in the Inception Period. Our responses to these are captured here:

1. Given time and resources, is it possible to get a representative sample in a country?

As this is not a performance evaluation there is no need to achieve a representative sample; rather, we will purposively sample: 1) communities at risk of shocks; 2) communities who fit within WFP's typical beneficiary characteristics. In this respect, even a small sample of 2-3 communities does not pose a problem. However, we will aim to achieve representation *within* communities – ensuring that men and women's voices are heard equally, and that the most marginalized and more vulnerable within a particular context are heard separately (See Footnote 38).

2. As multiple organizations work in these communities, will you be able to assess attribution?

It is not our intention to assess attribution – we are interested in the experiences people have related to shock and how WFP could support the people. In this sense, the communities visited do not necessarily have to be WFP's existing or historical beneficiaries; it is more important that they fit a profile of people that WFP *could* work with.

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87. As a general principle, Itad do not routinely offer compensation to FGD participants because of the potential for introduction of bias. However, the ET will consult with the relevant CO to determine how to handle the issue of compensation for time for participants to join FGDs. Where the CO indicates that some form of compensation is appropriate, the ET will follow the WFP protocols for this and document any disbursements made, noting this in the Evaluation Report for transparency.

88.   **Country visits -** In the inception phase the team has furthered its design of this part of the evaluation by:

   a. Proposing an increase in the number of country visits from six to nine

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59 BRACED is the UK Government's Department for International Development (DfID)'s Building Resilience and Adaptation to Climate Extremes and Disasters programme.

b. Undertaking a country selection exercise to best provide information to understand WFP's support for enhanced resilience (See Annex 7)

c. Identifying which team members will conduct which country visits, based on 1) past experience of the country or focus interventions and 2) language abilities (See Annex 8)

d. Developing a protocol for increasing the utility of information captured during the country visits (See Annex 10)

89.   The country visits will be performed by two-person teams, each person having responsibility for collecting information relevant to all EQs rather than their specialist area. One team member is likely to remain in the capital to conduct interviews with WFP and partners throughout the mission while the other will travel to field offices and communities at risk of shocks. The pair will regroup to process their findings and present a debriefing for internal stakeholders.

Box 4: Making the most of the country visits

Based on the visits to Rome HQ, Malawi CO and Pakistan CO during the Inception Phase, the team will follow the below actions during the Evaluation Phase:

Preparation:

1. Conduct a Mini-desk study well in advance, prior to making agendas
2. Hold a pre-mission exploratory discussion with CO/RB senior management to identify the most relevant respondents among donors and partner organizations
3. Provide a more detailed pre-mission info pack to COs explaining the purpose and focus of the evaluation

Visit:

4. Spend eight working days in each country rather than five
5. Visit two Regional Bureaus (RBJ and RBN because of their proximity to COs to be visited)
6. Use more direct lines of questioning to specifically identify resilience-relevant information
7. Ensure respondents do not confine themselves to talking about the projects they are or have been implementing, but also discuss the potential and constraints for incorporating a resilience focus in them and/or in future
8. Hold 'working discussions' about the ToD with multiple senior stakeholders
9. Allow sufficient time between meetings to review and summaries information received.
10. Target FGD discussions towards understanding communities' relationship to shock and stresses (tool provided in Annex 10).

Post-visit:

11. Re-engage with HQ informants (skype / email) as required to obtain further information and to discuss findings

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Secondary Data

90.   The ET has performed a selective review of internal and external documentation to familiarize itself with the organizational context, hypothesize where WFP's work influences resilience; and to target questions during the inception visits to Rome, Malawi and Pakistan. The EM and ET have developed and populated a document library for the evaluation, which contains WFP organizational material relevant to this evaluation (e.g. policies, reporting frameworks, ToC, programme guidance) as well as WFP's Evaluation Quality Assurance System (EQAS) guidance for strategic evaluations.

91.   In the Evaluation Phase, the ET will continue to use secondary data to contextualize its assessment and findings, but it will also be reviewing it as evidence towards answering the EQs. The major components of this are 1) Mini Desk Reviews prior to country missions; 2) Review of past evaluations since 2014; 3) Review of WFP's strategies, systems, programme documents, VAM data and performance monitoring; and 4) Review of external literature. Each is explained below:

Box 5: Removing the six desk based studies

In the ToR and Itad's proposal, there was an intent to cover six countries using only desk-based reviews and skype/telephone interviews. It has become clear that this is an unsuitable methodology for a formative evaluation about which, by definition, there is not much expectation of detailed written documentation at country level.

To ensure richer data collection, the ET is proposing to increase its visits from six to nine and will perform a mini-desk review ahead of each country visit.

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92.   **Mini-desk reviews:** Prior to each country visit, one member of the two-person mission will perform a short desk review of the organizational and external context in the country. This will cover:

   a. The resilience (shocks and capacities) in the country as captured in external assessments and literature;

   b. Which WFP interventions in the country may contribute to resilience

   c. Which assessment or monitoring data the CO uses to understand resilience;

   d. How resilience is approached in the CSP;

   e. The partners or donors that the CO is working with towards resilience objectives;

   f. What can be said about how gender and nutrition aspects relating to resilience are covered by WFP and its partners.

93.   Each mini-desk review will result in a concise fact sheet on resilience and WFP in the country context. The immediate use of this will be to identify the most relevant stakeholders to meet. The desk review will be shared with the CO prior to the mission for feedback and to provide context for the mission and will be used to contextualize the findings of the mission at the debriefing meeting.

94.   **Review of past WFP evaluations** - Various aspects of WFP's organizational model, strategies and programming have been the subject of evaluations commissioned by the OEV and increasingly of decentralized evaluations commissioned by RB, COs and HQ Divisions. Furthermore, a number of synthesis

reports covering series of evaluations (such as one on covering four strategic evaluations on the transition from food aid to food assistance, and the set of regional syntheses of the 2013-2017 Operational Evaluations) have been performed. The ET will perform a structured review of recommendations from centralized policy and operations evaluations since 2014 as a source of information relating to the organizational characteristics of WFP (that constitute the nodes of the ToD), allowing the SE to focus its assessments and recommendations specifically where there is relevance to resilience.

95. **Review of WFP's strategies, systems and programme documents –** Documentation and systems hold significant value for understanding the organization's intentions and the supporting environment available to convert them into practice.

96. During the Evaluation Period the ET will examine the following areas of WFP systems through the following methods:

- **VAM systems** – The first part of EQ4 will be answered with a dedicated assessment of WFP's information systems relevant to resilience: their means of capturing, ordering, analyzing data and converting it into action. This will predominantly focus on the process of the VAM unit and the work of the Climate Change Innovations team. The assessment will also examine external assessments used by WFP COs or RBs, such as RIMA-II. An assessment check list will be used in conjunction with the interview protocol in Annex 6.

- **Monitoring systems –** The second part of EQ4 will focus on WFP's reporting systems. An assessment of COMET will be performed to develop an understanding of how resilience information is/isn't used for reporting or how reporting shapes WFP's resilience assessment; for operations that existed before COMET was created and rolled-out, we will use information from the previous centralize reporting system. This will be combined with a review of: WFP's Indicator Compendium; Standard Project Reports from COs; and donor reporting.

- **CSP tagging –** As part of the CRF, COs are required to tag whether CSP Strategic Outcomes relate to 1) Crisis response; 2) Resilience; or 3) Root Causes. The ET will review the Strategic Outcomes tagged as resilience for all the CSPs approved up to and including the February 2018 Executive Board to gain an insight into the concepts WFP is using and where such processes may be influencing how resilience is thought about and implemented in WFP.

- **Programme/Project/Unit rationales -** Many of WFP's interventions (or intervention areas) have a ToC[60]. Whereas these have not been formalized, they do provide useful and detailed strategic insights. The ET will review them to establish whether and how 1) resilience is seen as an objective; 2) interventions connect across programmes (E.g. FFA and P4P); and 3) interventions typically relate to ToD nodes such as Strategies, Guidance, and Partnerships. The ToCs will be reviewed in combination with other descriptive documents about the relevant Programme / Project / Unit's operations, including any guidance notes produced.

- **Strategies and policies –** the ET will review strategies and policies developed since 2014 and having a resilience-related relevance to the organizational characteristics of WFP (ToD nodes) to understand the top-down concepts of

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[60] Relevant ToCs that have been drafted include: FFA, School Feeding, Social Protection, Gender, Country Capacity Strengthening, Smallholder Agriculture Market Support and Nutrition.

resilience, but also as evidence of how the ToD 'hangs together' and where aspects facilitate or block WFP's support for enhanced resilience.

97. **Review of external literature -** We will draw on literature from outside WFP including academic, peer reviewed literature and 'grey literature' related to other resilience building programmes. This will predominantly be used for the following purposes:

    a. Comparative analysis of WFP to other UN organizations.

    b. Situating WFP in the wider community of practice on resilience (and the direction the practice is taking)

98. The most relevant external material will be that which has been informed by or been the product of an organizational position or practice on resilience. This is mostly likely to exist for the 'Concept', 'Strategy', 'Guidance', 'Programme', 'Partnership' and 'M&E' nodes in the conceptual framework, rather than the 'People' or 'Systems' nodes.

Synthesis and analysis:

99. The ET will use the ToD model to synthesize and analyses all information gathered during the evaluation phase. The major components of this are:

    a. Comparisons will be made within the nodes in the ToD, for example:

        *"Countries X, Y, Z use the same **CONCEPT** of resilience; understanding it to mean..."*

        *"In implementing the FFA **PROGRAMME,** countries A, B, C have integrated cash support in insurance mechanisms, which beneficiaries have used to recover faster from the impact of flooding"*

    b. Understanding of a particular finding will be enriched by highlighting significant differences in the approach WFP takes, for example:

        *"Countries D, E, F, G and H use RIMA II for **MONITORING** resilience; however, Country D has adapted to their context, whereas the others apply the manual as writ. From reviewing the countries' results, this appears to have allowed more accurate measurement in Country D"*

        *"Country Y has managed to secure long term funding for resilience work by... this model may help other countries overcome the recognized short time frames typical in WFP's financial **SYSTEM**"*

    c. Contextualizing the comparison through an explanation of relevant internal / external factors: for example, country food security context; shock type; programme modality; donor; partners; government.

100. Within the ToD model further *thematic* analysis will be developed from the ET's interrogation of the findings. For example; an instance of CO's adaptation of top down monitoring tools may prompt further analysis to explore whether this is a practice in use at other stages in the ToD, and what the major lessons and ramifications are for WFP's organizational support resilience building.

101. The SE will generate a rich dataset from multiple primary and secondary sources over the course of the evaluation. A process for systematically collating the information generated from each meeting was developed during the Inception Phase. The report format includes metadata (e.g. Designation, Programme, Country, Region,

Crisis/Shock type etc) that will allow filtering, and the completed forms automatically populate a database. Thus, it will be possible to instantly gather all responses relating, for instance, to 'Heads of Programmes and Concepts of Resilience' or 'FFA and Partnerships'. These will then be synthesised along with other data from the desk review, triangulated and used to articulate findings and develop initial conclusions.

102. In judging and presenting the information that contributes to the findings the team will indicate the strength of the data behind their assertions. The strength will be tested by:

    a. The **Frequency** which with information occurs in the data

    b. **Weighting** – indicating which are more reliable sources on each particular question

    c. **Depth** – existence of nuance, justification or explanation of data from within or across sources

103. The criteria will be tailored for each question. For example, in understanding how the concept of resilience is currently understood in WFP, frequency of particular terms used across WFP staff may be more important than weighting or depth, which may bias the findings to a small but specialized group working on the topic. In order to understanding WFP's resilience assessments, weighting and depth with help prioritize information from those actively using the assessment systems rather than from the majority who only know about them.

104. To bring together the diverse material available, the Evaluation Team will go through the following process:

    a. Extracting the first emerging findings in the filter templates alongside a first check of evidence, using a rating system that will be developed in the desk phase.

    b. Cross-checking templates between drafting team members to ensure rigor and completeness (each completed filter will be verified / quality assured by a second member of the team).

    c. Assembling findings from all reports into a compilation by question and sub-question.

    d. Analyzing assembled findings across reports and categorizing responses, at this stage with references to specific individual reports.

105. To ensure that the findings identified are adequately supported by evidence, reviewers will assess both the quality of the evidence presented and the clarity of the analysis, and will triangulate and incorporate data from other sources. This will enable a composite template of findings per EQ and sub-EQ to be developed, also identifying any gaps and weaknesses in the evidence.

106. The analytical tool will include rating scales on the following parameters:

For findings	For conclusions
Data transparency and coverage	Extent to which the EQs were answered
Data reliability and accuracy	Clarity and accuracy of analysis

Preliminary findings will be presented at the evaluation-phase debriefing meeting, which will be dynamic and interactive, (more than just a presentation) and will inform the team's thinking around the TOD. Shortly after that the core team will gather for an internal workshop at which the overall conclusions will be developed.

3.4. Quality Assurance

107. All outputs will be subject to Itad's thorough Quality Assurance (QA) process before being delivered to OEV.

108. Itad's policy on quality management in evaluations is grounded in the norms established by the OECD-DAC and specified in its publications: "Principles for the Evaluation of Development Assistance" (1991), and "Quality Standards for Development Evaluation" (2010). We will also ensure that the evaluation is conducted in line with the ALNAP guidance on conducting humanitarian evaluations and the UK Evaluation Society Good Practice Guidelines; and that the ET can demonstrate the International Development Evaluation Association's Competencies for International Development Evaluators. Our evaluation process adheres to the UN Codes of Conduct, ensuring independence, impartiality, obligations to participants, honesty and integrity in the conduct of our team. The evaluation will proceed in line with EQAS, and all deliverables will be aligned with WFP EQAS standards by conducting QA on the outputs, using guidance from WFP Evaluation Technical Notes (Gender, Evaluation Matrix, Recommendations, Formatting), and ensuring that evaluation products meet UNEG standards and norms for evaluations.

109. Itad's approach to QA has three stages summarized in Table 3.

Table 3: Itad's approach to Quality Assurance

	What?	How?	Who?
Stage 1: Quality of the evaluation process	Ensure the best evaluation design, within resource constraints	When preparing the bid and again during the inception phase our QAs provide advice on how to best tailor the evaluation design to the budget and time resources available.	QA and Bid lead Project Director
	Selection of the most appropriate and robust methodology and tools	During the inception phase, TL and ET will refine the methodology, using the inception missions to test data-collection instruments, taking a gender-sensitive approach and with adherence to our ethical standards. Our QA will then review them and assure their quality.	Team Leader, QA
	Realistic planning	The Project Director, together with the Project Officer, will periodically review the evaluation budget and workplan making sure that delivery is within budget and planning for next phases realistic.	Project Director, Project Officer
	Timely delivery	The evaluation design (sampling strategy and sample size for KIIs and FGDs, depth of analysis etc.) will be tailored to ensure delivery within deadlines. The Project Director, together with the TL, will periodically review the evaluation workplan making sure that delivery is on track and planning for next phases realistic.	Team Leader; Project Director

	What?	How?	Who?
	Adherence with EQAS ethical standards, UNEG Ethical Guidelines for Evaluation and Code of Conduct for Evaluation in the UN System	Our team members are highly experienced evaluators with several years of expertise in this field. They uphold the UNEG Ethical Guidelines for Evaluation and Code of Conduct for Evaluation and are fully committed to respect them. In particular, they will: • be independent, express their opinion in a free manner and avoid conflict of interest. • protect the anonymity and confidentiality of individual informants. We will provide maximum notice, minimize demands on time, and respect people's right not to engage. We will respect respondents' right to pull out of interviews at any time. We will respect people's right to provide information in confidence and ensure that sensitive information cannot be traced to its source (through data management, analysis, reporting and dissemination). • be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders.	All team members, TL, QA
Stage 2: Quality of the end product	Challenging the deliverables	This is a key QA function. The QA will challenge reports, check adherence to TORs, a credible evidence base, a logical and clear flow from evidence to findings, conclusions and recommendations. Ensure recommendations are actionable and have identified owners. Ensure an adequate Executive Summary that clearly and succinctly captures the context, key findings and recommendations of the report.	Itad QA
	Making sure they are written in clear language and contain no typos or grammar mistakes	One of our professional proof readers will be proofreading all the deliverables.	Proof reader
	Making sure that deliverables are properly edited	The proof reader will also carefully edit deliverables that will be shared with external stakeholders to ensure that they are in the right format and properly formatted.	Proof reader
Stage 3: Improving quality ex-post	Securing feedback on quality of the project and the team from Client	Throughout the project, the team will be seeking feedback from OEV on quality of delivery. Upon project completion, the Project Director will be seeking feedback on how to improve our services.	Project Director, Client
	Closing the feedback loop – acting on feedback	Upon completion, the project will undergo an internal Project Review and findings will be translated in concrete actions and lessons learned for the future.	Itad SMT

110. Itad Director, Philippa Tadele is the team's QA expert, responsible for quality assuring all evaluation products to ensure that they meet WFP EQAS and Itad quality standards, with a particular focus on ensuring:

• Reports are structured in a clear, comprehensive, logical, user-friendly and easily readable format;

- The evaluation design and methodology is clear, robust, underpinned by a strong rationale and includes mitigation measures to address key evaluation limitations;
- Reports present findings that are underpinned by sound and critical analysis of the evidence, with clear cause and effect links;
- Conclusions present the evaluators' reasonable judgment stemming from the findings
- Recommendations are clearly linked back to evaluation conclusions and findings and are clearly formulated, targeted at specific users, and ultimately are useful, realistic and implementable;
- There is a clear line of sight in all reports between findings, conclusions and recommendations;
- The evaluation products and process meet the needs and expectations of the evaluation users and responds to the requirements in the ToR.

3.5. Risks and Assumptions

111.   We assess risk at the external, programmatic (including fiduciary) and security levels. We have considered a number of risks and have taken measures to mitigate them. For example, there was a risk that the security situation in selected countries would require our Duty of Care (DoC) Policy (see below) to restrict travel to certain locations, which might include locations where WFP has field offices and field activities. We have mitigated this by sending the team members who would need to travel to such locations on an appropriate security training course which satisfies our DoC requirements.

112.   A remaining risk is that the duration of the Evaluation Phase is too short to enable the expanded number of country missions to be conducted and followed up with an appropriate period for synthesis and analysis before the deadline for submission of the first draft Report. We have addressed this by a) discussing with OEV and agreeing a new timeline (Annex 3) that postpones the initial deadline by two weeks, and b) by including a list of proposed and alternate dates (Table 4) for the missions that will assist OEV to initiate arrangements with the COs well in advance of the proposed dates.

Duty of Care

113.   Itad applies a five-stage process to our DoC, security risk management and mitigation that is monitored by our in-house Travel, Safety and Security Officer, Callum Hislam and dedicated Project Officer for this assignment, Grace Elliot. This process helps us to provide a safer and more secure working environment, which minimizes and manages risk, and enables us to remain present and operational across our overseas projects. The five stages are as follows: a) identify the context for risk, b) assess specific risks, c) plan appropriate responses, d) implement mitigation measures, and e) communicate the implications on delivery. Our comprehensive duty of care system and ability to respond rapidly enables us to look after our team, allowing them to focus on delivering the assignment. All travel required for this project by Itad or its contractors, will be subject to our internal DoC Policy & Travel Procedures.

3.6. Ethical Considerations

114.   Maintenance of high ethical standards is fundamental to all work conducted in humanitarian and emergency settings. The main ethical issues anticipated relate to

the stakeholders the ET will engage with, and concern considerations of confidentiality, data protection, protecting vulnerable respondents, and ensuring that the ET avoids causing harm. In addition, given that the countries and field locations to be visited are all prone to shocks or crises, may be actively recovering from them, and may experience new shocks prior to the mission, the TL will review the appropriateness of their selection and may re-arrange the visit or change the selection as required.

115. Although the content of the FGDs is generally not a sensitive topic, a number of ethical considerations will be adopted by the team to avoid issues of power imbalance:

- Informed consent of beneficiaries will be established by explaining the purpose and the use of the discussion before the FGD begins. Participants will be given the opportunity to decline their participation after hearing this information.

- Participants will be informed at the start that if there are particular concerns about the conduct of the FGD then they should raise this with their representative who should contact either WFP or the ET on contact details provided.

- Participants will be given the allocated opportunity to openly ask questions of the interviewee or offer information they consider important but not covered by the FGD questions.

116. Furthermore, when talking to refugees or IDPs who are displaced because of conflict, particular care will be taken to avoid evoking troubling memories associated with this. Interviewers will refrain from questioning about the conflict and will focus on the mechanism of migration as a coping strategy. Should a conversation lead to a discussion of the source of the conflict, the interviewer will try to reset the conversation. At all costs, the interviewer will completely avoid any comments that could be inferred as or lead to discussions of blame or responsibility for the conflict and will not direct comments to any particular people or sub-groups within it.

117. Specific information about ethical procedures (Annex 12) has been provided to all core team members and will be followed throughout the SE. In addition, Itad and each core team member individually is aware of, and is contractually bound by, the Code of Conduct for Evaluation in the UN System and WFP's Confidentiality, Internet and Data Protection Statement.

118. A complaint mechanism has been established for this evaluation should there be any perceived or real breach of ethical standards (also included in Annex 12). Any respondent or stakeholder engaged through the course of this evaluation may make a formal complaint about its conduct by following the procedure outlined in Annex 12.

4.   Organization of the Evaluation

119. The remainder of the evaluation comprises the Evaluation Phase, including Fieldwork, (April to June 2018) and the Reporting Phase (July to November 2018). The Summary Evaluation Report and Management Response will be presented to the EB in February 2019. As mentioned above, an updated timeline is provided in Annex 1 and key milestones and deliverables are summarized in Table 4.

Table 4: Key Dates for the Remainder of the Evaluation

Phase	Milestone / Activity	Date
Inception	Submit Revised Inception Report D1	7/03/2018
	Submit Revised Inception Report D2	29/03/2018
	WFP EM circulates final IR to key stakeholders	30/03/2018
Evaluation	Field Missions	April – June 2018
	Other data collection (HQ-based and remote interviews)	mid-May – mid-June 2018
	Debriefing (Rome)	05/07/2018
Reporting	Zero Draft Evaluation Report	20/07/2018
	Draft 1 Evaluation Report	31/07/2018
	Draft 2 Evaluation Report	23/08/2018
	Stakeholder Workshop (Rome)	19-20/09/2018
	Draft 3 Evaluation Report	06/10/2018
	Draft Summary Evaluation Report (SER)	20/10/2018
	Draft 4 (Final) Evaluation Report with revised SER	24/11/2018
Executive Board and follow-up	Presentation of Summary Evaluation Report and management response to the EB	February 2019

120. The Evaluation phase comprises desk work, including KIIs and surveys, and country missions as described in Section 3. The country-specific mini-desk studies will be conducted by one member of the 2-person team that will undertake each field mission, as specified in Annex 8. As far as possible all the mini-desk studies will take place in early April (with the possibility to prepone some to late March if the documentation can be received in time), allowing maximum flexibility for scheduling the missions.

121. The non-country specific desk review will take place during April and May and the follow-up HQ interviews and desk-based interviews will take place between mid-May and mid-June. The Evaluation Phase debriefing in Rome will be attended by the TL and one ET member representing Itad. The Stakeholder Workshop will be attended by the TL, a representative from Itad and other ET members as may be indicated by the nature of the findings.

Proposed Schedule of Country Missions[61]

122. Table 5 presents the proposed and accepted dates for field missions. It is possible that one country from the RBN Region will be replaced to allow a second country from RBC region to be included. The selection process for the country missions is explained in Annex 7 and the two-person mini-teams to undertake each mission is shown in Annex 8. The indicative agendas for the country missions can be found in Annex 9, the

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[61] These proposed countries are subject to change depending on the discussions to be carried out with each Country Office.

field-level data collection tools in Annex 10, and the format for CO debriefings in Annex 11.

Table 5: Proposed and Alternate Country Mission Dates

	Proposed dates	**Accepted dates**
Kyrgyzstan	9-18 April	9-18 April
Nepal (+ RBB)	18-27 June	7-16 May
Lebanon	7-16 May	7-16 May
Niger	16-25 April	21-30 May
Kenya (+ RBN)	28 May – 6 June	28 May – 6 June
Guatemala	21-30 May	4-15 June
DRC	11-20 June	11-20 June
Malawi /Zambia (+RBJ)	7-16 May	18-27 June
Ethiopia (as part of the ongoing Country Programme Evaluation)		mid-April-early May

123. Ethiopia would have been selected by the SE if not for the overlap with the Ethiopia Country Programme Evaluation (CPE), which began in Q1 2018 and started its fieldwork on 11 April 2018. The two evaluation teams have agreed to collaborate to enable sufficient information from Ethiopia to be included in the SE data synthesis and analysis. The SE will share tools and methods with the CPE team, which will increase its fieldwork to cover the additional resilience workload. The collaboration will continue through skype discussions and other communication and document sharing as required. The CPE team will share its resilience data for the SE team to use in its analyses.

124. Lebanon has been included as a country visit following draft Inception Report comments from RBC that there was insufficient focus in the region and on resilience as it applies to refugees. As a result of this, it has been necessary to remove one other mission. The mission to be removed will Uganda because of additional exposure in RBN and the fact that it can only accept a mission at the very end of the evaluation phase, which would affect reporting ability.

125. Visits to RBs will be undertaken following the missions to associated countries – e.g. Bangkok at the end of the Nepal mission (16 or 17 May), Nairobi following the Kenya mission (6 or 7th June) and Johannesburg at the end of the Zambia mission (27th or 28th June).

Deployment of Team Members

126. Tim Bene, the Team Leader, has overall responsibility for all aspects of the evaluation and is the primary liaison point between the ET and the EM. He is responsible for overseeing development of the evaluation methodology, ensuring the core team is fully aware of it and capable of delivering their responsibilities under it, and the timely submission of high quality reports and presentations. He will coordinate the work of the team during the mini-desk review and oversee, and engage with CO management of all the mission countries to ensure the development of appropriate agendas. He will lead the missions to Kyrgyzstan, Uganda, Kenya and Nepal and visit RB in Nairobi and Bangkok.

127. Fatima Laanouni, Senior Evaluator, covers resilience along the humanitarian – development nexus. She will lead the country mission to Niger and Democratic Republic of the Congo and participate in the Guatemala mission.

128. Dave Wilson, Senior Evaluator, leads the analytical work around resilience conceptualization and alignment, in particular, at the global level. As such he will conduct desk reviews and remote interviews with selected global stakeholders.

129. Karen Bahr Caballero, Intermediate Evaluator, coordinates aspects of the evaluation related to nutrition and to the organization and conduct of field visits within the country missions. She will lead the missions to Guatemala and Zambia / Malawi and participate in those to Niger and DRC.

130. Phuong Thu Dang, Intermediate Evaluator, leads on gender issues and will participate in the Uganda and Kenya missions.

131. Ben Murphy, Evaluator, leads on information systems and will participate in the country visits to Nepal, Kyrgyzstan and Zambia, as well as visiting the Regional Bureau in Johannesburg.

132. All the above core team members will act as evaluators first and foremost during their participation in country missions and will cover all the topics as provided in the annexed tools. They have been involved in drafting tools and will assume and lead on their specialist roles to perform analysis, synthesis and drafting of the report and its recommendations.

133. Dorcas Robinson, Chris Bene and Nick Nisbett are Special Advisors to the ET on Gender, Resilience Measurement, Social Protection and Nutrition. They review drafts and provide short, focused inputs as needed.

5. Issues to be Agreed with OEV

134. There are no outstanding issues to be agreed with OEV.

STRATEGIC EVALUATION OF WFP'S SUPPORT FOR ENHANCED RESILIENCE

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"Over the past decade, humanitarian need has grown at a staggering rate. The number of people who rely on humanitarian assistance has more than tripled while the cost of responding has increased six-fold. Every indication suggests that this growth will continue. Our answer cannot be more of the same. We need to change, to take a longer view, and to

more effectively use our collective resources, if we are to truly strengthen resilience and ensure communities are better prepared for the threats they face."[62]

1. Background

1.1 Introduction

1.   These Terms of Reference (TOR) have been prepared for the strategic evaluation of WFP's support for enhanced resilience. Strategic Evaluations (SEs) commissioned by the Office of Evaluation (OEV) are forward-looking and focus on strategies, systemic or emerging corporate issues and/or programmes and initiatives with global or regional coverage. The selected topics for SEs in 2017 take account of the findings and recommendations from the Evaluability Assessment[63] of WFP's Strategic Plan 2014-2017 (completed early in 2016), issues emerging from the subsequent discussions on WFP's Strategic Plan 2017-2021 and associated instruments, and areas identified for continued organizational strengthening.[64]

2.   The TOR was prepared by Deborah McWhinney, the Evaluation Manager from the WFP Office of Evaluation (OEV), following a document and data review, as well as consultations with a number of stakeholders.

3.   The purpose of the 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 approach to resilience and the initiatives underway to implement it, and defines the scope of the evaluation; Chapter 4 spells out the proposed evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

4.   The evaluation is scheduled to take place from June 2017 to November 2018. 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 the second session of November 2018 along with the Management Response. An Internal Reference Group (IRG) and the Expert Advisory Panel (EAP) will be formed.

1.2 Context

5.   The theme of 'resilience' is not new to the field of development or humanitarian assistance. It has been linked to the areas of disaster risk reduction, climate change, conflict and, more recently, the humanitarian-development nexus. WFP has articulated its position in relation to these various themes through a series of policies over the past decade and has worked to incorporate a gender equality perspective.

6.   The First World Conference on Natural Disasters in 1994 led to the endorsement of the *Ten Principles of the Yokohama Strategy for a Safer World*. The United Nations Office for Disaster Risk Reduction was created in 1999 to lead the efforts of the UN system in this area. The Second World Conference in 2005 marked a shift in emphasis from 'natural disasters' to 'disaster risk reduction' and resulted in the *Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters*. WFP's *Policy on Disaster Risk Reduction*[65] was approved in 2009 and included a commitment to preventing hunger through disaster preparedness and other risk reduction measures by: strengthening capacities

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62 IFRC. One Billion Coalition for Resilience. http://media.ifrc.org/1bc/
63 Evaluability assessments assess the extent to which reliable and credible evaluation is possible, considering: clarity and rationality of design (objectives, targets and indicators); demand from stakeholders; adequacy of indicators and relevant data, and provides advice on how limitations can be overcome/reduced.
64 Described in 'Strategic Utilization of WFP's PSA Equalization Account', WFP/EB.A/2015/6-D/1, and WFP's Management Plan 2016-2018, Critical Corporate Initiatives.
65 This document takes risk to mean the combination of people's exposure (vulnerability) to a hazard/shock with their means to reduce the negative consequences of the event. Reducing disaster risk both lessens human vulnerability (prevents impact) and strengthens resilience.

of governments to prepare for, assess and respond to hunger arising from disasters; and, assisting communities to build resilience to shocks." It was replaced by a new policy in 2011 focusing on *Disaster Risk Reduction and Management: Strengthening Food Security and Resilience*, which addressed priority areas in the Hyogo Framework for Action related to food security and nutrition. The Third World Conference on Disaster Risk Reduction in 2015 resulted in the *Sendai Framework for Disaster Risk Reduction 2015-2030*. Among the four identified priorities was the investment in disaster risk reduction for resilience; and, enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction, including social protection systems.

7.   WFP presented a paper to the Executive Board in 2011 titled, *Climate Change and Hunger: Towards a WFP Policy on Climate Change*. At the time, it had engaged in broad consultations in an effort to develop a new Climate Change Policy, which was to complement a new Policy on Disaster Risk Reduction. It was understood that there were strong interlinkages and important distinctions between disaster risk reduction and climate change adaption (CCA): "DRR tackles the risks of geophysical hazards such as earthquakes, while adaptation does not; and CCA considers the long-term adjustment to changes in mean climatic conditions, including the resilience building and development opportunities this can provide, while DRR addresses hazardous extremes."[66] As was noted above, the WFP policy on DRR went ahead and was approved by the Executive Board in 2012; however, the policy on climate change was finalized and presented to the EB in 2017.

8.   WFP's first *Climate Change Policy* was approved in February 2017. WFP's policy goal is for vulnerable people, communities and governments to be able to address the impacts of climate on food security and nutrition and to adapt to climate change. To achieve this goal within its corporate Strategic Plan 2017-2021, WFP will work with governments and other partners to: i) support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change; ii) strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks; and, iii) integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South–South cooperation, to address the impacts of climate change on food security and nutrition.

9.   In 2014/15, WFP repositioned its work on food security and climate change to focus on building the resilience of the most food insecure people and countries against increasing climate risks. Within this context, WFP's approach included "the provision of technical support and guidance to help UN Framework Convention on Climate Change (UNFCCC) Parties address the impacts of climate change on food security and nutrition, with an emphasis on resilience, adaptation, and risk reduction in developing countries with high levels of food insecurity; engaging as an active partner in a comprehensive Rome-based Agency (RBA) and UN-system approach; positioning WFP as a leading innovator and implementer of food security-related climate change adaptation and risk management programmes; and, taking a long-term view on key policy issues aiming towards the post-Kyoto agreement of 2015 and beyond by planning ahead and technically engaging with UNFCCC Parties."

10.   FAO, IFAD and WFP finalized a paper outlining their collaborative work on resilience in April 2015 - *Strengthening resilience for food security and nutrition: A Conceptual Framework for Collaboration and Partnership among the Rome-based Agencies*. The framework provides a way for the agencies to seek and build complementary alignment across existing agency-specific approaches to support the resilience of food-insecure people rather than develop new approaches, thereby ensuring that RBA collaboration is cost-effective. "The common focus of RBA work is to strengthen the resilience of rural poor, vulnerable and food insecure people's livelihoods and production systems. The emphasis is on situations where the

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[66] Mitchell, T. and van Aalst, M. 2008. *Convergence of Disaster Risk Reduction and Climate Change Adaptation. A Review for DFID*. London, Department for International Development (DFID) as quoted in Climate Change and Hunger: Towards a WFP Policy on Climate Change (2011), p. 12

capacities of supporting structures and institutions – notably government systems, national and local institutions and farmers' organizations – are not in a position to offset or buffer the impacts of shocks and stressors."[67] Stated principles and practice for resilience, food security and nutrition include: local and national ownership and leadership; multi-stakeholder approaches; combining humanitarian relief and development; focus on the most vulnerable people; mainstreaming risk-sensitive approaches; and, aiming for sustained impact. The capacities targeted are absorptive, adaptive and transformative.

11.   In 2015, WFP built on the collaborative approach defined with the RBA by finalizing a *Policy on Building Resilience for Food Security and Nutrition*. This document acknowledged that many of WFP's operations already included elements of resilience building and emphasized that the, "fundamental shift that is being made is in how programming is designed, implemented and managed. A resilience-building approach starts with the way strategies and programmes are conceived, with resilience at the center of the programme cycle. Enhancing capacities to absorb, adapt and transform in the face of shocks and stressors requires a significant level of collaboration over a prolonged period."

12.   As stated in the WFP *Policy on Building Resilience for Food Security and Nutrition,* cross-cutting policies contribute to WFP's resilience-building approach, including the gender, nutrition and school feeding policies.[68] "The WFP *Gender Policy 2015-2020* stresses that risks and crises have different impacts on the food security and nutrition of women, men, girls and boys. Programme design and implementation should include considerations of: gender equality, women's empowerment, how risks affect women, and what opportunities exist for enhancing their resilience. The WFP *Nutrition Policy* highlights the importance of addressing all forms of malnutrition, particularly undernutrition – a risk magnifier – by supporting nutrition-specific and nutrition-sensitive programming and developing the capacities of national institutions delivering nutrition services, from both the health and the food systems perspectives. The school feeding policy emphasizes the importance of access to education, nutrition-sensitive programming and building capacities to run national school feeding programmes."

13.   The commitments made in September 2015 by governments and organizations to Agenda 2030 and the related Sustainable Development Goals represented a sea change in development assistance. The inclusion of almost all countries in the world as signatories to the Agenda marked a contrast with the Millennium Development Goals, which had only targeted "developing nations". The articulation of seventeen goals was ambitious and posed a serious challenge to development organizations to work collaboratively with partners to ensure success. WFP chose to focus primarily on two of the seventeen goals – SDG 2 (Zero Hunger) and 17 (Partnership for the Goals). Further, it cut its previous Strategic Plan period by one year in order to develop a new Strategic Plan 2017-2021 that aligned itself fully with these two global goals.

14.   WFP developed its Strategic Plan 2017-2021 along with three other key framework documents – i) the Policy on Country Strategic Plans (CSPs); ii) the Financial Framework Review (FFR); and, iii) the Corporate Results Framework (CRF). The Policy on Country Strategic Plans includes a commitment by WFP to support government-led National Zero Hunger Strategic Reviews as the starting point for the positioning and articulation of WFP's longer-term programming in a given country. The CSPs are meant to be the strategic and programmatic instrument for multi-year planning and programming of a portfolio of assistance, replacing previous programme categories and project documents. The FFR has articulated a new approach to results-based budgeting through the Country Portfolio Budgets, which provide a holistic view of WFP's portfolio of assistance in a country. The CRF combines indicators from the previous Management and Strategic Results Frameworks to guide the

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67 FAO, IFAD and WFP. *Strengthening resilience for food security and nutrition: A Conceptual Framework for Collaboration and Partnership among the Rome-based Agencies* (2015), p. 1.
68 WFP/EB.1/2009/5-A/Rev.1; WFP/EB.1/2012/5-A; WFP/EB.2/2009/4-A.

planning, implementation and monitoring of WFP's programmes towards the objectives identified in the Strategic Plan 2017-2021.

15. The World Humanitarian Summit in May 2016, despite not being an inter-governmental conference, was important for WFP. The organization aligned itself with several of the priorities articulated as part of the Agenda for Humanity, which was the Summit outcome document. Core Responsibility 3 is to 'Leave No One Behind' and includes the commitment to empower and protect women and girls and to include the most vulnerable. Core Responsibility 4: Change people's lives – from delivering aid to ending need includes the commitment to reinforce, rather than replace, national and local systems; to anticipate, rather than wait, for crises; and to deliver collective outcomes by transcending humanitarian-development divides. Multi-stakeholder initiatives that were borne from the Summit to fulfil this Core Responsibility included a Commitment to Action on New Way of Working; One Billion Coalition for Resilience; an Inclusion Charter; Global Risk Platform; and, Global Alliance for Humanitarian Innovation, among others. WFP also committed its support to a number of elements related to Core Responsibility 5: Invest in humanity – in particular, investing in local capacities; investing according to risk (fulfilment of commitments made in the Sendai Framework for DRR, Paris Agreement and Addis Ababa Action Agenda to increase support to countries vulnerable to disaster risks in order to adapt to the negative consequences of climate change and prevent humanitarian crises); and, investing in stability. The primary multi-stakeholder initiative identified to fulfil this commitment was the Grand Bargain: 51 commitments to making emergency aid finance more efficient and effective in order to better serve people in need.

16. The Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system was also concluded in 2016. There are many elements of the QCPR that relate to WFP's work, including the necessity for gender transformation and the recommendation to strengthen coherence: the development, humanitarian and peacebuilding nexus. As was stated,

> "Sustainability of development efforts is strictly linked to building resilience, sustaining peace and reducing disaster risk, particularly in the most vulnerable country contexts, and vice versa. However, development, humanitarian and peacebuilding efforts are often carried out in silos. And while there have been efforts at cross-fertilization, given their interlinked nature, a step change is needed. Many of today's crises and reversals of development gains are a result of the compounding effect of different vulnerabilities and root causes that could have been reduced or prevented if the development action had been more risk-informed or coherent…For the system to **move from delivering aid to ending need**, it is essential to develop a **new way of working** together across institutional divides.

17. This "new way of working" requires a focus on collective outcomes, working over multi-year timeframes, based on specific comparative advantages of different actors within and beyond the United Nations system.

18. The Report of the Secretary-General on *Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All* responds directly to the commitment by the UN system to 'leave no one behind'. Operationalizing the New Way of Working "will require strengthening the role of the UN development system…with the right skillsets and tools to anticipate risks…To enable more coherence on the ground, a change in conceptual thinking, organizational culture and in working methods across Agencies, Funds and Programmes…will be required."[69]

19. Several of WFP's evaluations have assessed topics that relate to resilience in the past number of years, including:

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69 Report of the Secretary-General on Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All, p. 15.

- A 2011 strategic evaluation of WFP's role in social protection and safety nets stated that, "WFP contributes to social protection and safety nets in ways that range from the implementation of transfer programmes to helping to design food components of national social protection systems or advising governments on related policy. 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 resiliency and promoting livelihoods, especially when traditional WFP instruments are 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 disaster resilience – and when projects are well targeted, of sufficient duration and linked to government priorities."[70]

- A recent mapping and synthesis of evaluative evidence was commissioned by the Humanitarian Evaluation Interest Group (one of the Interest Groups created by the United Nations Evaluation Group) on The Humanitarian-Development Nexus: What do evaluations say about it?[71] The authors defined the 'nexus' as "encompassing efforts to ensure that programming is more directly targeted to addressing the overall landscape of risk and vulnerability...Positioning of a given organization with in the nexus is a major concern and can be seen as being related to bringing together both 'doing the right thing' and 'doing things right'.[72] The authors found that, "unless explicitly tasked with analyzing resilience...the majority of evaluations in the sample are exceedingly weak in applying a resilience lens... This could be interpreted as indicating that...the terms has often remained more of a label than a conceptual framework (much less a paradigm)."[73] The report also notes that the "linearity associated with resilience in many evaluations is directly at odds with how resilience is framed in the academic discourse, i.e., that calls for resilience should embrace an acknowledgement that volatility cannot always be managed without acute interventions to respond to inevitably recurrent risks."[74]

- The Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response (2012 – 2015) found WFP's emergency preparedness and response activities to be "highly relevant and contributed to positive results at the country level... Improved advance financing was critical in enabling WFP to respond early and scale up quickly. Some improvements were observed in information management, and WFP developed a more coherent, cross-organizational approach to emergency preparedness and response. Some progress was made in national capacity development and preparedness. Areas requiring further attention included human resources, which remained a major concern despite some improvements. Relationships with and capacities of partners were also found to require more investment. Inconsistencies occurred in national capacity development and preparedness initiatives...WFP's expressed commitment to cross-cutting issues, including gender and accountability to affected

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[70] WFP Office of Evaluation. *Summary Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Nets (2011)*, p. 3.
[71] Christoplos, Ian, Collinson, Sarah, Kuol, Luka and Kisic, Pasko. Draft Report - *The Humanitarian-Development Nexus: What do evaluations say about it?*, 2017.
[72] Ibid, p. 22.
[73] Ibid, p. 35.
[74] Ibid, p. 36.

populations, was found to have little influence on operations, and there were gaps in monitoring, analysis and knowledge management."[75]

- In 2014, an Impact Evaluation of Food for Assets was undertaken[76], evaluating the former Food or Cash for Work programmes (F/CFW) approach[77] against long-term transformational change as envisioned by FFA to confirm whether WFP was on the right track. "The theory of change that guided the evaluations in the series predicted impacts to address short term, medium term and long term objectives. The evaluations found that in the short term, WFP [using a F/CFW approach] was effective in providing food and employment to people in under-served communities in periods of both civil unrest and natural disaster and in the process, useful assets were built. There was evidence of some of the expected medium and longer term positive impacts; however, improvements in longer term food security were limited." These findings are significant considering that, except for Ethiopia, none of the programmes evaluated were operationally oriented towards achieving resilience objectives, although stated goals were broadly aligned.

  Thus, the evaluation findings confirmed the appropriacy of FFA as a mechanism to contribute to delivery of WFP's 2011 corporate policy on disaster risk reduction and management and the Strategic Plan (2014-2017) with its focus on resilience. The directions set in the 2011 FFA Guidance manual are in line with the evaluations' findings concerning factors important for achievement of impacts, but more needs to be done to ensure that this guidance is consistently applied."[78] The evaluation also raised concerns about the impacts on women and recommended a further study, which is reaching completion. The FFA guidance was updated in 2015 as per the recommendations of the evaluation, and released in 2016,

- The 2015 Annual Evaluation Report noted "the increasing ambition and range of WFP's work require a knowledge-driven organization to: manage the continuous innovation demanded by today's complex context; support its partnerships; and underpin its comparative advantage, especially in rapidly evolving fields such as nutrition, resilience and assistance modalities."[79] It also identified several good practices "in WFP's engagement with national counterparts, particularly in strengthening EPR, contingency planning and food management. These examples illustrate the importance of strengthening national systems and capacities for emergency preparedness, to move beyond immediate response towards disaster risk reduction and resilience."[80]

- The 2016 Annual Evaluation Report reported on lessons from the Ebola responses, including that the response was gender-blind and that, "links to existing development-focused country operations could have been confirmed

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[75] WFP Office of Evaluation. *Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response (2012 – 2015)*, p. i.

[76] Case studies were carried out in Senegal, Guatemala, Nepal, Bangladesh and Uganda.

[77] In line with moving from Food Aid to Food Assistance, in 2011 WFP made a strategic shift away from the former Food or Cash for Work programmes (F/CFW), to Food Assistance for Assets (FFA – using food or cash-based transfers) with the release of the FFA Programme Guidance Manual. The key change from F/CFW to FFA is the shift in emphasis away from the conditionality of labor in F/CFW to one of community selection and ownership of the assets by communities, the planning, design, and technical support provided to communities to build these own assets, and asset creation as a context-specific, complementary programme to other initiatives and partnerships which is the basis of FFA.

[78] WFP Office of Evaluation. *Impact Evaluation Synthesis - Synthesis Report of the Evaluation Series on the Impact of Food for Assets (2002 – 2011) and lessons for building livelihoods resilience* (2014), Executive Summary, p. iii.

[79] WFP Office of Evaluation, Annual Evaluation Report 2015, p. 1.

[80] Ibid, p. 7.

earlier, and the transition process to a non-emergency reporting framework could have been defined better to enable measurement of results related to resilience and non-life-saving assistance."[81] Positively, WFP's 'care, contain and protect' framework in its Ebola response "was found to be highly effective and proved fundamental to successful scale-up and later scale-down."[82] The same report noted that "some activities for refugees and internally displaced persons, such as in Burundi, did not make sufficient links to resilience or livelihood approaches."[83]

- The South Sudan Country Portfolio Evaluation in 2017 noted that there were operational synergies with FAO on resilience-related programme but "mixed results in building livelihoods and resilience. While beneficiaries valued the FFA assets, particularly the dikes, feeder roads and training, the quality of some, especially the tertiary roads, was limited. Most FFA activities remained short-term with little evidence of the complementary layering of multi-sectoral actions over a sustained period needed to establish resilience to shocks and trends that affect food security."[84] Recommendations from this evaluation include strengthening humanitarian-development synergies by "partnering with other agencies to reinvigorate and refine an inter-agency approach to building resilience that is distinct from FFA activities, that layers multi-annual interventions from different agencies for progressive replication and rollout as conditions permit."[85]

20.   In addition to WFP, there are a number of global actors working in the field of resilience, including: bilateral donors such as Department for International Development (DFID), Swedish International Development Agency (SIDA), USAID and Global Affairs Canada (GAC); UN agencies like the World Bank, the Food and Agriculture Organization (FAO), UN Development Programme (UNDP), and OCHA; private donors such as the Rockefeller Foundation; international financial institutions, such as the International Fund for Agricultural Development (IFAD), the African Development Bank (AfDB) and the International Climate Fund (ICF); normative agencies like the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC); international NGOs like Oxfam and CARE International; and, academic/research institutes like the International Institute for Environment and Development (IIED) and the Overseas Development Institute, among others.

2. Reasons for the Evaluation

2.1 Rationale

21.   Responding to the compelling confluence of global discourse, need and opportunities for knowledge generation, OEV has re-activated earlier plans for a strategic evaluation of WFP's support for enhanced resilience in 2017[86], rather than wait until a policy evaluation of the 2015 Policy on Building Resilience for Food Security and Nutrition[87] becomes due in 2019. The evaluation will be forward-looking and formative in nature given that resilience programming is still quite new in WFP and a focus on performance and results achievement would be

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81 Office of Evaluation, Annual Evaluation Report 2016, p. 7.

82 Ibid, p. 5.

83 Ibid, p. 12.

84 Office of Evaluation, South Sudan Country Portfolio Evaluation Summary Evaluation Report

85 Ibid, p. 17-18.

86 OEV Work Plan 2017-2019.

87 WFP/EB.A/2015/5-C (27 April 2015).

premature. Its selection as a topic for a strategic evaluation has been influenced by the following factors, as elaborated on in the Context section above:

- growing importance of the topic of resilience globally, as highlighted in the June 2017 Report of the Secretary-General, and importance for WFP to review its positioning;
- the enhanced prominence of resilience as one of three focus areas in the Integrated Roadmap 2017-2021 – specifically, the Policy on Country Strategic Plans and Financial Framework;
- emergence of resilience as a common theme in recent Country Portfolio Evaluations and the volume of resilience-related programming in new Country Strategic Plans;
- recent global dialogue and shifting emphasis towards 'ending needs' rather than only 'meeting needs', with implications for preparedness, prevention and resilience-building;
- current debates and concern on the number of protracted crises, where humanitarian and development needs intersect;
- programming challenges faced in fragile contexts with mass-influx of refugees (e.g. Syria +5);
- the emphasis on nutrition-sensitive programming and gender equality as cross-cutting issues;
- importance of partnership dimensions inherent to the new ways of working;
- implications of gender equality and equity dimensions of the 'no one left behind' commitments; and,
- data revolution related to the monitoring of progress on all SDGs.

2.2 Objectives

22.   This evaluation will serve the dual objectives of learning and accountability.

Learning – Analyze WFP's readiness to deliver on resilience outcomes; assess the extent to which WFP's resilience work is relevant and equitable and if the organization is 'fit for purpose' to deliver on the resilience agenda as defined in the Strategic Plan 2017-2021; assess WFP's resilience programming principles, including its capacity to meet the conceptual and operational challenges identified in the New Ways of Working; identify whether WFP Country Offices are able to access, analyze and use relevant and accurate data to inform their resilience programming and measure results.

Accountability – Assess whether WFP and its partners adequately support efforts to enhance resilience, including for different groups, particularly in protracted crises. Reflect on the early performance of the broad range of WFP's resilience-related programme activities, programme approaches and programme packages[88].

23.   Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. Lessons will also be incorporated into OEV's lesson sharing system.

2.3 Stakeholders and Users of the Evaluation

24.   There are various groups of stakeholders in this evaluation: the members of the Executive Board, WFP senior management and country-level programme colleagues are the primary audiences for this evaluation. Key internal stakeholders and users with varied normative, technical and programming perspectives are, at HQ level: the Policy and Programme Division (OSZ), specifically the following units involved in resilience activities or initiatives: Asset Creation and Livelihoods (OSZPR); Climate and Disaster Risk Reduction

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[88] This includes nutrition programming, home-grown school feeding, safety nets, climate change-related programmes, food assistance for assets, credit/savings, insurance, P4P, PPP, Smallholder Access to Market Support, C-Adapt, FoodSECuRe, ARC, etc.

(OSZIR); Purchase for Progress (OSZSF); Emergency and Transitions (OSZPH); Market Access (OSZIC); Vulnerability Analysis and Mapping (OSAZF); Safety Nets and Social Protection (OSZIS); the Brasil Centre of Excellence (BRA); the African Risk Capacity (ARC); the Technical Assistance and Country Capacity Strengthening Service (OSZI); the Emergency Preparedness and Support Response Division (OSE) specifically, the Emergency Preparedness branch (OSEP); the Nutrition Division (OSN); the Rome-Based Agencies Division (PGR); the Gender Office (GEN); and at the decentralized level: WFP Regional Resilience and Programme Advisors (RBs) and colleagues working on a range of different programmes at the country-level(COs).

25.   Potential global stakeholders and users of the evaluation will include humanitarian and development actors, academics, consortia and networks working on issues related to resilience (e.g. IASC, United Nations agencies in the humanitarian and development spheres – the Rome-based Agencies, in particular - the World Bank and regional development banks, donor countries and/or their aid/development agencies, national/international NGOs, national governments, regional entities, universities and research institutions).

26.   Local community members/leaders where resilience initiatives are being implemented, as well as beneficiaries of these initiatives, are key stakeholders.

27.   WFP colleagues from the various Divisions and offices listed above will be asked to be members of the Internal Reference Group. External experts from academia, research institutes, donor organizations, international NGOs and foundations with a focus on resilience programming will be invited to be members of an Expert Advisory Panel. Attention will be paid to ensure gender balanced reference groups/Advisory Panel.

28.   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.

29.   It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to strengthen the understanding and quality of resilience and resilience-related programming in the Country Strategic Plans and contribute to the development of WFP's policy and strategic frameworks in the area of resilience. It also aims to improve planning, implementation performance and quality of WFP's approaches to resilience. This is particularly critical given the centrality of resilience in the Strategic Plan 2017-2021.

3. Subject of the Evaluation

3.1   WFP's Support for Enhanced Resilience

30.   As outlined in the Context section of these TORs, WFP has been committed to strengthening the resilience of individuals, households and communities who are at risk of disaster, climate and/or conflict-related risks for many years. It has also been increasingly focused on system strengthening and capacity building. Further, WFP has made recent commitments to an equity agenda to ensure that 'no one is left behind'. WFP's work to support enhanced resilience will be the subject of this strategic evaluation. The WFP Strategic Plan 2017-2021 states that, "WFP works to strengthen the resilience of affected people in protracted crises by applying a development lens in its humanitarian response."[89] The SP further states that, "WFP's mandate allows it to apply development tools and perspectives to its humanitarian responses, providing communities with early recovery and development-enabling interventions that help build resilience and contribute to productive opportunities over the long term...working collaboratively across institutional boundaries at the

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89 WFP Strategic Plan 2017-2021, p. 2.

humanitarian–development and peace-building nexus, in line with the policy on WFP's role in peace-building in transition settings, while ensuring that it does not deviate from the primacy of humanitarian principles."[90]

31.   The evaluation will be grounded in WFP's current reality as articulated in the Strategic Plan 2017-2021 and associated policy documents. It will examine the way that WFP has articulated its approach to resilience on conceptual and operational grounds, as it relates to climate, disaster and conflict-related shocks and in contexts of prevention, crisis response, transition/recovery and capacity strengthening.

32.   The Policy on Country Strategic Plans (CSPs) 2017-2021 highlights that the CSPs are meant to "enable a multi-sector approach to recovery programming, addressing risk and building resilience for food security and nutrition, which requires wide consultation and long-term collaboration. In each context, all aspects of the programme cycle will be examined through a resilience lens to determine how actions can best be integrated with national government strategies and partner-supported programmes."[91]

33.   The evaluation will integrate a gender equality perspective throughout. It will also be utilization-focused, which includes a clear identification of users from the start of the process and ensuring that user needs and perspectives are sought and considered at all stages of the evaluation process.

3.2   Scope of the Evaluation

34.   The evaluation will cover the WFP support for enhanced resilience through activities, programmes, initiatives and policies from 2014 to 2017. It will analyze WFP's conceptual approach and programmes in the context of disaster risk reduction, crisis response, transition/recovery and capacity strengthening. The non-linearity and multi-stakeholder nature of resilience work will be central. WFP's work on system strengthening will also be included. The *Policy on Resilience for Food Security and Nutrition* will be an important framing document but will not be the sole reference point for this strategic evaluation.

35.   On-going and deactivated L2 and L3 emergencies will included in the scope of this evaluation as a way of capturing lessons related to WFP's corporate emergency response, as well as to gain lessons from the emergency response with a resilience lens, particularly as countries shift from L3 to L2 status and beyond.

3.3   Overview of WFP activities and approaches in the area of resilience

36.   WFP support to resilience-building is not ascribable to a single initiative, but rather to a plurality of programme activities, programme approaches, programme packages, functions, and initiatives. Desk reviews and consultations with HQ programme units identified stand-alone programme activities with a resilience-building aim, including Food Assistance for Assets (FFA), Home-grown School Feeding (HGSF), Purchase for Progress (P4P), Nutrition and Purchase from Africans for Africa (PAA), each with their own specific technical guidance to ensure standards and quality. Programme approaches include safety nets, disaster risk reduction, climate change. Programme packages for resilience are those that combine specific activities, such as the Rural Resilience Initiative (R4) that combines FFA, savings, credit and insurance schemes.

37.   The evaluation will also look retrospectively at the programming carried out since 2014 with a focus on Protracted Relief and Recovery Operations[92] as they most closely represent the 'nexus' between humanitarian and development programming.

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90 Ibid, p. 6.

91 WFP Policy on Country Strategic Plans 2017-2021, p. 14.

92 Those from 2015 to 2017, in particular.

38.   The largest concentration of resilience-related programming in WFP is in Food Assistance for Assets activities overseen by the Assets Creation and Livelihoods Division. FFA's main intended benefits include:

- Empowering local communities and vulnerable groups through participatory planning;

- Improving access to food for the most vulnerable and food-insecure people in times of need;

- Reducing disaster risks, building resilience to shocks, and adapting to changing climate;

- Contributing to long-term environmental and livelihood benefits;

- Promoting gender equality, women's empowerment and improved nutrition; and,

- Strengthening local and national institutional capacities to ensure sustainability of the investments made.

39.   Other climate change-related resilience programming includes collaboration with Oxfam on the R4 Rural Resilience Initiative, which is a "comprehensive risk management approach that helps communities be more resilient to climate variability and shocks through a combination of four risk management strategies: improved resource management through asset creation, insurance, livelihoods diversification and microcredit, and savings."[93] WFP also supports the African Union's Africa Risk Capacity (ARC) mutual insurance initiative that aims to improve current responses to climate-related food security emergencies by providing member countries with rapid funds in the event of natural disasters. Other climate resilience initiatives include the Climate Adaptation Management and Innovation Initiative (C-ADAPT), which carries out analysis on food security and climate change, adaptation planning and identifies good practices in food security adaptation programming; and the Food Security Climate Resilience (FoodSECuRE), which is a facility established to trigger action before climate shocks occur and that provides predictable, multi-year funding for post-climate disaster resilience. WFP also implements activities funded through the UN Framework for Climate Change Convention Adaptation Fund.

40.   WFP is also working on 'systemic food assistance' – leveraging food assistance for improved food system performance. It uses its position between commercial markets (for food and food system services) and the public interest (as captured by food assistance) to strengthen food system performance while also combining 'hard' supply chain and 'soft' programming interventions to address hunger and food insecurity. The evaluation will assess the extent to which systemic gender inequalities are being addressed in this context, as well as looking at ways that WFP offices are working to enhance national capacities and systems.

41.   WFP has been implementing nutrition interventions for a number of years and has recently increased its focus on "nutrition-sensitive approaches" – that is, "women's empowerment, agriculture, food systems, education, employment, social protection, and safety nets—they can greatly accelerate progress in countries with the highest burden of maternal and child undernutrition and mortality."

42.   The collaborative work with FAO and IFAD, as well as other key partners, will also be examined given the critical importance of complementarity in the field of resilience. On-going joint programmes will be assessed, as will new initiatives to roll-out the RIMA resilience measurement tool in specific countries.

43.   An analysis of WFP's overall data system architecture indicates that WFP implemented programmes with a resilient-building component in 72 countries in 2016. There may also be a number of programmes being undertaken that contribute to resilience but are not labelled

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93 WFP Strategic Plan 2017-2021, p. 26.

as such. The number of reported beneficiaries (not sex-disaggregated) varied considerably across countries and across programmes (see Table 1).

Table 1: Number of beneficiaries by Programme type (2016)

Programme	Beneficiaries
FFA	10,193,560
HGSF	6,766,723
P4P	1,600,000
PAA	62,040

44.   Various tools are used by WFP staff for situation analysis, programme design and results measurement. The identification of areas showing the current status of food insecurity and vulnerability to shock is informed by the Integrated Food Security Phase Classification (IPC) developed by FAO, WFP and partners, where available. It is intended to be a "fact-based, harmonized analysis of the food security situation to enable informed decision-making through consensus."[94] However, the IPC is not available in all countries. In addition to the IPC, WFP uses other assessment data generated from the vulnerability analysis mapping (VAM) unit, such as the Emergency Food Security Assessment (EFSA), Comprehensive Food Security and Vulnerability Analyses (CFSVA's), regular Food Security Monitoring Systems (FSMS), and other Government led assessments and analyses (e.g. the Vulnerability Assessment Committee's – VAC's of Southern Africa, or the Cadre Harmonize of the Sahel, etc.). These analyses however are time-bound as they provide current and short-term projected food insecurity. Along with the periodic, single country, comprehensive food security analyses, the VAM Unit in HQ has developed the Shock Impact Simulation Model (SISMOD), which provides early assessments of the impact of a simulated shock on the households' food security level, giving an estimation of the capacity of the household to resist and absorb the shock. VAM is also part of a FAO-led technical team, which is testing the application of a Resilience measurement indicator, called RIMA-II.

45.   A multi-sectoral team at WFP developed a 3-Pronged Approach (3PA) to inform longer-term integrated programme design, particularly for, but not limited to, resilience building. The 3PA is composed of (i) a national level Integrated Context Analysis (ICA) that overlays historical trends of recurring food insecurity (from the IPC's, FSMS's, EFSA's, VAC's, etc.) and exposure/risk to natural shocks, mapping out geographical areas where these converge to inform where long-term response investments are justified, bringing together combinations of Safety Nets, DRR, Preparedness, and Early Warning Strategies; (ii) the sub-national Seasonal Livelihood Programming (SLP) consultations to populate the programme strategies identified through the ICA with activities, using temporal, livelihood, and gender lenses to identify context-specific integrated programme complementarities and the partnerships to deliver them; and (iii) and community-based participatory planning processes (CBPP) that place affected populations at the center of their local level planning. To date, the 3PA has been primarily, but not solely, used by FFA with governments and partners, whilst other programming divisions are using the 3PA to varying degrees.

46.   With the Strategic Plan 2017-2021, organization- wide measurement of and reporting on resilience against corporate indicators is changing. In the 2014-2017 Strategic Results

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94 FAO. Integrated Food Security Phase Classification: Technical Manual Version 2.0, Foreword.

Framework, the resilience-related Strategic Objectives (SO) are SO 2 and 3[95]. Indicators include: Food Consumption Score (FCS), Community Asset Score (CAS), Coping Strategy Index (CSI) Daily average dietary diversity (DD) and Proportion of targeted communities with improved capacities to manage climate shocks. In OEV's 2016 *Evaluability Assessment of the Strategic Plan 2014-2017*, the resilience indicators were found to be "difficult to use to capture changes in resilience" and issues around the relevance and meaningfulness of these measures were raised. Difficulties on reporting resilience indicators were confirmed in the 2016 Annual Performance Report, especially for the CAS.

47.   The new Corporate Results Framework 2017-2021 includes resilience under SO3 (Achieve Food Security)/Strategic Results 4 (Food Systems are sustainable), but does not have a resilience-specific Strategic Objective. However, resilience is one of the "focus areas" around which strategic outcomes formulated at country level are being framed. In addition to the keeping the previous SRF indicators, the CRF also introduces new resilience-related measurements, mainly related to climate change: proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base; food expenditure share; proportion of the population in targeted communities reporting environmental benefits; and, proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks. Among the non-mandatory indicators, the CRF includes also the Asset Benefit Indicator (ABI), which is meant to measure the benefits obtained from assets created with WFP's support, and 'minimum dietary diversity for women' and 'minimum acceptable diet' to measure progress towards nutrition-related outcomes. Based on people's perceptions, it will report on the percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base. There is also a footnote stating that "all person-related data will be disaggregated by sex and age", which is a first for WFP. The performance against SRF indicators appears in Standard Project Reports (SPRs), COMET and Annual Performance Reports (APR). Table 2 shows the number of operations that reported on Resilience indicators in 2016.

Table 6: Number of operations reporting on resilience-related indicators in 2016

Strategic objective	Outcome	Indicator	No of Operations reporting on Indicator
SO 2	2.1: Adequate food consumption reached or maintained over assistance period for targeted households	2.1.1 Food consumption score (FCS), disaggregated by sex of household head	31
		2.1.2 Daily average dietary diversity (DD), disaggregated by sex of household head	31
		2.1.3 Coping strategy index (CSI), disaggregated by sex of household head	16
	2.2: Improved access to assets and/or basic services, including community and market infrastructure	2.2.1 Community asset score (CAS)	22
SO 3	3.1 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks	3.1.1 Community asset score (CAS)	38
		3.1.2 Food consumption score (FCS), disaggregated by sex of household head	50

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95 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.

Strategic objective	Outcome	Indicator	No of Operations reporting on Indicator
	faced by targeted food-insecure communities and households	3.1.3 Daily average dietary diversity (DD), disaggregated by sex of household head	45
		3.1.4 Coping strategy index (CSI), disaggregated by sex of household head	42
		3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	19

48.   The main corporate tool for country-level monitoring of programme implementation is COMET, whose roll out was completed at the end of 2016. COMET is a single database combining operational data and providing quality evidence on programme performance. The system does not have a dedicated platform for resilience, but it allows for the extraction of data on resilience-building programmes and beneficiaries, as well as on resilience-building indicators performance at outcome and output levels. Some programmes, like R4 and PAA, have developed informal reporting systems with country/project-specific indicators and M&E frameworks that are not integrated into the corporate reporting systems. Information from the corporate reporting system can be found in in SPRs and APR narratives.

49.   In terms of resources allocated to resilience, the new budget architecture introduced by the Financial Framework Review presents funds allocations by Strategic Outcome and Focus Area. A preliminary screening of the approved and draft I/CSPs and T-ICSP indicates that 85% of WFP countries allocated or plan to allocate budget for activities under the resilience focus area.

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

46.   This evaluation will be formative in nature and will focus on organizational learning. It recognizes that resilience building in WFP is still in its infancy but can benefit from a clearer understanding of the inter-connectedness and complementary of approaches required to reduce risk and enhance resilience among individuals, families and in communities, as well as through national systems.

47.   This evaluation will follow OEV's Evaluation Quality Assurance System (EQAS) guidance for   strategic evaluations. To maximize the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, impartiality and minimize bias. The evaluation questions and sub-questions will be systematically addressed to meet both the accountability and learning goals. A sampling strategy to ensure coverage of all aspects of WFP's resilience approach will be developed.

48.   During the Inception Phase, the evaluation team will conduct two inception missions to WFP Country Offices to deepen their understanding of the context of different types of resilience programming (climate-related, economic and conflict), gather information on data availability and quality and test data collection instruments. There will be a validation workshop following these missions as an integral part of the inception phase. The inception report will include a constructed theory of change, a detailed evaluation matrix and a description of the proposed methodological approach. An assessment of gender and equity-related data gaps will be included in the evaluation approach.

4.2 Evaluability Assessment

49.   A common approach to undertaking an evaluability assessments highlights three key elements that are essential for determining whether an evaluation should proceed: data, demand, design. Additional key elements include the existence of a theory of change (TOC) and/or logical framework for an organization's work in a particular area.

50.   A challenge in resilience work generally is the fact that the term 'resilience' is familiar to many, is often considered to be a panacea and, as a result, may be overused. Further, WFP's resilience policy refers to 'building resilience for food security <u>and</u> nutrition'. Understanding how resilience is defined, monitored, measured and analyzed will be a central component of this evaluation. There is no lack of data to draw from – both internally and externally. It will be a question more of determining whether there is an adequate and appropriate understanding of resilience and accompanying clarity of definition, measurement tools and analytical frameworks.

51.   Several Units/Divisions developed Theories of Change in late 2015/early 2016, including Food Assistance for Assets (FFA), Social Protection and Country Capacity Strengthening and Technical Assistance (CCSTA). Whereas there is not a "resilience TOC", these TOCs provide useful information related to WFP's work in these areas, as well as the expected impact pathways.

52.   In terms of the demand, there are different perspectives on the timeliness of this evaluation. While many senior WFP colleagues have indicated that this evaluation is a timely and strategically important one, others believe that resilience work is too new to evaluate outcomes. A formative approach to the evaluation that looks at design and relevance issues rather than an assessment of results achieved has been taken as a result.

4.3 Evaluation Questions

53.   The evaluation will address the following questions and associated 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 WFP colleagues to develop equitable, appropriate, context-specific resilience programming that meets the goals set out in WFP's Strategic Plan and the related SDGs.

54.   **Question 1: How relevant is WFP's resilience work and for whom** (is it doing the right things)?

  1.1   Does WFP have conceptual clarity on the topic of resilience?

      1.1.1   Is there a common understanding of resilience as a topic, programme activity, programme approach or programme package in WFP?

      1.1.2   Has WFP articulated its approach on conceptual and operational grounds relating to climate, disaster and conflict-related chocks, prevention, crisis response, transition/recovery and capacity building?

      1.1.3   How is resilience built and for whom?

      1.1.4   Is WFP able to contribute to a shared understanding of resilience, including sustainability and vulnerability, as part of the 'New Ways of Working' in the UN system?

      1.1.5   What is the applicability of the conceptual framework on risk and resilience to be considered by the High Level Panel on Programmes to WFP's work in the context of the IRM?

      1.1.6   How are donor definitions of resilience influencing WFP's conceptualization of the term?

1.1.7   Is WFP's resilience work aligned with regional and national resilience policies/frameworks?

1.1.8   How do national partners understand resilience and WFP's role in this area?

1.1.8.1   How is WFP working to integrate resilience programming into national systems (at central or local levels)?

1.2   Does WFP have a comparative advantage in doing resilience work? If so, in what specific areas? Is this recognized by partners?

1.3   How consistently are the new CSPs framing their resilience work?

55.   Question 2: Is WFP engaged in the right partnerships to enable strong resilience outcomes?

2.1   Is there potential to broaden partnerships in order to strengthen WFP's work to ensure a complimentary package of interventions to strengthen resilience?

2.2   Is WFP equipped to meet operational goals as part of the New Ways of Working, including improved joint planning and programming, and effective leadership for collective outcomes?

2.3   Has WFP used the guidance in the RBA Collaboration on Resilience paper to inform its resilience-related programming? If so, how and to what end?

2.3.1   How well is WFP working collaboratively with FAO and IFAD, as well as other UN partners, in country to maximize resilience-related outcomes?

2.4   Has WFP prioritized the strengthening of partnerships with and capacities of national and local governments as part of resilience-related programming?

2.5   Are the resilience-related outcomes defined by WFP complementary to those of its partners and/or other agencies working on related issues? If so, how was this complementarity ensured? If not, why not?

2.6   Are there any innovative resilience-related partnerships that can be identified as having a broader applicability or failures that would enhance learning?

2.7   How has the adoption of the 3PA enabled partnerships with government and local partners?

56.   Question 3: Is WFP 'fit for purpose'[96] to implement appropriate, equitable, effective and coherent resilience programming in the context of the Strategic Plan 2017-2021 (is it doing them right)?

3.1   Are WFP programming modalities sufficiently flexible to adapt to different and fluid contexts and to meet the differentiated needs of men and women?

3.1.1   How is the 3-Pronged Approach to programming being used by different Divisions/units/ programmes?

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96 "Fit for Purpose" is defined as having all of the organisational elements needed to successfully implement a programme, including clear policy direction, guidance/tools and systems (financial, HR) that enable good performance.

3.1.1.1 How is the 3PA being applied in the various contexts (emergency, transition, fragile contexts, etc.) in which WFP is working?

3.1.2 How deep is the IRM "toolbox" and how flexible is the use of it for both programme design and monitoring/reporting?

3.1.2.1 Has appropriate and clear guidance on resilience been provided to country-level staff (policy, implementation, tools)?

3.1.2.2 If so, has it been provided in different UN languages and in a user-friendly format?

3.1.3 To what extent do the new programming modalities as defined in the Policy on CSP and other IRM documents encourage the integration of resilience principles (national/local ownership and leadership, multi-stakeholder approaches, linking humanitarian response to development), inter-linkages between programmes (e.g. FFA, social protection and social safety nets, home-grown school feeding, insurance), strategies (DRR, prevention, mitigation) and targeting of interventions (individual, households, communities, national systems);

3.1.4 Is WFP equipped to meet operational goals as part of the New Ways of Working, including pooled data, analysis and information, and financing modalities to support collective outcomes?

3.2 What is needed to shift the organizational culture to include longer-term development planning?

3.3 Does WFP have the right mix of staff competencies and skills to conduct successful resilience programming?

3.3.1 Has there been sufficient attention given to training and capacity enhancement for WFP staff in this area?

3.4 In what ways are donors influencing WFP's operational approaches to resilience?

3.4.1 To what extent does donor support and funding enable or inhibit WFP's programming on resilience?

57. **Question 4: Does WFP have a clear and consistent approach to measuring outcomes related to resilience and are WFP COs able to access, analyze and use (relevant, accurate, timely and sex disaggregated) data to make informed decisions related to resilience-related programming?**

4.1 To what extent did the Strategic Results Framework (2014-2017) enable appropriate, robust and consistent measurement of resilience-related outcomes in the context of both food security and nutrition?

4.1.1 Do the indicators and expected results in the Corporate Results Framework address any gaps or weaknesses identified from the SRF?

4.2 How well will WFP be able to report on work to support enhanced resilience given the commitments to SDG2 as articulated in the Corporate Results Framework?

4.3 Are Country Offices using other tools or systems to measure resilience-related outcomes?

4.4 How are COs using data to make evidence-based programming decisions?

4.5 What are the areas of weakness with regard to data accessibility, analysis and use?

4.6 Are COs reporting accurately and meaningfully on FFA when they are part of a "programme package"?

58. **Question 5: What emerging lessons can be identified regarding the most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?**

4.4 Methodology

59. The evaluation team will be expected to take a rigorous methodological approach in order 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 in order 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.

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

Phase	Type of study	Number of countries
Inception	Inception visit	2
Data collection	Field visits	6
	Desk review	6

61. 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. As mentioned earlier, 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.

62. Given that work to strengthen the resilience of individuals and communities requires integrated approaches with multiple causal pathways, the evaluation team will be asked to consider using 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 resilience of individuals to withstand shocks. The methods to be considered include a detailed document and data review, key informant interviews with a range of WFP's resilience partners and a survey of key stakeholders.

63. A substantial document review will be required to assess the ways in which resilience has been conceived of, measured and reported on throughout the organization in the past three years. The documents to be consulted include all related WFP policies and their respective approaches to resilience, all centralized evaluations and corresponding

management response that have been published since 2014, country-level and corporate reporting on resilience-related programming, including to donors and the Executive Board, as well as audit reports.

64.   A literature review will include academic work on the topic of resilience, as well as reporting on the measurement and outcomes of programmes and initiatives to strengthen resilience. There are a considerable number of 'lessons learned' documents by international NGOs and other actors working in this field that will be drawn upon.

65.   Country case studies will be used along with a theory based approach, relying on various information and data sources to demonstrate impartiality, minimize bias and optimize a cross-section of information sources. The criteria to select WFP offices to be visited and the stakeholders to be interviewed should be confirmed in the Inception Report following a discussion and validation process in the inception phase. A long list of proposed countries has been identified based on a review of relevant criteria. The long list has been included in Annex 3 of these TORs and includes: population, score on the human development index, size of CO, income level, planned budgets for resilience in new I/CSPs, presence of specific programmes (e.g. FFA, nutrition-sensitive, home-grown school feeding, gender transformation programme), existing or active or recently de-activated L2/L3 emergencies, countries visited by the internal audit of FFA programming, indicators related to resilience and the presence of large, multi-agency programmes on resilience that WFP may not be directly involved in (e.g. the Global Alliance for Resilience Initiative, Drought Disaster Resilience and Sustainability Initiative or the Global Resilience Partnership). These criteria and long list will be validated during the inception phase of the evaluation.

66.   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 resilience 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 to obtain a range of views on WFP's resilience work. Other quantitative and qualitative evaluation tools/methods may be used, such as surveys and/or participatory data gathering methods.

67.   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.

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

4.5 Quality Assurance

69.   WFP's evaluation quality assurance system is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardized checklists. EQAS will be systematically applied during this evaluation and relevant documents provided to the evaluation team. There will be two levels of quality assurance used in the evaluation process. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

70.   The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.1   Phases and Deliverables

Table 3 Proposed timeline summary of key evaluation deliverables

Phases	June - July '17	Aug. '17	Sept '17 – March '18	April – June '18	July – Nov. '18	Dec '18 – Feb '19	Deliverables
Phase 1 (Preparation) Preparation of CN/ ToR Stakeholder consultation Identify and hire evaluation team	x x	x					• Concept Note • ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception missions			X X X				• Inception Report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings				x x x x			• Debriefing presentations • Aide-memoire • Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions					x x x		• Drafts • Stakeholders' wkshop • Final Evaluation Report
Phase 5 (Presentation) Exec. Board **EB.1/2019 (Nov)** + Management response						x	• Draft Summary Evaluation Report (SER) • Final SER

5.2 Evaluation Component

71.   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 evaluation of strategic themes that are broad and cross-cutting in nature. 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.

72.   The team will not have been involved in the design, implementation or monitoring of any resilience-related programming for WFP or any of its key collaborating partners nor have any conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

73.   The team should have strong capacity in conducting global, thematic 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 evaluating resilience concepts, programmes and monitoring, evaluation and learning systems, including analysis and synthesis of both qualitative and quantitative data and information. They will understand WFP and global UN policy architecture. It will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating climate change, disaster risk reduction, humanitarian-development nexus, organizational change, quantitative indicators and measurement, technical assistance and capacity strengthening. The evaluation team should

ensure a gender equality and equity focus in all phases of its implementation. The team itself should comprise men and women of mixed cultural backgrounds. Should there be 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 additional language capacities (e.g. French and Spanish). Office support in data analysis will be required to support the evaluation team members.

74.   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.

75.   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

76.   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.

77.   The Evaluation Manager has not worked on issues associated with the subject of evaluation in the 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, will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

78.   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.

79.   There will be a large Consultative Group, as well as an Internal Reference Group for this evaluation. The consultative group will be made up of senior WFP staff/Directors at the HQ and Regional Bureau levels. A smaller Internal Reference Group of subject-matter experts working on resilience programming will also be created.

80.   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 resilience and gender equality concepts and approaches from a climate change, disaster risk reduction or conflict perspective, including the RBAs, donors, EB members, research institutes, academics, though leaders, international/national NGOs, foundations and organizations dealing with 'big data'.

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

81.   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.

82.   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 assist in discussion any issue.

83.   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.

84.   The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in November 2018. 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

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

Annex 1 - Evaluation Timeline

	Evaluation of WFP's Work on Resilience	By Whom[97]	
Phase 1 - Preparation			**June – July 2017**
	Evaluability Assessment, including desk review – data, demand	EM	May-June 2017
	Draft Concept Note	EM	11/07/17
	Consultations	EM	11-20/07/17
	Draft TORs. OEV/D clearance for circulation to WFP staff	EM	21/07/2017
	Revise draft TOR based on WFP feedback	EM	08/08/2017
	Final TOR sent to WFP Stakeholders & LTA firms	EM	09/08/2017
	Analysis of bids and contracting evaluation team/firm	EM	08/09/17
Phase 2 - Inception			**Sept. '17 - March '18**
	Team preparation prior to HQ briefing (reading Docs)	Team	September
	HQ briefing (WFP Rome)	EM & Team	30/10 – 03/11/17
	Inception Mission in country(ies)	EM+TL	Nov. '17 – Jan. '18
	De-brief and Validation Meeting (Rome)	EM	**Feb 15th**
	Submit Draft Inception Report (IR) to OEV	TL	**23/02/2018**
	OEV quality assurance and feedback	EM	28/02/2018
	Submit revised draft IR (D1) to OEV	TL	07/03/2018
	OEV quality assurance	EM	09/03/2018
	Share IR with internal reference group for their feedback	EM	09/03/2018
	Deadline for IRG comments	IRG	23/03/2018
	OEV consolidate all comments in matrix and share them with team	EM	26/03/2018
	Submit revised IR (D2)	TL	**29/03/2018**
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	30/03/2018
Phase 3 - Evaluation Phase, including Fieldwork			**April – June 2018**
	Fieldwork & Desk Review. Field visits & internal briefings with CO and RB	Team	April – June
	Exit Debrief (ppt) after each country visit	TL	
	Overall debriefing with HQ, RB and COs Staff.	EM+TL	05/07/2018
Phase 4 - Reporting			**July – Nov. 2018**
Draft 0	**Submit draft Evaluation Report (ER) to OEV**	TL	06/07/2017
	OEV quality feedback sent to the team	EM	13/07/2017
Draft 1	**Submit revised draft ER to OEV**	TL	20/07/2017
	OEV to provide an additional round of comments	EM	25/07/2017
Draft 2	**Submit revised draft ER (D2) to OEV** based on OEV comments.	TL	10/08/2018
	OEV seeks OEV Dir. Clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP and external stakeholders (IRG and ERG) for their feedback.	EM	18/08/2018 Comments due: 01/09/2018
	OEV consolidate all WFP's comments (matrix) and share them with team	EM	05/09/2018
	Stakeholders' workshop	EM	**19-20/09/2018**
Draft 3	**Submit revised draft ER (D3)**	TL	06/10/2018
	Submit draft SER	TL	20/10/2018
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	28/10/2018
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	06/11/2018
	OEV sends and discusses the comments on the SER to the team for revision	EM	17/11/2018
Draft 4	Submit final draft ER (with the revised SER) to OEV	TL	24/11/2018
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team	EM+TL	31/11/2018
Phase 5 Executive Board (EB) and follow-up			**Nov -Dec 2018**
	Submit SER/rec to RMP for MR + SER for editing and translation	EM	15/12/2018
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	
	Presentation of management response to the EB	D/RMP	02/2019

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[97] Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex 2 – Proposed Initial Criteria for Country Case Study Selection

General Indicators
WFP CO size in 2017
Income Status

Resilience in CSPs ($)
Approved CSPs
Draft I/CSPs
T-ICSPs

WFP Operation Types
EMOP/PRRO/DEV/CP/SO

Programming Features
Activities
FFA activities
R4 activities
Smallholder Agricultural Market Support (P4P)
Home-grown School Feeding
RBA collaborative activities (Conceptual Framework doc 2015)
RBA collaborative activities (CDN $ RIMA project)
Gender Transformation Programme
Nutrition-sensitive programmes
African Risk Capacity engagement
L3 emergency response
L2 emergency response
Deactivated L3 response
Case studies
FFA IE case study
DRR Policy case study
Safety Nets Policy case study
FAO Resilience evaluation case study
FFA audit
Approach
3-Pronged Approach
FoodSECuRE
UN Delivering as One

Indicators/Measurement Tools
Food consumption score
Community asset score
Daily average dietary diversity
Coping Strategy Index
Resilience Index Measurement and Analysis (RIMA) roll-out
Comprehensive Food Security and Vulnerability Analysis
Integrated Food Security Phase Classification (IPC)
INFORM (Index for Risk Management); OCHA
C-ADAPT

Resilience-related initiatives (multi-agency, national, regional)
The Global Alliance for Resilience Initiative (AGIR)
Drought Disaster Resilience and Sustainability Initiative (IDDRSI)
Global Resilience Partnership (SIDA/USAID/Rockefeller Foundation)

Annex 3 – Long list of Proposed Countries for Field Missions

Region		Country	Potential Inception/ Data collection mission
RBB	1	Pakistan	Data collection
	2	Myanmar	Data collection
	3	Nepal	*Inception mission*
RBC	4	Sudan	Data collection
	5	Kyrgyzstan	Data collection
RBD	6	Chad	Data collection
	7	Niger	Data collection
	8	Senegal	Data collection
RBJ	9	DRC	Data collection
	10	Madagascar	*Inception mission*
	11	Malawi	Data collection
	12	Zimbabwe	Data collection
RBN	13	Ethiopia	Data collection
	14	Burundi	Data collection
	15	Uganda	*Inception mission*
RBP	16	Guatemala	Data collection
	17	Ecuador	Data collection
	18	Honduras	Data collection

Annex 4 – Reference/Consultative Groups

Name	Division Unit	Position
Amir Abdulla	Office of the Deputy Executive Director	Deputy Executive Director & COO
Ramiro Lopes da Silva	Operation Services Division	Assistant Executive Director
Stanlake Samkange	Policy & Programme Innovation Division, OSZ	Director
Kenn Crossley	Technical Assistance and Country Capacity Strengthening Service, OSZI	Deputy Director
Zlatan Milisic	Direct Implementation Programme Service, OSZP	Deputy Director
Mark Gordon	Asset creation and livelihood Unit, OSZPR	Chief
Scott Ronchini	Asset creation and livelihood Unit, OSZPR	Policy Officer
Steve Were Omamo	Food Systems Strategy, Policy and Support Service	Deputy Director
Bing Zhao	Purchase for Progress Coordination Unit	Director
Denise Brown	Emergencies Division	Director
Sheila Grudem	Emergencies Division	Deputy Director
John Aylieff	Human Resources	Director
Bekim Mahmuti	UN Humanitarian Response Depot Network Coordinator	Chief
Harriet Spanos	Executive Board Secretariat, PGB	Director & Secretary to the EB
Cyrill Ferrand	Global Food Security Cluster, OSE	Coordinator
Corinne Woods	Communications Division, PGM	Director
Mihoko Tamamura	Rome-based Agencies and Committee on World Food Security (CFS) Division, PGR	Director
Daniel Balaban	WFP Centre of Excellence against Hunger	Director
Arnhild Spence	Partnership, Coordination and Advocacy Division, PGC	Director
Marcus Prior	Partnership, Coordination and Advocacy Division, PGC	Programme Officer (NGOs)
Tahir Nour	Cash for Change Service, OSZIC	Director
Laura Santucci	Office of the Executive Director, OED	Director
Robert Opp	Innovation and Change Management, INC	Director
Chris Toe	Policy & Programme Innovation Division, OSZ	Consultant Programme Policy
	Policy & Programme Innovation Division, OSZ	Programme Policy Officer
Carola Kenngott	South-South and Triangular Cooperation, OSZ	Policy Programme Officer
Lauren Landis	Nutrition Division	Director
Nancy Aburto	Nutrition Division	Programme Advisor

Corinne Fleischer	Supply Chain Division, OSC	Director
Mahadevan Ramachandran	Cash-based Transfers, OSCT	OIC
Chris Kaye	Government Partnership Division, PGG	Director
Kawinzi Muiu	Gender Office, GEN	Director
Jacqueline Paul	Gender Office, GEN	Senior Gender Advisor
Regional Level		
David Kaatrud	Regional Bureau Bangkok, RBB	Regional Director
Parvathy Ramaswami	Regional Bureau Bangkok, RBB	Deputy Regional Director
Peter Guest	Regional Bureau Bangkok, RBB	Regional Programme Advisor
Yumiko Kanemitsu	Regional Bureau Bangkok, RBB	Regional Evaluation Officer
James Kingori	Regional Bureau Bangkok, RBB	Regional Nutritionist
Felicity Chard	Regional Bureau Bangkok, RBB	Regional Gender Advisor
Muhannad Hadi	Regional Bureau Cairo, RBC	Regional Director
Carlo Scaramella	Regional Bureau Cairo, RBC	Deputy Regional Director
Darlene Tymo	Regional Bureau Cairo, RBC	Deputy Regional Director
Luca Molinas	Regional Bureau Cairo, RBC	Regional Evaluation Officer
Muriel Calo	Regional Bureau Cairo, RBC	Programme Policy Officer for Resilience and Livelihoods
Belal Jahjooh	Regional Bureau Cairo, RBC	Regional Gender Advisor
Maria Tsvetkova	Regional Bureau Cairo, RBC	Programme Officer
Abdou Dieng	Regional Bureau Dakar, RBD	Regional Director
Peter Musoko	Regional Bureau Dakar, RBD	Deputy Regional Director
Margot Vandervelden	Regional Bureau Dakar, RBD	Deputy Regional Director
Volli Carucci	Regional Bureau Dakar, RBD	Sr. Regional Programme and Policy Advisor, Resilience and Livelihoods
Filippo Pompili	Regional Bureau Dakar, RBD	Regional Evaluation Officer
Aboubacar Koisha	Regional Bureau Dakar, RBD	Regional M&E Advisor
Lola Castro	Regional Bureau Johanesburg, RBJ	Regional Director a.i.
Sarah Longford	Regional Bureau Johanesburg, RBJ	Senior Regional Programme Advisor
Grace Igweta	Regional Bureau Johannesburg, RBJ	Regional Evaluation Officer
Silvia Biondi	Regional Bureau Johanesburg, RBJ	Regional M&E Advisor
Brian Bogart	Regional Bureau Johanesburg, RBJ	Externa Relations Officer
Billy Mwiinga	Regional Bureau Johanesburg, RBJ	Programme & Policy Officer
Valerie Guarnieri	Regional Bureau Nairobi, RBN	Regional Director
Vernon Archibald	Regional Bureau Nairobi, RBN	Deputy Regional Director

Ilaria Dettori	Regional Bureau Nairobi, RBN	Senior Regional Programme Advisor
Roberto Borlini	Regional Bureau Nairobi, RBN	Regional Evaluation Officer
Genevieve Chicoine	Regional Bureau Nairobi, RBN	Regional M&E Advisor
Kathy Derore	Regional Bureau Nairobi, RBN	Programme Officer
Ana Fernandez-Martinez	Regional Bureau Nairobi, RBN	Programme Officer
Miguel Barreto	Regional Bureau Panama, RBP	Regional Director
Alzira Ferreira	Regional Bureau Panama, RBP	Deputy Regional Director
Regis Chapman	Regional Bureau Panama, RBP	Regional Programme Advisor
Alessandro Dinucci	Regional Bureau Panama, RBP	Regional Resilience Advisor
Elena Ganan	Regional Bureau Panama, RBP	Regional Gender Advisor
Ivan Touza	Regional Bureau Panama, RBP	Regional Evaluation Officer
Rosella Bottone	Regional Bureau Panama, RBP	Regional M&E Advisor
Giorgia Testolin	Regional Bureau Panama, RBP	Programme Officer
Jennie Vanharen	Regional Bureau Panama, RBP	Programme and Policy Officer
Country level		
	Countries to be added as the evaluation progresses.	

Annex 5 - List of People Consulted

Name	Unit	Title
Mark Gordon	Food Assistance for Assets, OSZPR	Chief
Fabio Bedini	Climate Change Unit	Programme Advisor
Yvonne Forsen	Vulnerability and Analysis Mapping	Deputy Director
Jean-Martin Bauer	Vulnerability and Analysis Mapping	Programme Officer
Kenn Crossley	Policy and Planning	Deputy Director
Jacqueline Paul	Gender Office	Senior Gender Advisor
Giacomo Re	Purchase from Africa for Africans	
Monika Primozic	Asset Creation and Livelihoods Unit (OSZPR)	Junior CST
Enrico Cristiani	Purchase for Progress Coordination Unit (OSZSF)	M&E Officer
Jan Cherlet	Safety Nets & Social Protection Unit (OSZIS)	Consultant
Azzurra Massimino	Climate & Disaster Risk Reduction Programmes (OSZIR)	Programme Officer
Federica Carfagna	African Risk Capacity Division (ARC)	Vulnerability Analyst
Tobias Flaemig	Vulnerability Analysis Unit-VAM (OSZAF)	Market Analyst
Valerio Giuffrida	Vulnerability Analysis Unit-VAM (OSZAF)	Market Analyst
Joy Achayo	COMET Team -Strategy Implementation and Risk Management Branch (RMPS)	Consultant
Evelyn Nakirayi	Project Budget and Programming Service (RMBP)	Consultant
Nancy Aburto	Nutrition Division	Programme Advisor
Neal Pronesti	Rome-based Agency Collaboration and Committee on World Food Security	External Partnership Consultant

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CO	Country Office
DAC	Development Assistance Committee
EB	Executive Board
EMG	Executive Management Group
EFSA	Emergency Food Security Assessment
EQAS	Evaluation Quality Assurance System
EAP	External Advisory Panel
FAO	Food and Agriculture Organization of the United Nations
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IRG	Internal Reference Group
NGO	Non-Governmental Organizations
OEV	Office of Evaluation
PGR	Rome-based Agencies & Committee on World Food Security
RB	Regional Bureau
SDGs	Sustainable Development Goals
SE	Strategic Evaluation
TOR	Terms of Reference
UN	United Nations
WFP	World Food Programme

Annex 2: Stakeholder Matrix

	Current linkage to resilience	Potential influence in enhanced resilience	Contribution to the Evaluation
Internal Stakeholders shaping WFP's Resilience Discourse			
Executive Board (EB)	Provides intergovernmental support to guide resilience policies/programmes. Coordinate short-term and longer-term food assistance policies. Willingness to address the issue of the protracted nature of WFP' work. Competing interests between maintaining the organization leadership in the humanitarian space and continuing to develop an increased role in development. Concerns related to the mobilization of resources bridging the humanitarian-development divide and meeting long-term objectives.	EB members have different degrees of influence in enhanced resilience (donor members/recipient members). The EB benefits from a strengthened strategic oversight through its approval of the CSPs. Until February 2020, and under specified thresholds, EB's authority delegated to the Executive Director to approve changes affecting CSPs resilience strategic outcome in terms of value, addition, and removal. [98]	Interviews of a representative sample of membership to capture the different dynamics played out in terms of WFP strategy regarding the reposition of the UN Development System and WFP's role across the humanitarian, development nexus.
Senior management	Ensures shared understanding and strategic direction for enhanced resilience. Resilience advocated as an entry point to the humanitarian-development nexus and, more	Resilience approach developed through a "small step" approach that peaked with the 2015 resilience policy following in the RBA resilience framework. Various WFP policies include reference	Interviews and desk review to assess the (implicit/explicit) key drivers guiding the dynamics in the resilience agenda. Capture WFP's role in the context of transition and

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[98] Update on the Integrated Road Map. Executive Board. Second regular session, Rome, 13–16 November 2017.

	broadly, as a key concept and key strategy to support the poorest and most food insecure communities through a development process. A resilience approach within the new CSP and financial framework may enable an alternative to this strategy.	to resilience. Beyond these policies, apparent willingness to better articulate a resilience concept and strategy to clearly position WFP. Country Offices and Regional Bureaux are in the front line of support and oversight on resilience programing while the HQ focus on strategic and policy level support and guidance.	views on key issues such as targeting (whose resilience the organization wants to enhance), resilience articulation with prevention and preparedness, partnerships, and exit strategy.
Rome-Based Agencies Division (PGR)	Shared priority pursued through policy dialogue and joint analysis and programming, as stated in the 2015 common resilience framework. As resilience is country and context-specific, business cases are built through focus countries, joint priority areas and joint monitoring of progress such as in the Democratic Republic of the Congo, Guatemala, Kenya, Niger and Somalia.	In the CFS arena, collaborative efforts within the Advisory Group. CFS-FFA (Framework for Action for Food Security and Nutrition in Protracted Crises) policy product suffers from a low level of awareness at country level. Relevance and legitimacy of FFA policy product may be questioned. Donors influence pushing forward RBA collaboration in a context of competing resources.	Interviews and desk review to analyze the incentives and the cons related to WFP collaboration with the RBAs. Analyze RBAs collaboration within the global food security and nutrition governance systems and networks (e.g. food security information system FSIN).

Internal Stakeholders – Influencing and delivering WFP's Resilience Agenda

Policy and Programme Division (OSZ)[99]

Asset Creation and Livelihoods Unit (OSZPR)	Food Assistance for Assets is the main activity underpinning resilience building. OSZPR has close relationships with the Climate & Disaster Risk Reduction Unit, Emergencies & Transitions Unit, and Purchase for Progress Coordination Unit. Interest in a better positioning of resilience building at an organization level and in implementing the resilience agenda.	FFA principles, guidance, and tools (Three-Pronged Approach) promoted to implement resilience activities. Willingness to develop a "resilience programmatic package" through collaboration with Units in the Policy and Programme Division, the Nutrition Division, and the Emergency Preparedness and Support Response Division.	Interviews with key informants, documentation review and field missions to capture OSZPR positioning in WFP resilience agenda and the implicit/explicit drivers shaping the collaboration strategy with Units involved in climate resilience, risk management, food systems, safety nets (school feeding), social protection, nutrition, gender, and VAM.
Climate and Disaster Risk Reduction Unit (OSZIR)	Focus on climate risk management; forecast based finance; and energy efficiency. Climate finance is not a traditional space for the organization. Joined approach with the Asset Creation and Livelihoods Unit translated by a willingness to foster better integration. Work with VAM and joint guidelines developed with the Integrated Context Analysis teams. Prospective approach to	Resilience seen as focusing narrowly in natural resource management programming including a transfer component. Beyond natural capital, resilience building expected to include other dimensions (e.g. productive/financial capital). Constraints in terms of available expertise in climate adaptation. Experience gained at the regional level (CLEAR approach in Asia) and country	Interviews with key informants, documentation review and field missions to capture OSZIR positioning in WFP resilience agenda and the implicit/explicit drivers shaping the collaboration strategy with Units involved in FFAs, food systems, safety nets (school feeding), social protection, nutrition, gender, and VAM.

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[99] Based on the existing Divisions when the evaluation started. The Policy and Programme Division adopted a new organigramme following the structure of the Strategic Plan 2017-2020 in February 2018.

	expand Unit's access to climate finance and scale up activities (Adaptation Fund, Green Climate Fund). Issues in terms of measurement (lack of standardized approach).	level (R4 initiative aiming to build resilience for long-term food security and climate change).	
Vulnerability Analysis and Mapping Unit (OSAZF)	As a core function of WFP's work, provides food security analysis to support the design of the operations. Collaboration with partners including notably governments, FEWS NET, and UN agencies to ensure a shared understanding of food security problems and common priorities for action. Interest in terms of direction, conceptualization and approach merging P4P, climate change, and asset creation.	Ability to provide accurate and timely data on food insecurity and other factors to inform WFP-supported interventions, including resilience. Support for the conduct of the Integrated Context Analysis (part 1 of the Three-Pronged Approach), as well as other tools such as the Comprehensive Food Security and Vulnerability Analysis and the Consolidated Approach to Reporting Indicators of Food Security. Active in resilience measurement within the technical group of the Food Security Information Network (offering a common platform for standards setting such as the RIMA).	Experience gained through the R4 programme has potential lessons for integrating resilience measurement + climate info with a package of WFP's interventions. Different dynamics between VAM at HQ, RB and CO level hold potential for understanding the connections between WFP internally. CO level likely to offer instances where specific levels have adopted mechanisms for better understanding / reporting resilience.
Cash for Change Service (OSZIC)	WFP is a recognized leader in cash-based programming and transfer mechanisms. Cash-based transfers (CBTs) increasingly provided to	Since 2015, set up of a CBT platform enabling other organizations to use CBTs and promoting the integration of humanitarian and development	Interviews with key informants, documentation review and field missions to capture OSZIC positioning in WFP resilience agenda

	strengthen safety net systems such as food assistance for assets and to respond to long-term protracted crises (largest cash-based transfer programme to respond to Syria crisis).	assistance in places where the same beneficiaries are targeted by multiple agencies - in 2016, USD 59.8 million transferred to beneficiaries on behalf of eleven humanitarian partners in Jordan, Lebanon and the State of Palestine.	and the opportunities/risks related to the use of CBTs in activities enhancing resilience in emergency, protracted, and development contexts.
Purchase for Progress Unit (OSZSF)	Linkages between P4P and food assistance for assets, targeted beneficiaries are often from the same communities. Development of a strategy boosting smallholder resilience and market access (2017).	P4P activities did not explicitly aim to achieve resilience; however, resilience is a key concept underpinning the strategic framework for pro-smallholder food assistance, which aims to build on WFP's programmes such as food assistance for assets, Home Grown School Feeding, and R4.	Interviews with key informants, documentation review and field missions to capture the Unit positioning in WFP resilience agenda and the implicit/explicit drivers shaping the collaboration strategy with Units involved in FFAs, food systems, home-grown school feeding, social protection, nutrition, gender, and VAM.
Centre of Excellence in China*	Established in late 2016, the Centre focuses on three main areas including: (i) climate adaptation, disaster risk reduction and resilience; (ii) value chain development, support to smallholder farmers and supply chain processes, and (iii) nutrition.	Willingness to contribute to resilience through policy dialogue, technology transfer/know-how sharing at the institutional level and building an enabling environment at the grassroots level. Aiming to contribute to an integrated approach in resilience building through the upscaling of P4P modality.	Interviews with key informants and desk review to grasp the collaboration strategy between the Centre work and OSZIR, OSZSF, nutrition and gender Units. Follow up the development of the evaluation framework currently developed (including indicators related to resilience).

Food system strategy, policy, and support (OSZS)	New positioning of the organization in resilient food systems at country level (demand side) translated by the establishment up of a small Unit in 2015. Development of a systemic food assistance strategy articulating WFP activities along the supply chain (market functioning, food quality, and food safety).	Focus on building expertise and implementation of the systemic food assistance strategy. An approach not explicitly linked to the resilience agenda. However, the strategy is promoted at the nexus of humanitarian and development contexts where resilience concept is placed at corporate level.	Interviews with key informants, document review, and field missions to capture the Unit positioning in WFP resilience agenda and the implicit/explicit drivers shaping the collaboration strategy with Units involved in FFAs, school feeding, social protection, nutrition, gender, and VAM.
School Feeding, Safety Nets and Social Protection (OSZIS)	Social protection develops a lifecycle/institutional support approach versus resilience seen at community/individual level. SF is an element of social protection, progressively shifting from direct implementation to technical assistance. Involved in enhancing HGSF activities that contribute to smallholders' resilience in liaison with P4P Unit and the Brazil Centre of Excellence.	Implicit assumption that social protection contributes to the resilience narrative in terms of national preparedness and responsiveness. Guidance paper developed to frame social protection at CO level. Momentum for HGSF in Sub-Saharan Africa and interest from WFP major donors. HGSF relates to complex procurement issues. Small Unit created in 2015 and developing work stream with P4P, supply chain, and nutrition Units.	Interviews with key informants, documentation review and field missions to capture the Unit positioning in WFP resilience agenda and the implicit/explicit drivers framing the collaboration strategy with Units involved in FFAs, food systems, P4P, disaster risk management, climate resilience, nutrition, gender, and VAM.

Brazil Centre of Excellence against Hunger	Since 2011, the Centre builds partnerships and capacities for change in school feeding, including home-grown approaches. Aims to play a role in a multi-sector systemic resilience approach including social protection, school-feeding, and nutrition.	Influence in resilience through in country technical assistance, south-south and triangular cooperation, strategic advice, capacity building, dissemination of high-level political messages, research and dissemination of knowledge and evidence.	Interviews with key informants and desk review to grasp the collaboration strategy with Climate and Disaster Risk Reduction, Purchase for Progress, Nutrition and Gender Units. Follow up the development of the evaluation framework currently developed (including indicators related to resilience).
African Risk Capacity Agency Division	Since 2012, support to the ARC specialized Agency of the African Union linking existing early warning systems and national contingency plans to insurance. Development of a product to address countries financing needs to contain outbreaks of viruses and diseases (2015). Partnership with the UN Economic Commission for Africa to in economic and climate risk research (2018).	Willingness to reach 30 countries by 2020 (with USD 1.5 billion of coverage against drought, flood and cyclones) in the framework of the UN Climate Resilience Initiative A2R. Launched during the UNFCCC COP21, the A2R promotes a common UN frame strengthening the capacity to anticipate climate risks and hazards, to absorb the impact of shocks and stresses and to reshape development pathways in the longer term.	Interviews with key informants, documentation review and field missions to capture ARC positioning in WFP resilience agenda and the implicit/explicit drivers framing the collaboration strategy with Units involved in disaster risk management and climate resilience.

Emergency Preparedness and Support Response Division (OSE)			
Emergency Preparedness and support response OSEP)	Emergency, preparedness and response work central to WFP objective to establish or rebuild livelihoods in post emergency and fragile context (2014-2017 strategic planning). Integrated Context Analysis initiated as a 'Multivariate Risk Analysis' project by the emergency, preparedness and response programme, which developed the methodology and process later refined with VAM.[100]	In 2015, review of emergency preparedness and response function (following a set of evaluations) and development of a more simple and flexible emergency preparedness response package including notably improved information management systems. Work to ensure complementarity among preparedness, resilience building, social protection and recovery.	Interviews with key informants and desk review to assess the articulation and the delineation between emergency preparedness and response, disaster risk reduction/prevention and resilience building in the face of natural hazards and man-made hazards increasingly characterizing the countries where WFP operates.
Global Food Security Cluster	Co-lead with FAO. Since 2015 resilience and preparedness Working Group supports the cluster through guidance and tools on preparedness and resilience to food security.	Improve awareness raising and 'language building' to increase common understanding of resilience and preparedness. Identification of resilience indicators (incl. output and outcome indicators)	Interviews with key informants and desk review to capture resilience positioning in the humanitarian - development nexus.
Nutrition Division (OSN)			
Nutrition Sensitive Team	Resilience interventions may not have nutrition as their primary objective, but improved nutrition is an intended outcome of resilience interventions as	Advice on programmes across WFP platforms to impact nutrition. Advocacy work for explicit, context appropriate, nutrition impact pathways and	Interviews with key informants, desk review and field mission to assess the level of emphasis on nutrition-

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[100] Strategic Evaluation. WFP's Preparedness and Response Enhancement Programme: A Strategic Evaluation (2011-2014). Volume II – Annexes. Prepared by the Global Public Policy Institute. April 2015.

	articulated in the WFP Policy on Building Resilience for Food Security and Nutrition.	objectives in programme design. Foster partnerships to address underlying causes of undernutrition at all levels.	sensitive programming as a cross-cutting issue.
Nutrition Specific Team	The Nutrition Specific Team focuses on preventing and curing malnutrition. Improved nutrition, as an outcome of resilience interventions, reduces the risk of malnutrition.	Resilience is linked to the specific capacities and constraints of the people. Malnutrition - as a potential acute hazard and chronic stressor – can be a key driver of vulnerability, especially in the contexts chosen for resilience-building efforts and therefore the reduction of malnutrition is an enabling factor for resilience programmes.	Interviews with key informants, desk review and field mission to grasp the links between resilience planning and resilience-related outcomes and nutrition.
Gender Office (GEN)			
Gender Office team	Gender is a key, cross-cutting, universal 'factor' that shapes roles, responsibilities, resources, relations which are, in turn, key to resilience.	Gender equality and women's empowerment (GEWE) are strongly associated with improved resilience. Womens Empowerment, Nutrition and Food Security are mutually supportive.	Interviews with key informants, desk review and field mission to develop an understanding on how gender considerations influence the design, implementation of WFP's resilience-building interventions as well as their outcomes.
Regional Bureaux and Country Offices			
Regional Bureaux	Interest in a clear conceptualization and strategy to respond to the demand from donors, regional institutions, and governments. On-going process	Contribution to the definition of corporate policies. Shaping of the resilience agenda through collaboration	Interviews with key informants, survey, desk review, and field missions (RBB, RBJ, RBN) to assess

	to clarify RB roles and responsibilities and to better respond to RB needs in terms of management, monitoring of performance and partnerships (recommendation 2017 Audit on decentralization).	with regional institutions and bodies. Coordination, oversight, and support to COs developing resilience portfolios at country and regional level. Development and oversight of joint resource mobilization strategies.	RBs interpretation of resilience concept and strategy and their role in developing WFP resilience agenda.
Country Offices	COs resilience portfolios differ greatly from extremely low-income or conflict-ridden countries where COs have a strong implementation role to upper-middle-income countries where support is mainly channeled through technical assistance to Governments.	Locus of implementation of WFP's resilience agenda. In several COs, resilience agenda strongly driven by donors. COs challenged by a lack of expertise in some areas, such as climate adaptation. Prospective approach in resilience measurement.	Interviews with key informants, survey, desk review, and field missions to assess the way resilience programmes have been incorporated in the CSPs.

External Stakeholders – Government and Non-government			
Government partners			
National and sub-national entities	CSPs design informed by national Zero Hunger Strategic Reviews, which are led by a senior official (often former government official) and involve a wide range of stakeholders from government, private sector, civil society and international organizations.	Key role in (i) developing a comprehensive analysis of resilience related challenges impacting the food and nutrition security, (ii) assessing the implementation capacities of government institutions, and (iii) contributing to policy dialogue and development.	Interviews with key informants and field missions to assess the participation of National and sub-national entities in CSPs drafting process.
Non-government partners			
NGOs	Major role to play in implementing resilience activities. Contribution to address the humanitarian-development-peace nexus through a first-hand knowledge of the situation at field level.	WFP involved in initiative to harmonize and simplify partnership agreements in terms of partner selection/ due diligence procedures, project agreement templates and budgets, reporting and shared audits.	Interviews with key informants, desk review and field missions to assess NGOs role/capacity in enhanced resilience. Review NGOs contribution to the IASC work on strengthening the humanitarian-development nexus with a focus on protracted contexts.
IFRC and Red Cross/Red Crescent societies	Focus on strengthening community resilience by addressing disasters/crises and the underlying causes of vulnerability. Prominent	Since 2005, global Memorandum of Understanding framing partnership with IFRC covers only food distribution activities and capacity strengthening.	Interviews with key informants, desk review and field missions to analyze resilience building activities and Red Cross/Red Crescent societies

	role of Red Cross/Red Crescent societies in WFP operations: partnerships with more than 40 national society members (2014).		positioning in WFP partnership dynamics.
Communities	Community-Based Participatory Planning is at the center of the Three-Pronged Approach (3PA) to developed in 2016 by the Asset Creation and Livelihoods Unit and adopted at corporate level.	3PA recognized as standard methodology and beginning to be adapted to the areas of work in other Units in the Policy and Programme Division, the Nutrition Division, and the Emergency Preparedness and Support Response Division.	Interviews with key informants, desk review and field missions to assess the uptake of the Community-Based Participatory Planning tool by Country Offices and Regional Bureaux and the appropriateness of planned activities to the resilience-building needs of recipients.
External Stakeholders - UN partners			
IASC	Set up of a Task Team working on strengthening the humanitarian and development nexus with a focus on protracted crises. Interest in increasing the adoption of resilience-building and self-reliance principles to guide response, while building capacity for risk management.	Work with the UNDG and other development actors to ensure required changes from the UNDG. IASC/UNDG agreed principles designed to inform the understanding, scope and modalities of how the IASC and UNDG communities will continue to support and contribute to resilience.	Interviews with key informants and desk review, to capture IASC resilience work with UN development coordination bodies.
FAO	Interest in resilience of agriculture based livelihoods in both development and humanitarian contexts. This includes work on risk reduction, prevention/mitigation, early warning and risk analysis and measurement to	Influence in global fora such as the CFS. Work at normative/policy level and community/household level. Collaboration with WFP and other UN agencies in resilience measurement (IPC, RIMA), assessments (Crop and	Interviews with key informants, desk review and field missions to frame FAO work on resilience in terms of programming and measurement and review the division of labor between WFP and FAO.

	preparedness and response. Framework bringing together nutrition, livelihoods and risk reduction under a resilience lens (2014). A number of COs have drafted a resilience strategy (Guatemala, Lebanon, Niger, Uganda and Sudan).	Food Security Assessment Missions) and monitoring. Constraints in terms of operational, financial and technical capacities at national/subnational level.	
IFAD	Work on climate resilience through its 2012-2017 climate change adaptation programme totaling USD 305 million in 41 countries. Work on rural households, communities, agricultural landscapes, ecosystems and value chains.	Focus on building resilience of smallholders through environment and climate finance. In the context of the RBAs, resilience approach collaboration developed at country level to build adaptive and transformative capacities.	Interviews with key informants, desk review and field missions to frame IFAD work on resilience in terms of programming and measurement and review the division of labor between WFP and IFAD.
UNICEF	Interest in long-term community/households' resilience (as cross cutting issue) through the strengthening of health and protection systems.	Resilience agenda closely linked to equity agenda. Influence through work in health and nutrition, water, sanitation and hygiene, protection, education, and peace building (key component of UNICEF's strategy in resilience building).	Interviews with key informants, desk review and field missions to frame UNICEF work on resilience in terms of programming and measurement and review the division of labor between WFP and UNICEF.
UNDP	Interest in building resilience to crises and shocks through an integrated approach including conflict prevention, governance, disaster risk reduction and climate change adaptation.	UNDP-UNHCR Regional Refugee and Resilience Plan (3RP) initiative bringing together more than 200 partners to respond to the Syrian crisis (2014). Global first for the UN in terms of response to crises, the 3RP develops a	Interviews with key informants, desk review and field missions to frame UNDP work on resilience in terms of programming and measurement and review the division of labor between WFP and UNDP.

UNHCR	Resilience approach aiming to address social, economic, and political consequences of forced displacement. Interest in bringing self-reliance and resilience through strengthening preparedness and emergency response; supporting national systems and local communities responding to displacement; and helping equip the displaced for the future.	strategy to respond to refugee protection and humanitarian needs, and strengthen resilience at individual, household, community, and state institutions level.	Interviews with key informants, desk review and field missions to frame UNHCR work on resilience in terms of programming and measurement and review the division of labor between WFP and UNHCR.
The World Bank	Interest in strengthening resilience to global shocks: climate change, pandemics, forced displacement, and famine. Disaster risk management at the cornerstone of the WB resilience agenda. Expanded social protection programmes in the framework of a Social Protection and Labor Strategy 2012-2022 embracing a long term and broad social protection approach and increasing the WB's engagement in Least Developed Countries.	Emphasis on prevention and early action by addressing fragility, conflict, and violence: WB-UN Humanitarian-Development-Peace Initiative; WB-UNHCR approach supporting refugees and host communities with longer-term social and economic support. WB-ILO vision of a social protection for all. WB-WFP collaboration in shock-responsive social protection systems through operational research at the country level and technical cooperation.	Interviews with key informants, desk review and field missions to frame the WB work on resilience in terms of programming and measurement and review the division of labor between WFP and the WB.

External Stakeholders - Donors

USA **USAID / USDA**	Policy guidance on building resilience to recurrent crisis developed in 2012: focus on increased adaptive capacity, risk management/reduction and improved social and economic conditions for vulnerable populations. Initial interest in two coordinating bodies established in 2012: the Global Alliances for Action for Drought Resilience and Growth for the Horn of Africa and the Global Alliance for Resilience in the Sahel. Food for Peace programming moving towards broader conceptualization of risk, including social and political fragility, gender and youth dynamics, and climate change.	Largest donor contributing 35% of WFP total funding since 2014. Launch of the public-private Global Resilience Partnership with the Rockefeller Foundation and the Swedish International Development Cooperation (USD 160 million initial investment to build resilience across the Sahel, the Horn of Africa, and South and Southeast Asia regions (2014). Aims to address fragility, conflict, and violent extremism issues in the Horn of Africa and the Sahel and the impacts of droughts emergencies in southern Africa. Work in resilience measurement.	Interviews with key informants, desk review and field missions to assess the influence of US in the global/UN resilience agenda and its effects on WFP programming and funding.
German Federal Ministry for Economic Cooperation and Development (BMZ)	Transitional development assistance strategy developed in 2013 to enhance the resilience across the humanitarian/development nexus. Support to four areas: the reconstruction of basic social and productive infrastructure; disaster risk management; food and nutrition security; and (re) integration of	WFP's second largest donor contributing 10% of the organization total funding since 2014. Support WFP resilience, preparedness and nutrition programmes through increased multi-year investments. Cooperation intensified due to the crisis in Syria. In 2016, provision of a EUR 570 million single contribution to Syria and	Interviews with key informants, desk review and field missions to assess the influence of BMZ in the global/UN resilience agenda and its effects on WFP programming and funding.

	refugees and internally displaced persons into host communities.	neighboring countries from BMZ and the German Federal Foreign Office.	
European Commission	EU recognizes the connections between sustainable development, humanitarian action, peace and security, and the need for multi-annual planning/financing to better address protracted crises (2017).	Strategic Approach to Resilience in the EU's external action emphasizes anticipation, prevention and preparedness to enhance state and societal resilience through strengthened inclusive/participatory societies, economic resilience, climate and environmental resilience, the prevention of violent conflicts, protracted crises, migration and forced displacement and security.	Interviews with key informants, desk review and field missions to assess the influence of the European Commission in the global/UN resilience agenda and its effects on WFP programming and funding.
	ECHO-WFP: Systematically includes resilience in the Humanitarian Implementation Plans. In 2015, development of a Resilience Marker tool to ensure that each project considers risks and vulnerabilities, builds local capacity and aims to reduce humanitarian need in the long-term.		
	DEVCO-WFP: support technical assistance in food and nutrition security analysis, safety nets, national and regional strategic/emergency reserves and food stocks, and stunting reduction. Interest in multi-year support using WFP expertise in food crises preparedness and resilience to prepare the ground for wider development operations.	EC is the WFP third largest donor contributing 10% of WFP total funding since 2014. DG ECHO channels 80% of these funding. Record single contribution to WFP Emergency Social Safety Net programme providing, in partnership with the Turkish Red Crescent, and the Turkish Government monthly, cash-assistance to more than one million refugees – mostly Syrians – living in Turkey (EUR 650 million).	
		DG DEVCO: In 2015, set up of a Trust Fund for Africa to improve stability and address irregular migration (EUR 1.8	

		billion). Resilience component includes support to basic services such as food and nutrition security, health, education, social protection, and environmental sustainability for the most vulnerable people, the refugees and the displaced persons.	
United Kingdom Department for International Development (DFID)	Interest in interlinking adaptation, disaster risk management, and development approaches. Work mainly on climate and disaster resilience. Research and learning approach on adaptation via for example the Building Resilience and Adapting to Climate Extremes and Disasters (BRACED) programme implemented in fifteen countries in the Sahel, East Africa and Asia.	Disaster resilience framework aims to strengthen harmonization between areas such as disaster risk reduction, social protection and climate change adaptation. In 2016, shift towards enhancing resilience through risk finance and insurance.	Interviews with key informants, desk review and field missions to assess the influence of DFID in the global/UN resilience agenda and its effects on WFP programming and funding.
Global Affairs Canada	Resilience building through multi-year funding agreements with key partners to respond to longer-term crises. Support to long-term flexible funding to social safety nets through a five-year Strategic Partnership Framework to support school feeding (2011-2016). In 2017, launch of joint RBA multi-year funding initiative for	Fourth largest overall contributor for the last five years. Evaluation of CIDA's humanitarian assistance recommended a systematic, integrated approach including prevention and risk reduction, as well as recovery and transition to development. OECD DAC Peer Review of Canada suggested improvements to efforts in supporting post crisis recovery	Interviews with key informants, desk review and field missions to assess the influence of Canada in the global/UN resilience agenda and its effects on WFP programming and funding.

	resilience (USD 38 million initiative rolled out in the Democratic Republic of Congo, Niger and Somalia).	and building resilience (2012). Gender equality and the empowerment of women and girls, at the core of Canada's international assistance policy (2017).	
Other donors	In the specific countries visited, the initial desk reviews will identify whether other donors are significant players in resilience, either with or without WFP.	Context specific influence.	Key informant interviews during field missions to assess the influence of the donor on the resilience agenda in the country and on WFP's programming and funding.

Annex 3: Resilience SE – Updated Timeline 21/02/2018

	Evaluation of WFP's Work on Resilience	By Whom [101]	
Phase 1 - Preparation			**June – July 2017**
	Evaluability Assessment, including desk review – data, demand	EM	May-June 2017
	Draft Concept Note	EM	11/07/17
	Consultations	EM	11-20/07/17
	Draft TORs. OEV/D clearance for circulation to WFP staff	EM	21/07/2017
	Revise draft TOR based on WFP feedback	EM	08/08/2017
	Final TOR sent to WFP Stakeholders & LTA firms	EM	09/08/2017
	Analysis of bids and contracting evaluation team/firm	EM	08/09/17
Phase 2 - Inception			**Sept. '17 - March '18**
	Team preparation prior to HQ briefing (reading Docs)	Team	September
	HQ briefing (WFP Rome)	EM & Team	30/10 – 03/11/17
	Inception Mission in country(ies)	EM+TL	Nov. '17 – Jan. '18
	De-brief and Validation Meeting (Rome)	EM	**Feb 15th**
	Submit Draft Inception Report (IR) to OEV	TL	**23/02/2018**
	OEV quality assurance and feedback	EM	28/02/2018
	Submit revised draft IR (D1) to OEV	TL	07/03/2018
	OEV quality assurance	EM	09/03/2018
	Share IR with internal reference group for their feedback	EM	09/03/2018
	Deadline for IRG comments	IRG	23/03/2018
	OEV consolidate all comments in matrix and share them with team	EM	26/03/2018
	Submit revised IR (D2)	TL	**29/03/2018**
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	30/03/2018
Phase 3 - Evaluation Phase, including Fieldwork			**April – June 2018**
	Fieldwork & Desk Review. Field visits & internal briefings with CO and RB	Team	April – June
	Exit Debrief (ppt) after each country visit	TL	
	Overall debriefing with HQ, RB and COs Staff.	EM+TL	05/07/2018
Phase 4 - Reporting			**July – Nov. 2018**
Draft 0	**Submit draft Evaluation Report (ER) to OEV**	TL	20/07/2017
	OEV quality feedback sent to the team	EM	24/07/2017

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[101] Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Draft 1	**Submit revised draft ER to OEV**	TL	31/07/2017
	OEV to provide an additional round of comments	EM	03/08/2017
Draft 2	**Submit revised draft ER (D2) to OEV** based on OEV comments.	TL	23/08/2018
	OEV seeks OEV Dir. Clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP and external stakeholders (IRG and ERG) for their feedback.	EM	30/08/2018 Comments due: 13/09/2018
	OEV consolidate all WFP's comments (matrix) and share them with team	EM	17/09/2018
	Stakeholders' workshop	EM	**19-20/09/2018**
Draft 3	**Submit revised draft ER (D3)**	TL	06/10/2018
	Submit draft SER	TL	20/10/2018
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	28/10/2018
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from the Director of Evaluation)	EM	06/11/2018
	OEV sends and discusses the comments on the SER to the team for revision	EM	17/11/2018
Draft 4	Submit final draft ER (with the revised SER) to OEV	TL	24/11/2018
	Seek Final approval by DOE Clarify last points/issues with the team	EM+TL	31/11/2018
Phase 5 - Executive Board (EB) and follow-up			**Nov -Dec 2018**
	Submit SER/rec to RMP for MR + SER for editing and translation	EM	15/12/2018
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	DoE	
	Presentation of management response to the EB	D/RMP	02/2019

Annex 4: Stakeholders Consulted During the Inception Phase

Organization	Persons Met With
WFP OEV	Deborah McWhinney, Senior Evaluation Manager Lia Carboni, Research Analyst
Operations	Ramiro Lopes da Silva Deputy Executive Director Valerie Guarnieri, Assistant Executive Director (interviewed as Head of RBN)
	Amir Mahmoud Abdullah, Deputy Executive Director Sean O'Brien, Director, Resource Management Integration and Resource Office Kawinzi Muiu, Director, Gender Office Ram Saravannamuttu, Operations Management Support Kenn Crossley, Deputy Director, Policy and Planning (currently Global Coordinator, Cash Transfers)
Policy and Programme Division	Zlatan Milisic, Deputy Director OSZP (representing Stanlake Samkange, Director)
Emergencies OSE	Denise Brown, Director
Operation Services	Yvonne Forsen, Deputy Director Pablo Amal – Consultant
Rome based Agencies and Committee on world food security PGR	Stephanie Hoechstetter – Director
PGR	Neal Pronesti – Consultant
Climate and Disaster Risk Reduction Programme	Azzurra Massimino – Programme Officer
South-South cooperation & triangular cooperation	Yan Jia – Programme Policy Officer
PGB	Harriet Spanos – Secretary to the Executive Board and Director

WFP Centre of Excellence against Hunger (Brasil)	Daniel Balaban – Director and Representative
OSZSF	Gianluca Ferrera Senior Policy Officer
Partnerships and Advocacy Coordination	Arnhild Spence – Director
Resilience, climate adaptation and Livelihoods	Muriel CANO – Policy Officer
HQ Gender Office	Jacqueline Paul, Senior Gender Advisor
Sub-regional office in Amman	Stephan –
Cairo Regional Bureau	Stephan Ohme – Regional Programme Officer

+ 3 other members of the team in Cairo |
Panama Region	Alessandro Dinucci - Regional Resilience Programme Officer
Nutrition Sensitive Investment	Mutinta Hambayi, Chief
Johannesburg Regional Office, RBJ	Giovanni Lacosta - Regional Programme Policy Officer
Nutrition	Fatiha Terki – Deputy Director
Climate and Disaster Risk Reduction Programme OSZIR	Gernot Laganda – Chief
School Feeding, Safety Nets and Social Protection Unit	Charlotte Cuny – Programme Policy Officer
FFA	Mark Gordon, Chief
School Feeding, Safety Nets & Social Protections	Yukimi Ogaki – Programme policy officer
Strategy Implementation and Risk Management Branch, RMPS	Zarina Kurbanova, Programme Policy Officer
P4P	Bing Zhao – OSZSF Director
WFP CO Staff - Malawi	Benoit Thiry, Country Director

Mietek Maj, Deputy Country Director |

	Daniel Longhurst, Resilience and Social Protection Head of Programme
	Diana King, Policy Programme Officer – Resilience and Social Protection
	Tiwonge Machiwenuka – Resilience and Social Protection
	Alemu Gebre, Moses Jemitale - FFA
	Hussein Madih, Daniela Cuellar - R4
	Vincent Kiwanuka, Patricia Mikuti, Rodrick Nkhono - P4P
	Lazarus Gonani, Head of VAM
	Benjamin Banda, Mphatso Chigamba - VAM
	Trust Mlambo, Emma Chimzukira – Nutrition
	Chalizamudzi Matola - HGSF
	Franck Aynes – Procurement
	Chalizamudzi Matola – SMP
	Grace Makhalira - Head of M&E
	Billy Kanjala - M&E
	Kiganzi Nyakato - BTSO Head
	Elton MGALAMADZI, Samson TEKA, Yonathan AYALEW, Dominic NYIRONGO, Abeeba BANDA, Alemu/Moses - BSTO
Inception mission - Malawi	Alex Namaona, Chief Director, Ministry of Agricuture
	Harry Mwamlima, PRSP Director
	Paul Kalilombe, Director Emergency; James Chiusiwa, Director Resilience - DODMA
	Andrew Spezowka, Portfolio Manager Resilience and Sustainable Growth – UNDP
	Edward Archibald, Team Lead Social Protection – UNICEF
	Florian Juergens, Social Protection Officer – ILO

	Luis Amaya, Programme Officer – FAO
	Selvi Vikan, Social Protection Programme Manager – GIZ
	Heather Campbell, Country Director; Akimu Ndhlovu, Humanitarian Projects Manager - United Pourpose
	Caoimhe de Barra, Country Director - Concern Worldwide
	Hazel Nyathi, National Director - World Vision International
	Gilbert Jangasiya Officer CUMO
	George Vilili, Acting Director FRT
	Sophie Mahonya, We Effect
	Vincent Gondwe, Total Landcare
	Kash Hussain, Senior Humanitarian and Resilience Programme Manager;
	Jeremy Loveless Humanitarian Programme Advisor – DFID
	Emmanuel Ngulube – USAID
	Oxfam
	Blantyre District Council
	Jolamu Nkhokwe - DCCMS
	FISD
	NICO
	Balaka District Council
	Balaka Sector Heads
	Beneficiaries from Silika Village
WFP CO Staff - Pakistan	Finbarr Curran, Country Director
	Katrien Ghoos, Deputy Country Director

	Yasir Anwar and Zahra Inayat, Donor, Government, and private sector Relations Officers (FL)
	Rashida Amir, Deputy Head of Programme
	Sultan Mehmood, Programme Policy Officer DRM
	Cecilia Garzan, Head of Nutrition
	Masood Ahmed Abbas, Nutrition Officer (FL)
	Asim Bhatti, HR
	Ghazala Mirza, Gender and Protection Programme Officer
	Tahir Nawaz/ Ali Ahmed, Nutrition programme officer (FL)
	Aman ur Rehman, VAM (FL)
	Chris Mandra, Senior DRR / Resilience Advisor (TB)
	Muhammad Asim Bhatti, Human Resources Officer (TB)
	Touseef Ahmed, Faryal Ahmed, Sameera Ashraf M&E (FL)
	Syed Abdul Razak, PPO, Social Safety Nets
	Arshad Jadoon/Hassan Raza, School feeding and FFA programme officer (TB)
Inception visit - Pakistan	Mian Adil Zahoor, Nasir Durran, Fata Disaster Management Authority
	Ahmad Zeb, Mr. Hizbullah, FATA Secretariat
	SPA-III Working Group - key members: Masooma Qazilbash, UNICEF – Naeem Iqbal UNDP – Syed Muhammad Raza Shah UNESCO - Banaras Khan FAO – and Chris Mandra WFP.
	Khizar Hayat Khan & Syed Mahmood Nasir, Ministry of Climate Change
	M Idris Mahsud & Raza Iqbal, National Disaster Management Authority

	Naeem Ashraf Raja, Biodiversity Directorate
	Syed Muhammad Raza Shah, UNESCO
	Javed Humayun & Muhammad Arsalan Zahid, MoNFS&R
	Umar Farooq, Pakistan Agricultural Research Council
	Sardar Azmat Shafi, Director General Finance, BISP
	Ignacio Artaza, Country Director UNDP
	Muhammad Aslam Shaheen, Chief Nutrition SUN focal point
	Banaras Khan, Programme Officer Resilience, FAO
	Helen O'Connor and Jovenia Afzal, DFID
	Kalle Holfzuss, German Embassy
	Saleem Ahmad, Executive Director HUJRA
	Nawab Ali Khan, Aga Khan Agency for Habitat
	Syed Aftab Ahmad, SRSP
	Yusra Qadir, Cesvi

Annex 5: Evaluation Matrix

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
1	**How relevant is WFP's resilience work and for whom?**					
1a	Is the concept of resilience consistent within WFP? Is the concept of resilience consistent between WFP and its partners? Is the concept of resilience sufficient compared to recognized best practice? Are donors influencing the way in which WFP is conceptualizing 'resilience'?	Interviews with WFP management & staff at HQ, RB CO and field office levels, and selected partners in visited countries Document review – WFP and partner policies	Between units (both HQ and CO levels) Between HQ and COs Between COs	Consistency in definition across the various policy documents. Extent of knowledge of the definition(s) within and across the levels Level of buy-in (see e.g. Section 2.1) to resilience conceptualization within WFP. Evidence of appropriate use of policy documents to programme, implement and monitor (HQ, RB and CO levels). Evidence of shared understanding informing collaborative approaches to resilience between WFP and its partners. Comparison of WFP's concept(s) with best practice on resilience	Concept Strategy Guidance Partnerships	1.1, 1.1.1, 1.1.2, 1.1.5, 1.1.6, 1.1.8, 1.3

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
1b	Who are WFP's target groups for resilience? What are their needs?	Interviews w WFP HQ management and CO management and programme officers in visited countries. Interviews with government officials (national and sub-national level) Focus groups w beneficiaries	Between units (both HQ and CO levels) Between HQ and COs Between COs Between CO and government within a country Between CO and field level within a country	Evidence of targeting based on thorough understanding of vulnerable groups, their risks, their needs (including nutrition needs) and their agency potential within specific contexts. Evidence of gender-lens informed targeting Evidence that WFP resilience work is aligned with appropriate national policies / frameworks.	Strategy Programmes Guidance People	1.1.3, 1.1.7; 3.1; 3.1.3
1c	Are gender-based differences in resilience needs adequately recognized? Are gender-based differences in resilience activities adequately recognized?	CO management, gender programme officers and gender field staff in visited countries. Document Review (CO) Focus groups w beneficiaries	Between COs Between CO and field level within countries Between CO and partners within countries	Evidence of WFP programming, implementation and monitoring processes being informed by gender analysis. Evidence of women's / men's / girls' / boys' needs informing WFP's roadmap to resilience. Evidence of women's / men's / girls' / boys' activities informing WFP's roadmap to resilience.	Concept Strategy Guidance M&E People	3.1

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
			Between CO and field level within countries	Evidence of WFP resilience programmes being gender-transformative		
1d	Has WFP determined which of those resilience-related needs it is best placed to address and is it addressing them?	Interviews with CO management and programme officers and field staff in visited countries Interviews with government officers in visited countries Interviews with partner organizations in visited countries	Between COs Between CO and field level within countries Between CO and government within countries Between CO and partners within countries	Evidence of SWOT analysis or other approach being used to determine the most suitable intervention strategies based on women's / men's / girls' / boys' identified needs. Evidence from Zero Hunger Reviews and Country Strategic Plans to determine the extent to which resilience-related gaps or needs identified in the Review were addressed in WFP's programme plans.	Strategy Programmes Guidance	1.1.3, 1.1.7, 1.2

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
2	**Is WFP engaged in the right partnerships to enable strong resilience outcomes?**					
2a	Has WFP determined which resilience-related needs of its target groups are best met by others? Does it participate in joint processes to ensure that the full range of needs, including those related to gender-based differences, are met?	Desk review Interviews with (i) Senior Management, (ii) HQ, RB, and CO management and programme officers (iii) field staff in visited countries, and (iv) key partner organizations, including in visited countries	Within and between (i), (ii), (iii) and (iv), and cross-checking with document review.	Evidence of gender analysis used to inform collaborative approaches Evidence of collaborative approaches (including RBA collaboration), leveraging the strengths of WFP and its partners to strengthen resilience through policy dialogue Evidence of joint national / regional analysis and planning processes (including RBA collaboration) addressing the needs of targeted individuals, communities, and institutions Evidence of joint national / regional programming (including RBA collaboration), responding to the needs of targeted individuals, communities, and institutions Evidence of joint impact monitoring and resilience measurement (including RBA collaboration) of targeted individuals, communities, and institutions	Strategy Guidance Systems Partnerships People M&E	1.1.8.1, 1.2, 2.5, 2.3, 2.3.1,

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
2b	Is there potential to broaden partnerships for resilience? Are there any enabling factors and/or barriers to doing so? How can these barriers be overcome?	Desk review Interviews with (i) HQ, RB, and CO management and programme officers (ii) field staff in visited countries, and (iii) key partner organizations, including in visited countries	Within and between (i), (ii) and (iii), and cross-checking with document review.	Stocktaking of capacity strengthening processes in partnerships enhancing resilience policy making Stocktaking of capacity strengthening processes in partnerships providing institutional support Uptake and use of capacity strengthening processes in collaborations with targeted communities Evidence of barriers constraining engagement in broadened bilateral/multi-stakeholder partnerships Evidence of enabling factors coming into play in broadened bilateral/multi-stakeholder partnerships Evidence of knowledge sharing mechanisms enabling replicability	Guidance Systems Programmes Partnerships People	2.1, 2.4, 2.7
2c	To what extent do donors influence WFP's ability to	Desk review Interviews with HQ FFR team	Between HQ & COs Between COs	Evidence of implicit/explicit drivers influencing the shaping of WFP's resilience agenda	Strategy Partnerships	3.4, 3.4.1

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
	undertake resilience work?	Interviews with CO management & donor liaison officers Interviews with donors in visited countries	Between COs and donors in the same country Between the same donor in different countries	Evidence of implicit/explicit drivers influencing the shaping of resilience programming in RB and COs Features of top donors' resilience funding streams in the continuum between emergency, development, and peace	Programmes	
3		**Is WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021?**				
3a	Are WFP programming modalities sufficiently comprehensive and flexible to meet the resilience needs of diverse target groups across the range of contexts in which WFP works?	Desk review Interviews with HQ, RB, and CO management (including financial management) and programme officers	Between HQ, RB & COs Between RB Between COs	Evidence of processes (e.g. theories of change) and/or tools (e.g. three-pronged approach) developed to support resilience programming Extent to which these processes and tools serve, in practice, resilience analysis and planning in support to resilience programming Extent to which Country Strategic Plans – including their logframes, financial frameworks and reporting mechanisms – provide for a coordinated and integrated resilience response to target groups	Strategy Systems Programmes	2.7, 3.1, 3.1.1, 3.1.2, 3.1.3

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
				Extent to which funding flows for resilience-related programming have improved with the development of CSPs Extent to which funds for resilience are diverted if an L2 or L3 emergency is declared		
3b	Does WFP make appropriate use of its Gender Toolkit to promote resilience through gender equality and women's empowerment?	Document review – Sample of WFP assessments and evaluations on Gender Interviews with gender focal points and programme staff at CO and field office levels.	Between COs Between CO and field levels	Evidence of appropriate use of the toolkit to plan, implement, coordinate and monitor WFP interventions and their role in enhancing gender transformative resilience	Strategy Guidance People M&E	3.1.2.1; 3.1.2.2
3c	Does the WFP organizational structure promote resilience programming and if not, how could it be changed?	Desk review, and interviews with Senior Management and HQ, RB, and CO management and programme officers	Between stakeholders at each level (HQ, RB, CO) Between levels	Evidence of internal barriers constraining WFP's engagement in resilience programming?	People Guidance	3.2

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
			Across RB Across COs	Extent to which there is a need to better position resilience within the organization in terms of structures, processes, resources		
3d	Does WFP have the right mix of staff competencies and skills to conduct resilience programming?	Interviews with CO and field office level programme staff, CO and HQ HR staff and selected partners, in visited countries.	Between CO's Between COs and partners within countries	Ability of WFP employees to articulate how their level and field of work can contribute to WFP's resilience objectives Adequacy of employee expertise and skill sets to determine and manage effective resilience programming for a given context Uptake and use of guidance, lessons learned and toolkits in resilience programming	People Guidance	3.3; 3.3.1
4	Are WFP COs able to produce, access, analyze and use (relevant, accurate, timely and sex- and age-disaggregated) data to make informed decisions related to resilience-related planning? Does WFP have a clear and consistent approach to measuring outcomes related to resilience?					
4a	Do WFP information systems enable or support the identification of relevant resilience dimensions; ... and within, this: gender-	Review of the most used VAM assessments (esp. CFSVA; ICA) Review of other WFP analysis: middle and lower levels of 3PA; RIMA II; CARI,	Interviews with external resilience programmers close to WFP's work (FAO, Oxfam, IFAD...) FGDs with women within WFP's beneficiary	The extent to which WFP's info system 1) captures and 2) makes available in a usable form information on the particular social, political, economic, and physical factors, especially those that make women, men, girls and boys less and/or more resilient. The extent to which sensitivities relating to gender and other often-marginalized groups	Monitoring; Programmes.	

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
	transformative outcomes regarding resilience	SISMOD; Resilience Context analysis; Interviews with assessment users and producers. Literature review of gender factors of resilience.	'typology' for (selective) insight on gender aspects of resilience	are accounted for in collecting resilience related information.		
4b	Are WFP COs able to access, analyses and use (relevant, accurate, timely and sex- and age-disaggregated) data to make informed decisions to resilience-related programming? Have CO/RB/projects developed and shared their own approaches to	Descriptive based ❖ Interviews with COs and programme M&E Staff Interview with project partners	Interviews with RB and HQ M&E staff	The application of data in the elements of programme life-cycle (design, targeting, resourcing, implementation, modification, close-down and follow on or any other) related to resilience. The general culture/practice surrounding data usage The usages of other tools e.g. RIMA **Collection**: Points at which COs are unable to capture required or useful information **Accessibility:** Points at which the limitations in data systems prohibit the	Systems M&E People Guidance	4.3, 4.4, 4.5

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
	measurement? How do these two processes work? What advantages/disadv antages does this bring?			intended use or protection of resilience related data **Analysis:** Points in the de/construction of resilience related data that limit or mislead understanding and insights for those intended to use it **Use:** Points at which available resilience related data is not utilized in decision making or reporting		
4c	Do WFP's information services hold particular benefits for enhanced resilience support? To what extent are these benefits realized? What are their limitations?	Review and interview of WFP's programming where information is *most likely* to be currently incorporated (e.g. R4, ARC[?]); *possibly* incorporated (e.g. FFA, P4P); and a snowballing review of other programmes identified during	Interviews with external resilience programmers close to WFP's work (FAO, Oxfam...)	The extent to which WFP's information services are/could be utilized in a community to 1) Anticipate; 2) Absorb 3) Adapt or 4) Transform	Strategy Programmes Systems M&E *Partnerships?*	4.2

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
		interviews and doc review. Review of where WFP's *approach* to information services may be beneficial for community empowerment: e.g. 3PA; R4.				
4d	To what extent did the SRF (2014-2017) enable appropriate, robust and consistent measurement of resilience-related outcomes? Does the CRF address any gaps or create new ones?	❖ Sample of SRF reports over period Interviewees with COs, RBs, and HQ about SRF usage ❖ CRF review Interviewees with COs, RBs, and HQ about understanding of CRF indicators and functions	Past evaluations focused solely (if available) or in part on WFP's reporting and/or M&E function e.g. *Evaluability Assessment of the 2014-2017 Strategic Plan commissioned by OEV in 2015*	Number of programmes/activities reporting against the number/type of indicators in SRF/CRF. Regularity and quality of reporting. From a sample: **Appropriate:** Extent to which indicators and processes are relevant to: 1) Resilience 2) The context in which they're used **Robust:** The sufficiency of the SRF to accurately portray resilience (and detect change) in a way that is repeatable by others.	Strategy Systems M&E	4.1, 4.1.1

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
				Consistent: The extent to which means of reporting resilience are standardized across WFP (and partners where relevant) because of the SRF		
4e	To what extent have COs developed and/or used other indicators (outside the results framework) to report on resilience? What are the advantages/disadvantages of these?	❖ Review of CO donor reporting	Conversations with resilience programmers at RB/CO level	Presence of non-corporate reporting. Ways in which these enhance or detract from the Appropriateness, Robustness and Consistency criteria in corporate reporting	M&E	
5	**What emerging lessons can be identified regarding the most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?**					
5a	No sub EQ needed	Outreach to selected non-visited countries (to be determined by recommendations	Between countries	Evidence of successful approach and/or good practice in terms of resource mobilization? Evidence of successful approach and/or good practice in terms of enhanced partnership?	Depends on the context	2.6

No.	Sub-EQ	Data Sources & Collection Methods	Triangulation	Judgement Criteria	Linkage to Theory of Delivery	Contributing Qs from TOR EQ list
		from key informants) through brief survey and request for documents and follow-up skypes Synthesis of SE team findings from data collection phase		Evidence of successful approach and/or good practice in terms of the use of assessments to inform resilience programming? Evidence of successful approach and/or good practice in terms of joint planning? Evidence of successful approach and/or good practice in terms of design and implementation of resilience programming? Evidence of successful approach and/or good practice in terms of development of monitoring programmes for resilience? Evidence of successful approach and/or good practice in terms of the use of monitoring information for resilience planning?		

Interview protocol

Common introductory remarks to position the interview

- WFP Office of Evaluation has commissioned a strategic evaluation on the topic of resilience covering the period from 2014 to 2017. It is looking at the elements that WFP may have in place or may need to put into place to deliver successfully on its commitment to resilience. This exercise is not a performance evaluation. It is rather looking, from a formative lens, at how well the organization is prepared to achieve its resilience-related goals.

- The evaluation team is reviewing four different areas: one relates to conceptual definition to see for example if there is consistency in clarity on resilience. The second area covers partnerships, looking at the dynamics of existing ones, the gaps and the potential need to broaden them.

- The third area is about internal systems and the extent to which they are 'fit for purpose' to deliver on the resilience agenda and expected outputs – including tools/guidance, staffing, financial frameworks and reporting systems.

- The last area relates to data – what is collected in the assessment phase to inform targeting and what is collected in the monitoring phase to inform performance/course correction and results achievement. The data collection phase should last from April to June. In September, once the draft report will be delivered, a learning workshop should take place to discuss findings, conclusions, recommendations, and a final report will be submitted to the Secretariat of the Executive Board by late November.

- This interview will focus on your experience in resilience building. Could you please indicate your exact position and responsibilities; how long you have been in this position; and if you have been employed in another unit (s) in WFP?

I. Interview of Executive Board

EQ1: Do you think WFP has a clear vision of its role in resilience building, especially in protracted crises and development contexts? What does this consist of? Is this vision shared across the organization?

EQ2: Do you think that the Integrated Road Map has helped WFP to become more fit for purpose to engage in a resilience agenda?

EQ3: Does WFP have a comparative advantage to build the resilience of food insecure and shock-averse people? If so, what are the target groups WFP should focus on and why?

EQ4: At the global and regional level, what resilience-related partnerships should WFP engage in to leverage its organizational strengths and compensate for any weaknesses? Are there opportunities or barriers to broaden these partnerships?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?
- What would you expect from this evaluation exercise?

II. Interview of WFP employees – Headquarters (HQ)

Senior Management

1. What is the role of WFP in resilience building and who WFP is/should build(ing) resilience for? How do you think WFP should promote a shared understanding of that definition (internally and externally)?

2. In your opinion, what are/were the main implicit/explicit drivers influencing the shaping of WFP's resilience agenda? How these drivers had an impact on the development of the Integrated Road Map?

3. The Integrated Road Map aims to facilitate the coherence/focus of countries' portfolios. As lines can be blurred between root causes and resilience building areas, how the tagging has been/should have been used by WFP. Does it matter that there is this ambiguity?

4. Now that the CSP development process is almost over, what WFP has learnt about the process that indicates areas of strength or areas of weakness at CO level? Are any of these likely to have a bearing on WFP's ability to promote resilience?

5. Since the launch of the Fit For Purpose initiative in 2012, WFP's organizational set up has continuously been realigned. Do you think the current one is appropriate for promoting resilience programming? If not, how could it be further improved?

Rome-Based Agencies Division (PGR)

1. What is the role of WFP in resilience building and who WFP is/should build(ing) resilience for? Is WFP promoting a shared understanding of that definition in food and nutrition security global arenas? Global networks? What resources are dedicated to this promotion?

2. In a context of competing resources, donors are pushing forward the Rome-Based Agencies collaboration in resilience building, which resulted notably in policy statements and country business cases. What are the incentives and the cons related to such collaboration in resilience building?

Budget and Programming Division (RMB)

1. How well does WFP's funding model facilitate the types of programming that are required resilience building? Have there been any challenges in funding the types of programmes/activities that WFP been classed/or tagged as Resilience? Have there been any improvements with the CSP process?

2. Turning to the Financial Framework Review, and recognising that resilience building activities usually require fairly long timeframes, can you explain WFP's

strategy for improving multi-annual financing? If COs are able to mobilise funds themselves, what options are available for support from HQ – in terms of actual financial support, and also of support to mobilise funds?

3. How well does WFP's funding model support or hinder the transition out of an emergency context to more stable, development mode?

4. To what extent do you see donors influencing the types of activities WFP delivers? Are those pushing for WFP to take a greater / lesser role in resilience strengthening?

5. To what extent does the WFP funding model encourage or discourage collaboration between the various units? Where are the strongest/weakest connections?

6. To what extent does the funding model enable WFP to say 'this is what is needed for food security in this context' and then generate sufficient and time funding? What has been the experience of the CSPs in doing this?

NGO Unit, Partnerships and Governance Department (PG)
1. In your opinion, what is the role of WFP in resilience building and who WFP is/should build(ing) resilience for?

2. What processes/tools did the Division put in place with policy and governance partners to develop/advocate for resilience building at global level?

3. What processes/tools did the Division put in place with capability partners to enhance resilience programming at country level? At community level?

4. Do you think the CSP approach has influenced the way COs consider and develop partnerships, with (public and private) partners? Are there any signs of new or innovative partnerships as a result?

5. Should WFP be engaged in broadened bilateral/multi-stakeholder partnerships to enhance resilience? Are there enabling factors and/or barriers constraining such engagement?

Government Partnerships Division (PGG)

1. What kind of guidance is available to CO partnerships and donor liaison officers? Do you think the skills set is adequate - what are the main constraints and solutions? Are different skills required, or challenges faced, to obtain funds for resilience building as opposed to other focus areas?

2. Do you have a donor analysis that indicates relevant characteristics, including likelihood to fund resilience programmes?

3. How does the current trend of activity-level earmarking impact on resilience-related programming?

Human Resources Division (HRM)

1. How would you determine what special skills and competencies might be needed to improve WFP's delivery of resilience at each of those levels? Have you done that and what were the findings?

2. If not done, what do you think would be a suitable mix of skills and competencies within and between levels (HQ / RB / CO / FO) to promote resilience?

3. Do you think there is a need for specific 'resilience' personnel at any level in WFP? If so would you attempt to fill positions in-house or would you look outside? What specific background and skills do you think would be relevant?

4. Have you received requests from RBs or COs for personnel to head-up their resilience initiatives, or to upgrade the skills of personnel already in place? How do you handle such requests?

5. Are you satisfied that the units are appropriately staffed?

6. Are there any other changes to WFP's organisational structure that would help to promote resilience?

7. People that we have interviewed in COs have indicated that there is inconsistency and confusion about resilience and that they would like to receive guidance on the topic. Are you aware of this, and how would you go about providing such guidance? Are there any existing manuals / modules etc that you could show me?

8. Do you think there is a gender perspective to resilience? If so, does it affect the way in which you seek to upgrade resilience skills at any level?

Emergency Preparedness and Support Response Division (OSE)

1. WFP is facing a historic number of Level 3 and Level 2 emergencies, in this context what is the role of the Organization in resilience building and who WFP is/should build(ing) resilience for?

2. Is there a shared understanding of what resilience building means in the Division? At HQ, RB and CO levels? If this understanding is not shared, how do you think WFP should further promote it internally? Externally in the humanitarian fora?

3. Resilience is often discussed as a means to enhance coordination and coherence between the humanitarian and development work. How WFP is currently articulating or should further articulate resilience building with emergency preparedness and disaster risk reduction?

4. Do you think the current organisational set up is appropriate for supporting resilience programming? Especially in Level 3 and Level 2 emergencies context?

5. Does WFP have the adequate tools, strategies, skills and resources to do so? If not, what can be further improved? How?

6. More specifically do you think WFP has the right mix of staff skills and competencies at all levels (HQ/RB/CO/FO) to plan and deliver resilience programming?

7. What kind of guidance does your division contribute to to help staff to understand and undertake resilience programming or to achieve resilience results? Who is it addressed to and how is it disseminated?

Nutrition Division (OSN)

1. What do you see as the connection between resilience and nutrition – is there a clear connection? What timescale do you see this operating on – are there near, mid, or longer term benefits?
   a. How well do you think RBs and CO's see the connection?

2. To what extent are you able to use your understanding of this connection in your work? Are the areas of misunderstanding?

3. Is there any value for nutrition programming to incorporate the concept of resilience? If so, what is it? Are there areas where the concept of resilience detracts from supporting nutrition needs?

4. Out of your partnerships – specifically Unicef and FAO – does WFP's approach to nutrition hold unique benefits for strengthening resilience? Is there a way to articulate the connections between three in a vision for nutrition/resilience strengthening practice?

Policy and Programme Division (OSZ)

General Questions

1. Have you been involved in discussions about WFP's approach to resilience?

2. What is your definition of resilience?

3. Do you think your definition is consistent with your colleagues working at HQ, RB and CO levels?

4. In your view, who is WFP building resilience for?

5. What are the key roles of the units within this division? Have roles changed since the introduction of the CSPs?

6. Do you think the current organisational structure of WFP is appropriate for promoting resilience programming, and has it improved with the recent reorganisation of OSZ? How could it be further improved?

7. Have you identified and documented the typical resilience needs of each of these different target groups? Are they fairly consistent globally within a target group, or is there high variation?

8. Have you analysed gender-differentiated needs within these groups? Are they consistent within a target group?

9. Do you think WFP has the mandate to address all of these resilience needs – and if not, have you identified other organisations that do? And have you discussed methods of coordination and cooperation – on pilot, global or regional basis? Has this resulted in any new or deepened partnerships? Are there any constraints to developing such partnerships and how could they be addressed?

10. For the resilience needs for which WFP is mandated to address, do you think you have adequate tools, strategies, skills and resources to do so? What are the main strengths of WFP in terms of addressing resilience needs? How could they be strengthened further?

11. And what are the major issues? Can these issues be overcome internally? Or is it possible to develop partnerships with other organisations that can address the needs without facing these issues? Which is the better approach?

12. Do you think WFP has the right mix of staff skills and competencies at all levels (HQ / RB / CO / FO) to plan and deliver resilience programming? Which is the weakest level and how could it be strengthened?

13. What kind of guidance does your division provide that is intended to help staff to understand and undertake resilience programming or to achieve resilience results? Who is it addressed to and how is it disseminated? Are there manuals / models /curricula etc that you could share?

14. Were you involved in developing indicators for the last SRF or the CRF?

15. Do you think the SRF adequately captured the resilience outcomes of WFP over the 2014-17 period? What were the strengths and weaknesses of the SRF in terms of resilience measurement?

16. Do you think the CRF has built on those strengths and addressed the weaknesses? Are any gaps remaining?

Specific questions

Asset Creation and Livelihoods (OSZPR)

1. Has the role of food/cash provision been discussed from a strengthening resilience perspective? Can you define the contribution it makes to resilience strengthening?

2. Has the role community participation/coordination been discussed from a strengthening resilience perspective? Aside from labour, are there other aspects of community contribution generated by FFA?

3. Are there any particular assets / livelihoods that you think WFP has a particular strength or weakness in supporting?

4. While managed by OSZIR, R4 represents a mix of interventions that are designed to reinforce each other for resilience outcomes. Have you considered or assessed any other combinations of interventions and / or approaches? Is this documented anywhere? Are there any examples we could look at in more detail?

5. Apart from R4 have you looked at combinations that require joint participation / partnership with other organisations? Are there any examples we could look at in more detail?

Climate and Disaster Risk Reduction Unit (OSZIR)

1. How well do you think WFP is set up to deal with shocks – are there particular strengths and weakness? Does WFP have approaches for dealing with the combination of shocks? How does this work?

2. How well do you think climate projections are integrated into WFP's understanding of food security and the zero hunger goals? What are the best examples where this is applied?

3. How well do you think climate information is incorporated into the VAM assessment? Could there be other practical connections – if yes, what might those be?

4. R4 represents a mix of interventions that are designed to reinforce each other for resilience outcomes. Have you considered or assessed any other combinations of interventions and / or approaches? Is this documented anywhere? Are there any examples we could look at in more detail?

5. Apart from R4 have you looked at combinations that require joint participation / partnership with other organisations? Are there any examples we could look at in more detail?

6. What is some of the evidence emerging from the impact of the insurance component of R4? Is there sufficient positive evidence to warrant scale-up of the model?

Safety Nets and Social Protection (OSZIS)

1. How well do you feel WFP's SN and SP work is built around the prospect of a shock? Can you explain how the connection works in practice? What role does shock forecasting play in this – what systems are often used and who is the information provided to? Can you point us to examples where SN and SP have proven effective in helping people to minimize the impact of a shock?

2. School Feeding: does your team have an agreed understanding of SF's contribution to resilience? What are the components of this or the questions surrounding it?

3. What are the opportunities and challenges of incorporating home-grown school feeding? How well does it work in a shock context?

Purchase for Progress Unit (OSZSF)

1. How well does P4P support farmers in dealing with shocks? What are the major components of this? What are the best entry points for P4P around a shock – before? After – how long after?

2. Is there a different understanding of community contribution in P4P than other programmes? Has P4P expand the definition of could be classed as WFP's beneficiaries? What are the similarities and differences?

3. Has the units' approach to food systems been discussed from a resilience context? Is there an understanding of its contribution?

4. What are the opportunities and challenges to operationalizing WFP's approach to food systems?

African Risk Capacity

1. How well does sovereign risk insurance connect to local-level action? Can you provide examples where the connection has been strongest?

2. Do what extent does WFP's VAM support your work? Is there a connection, could there be?

3. What mechanisms do you use for understanding the impact of insurance pay-outs in the time of a disaster? What are the key indicators or measurements? What are the strengths and challenges of this?

Country Capacity Strengthening and Technical Assistance

1. Has your unit discussed the contribution of capacity strengthening to resilience strengthening? What are the connections or gaps?

2. What are the core capacities required in a country for addressing food security? How does climate change fit into this?

3. What aspects of WFP's TA are governments most / least interested in?

4. How does WFP's TA differ from that that other organisations are providing?

5. Are their contexts when TA is more or less relevant? Does it differ in humanitarian, conflict, development contexts?

6. At what level's is WFP's capacity strengthening strongest and weakest? Are you able to work with NGOs, communities, and others working on food security?

Emergencies and Transitions Unit

1. Does your unit have a vision from how people transition from an emergency context to being better able to face another shock? What are the key components of this? How does it differ for IDPs or refugees?

2. What are the organizational strengths and challenges in operationalizing this vision?

3. Where does WFP's work in this transition period fit in with the work of other agencies, Governments, and NGOs? How does the coordination work in the close down of an emergency?

IRM Office

1. What are the key roles of the IRM Office that influence the way WFP addresses resilience?

2. How do you define resilience?

3. In your view, who is WFP building resilience for?

4. Do you think the current organisational structure of WFP is appropriate for promoting resilience programming? How could it be further improved?

5. Regarding the CSP Approach, please explain the background to the selection and introduction of the focus areas.

6. When visiting COs we hear of confusion about what resilience building is really meant to be about, and of blurred lines between the focus areas – especially

between root causes and resilience building. How will the tagging be used by WFP, and does it matter that there is this ambiguity? Do you think that the focus areas might actually reduce WFP's prospects of delivering resilience by separating outcomes (and potentially management arrangements) in a fairly arbitrary manner?

7. Can you explain the guidance that was provided to COs concerning the focus areas – how was it developed and administered? Do you have manuals / modules etc that you could share?

8. Now that the CSP development process is almost over, is there anything you have learnt about the process that indicates areas of strength or areas of weakness in skills and capacities at CO level? Are any of these likely to have a bearing on WFP's ability to promote resilience?

9. Would you say that the process adequately incorporated analysis of gender issues and resulted in outcomes that were designed to address gender-based differences in needs?

10. Do you think COs need dedicated resilience officers or sections in order to carry out their new programmes?

VAM

1. What do you understand Resilience to mean? Do you use a particular definition?

2. Which assessment do you think best enables an understanding of resilience in the face of a shock? Why?
    a. Can you describe the ways in which [Assessment name/indicator name] captures information related to vulnerability to shock and/or resilience?

3. How do WFP's other assessments contribute to this picture? Do they relate?
    a. Do any external assessments feed into this picture? Where/why are they used?
    b. Are there opportunities to combine assessments in the VAM portfolio? Where have these been tried? What was the impetus behind combining?

4. Which aspects of resilience do you think are best / lesser / not captured by the assessments/indicators that WFP conducts currently?

    a. How well is WFP able to understand shocks?
        [Prompt for types of shock; lead in time; slow/rapid onset; specific vulnerabilities]

b. How well is WFP able to understand the drivers of food insecurity and or vulnerability?

> [Prompt for social, political, economic exclusions, esp. of specific groups]

c. How well is WFP able to understand community capacity? Or the capacity of others?

d. How well is WFP able to understand weather, seasonal or climate patterns, or deal with uncertainties in this area?

5. What are the strengths and weakness in the ways that the information for resilience assessment is generated? Prompt for:
   a. Primary Data collection – timeliness, burden, accuracy
   b. Used of secondary data collection – reliability, availability, accuracy

6. How is this information used by WFP?

   > [Prompt for use in programme design; targeting; course-correction; understanding what works; performance evaluation; design of follow on project]

   a. What are the limitations of its use?

7. How is this information used by others?

   > [Prompt for: Community; Government; NGOs; RBAs/UN; WFP RMP]
   >
   > [Prompt for ownership models; accessibility; protection; interpretability; available resources to take information]

8. How does WFP promote the uptake or use of its information on resilience? (Internally and externally)
   a. What are the factors that support its use?
   b. What are the factors that detract or hinder its use?

9. How does WFP use the information of others? E.g. Government data; RBA/UN; community information; NGO data?]

10. Can you think of a way in which WFP holds or applies information about resilience that is not captured in its assessments? For example, in the working-knowledge of its field staff or in written field reports?

11. If you were to recommend changes to WFP's assessments to enable it to better understand vulnerability to shock and resilience, what would they be?

12. How do the dynamics between the VAM HQ, RB and CO work? Outside of the core assessments, how are new assessments introduced and shared? How do HQ created assessments match up with CO assessments?

13. How well does the VAM unit generate or use qualitative data?

Performance Management and Monitoring Division (RMP)

1. What do you understand Resilience to mean? Do you use a particular definition?
2. How well do you think the SRF indicators reflected the resilience building WFP was doing that during period?
   a. What indicators best reflected the work?
   b. What do you think was weak or missing?
   c. Does the CRF address these gaps or create other problems?

3. How did people actually *use* the resilience-related indicators in SRF and for what purpose:
   a. What did people find most usable?
   b. What did people struggle with?
   c. What effect do you think this had on WFP's resilience reporting during the SP 2014-2017?
   d. Has the CRF addressed these challenges or created new ones?

4. What are the strengths and weakness in the ways that the information for corporate reporting on resilience is generated? Prompt for:
   a. Primary Data collection – timeliness, burden, accuracy
   b. Used of secondary data collection – reliability, availability, accuracy
   c. How monitoring links to VAM or other assessments
   d. The use of COMET for recording this information?
   e. What has been the CO and RB feedback on these, and how does the HQ support their use?

5. How well is WFP's corporate reporting able to tell the story behind the figures it reports on resilience? For example, what led to or detracted from the figures.

   Prompt for 1) contributory quantitative figures; 2) use of qualitative to explain the following:
   a. WFP's contribution/attribution
   b. Effect of hazards
   c. Effect of socio-economic factors
   d. Different experiences of sub-groups

6. How does WFP use its corporate monitoring information on resilience?
   [Prompt for use beyond donor/board reporting: e.g. programme design; targeting; course-correction; understanding what works; performance evaluation; design of follow on project]

   a. What are the limitations of its use?

7. What has been the reaction of those who use WFP's corporate resilience reporting? E.g. The Board, Donors?
    a. Does it allow them to see whether or not WFP's support for resilience is effective?
    b. Does it allow them to see whether or not WFP's support for resilience is worth supporting further?

8. Have you seen or used other resilience related reporting mechanisms in WFP? If so, which ones?
    a. How did WFP come to use this?
    b. What are the advantages and disadvantages of these?
    c. How (if at all) do they relate to the corporate reporting? Are they compatible?

9. Can you think of a way in which WFP holds or applies information about resilience that is not captured in its monitoring? For example, in the working-knowledge of its field staff or in written field reports?

10. If you were to recommend changes to WFP's monitoring to enable it to better understand resilience what would they be?

III. Interview of WFP employees – Regional Bureaux

EQ1: Relevance of WFP conceptualization of Resilience

EQ1.1: What are the salient features of WFP's resilience concept? Are you aware of WFP guidance documents/set of policies framing resilience building? How do you use them?

EQ1.2: Do you think that WFP concept of resilience is appropriate/valuable/useful for the work you do at the regional level? Why?

EQ1.3: Is WFP's concept consistent with how partners at the regional level understand resilience?

EQ2: WFP engagement in the right partnerships for strong resilience outcomes

EQ2.1: To what extent is the RB engaged in policy dialogue with other partners to determine which resilience-related needs of its target groups are best met by WFP and which are best met by them? In what ways?

EQ2.2: To what extent is the RB engaged in partnerships to support regional resilience analysis and planning, or resilience monitoring and measurement? With whom?

EQ2.3: Does the RB facilitate COs to engage in partnerships for resilience within their countries through its regional linkages and partnerships?

EQ2.4: Are these partnerships leveraging WFP strengths? Which ones? Do these partnerships leverage partners' strengths? Which ones?

EQ2.5: Is there potential to replicate an innovative approach or good practice in terms of partnerships for resilience within the region? Between the regions?

EQ2.6: In your opinion, what are the enabling factors and barriers for the RB's engagement in broadened partnerships?

EQ3: WFP 'fit for purpose' for resilience in the ontext of the Strategic Plan 2017-2021

EQ3.1: What is/are the specific resilience context(s) within your region? Are WFP programming modalities suitable for meeting the resilience needs of target groups in such context(s)?

> EQ3.1.1: To what extent and in what ways do you think CSPs enable resilience responses to the needs and interests of WFP's target beneficiaries (if at all)?

> EQ3.1.2: Which processes (e.g. theories of change) and/or tools (e.g. three-pronged approach) serve resilience analysis and planning in support to resilience programming? Which are the most valuable?

EQ3.2: Does WFP organizational structure promote resilience programming and if not, how could it be changed (in terms of organizational set up, processes, resources)?

EQ3.2.1: In your opinion, what are the factors enabling WFP's engagement in resilience programming in your region? What are the barriers? How can WFP overcome them?

EQ4: WFP approach to measure outcomes related to resilience

EQ4.1: In your opinion, does the WFP have a sufficiently clear and consistent approach to measuring outcomes to answer to Regional Bureaux priorities for resilience?

EQ4.2: Is WFP's reporting on resilience sufficiently standardized to support enhanced resilience in your region?

EQ5. Emerging lessons and most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes

EQ5.1 What emerging lessons and most successful approaches can be identified in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Conclusion

- What challenges is the evaluation team likely to face with regard to data collection? Do you have any suggestions for how to mitigate these challenges?

- Is there any additional information you would like to share, or do you have any further comments?

- What would you expect from this evaluation exercise?

COUNTRY-LEVEL INTERVIEWS

IV. Interview of Senior Staff

EQ1: Relevance of WFP conceptualization of resilience

EQ1.1: In your opinion, are CO staff sufficiently familiar with WFP concept of resilience and with WFP guidance documents/set of policies framing resilience building?

EQ1.2: Is there among CO staff a shared understanding of what resilience is/should be to address vulnerable group's needs - including gender and nutrition needs? What factors enable or prevent that shared understanding?

 EQ1.3: Is WFP concept consistent with how its partners understand resilience at the national level?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1: At the country level, is WFP engaged in a dialogue/collaboration process with other partners to determine which resilience-related needs of its target groups are best met by WFP and which are best met by them? With whom? How?

EQ2.2: Is the CO involved in resilience partnerships delivering joint analysis and planning, joint programming and joint impact monitoring and measurement? With whom? How?

EQ2.3: Are these partnerships leveraging WFP's strengths? Which ones? Do these partnerships leverage partners' strengths? Which ones?

EQ2.4: In your opinion, what are the enabling factors / good practices and barriers for WFP's engagement in broadened partnerships?

EQ2.5: Do you think that donors are influencing the shaping of WFP's resilience agenda and programming? If so how? What drivers are contributing to this influence? Are they implicit/explicit?

EQ3: WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming

EQ3.1: Do you think CSPs provide for a better coordinated and integrated resilience response to target groups (in terms of planning, budgeting, monitoring, and reporting)?

EQ3.2: Which processes (e.g. theories of change) and/or tools (e.g. three-pronged approach) serve resilience analysis and planning in support to resilience programming? Which are the most valuable?

EQ3.3: Does WFP organizational structure promote resilience programming and if not, how could it be changed (in terms of organizational set up, processes, resources)?

EQ3.4: What are the enabling factors and barriers for WFP's better engagement in resilience programming? How can the barriers be overcome?

EQ4: Approach to measuring outcomes related to resilience and access analyze and use of (relevant, accurate, timely and sex-disaggregated) data to make informed decisions related to resilience-related planning

EQ4.1: Did the strategic results framework capture, in a relevant and robust manner, what the CO achieved in terms of resilience building and the effectiveness of the resilience outcomes from 2014 to 2017?

EQ4.2: Does the corporate results framework address any gaps in resilience-related outcomes measurement that you noticed in the SRF? Or does it create any new ones?

EQ5. Emerging lessons and most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes

EQ5.1 What emerging lessons and most successful approaches can be identified in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?

- What would you expect from this evaluation exercise?

V. Interview of WFP programme staff

EQ1: How relevant is WFP's resilience work and for whom?

EQ1.1: Do you think there is a WFP resilience concept, and what are its salient points relevant to your work? Have you received guidance about the need for WFP to engage in resilience building or how to do so? In what format and from what source?

EQ1.2: Is there a shared understanding of "resilience" among your colleagues (within your Unit and between Units)? How does this affect your work on resilience?

EQ1.3: Do you think that resilience targeting is based on a thorough understanding of WFP's target groups, their resilience-related needs (including women needs and nutrition needs) and their potential agency**?**

> EQ1.3.1: What approach, analysis, and/or tool do you use to determine the most suitable interventions/strategies to address the identified needs (including nutrition needs)? Is this approach sufficient to address all the needs of the target population that the WFP is best placed to address in your field of work?

> EQ1.3.2: Are gender analyses informing the resilience planning, programming, implementation, and monitoring processes in which you are involved? How?

EQ1.4: In your opinion, is WFP resilience work aligned with appropriate national policies/frameworks relevant to your field of work? How does this affect the work you do?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1: Is your sector involved in a joint resilience programming process (national/subnational level) with partners? Is it responding to the needs (including gender specific and nutrition needs) of individuals? Communities? Institutions? How?

EQ2.2: Is your sector involved in joint impact monitoring and resilience measurement at national or subnational level? Is it responding to the needs (including gender specific and nutrition needs) of individuals? Communities? Institutions? How?

EQ2.3: Is your sector involved or are you aware of any innovative partnership initiatives in resilience building? Are these initiatives documented in a knowledge sharing mechanism for example? Do you think it is replicable?

EQ2.4: In your opinion what factors are enabling or could enable WFPs engagement in broadened partnerships? What barriers (internal, external) are constraining such engagement? How can WFP overcome them?

EQ3: WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021

EQ3.1: Are WFP programming modalities capable of meeting the resilience needs of target groups in your field of work and in the particular country context in which you work?

EQ3.2: Which processes and tools support resilience analysis, planning and programming? Do you use them? Which are the most useful?

EQ3.3: In your opinion, does the CO organizational structure promotes resilience programming in your field of work and if not, how could it be changed (in terms of organizational set up, processes, resources)?

EQ3.4: Do you think there is the right mix of staff expertise and skill sets in your sector (and more broadly in the CO) to determine the most effective resilience programming for a given context?

EQ3.5: (For staff involved in R4, FFA, P4P and maybe ARC) Do WFP's information services hold particular benefits for enhanced resilience support? To what extent are these benefits realized?

> EQ3.5.1: Do you think WFP's information services are/could be utilized in a community to 1) Anticipate; 2) Absorb 3) Adapt or 4) Transform to shocks and stresses?

EQ5. Emerging lessons and most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes

EQ5.1 What emerging lessons and most successful approaches can be identified in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?

EQ4: Are WFP COs able to produce, access, analyses and/or use (relevant, accurate, timely and sex-disaggregated) data to make informed resilience-related planning decisions?

14. What do you understand Resilience to mean? Do you use a particular definition?

15. Which WFP assessment do you think best enables an understanding of vulnerability to shock? Why?

    a. Can you describe the ways in which [Assessment name/indicator name] captures information related to vulnerability to shock and/or resilience?

16. How do WFP's other assessments contribute to this picture? Do they relate?

    a. Do any external assessments feed into this picture? Where/why are they used?

17. Which aspects of resilience do you think are best / lesser / not captured by the assessments/indicators (SRF and non-SRF) that WFP conducts currently?

    a. How well is WFP able to understand shocks?
       [Prompt for types of shock; lead in time; slow/rapid onset; specific vulnerabilities]

    b. How well is WFP able to understand the drivers of food insecurity and or vulnerability?

       [Prompt for social, political, economic exclusions, esp. of specific groups]

    c. How well is WFP able to understand community capacity? Or the capacity of others?

    d. How well is WFP able to understand weather, seasonal or climate patterns, or deal with uncertainties in this area?

18. What are the strengths and weakness in the ways that the information for resilience assessment is generated? Prompt for:
    a. Primary Data collection – timeliness, burden, accuracy
    b. Used of secondary data collection – reliability, availability, accuracy

19. How is this information used by WFP?

[Prompt for use in programme design; targeting; course-correction; understanding what works; performance evaluation; design of follow on project]

    a. What are the limitations of its use?

20. How is this information used by others?
[Prompt for: Community; Government; NGOs; RBAs/UN; WFP RMP]
[Prompt for ownership models; accessibility; protection; interpretability; available resources to take used information]

21. How does WFP promote the uptake or use of its information on resilience? (Internally and externally)
    a. What are the factors that support its use?
    b. What are the factors that detract or hinder its use?

22. How does WFP use the information of others? E.g. Government data; RBA/UN; community information; NGO data?]

23. Can you think of a way in which WFP holds or applies information about resilience that is not captured in its assessments? For example, in the working-knowledge of its field staff or in written field reports?

24. If you were to recommend changes to WFP's assessments to enable it to better understand vulnerability to shock and resilience, what would they be?

EQ4: Does WFP have a clear and consistent approach to measuring outcomes related to resilience?

11. What do you understand Resilience to mean? Do you use a particular definition?

12. How well do you think the SRF indicators reflected the resilience building WFP was doing that during period?
    a. What indicators best reflected the work?
    b. What do you think was weak or missing?
    c. Does the CRF address these gaps or create other problems?

13. How did people actually *use* the resilience-related indicators in SRF and for what purpose:
    a. What did people find most usable?
    b. What did people struggle with?
    c. What effect do you think this had on WFP's resilience reporting during the SP 2014-2017?
    d. Has the CRF addressed these challenges or created new ones?

14. What are the strengths and weakness in the ways that the information for corporate reporting on resilience is generated? Prompt for:
    a. Primary Data collection – timeliness, burden, accuracy
    b. Used of secondary data collection – reliability, availability, accuracy
    c. How monitoring links to VAM or other assessments

15. How well is WFP's corporate reporting able to tell the story behind the figures it reports on resilience? For example, what led to or detracted from the figures.

    Prompt for 1) contributory quantitative figures; 2) use of qualitative to explain the following:
    e. WFP's contribution/attribution
    f. Effect of hazards
    g. Effect of socio-economic factors

16. How does WFP use its corporate monitoring information on resilience?
    [Prompt for use beyond donor/board reporting: e.g. programme design; targeting; course-correction; understanding what works; performance evaluation; design of follow on project]

a. What are the limitations of its use?

17. What has been the reaction of those who use WFP's corporate resilience reporting? E.g. The Board, Donors?
        a. Does it allow them to see whether or not WFP's support for resilience is effective?
        b. Does it allow them to see whether or not WFP's support for resilience is worth supporting further?

18. Have you seen or used other resilience related reporting mechanisms in WFP? If so, which ones?
        a. How did WFP come to use this?
        b. What are the advantages and disadvantages of these?
        c. How (if at all) do they relate to the corporate reporting? Are they compatible?

19. Can you think of a way in which WFP holds or applies information about resilience that is not captured in its monitoring? For example, in the working-knowledge of its field staff or in written field reports?

20. If you were to recommend changes to WFP's monitoring to enable it to better understand resilience what would they be?

VIII. Interview with Gender Advisers / Officers

EQ1: How relevant is WFP's resilience work and for whom?

EQ1.1: Do you think that WFP's resilience concept is sufficiently informed by WFP's commitment to the pursuit of gender equality and women's empowerment? Is it informed by an understanding of gender dynamics in the country? In what ways and how?

EQ1.2: How can gender analysis, if carried out by WFP or partners, adequately inform resilience planning, programming, budgeting, implementation, and monitoring CO processes (indicators in M&E System)? Key challenges and opportunities within WFP CO?

EQ1.3: Do you think that the targeting of resilience programming is based on a thorough understanding of i) women's resilience-related needs as different from men's (describe in what ways, yes or no); ii) barriers and opportunities for women to participate actively and provide leadership in resilience-related programming (describe in what ways, yes or no); and iii) the ways in which resilience-related programming can promote gender equality or be gender-transformative?

EQ1.4: To what extent is WFP resilience work aligned with appropriate national Gender policies/frameworks? WFP Gender Policy?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1: Are you aware of any joint resilience programming process (national/subnational level) between WFP and partners that address to gender-related practical needs and strategic interests? Any innovative examples? Please elaborate.

EQ2.2: Are you aware of any joint resilience programming process (national/ subnational level) between WFP and partners that explicitly addresses the different needs of women and men, girls and boys? That explicitly seek to promote gender equality and women's empowerment? Any innovative examples?

EQ 2.3: To what extent do donors in the country have any influence on gender mainstreaming when funding WFP's resilience programmes ? Which ones? And how does WFP address these requests?

EQ2.3: Are you aware of any partnership initiatives in resilience building that incorporate a gender equality perspective? Would you consider them to be innovative? Please elaborate.

EQ3: Is WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021?

EQ3.1: What is the strategy in place in the CO to fully incorporate/conduct gender analysis? Are there strategies to facilitate gender equality and women's empowerment in resilience programming?

EQ3.2: Are there any gender tools used to promote analysis, planning and programming related to resilience? Describe their purpose and how they are used. Are they used by the different Units? How? Is it mandatory to use them?

EQ3.3: In your opinion, does the CO have the right staff skills to apply a gender lens to resilience-related programming? Are there other elements in the organizational structure that enable a gender lens for resilience programming (in terms of organizational set up, staffing, processes, resources)? Any hindering factors? How could these be improved?

EQ5. Emerging lessons and most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation and monitoring of resilience-building programmes

EQ5.1 Do you have examples of emerging lessons and successful approaches of resilience-building programmes that incorporate a gender equality perspective through resource mobilization, resource allocation, enhanced partnerships, joint planning, design and implementation and monitoring and evaluation?

Conclusion

Is there any additional information you would like to share, or do you have any further comments?

IX. Interview of Partner Governments

EQ1: Relevance of WFP's resilience work

EQ1.1: In your opinion, is WFP's resilience work sufficiently aligned with your government's policies and programming (including nutrition and gender)?

EQ1.2: In your opinion, is WFP's resilience targeting based on a thorough understanding of vulnerable groups, their risks, their needs (including nutrition needs) and their agency potential within the specific national and local context of your country?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1: How would you describe the partnership between your government and the WFP for resilience building? Is this partnership strengthening national and local capacities of your government?

EQ2.2: Do you think there is a need to broaden the partnership for resilience between WFP and your government? What opportunities/barriers are there to doing so?

EQ2.3.: In your opinion, has WFP determined which resilience-related needs of its target groups are best met by others - including government and other partners - to ensure that the full range of needs, including those related to gender-based differences, are met?

EQ2.4: In your opinion does the WFP participate in joint processes and collaborations with stakeholders and partners for resilience building to a satisfactory degree?

EQ3: WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021

EQ3.1: Have you been involved in assessment(s) carried out by WFP to support resilience programming? Can you describe your role in it/them?

EQ5: Emerging lessons and most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

EQ5.1: Do you have any examples of emerging lessons and successful approaches in resilience building programmes that could be useful to share? Topics could include resource mobilization; enhanced partnerships; joint planning, design and implementation; etc.?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?
- What would you expect from this evaluation exercise?

X. Interview of Non-Government partners

EQ1: Relevance of WFP's resilience work and for whom

EQ1.1 Please explain your NGO's resilience strategy and programming in this country. Is this part of an international strategy of your NGO, or is it completely developed locally?

EQ1.2 Do you think WFP's resilience approach aligns well with the country's national strategy, and does it fit well with yours?

EQ1.3 Do you think that WFP resilience targeting is based on a thorough understanding of vulnerable groups, their risks, their needs (including women's needs and nutrition needs) and their agency potential within the specific contexts? Why?

EQ1.4: In your opinion, are gender-based differences in resilience needs and activities adequately recognized by the WFP?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes?

EQ2.1: Are WFP's resilience-related outcomes complementary to those of your organization? Was there a conscious attempt to align them?

EQ2.2 Does your organization take part in joint-processes with the WFP to ensure that the full range of resilience needs, including those related to gender-based differences, are met? Are those joint-processes based on a thorough understanding of what needs are best met by each partner?

EQ2.3 Is the partnership between your organization and the WFP contributing to leverage your strengths in planning, programming and monitoring for resilience? How?

EQ2.4: In your opinion, has WFP's adoption of the 3PA strengthened partnerships with your organization and other local partners?

EQ2.5: Is there potential to broaden partnerships for resilience between WFP and your organization? What enabling/preventing factors could impact such broadening?

EQ2.6: Are you involved or are you aware of any innovative partnership initiatives in resilience building in the country involving other partners than the WFP?

EQ3: WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021

EQ3.1 Do you think WFP's tools and interventions are sufficient and appropriate to enable it to adequately fulfill its role in resilience building in this country?

EQ3.2 Do you think there is the right mix of staff expertise and skill sets in the WFP to determine the most effective resilience programming for a given context? Why?

EQ4: WFP approach to measure outcomes related to resilience and access analyze and use of (relevant, accurate, timely and sex-disaggregated) data to make informed decisions related to resilience-related planning

EQ.4.1 Do you think that WFP captures necessary and useful information on resilience?

EQ4.2 In your opinion, does the WFP approach to measuring outcomes facilitate informed decision-making related to resilience – for WFP? For its partners?

EQ4.3: To your knowledge, does the WFP use any tools, data, information systems developed by your organization or any other partner?

EQ5: Emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes

EQ5.1 Do you have examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?

- What would you expect from this evaluation exercise?

XI. Interview for UN family

EQ1: Relevance of WFP's resilience work and for whom

EQ1.1: In your opinion, is the WFP concept of resilience consistent with its target group's needs, the country context and the resilience concept of your Agency and other UN Agencies working here?

EQ1.2: How would you position WFP's concept(s) vis à vis best practice on resilience conceptualization?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1 In your opinion, what is WFP's added value for resilience-building?

EQ2.2: Has WFP determined which resilience-related needs of its target groups are best met by other UN Agencies in the country and does it participate in joint processes to ensure that the full range of needs, including those related to gender-based differences, are met?

EQ2.3: Do you work together with WFP to strengthen resilience through policy dialogue? Is this a successful arrangement? What does WFP bring to the table that you do not have? And vice versa?

EQ2.4: Do you work together with WFP in joint analysis and planning? Is this a successful arrangement? What does WFP bring to the table that you do not have? And vice versa?

EQ2.5: Do you work together with WFP in joint resilience programming? Is this a successful arrangement? What does WFP bring to the table that you do not have? And vice versa?

EQ2.6: Do you and WFP partner for impact monitoring and resilience measurement? Is this a successful arrangement? What does WFP bring to the table that you do not have? And vice versa?

EQ2.7: Is there potential to broaden partnerships for resilience between WFP and your organization? What would be enabling factors? What would be the barriers?

DEQ2.8: In your opinion, how WFP's work - at the interface of relief, development, and peace building - impact resilience funding streams?

EQ2.9: Are you involved in or aware of innovative partnership initiatives in resilience building in the country – involving other partners than the WFP?

EQ3: WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021

EQ3.1: Do you think WFP's tools and interventions are sufficient and appropriate to enable it to adequately fulfill its role in resilience building in this country?

EQ3.2: Do you think there is the right mix of staff expertise and skill sets in the WFP to determine the most effective resilience programming for a given context? Why?

EQ5: Emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint-planning, design and implementation of resilience-building programmes

EQ5.1: Do you have examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint-planning, design and implementation of resilience-building programmes?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?

- What would you expect from this evaluation exercise?

XII. Interview for donors

EQ1: Relevance of WFP's resilience work and for whom

EQ1.1: What is your country strategy for resilience building? How important is WFP to your overall strategy?

EQ.1.2 Would you say WFP is conceptually well-aligned with the government and other development partners in terms of resilience building in this country? What mechanisms facilitated this alignment / how could it be improved?

EQ1.3: In your opinion is the WFP's resilience targeting based on a thorough understanding of its target group's needs -including nutrition and needs based on gender differences?

EQ2: WFP engagement in the right partnerships to enable strong resilience outcomes

EQ2.1: In your opinion, is WFP engaged in the right partnerships to enhance resilience through policy dialogue? And through joint analysis and planning, programming and monitoring and resilience measurement?

EQ2.2: Do WFP partnerships leverage your positioning in the country resilience agenda? How?

EQ2.3: In your opinion, is there potential to broaden partnerships for resilience in the country? What enabling/preventing factors would impact this broadening?

EQ2.4: Are you aware of any innovative partnership initiatives in resilience building in the country – involving other stakeholders than the WFP?

EQ2.5: Do you think that donors (including you) are influencing the shaping of WFP's resilience agenda? If so how? What drivers are contributing to this influence? Are they implicit/explicit?

> EQ2.5.1 From 2014 to 2017, could you describe the features of your country resilience funding to WFP? Are you familiar with the CSPs? Do you think the CSPs are influencing the way your country will fund WFP in the future, in general and in terms of resilience?

EQ3: Is WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021?

EQ3.1: In your opinion, what enabling/preventing factors are affecting WFP's engagement in resilience-building?

EQ3.2: What would WFP need to be better positioned in the country's resilience agenda (in terms of organizational set up, processes, resources etc.)

EQ5: What emerging lessons can be identified regarding the most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

EQ5.1: Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Conclusion

- Is there any additional information you would like to share, or do you have any further comments?

- What would you expect from this evaluation exercise?

Annex 7: Country Selection Process

The TOR that OEV prepared for this evaluation included a long-list of 18 potential field mission countries, which were identified following a thorough analysis of a wide set of resilience-related criteria across 83 countries. The database that OEV created was shared with Itad for their review and internalization. The original plan as defined in the TOR was to undertake six country visits and to cover another six countries by desk review, but this has been modified to include more country visits, each preceded by mini-desk reviews and to cancel the standalone desk reviews. The objective is therefore to select 8 or 9 countries for visits.

WFP's supports communities through a number of programmes and approaches which are provided in a range of combinations. While they may not have been designed explicitly or solely for the purposes of resilience building (except R4), many of these interventions are assumed to foster resilience, and their different combinations are expected to provide synergies for resilience. Therefore, a primary criterion for country selection is to cover a wide range of these interventions. Of particular interest are FFA, HGSF, R4 and P4P/PAA. Table 1 indicates the number of countries that carried out each of these programmes in 2016/17 and Table 3 provides the list of countries that undertook the different possible combinations.

Table 1: the number of countries undertaking the listed programmes

Programme	No of Countries
Food Assistance for Assets (FFA)	53
Home-grown School Feeding (HGSF)	43
Purchase for Progress (P4P)	23
Purchase for Africa by Africans (PAA)	4
R4 Rural Resilience Initiative	4
No basic resilience-related programme	18

Other important selection criteria are wide geographical dispersal including at least one country from each of the six WFP Regions, a range of anticipated performance in gender mainstreaming[102] and a range of different types of operations.

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[102] Insufficient information is available for this however the Gender Office suggests, based on its early experience with the Gender Transformation Programme, that Kenya, Kyrgyzstan and Laos are likely to be stronger than other countries, and ET experience indicates that Uganda is also strong.

The proposed countries and their salient details are shown in Table 2. Of the nine proposed countries (eight full missions plus a shorter follow-up visit to Malawi), seven are on the original WFP long-list of 18. The basic features of this selection are:

- A good range of programme combinations and operation types
- Geographic spread – all RBs included, RBJ and RBN have >1 country
- CO size ranges from very small to very large
- Possibility to visit up to 3 Regional Bureaus (RBB, RBJ and RBN)
- 2 R4 pilot countries
- 2 L2 and 2 de-activated L3 Emergency countries
- 4 RIMA roll-out countries
- 4 Social Safety Nets Policy case study countries
- 4 Global Resilience Partnership (GRP) countries
- 3 DFID BRACED countries
- 3 countries with anticipated stronger gender awareness
- 7 countries from the original long-list of 18 - plus Pakistan (Inception Mission) and Ethiopia (CPE collaboration)

Table 2: Countries proposed for country missions by the Resilience SE Team

Country	RB	Programme Combination	CO Size	Operation type(s)	Emergency State	Social Safety Nets Policy case study	FoodSecure C-ADAPT UN Delivery as One	Comment
Nepal	RBB	FFA only	Medium	PRRO, CO, SO			FS, C-A	GRP, BRACED
Kyrgyzstan	RBC	FFA+HGSF	Medium	DEV			FS, C-A	
Niger	RBD	FFA+HGSF+PAA	Very large	EMOP, PRRO, SO		yes	UN1	RIMA roll out, ARC, GRP
DR Congo	RBJ	FFA+P4P	Very large	EMOP, PRRO, SO	L2			GRP
Zambia	RBJ	FFA+HGSF+P4P+R4	Very small	CP	Deactivated L3	yes	UN1	R4
Malawi (linked to Zambia trip)	RBJ	FFA+HGSF+P4P+R4	Large	PRRO, CP	Deactivated L3	yes	UN1	R4; RIMA roll-out Partial visit linked to Zambia mission
Kenya	RBN	FFA+HGSF+P4P	Very large	PRRO, CP	L2	yes	UN1	RB location Resilience 'flagship' RIMA roll-out GRP, BRACED

Uganda	RBN	HGSF + P4P	Large	PRRO, CP			FS, C-A, UN1	Resilience team; Strong gender focal points RIMA roll-out GRP, BRACED
Guatemala	RBP	P4P	Small	CP				
Ethiopia (covered by CPE Team)	RBN	FFA, HGSF, P4P, PAA, R4	Very Large	PRRO, DEV, CP, SO	L3	yes	FS, C-A, UN1	RIMA roll-out GRP

Looking at Table 3, it is desirable to select a small number of countries from the extreme left columns having only one main programme, and a greater number of countries from those to the right, which have combinations of programmes. The selection process needs to be manual and iterative to ensure good coverage of geographic, gender and operations and operational factors.

On the extreme right, Ethiopia is the only country that has the fullest range of programmes. As Ethiopia has begun a Country Programme Evaluation (CPE), it was not eligible for selection. However the SE and CPE teams are collaborating to enable sufficient data to be collected by the CPE team and provided to the SE team for use in its data synthesis and analysis.

In Column 7, **Malawi** was mentioned many times during the Rome briefing meetings and was visited by an Inception Mission. The CO has a resilience team and there is clearly a lot of interest in resilience not only in the CO but in the government and among other partners. As the Inception Mission purpose was largely to test tools, it cannot be regarded as having been a full mission but it did obtain a lot of useful information. A strategic proposition has therefore been made to select Zambia for a full mission and include a shorter re-visit to Malawi by one team member to collect the remaining needed information. **Zambia** is of interest because, like Malawi, it is an R4 pilot country, but it has a very small CO, whereas Malawi's CO is large. This mission would also permit a visit to RBJ en-route.

Column 6 covers the combination of FFA, HGSF and either P4P or PAA. This is an interesting combination to investigate and justifies selecting several countries. **Kenya** (with a very large CO) is regarded as the flagship for resilience in RBN by the new DED. It is also regarded as one of the most advanced by the Gender Office. A Kenya mission would provide an opportunity to visit the RB, and RBN is the largest region in terms of WFP operations. **Honduras**, with a small CO, is a good selection because it is representative of the Latin-American context and has an interesting range of programmes; the other RBP countries are of less interest because of their programmes or, in the case of Haiti, because the post-emergency situation over-shadows the typical context faced by RBP. However, Honduras declined the mission and was replaced by Guatemala. **Niger** has a very large office and is participating in the RIMA roll-out; it is a member of the Global Resilience Partnership (GRP), which augurs well for a wide range of engaged stakeholders and it therefore makes a good selection from RBD.

One country from column 5, which combines FFA and P4P would be useful and **DR Congo** is the most suitable because of the security situations in South Sudan and Afghanistan which would preclude visits to field offices. DRC is not yet participating in WFP's Gender Transformation Programme. This is a third selection from RBJ.

Kyrgyzstan is a strong contender from column 4 (FFA+HGSF) because it has a DEV operation without other operations. It has a medium CO and is regarded as potentially strong by the Gender Office. It falls under RBC and provides the possibility to broaden the geographic coverage of the selection.

Uganda[103] is a strong contender for the selection from Column 2 because it has a resilience team in the CO despite not having an FFA programme. This makes it interesting because it challenges the widespread thinking that 'resilience = FFA'. It is also of interest because it has a strong gender team. Other countries in Column 2 do not stand out as compelling competitors.

The remaining selection comes from column 1 (FFA only), and needs to come from the RBB region. Nepal is well known as part of DFID's BRACED (Building Resilience and Adaptation to Climate Extremes and Disasters) programme and participates in the GRP. Pakistan is excluded because of field visit implications and Myanmar because of the ongoing Rohingya crisis.

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[103] At the end of the Inception Phase, RBC asked OEV to add a country that was in crisis and/or hosting a significant refugee population. This request was accommodated and Lebanon was added. Uganda was dropped as a result.

Table 3: Basic Programmes Distribution – 83 countries. *Those with asterisks are proposed for SE Missions
1	2	3	4	5	6	7	8
FFA only	HGSF without FFA	P4P only	FFA + HGSF	FFA +P4P	FFA + HGSF + P4P / PAA	FFA + HGSF + P4P / PAA + R4	FFA + HGSF + P4P + PAA + R4
Myanmar Nepal* Pakistan Egypt Iraq Lebanon Palestine Sudan Tajikistan Cameroon Chad Mauritania Lesotho Zimbabwe Djibouti Somalia	-P4P Indonesia Tunisia Sao Tome & Principe Togo Congo Gambia Bolivia + P4P Uganda* Columbia Cuba	Guatemala* Nicaragua	Bangladesh Cambodia Laos Philippines Sri Lanka Armenia Jordan Kyrgyzstan* Syria Benin CAR Cote d'Ivoire Ghana Guinea Guinea Bissau Ecuador Haiti	Afghanistan DRC* South Sudan El Salvador	Burkina Faso Liberia Mali Niger* Sierra Leone Madagascar Tanzania Burundi Kenya* Mozambique Rwanda Honduras	Malawi* Zambia* Senegal	Ethiopia*

Countries with none of these identified programmes (18):
India, DPRK, Algeria, Iran, Libya, Turkey, Ukraine, Yemen, Nigeria, Angola, Dominican Rep, Peru (nothing)
Bhutan, Cape Verde, Namibia, Swaziland, Eritrea (UN Delivering as One; Swaziland also Safety Nets Policy case study)
Timor Leste (C-ADAPT)

Annex 8: Country Mission Team Selection

Two members of the core SE team will participate in each of the eight missions. The missions and proposed team members are set out below. For each mission one of the team members is designated the Mission Leader and will undertake the mini-desk review and detailed agenda planning for that country.

Country	Mission Leader	Team Member	Potential Dates April-June 2018
DR Congo	Fatima Laanouni	Karen Bahr Caballero	Any time
Guatemala	Karen Bahr Caballero	Fatima Laanouni	Any time
Kenya	Tim Bene	Phuong Thu Dang	7 May onwards
Kyrgyzstan	Tim Bene	Ben Murphy	1-15 Apr; 7 May onwards
Nepal	Ben Murphy	Tim Bene	1-15 Apr; 7 May onwards
Niger	Fatima Laanouni	Karen Bahr Caballero	
Zambia / Malawi	Ben Murphy	Karen Bahr Caballero	Any time
Lebanon	Ben Murphy	Karen Bahr Caballero	May 7-16
Ethiopia	Judith Sandwith (CPE team member)	Do'e Berhanu (CPE team member	11-Apr – early May

Rationale:

DR Congo: KBC: Familiar with food security and nutrition programmes in Kivu and Kasai regions where WFP has PRRO and EMOPs respectively.

Guatemala: KBC: Very familiar with the whole country; food security, CC and resilience sectors; NGOs. Understands the security issues. FL Familiar with EU resilience activities.

Kenya: TB limited experience through 3 previous missions related to EU and DFID funded food security and safety nets projects. PTD familiar w WFP and FAO climate and resilience projects and relevant government agencies and NGOs

Kyrgyzstan: No prior experience.

Nepal: BM familiar with DFID and DIPECHO resilience programmes; authored DRR manual for DFID. TB familiar through several EU and WB assignments on food security projects, including considerable travel in the former west & far west regions.

Niger: FL familiar with resilience activities (especially EU-funded) since 2012.

Uganda: PTD very experienced in CC, Resilience and Gender in Uganda; familiar w WFP activities & partners, donors and government organizations and some field locations.

Zambia/Malawi: BM 2yrs in Zambia working with NGOs. KBC Familiar w WFP activities in Malawi and participated in the Inception Mission.

Annex 9: Country Office Missions – Indicative Agenda

This annex lays out a generic field work schedule for each of the missions to WFP Country Offices.

Each mission will be undertaken by two members of the ET, one of whom will conduct a mini-desk study prior to the mission. The agenda will be customized to the specific circumstances of each country following the mini-desk review.

To ensure a productive mission, a pre-mission dialogue between the ET and country senior management, based on the outcome of the mini-desk review, will confirm identification of appropriate specific respondents.

The content plan indicative agenda follows a logical sequence, beginning with an in-depth review of the Resilience work of WFP at CO level to consolidate awareness among the team, then leading to working sessions with senior CO staff on the theory of delivery, with CO staff on specific resilience related issues and finally to feedback from various categories of stakeholders. The plan includes WFP and external stakeholders located in the capital city and in one field office location where it also includes beneficiaries or potential beneficiaries. It concludes with a summative workshop, and a formal debrief as mandated by EQAS.

It is important that the eventual schedule of each Field Mission begins with the activities suggested for the first two days. These provide the basis for the remaining sessions - primarily with external partners and other stakeholders. Sessions with external partners can be scheduled in whatever sequence is most appropriate so as to maximize data gathering opportunities.

To ensure independence and enhance confidentiality, meetings with external stakeholders should take place at their offices or in a neutral location rather than on WFP's premises. A two-person team allows for the scheduling of concurrent sessions, and the final agenda will seek to hold meetings in an efficient logistical schedule, incorporating sufficient time for travel, and for stocktaking between meetings.

Indicative Format of Country Missions

Day 0
Arrival of both evaluators

Day 1	
AM	**Introductory Session** (two evaluators), Duration: 1.5 hour. With WFP CO managers (Country Director + Deputy Country Director, Head of Programmes) Topics to be covered: Explain the mission and clarify questions. The background to the evaluation. CO expectations (including the use of the evaluation by the CO). Mission scheduling ***Segue into KII with the same senior CO management:*** Discuss the level of resilience readiness in the Country Discuss the level of resilience readiness in the CO. Relationships to the UNDAF/ Clusters, as the case may be. Discuss the Resilience Theory of Delivery. Funding issues. The needed skill sets to undertake capacity development.

PM	**Working session based on mini-desk review and Theory of Delivery** (two evaluators)**:** Duration: 2-3 hours
	     Participants include Head of Programme and all the CO programme leaders
	
	     Frames the CO programme and CSP planning through a resilience lens and enables the evaluators to fine-tune their approach to the mission.

	Day 2
AM	**Four 1-hour sessions with CO Finance & Donor Liaison Managers, Human Resources Manager, Gender, and Nutrition focal points** (1 evaluator each, concurrent) Topics to be covered: Donor relations and funding issues HR capacity of the CO, needs for strengthening, guidance provision and sources of support Issues of gender / nutrition relating to resilience in the country; strategy for addressing these in resilience planning; highlights and constraints in implementation
PM	**Two concurrent sessions for potential clarifications with Specific Programming Areas relevant to CO Resilience work** (e.g., Nutrition, Gender, FFA, Home Grown School Feeding, R4, etc.) Four sessions. Duration: 1.5 hours/session. Topics to be covered: Related activities undertaken, Results achieved (outcomes and outputs), Recipients and partners, The challenges, The opportunities. Format for reporting results

	Day 3
AM	**Two concurrent sessions for potential clarifications with Specific Programming Areas relevant to CO Resilience work** (e.g. FFA, Home Grown School Feeding, R4, etc.) Four sessions. Duration: 1.5 hour/session. Topics to be covered: Related activities undertaken, Results achieved (outcomes and outputs), Recipients and partners,

	The challenges,
	The opportunities.
	Format for reporting results
PM	**One session with CO M&E personnel: Monitoring and Evaluation for enhanced resilience, and the potential actual uses of resilience M&E data** (only one evaluator). Duration 1.5 hours.
	Topics to be covered:
	Understanding of resilience
	Role of M&E in WFP's resilience work
	Suitability of indicators, and any gaps
	Utilization of data, internally and eternally
	Suggestions for improvement
	One concurrent Session with Implementing partners (NGOs) (only one evaluator) Duration 1.5
	Main topics to be covered:
	- The relationship with WFP in general. - The particular type of resilience-related activities undertaken during the period under review. - Planning and needs assessment issues. - Resources and reporting. - Achievements, opportunities and challenges
	Travel to the field (only one evaluator)

Day 4		
	In the capital (one evaluator only)	**In the field (one evaluator only)**
AM	• **Two Sessions with Implementing partners (NGOs)** (One separate session for each IP) Main topics to be covered: - The relationship with WFP in general.	• **One session with WFP field office staff** Duration: 2 hours) Main topics to be covered: - Resilience issues related to the specific context of the Field Office - Resilience Related activities undertaken, - Recipients and partners

	- The particular type of resilience related activities undertaken during the period under review. - Planning and needs assessment issues. - Resources and reporting. - Achievements, opportunities and challenges	- Achievements, challenges and opportunities
PM	**One Session with UN System Partners**. Main topics to be covered: - The way the UN partner addresses resilience. - The relationship between the UN partner and WFP with respect to resilience. - Opportunities and challenges for partnership for resilience.	**Two sessions with the implementing partner field level staff** Duration 1.5 hours - Relation with WFP - Resilience issues related to the specific context - Resilience Related activities undertaken, - Recipients and partners - Achievements, challenges and opportunities

Day 5		
	In the capital (one evaluator only)	**In the field (one evaluator only)**
AM	**Two Sessions with UN System Partners**. Main topics to be covered: - The way the UN partner addresses resilience. - The relationship between the UN partner and WFP with respect to resilience. - Opportunities and challenges for partnership for resilience.	**One session with local government official**. Duration 1 hour Main Topics to be covered: - resilience activities undertaken, - other stakeholders working on resilience, - Coordination, - Opportunities and challenges.
PM	**Two or three Sessions with Donors**, Duration: 1 hour (at their offices) Main Topics to be covered: - The roles and responsibilities of a donor vis a vis WFPs' resilience activities in that country.	**Two Focus group with beneficiaries.** Including local leaders, community structures and beneficiaries (one FG mixed men and women and one FG women only) Up to 2 hours each

- Trends/pattern in resilience - Collaborations in Resilience. - Views and suggestions about WFP's work in relation to resilience (strengths, challenges, opportunities).	Main Topics: - Resilience needs in a specific context - Processes engaged at community level (depending on logistics and local context, one session could be held in the morning or in the evening)

Day 6 (both evaluators back in the capital city)

AM	**Two concurrent Sessions with Government Stakeholders.** Duration: 1.5 hours (one evaluator each) Main topics to be covered: The relationship with WFP in general. The particular type of resilience related activities undertaken during the period under review. Planning and needs assessment issues. Resources and reporting. Other partners assisting in Resilience
PM	**Two concurrent Sessions with Government Stakeholders.** Duration: 1.5 hours (one evaluator each) Main topics to be covered: The relationship with WFP in general. The particular type of resilience related activities undertaken during the period under review. Planning and needs assessment issues. Resources and reporting. Other partners assisting in Resilience

Day 7

AM	**Two concurrent Sessions with other Stakeholders with resilience activities in the Country.** Duration: 1.5 hours (one evaluator each) Main topics to be covered:

		Discuss the Stakeholder Assessment of Resilience work in the country and the evolving context
		Specific resilience related activities undertaken during the period under review.
		The relationship with WFP in general.
		Achievements, opportunities and challenges
	PM	**Team Review, analyses and summaries time**
Day 8		
	AM	**Formal Debrief with CO managers and WFP staff** (with participation of EM by phone)**.** Duration 1.5 hours. Participants: Senior profession staff from several subject areas. Main topics to be covered: Main findings Debriefing based on the elements of the Theory of Delivery
	PM	**DEPARTURE**

Annex 10: Field Level Data Collection Tools

Rationale

- The WFP stresses the importance of partnerships for locally driven solutions, participatory planning and community ownership, which are key aspects of resilience-building.
- According to the TORs:
    - o *"Local community members/leaders where resilience initiatives are being implemented, as well as beneficiaries of these initiatives, are key stakeholders"*.
    - o Gender and diversity-balanced consultations with beneficiaries (focus groups), among others will be conducted to obtain a range of views on WFP's resilience work.
- Resilience is context-specific. Data collected at the field level (among beneficiaries and their representatives, implementing partners, local authorities, etc.) provide information on how processes and planning take place in specific contexts.

Objectives

a) Identify the types of shocks communities and households face and the impact they have (especially on women, men, boys and girls, and typically marginalized groups); Gather evidence on how selected communities understand the risks, stressors and vulnerabilities they face.
b) Based on this, identify how communities and households typically deal with shocks (their coping mechanisms).
c) What support do communities and households need, and where an organization like WFP could assist (or how it already does)?
d) Additional aspects of resilience not covered in any concepts or documentation of resilience practitioners and academics.

Interview guiding questions (NGOs staff in charge of implementation, local government)

1. The main shocks that the communities and households have faced in the last two years – how did they affect particularly at-risk groups? Did the shocks impact women and men differently?
2. How did households – particularly at-risk men and women - typically deal with these shocks?
3. What are the specific needs of women and men in terms of resilience (including nutrition)?
4. How are the implementing partner, local government and the WFP helping at-risk women and men to face these shocks?

5. Are these efforts aligned with local policies? Are there other resilience interventions in the area? Are there coordination processes in place and are the different interventions coherent and convergent?
6. Describe the community participation in planning, implementing and monitoring of resilience building efforts promoted by WFP and its implementing partners? Are women active participants whose voices are heard? Are their needs recognized and addressed differently from those of men?
7. How are WFP activities strengthening the capacities of men and women to become resilient? Are the capacities of community structures being strengthened?

Focus groups guiding questions (male and female community leaders and beneficiaries)

Note: This tool must be used differently in the following circumstances:

1. *Where a community is living outside of their threat context (e.g. Internally Displaced People or Refugees), questions must:*
   a. *refer to the original context to explore the threat*
   b. *neutrally explore the role that migration played as a coping mechanism*
   c. *establish whether there are new threats that communities now face*
   d. *probe from multiple points of view, what 'resilience' means for these groups –e.g. is it return to their original context or is it integration into current context?*
2. *Where a community is a beneficiary of WFP or others' support on resilience then the questions should:*
   a. *be worded retrospectively. I.e. "What threats did the community face"… "Do they still exist… how are they different?"?*
   b. *explore the role that the support played, testing against a neutral package for what it takes to build resilience.*

3. *Where a community is not a WFP beneficiary questions about types of support should be open, but the interviewer should prompt for the types of support WFP can provide. The difference should be explained in the analysis.*

4. *Where the FGD members are a mixed group, greater probing for particular social exclusions that may affect resilience should be paused until separate groups can be conducted.*

Questions:

1. What are the main threat[s] affecting the community?

2. Who are most vulnerable to these? [Prompt for Men/women/age/HH dependency ratio/sickness/disability/employment]

3. How do people typically deal with different types of risks? (men and women) [Prompt for:

- ways of knowing a threat is coming;
- changes made in advance to reduce the impact
- changes made during the shock
- ways of building back after a shock

4. How sufficient do you feel your responses to these threats are? Are particular groups still affected – why?

5. What additional support do you think you would need to be able to deal with the shock?

   [Tip: make a note of infrastructure/technology that may eradicate the threat all together (e.g. Flood embankment) but prompt beyond this to consider the information, social, financial, political, natural and human assets that enable people to deal with a shock]

6. [FOR EXISTING WFP BENEFICIARIES ONLY] Thinking about the types of support you have received; What is the contribution of the specific components of WFP resilience programming in helping you to deal with the threats you face?
   [Prompt for:
   - ways of knowing a threat is coming;
   - changes made in advance to reduce the impact
   - changes made during the shock
   - ways of building back after a shock

   Suggested tool for focus group:
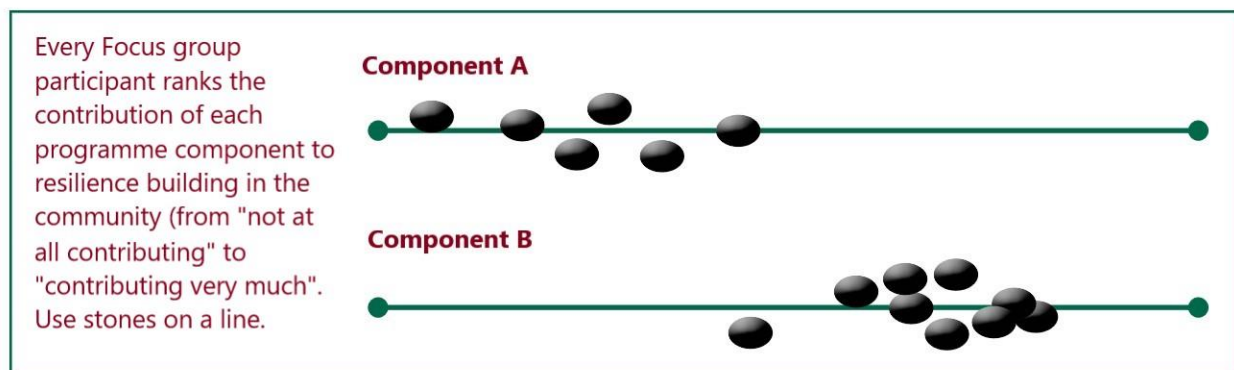
7. Discussion after each component: in their opinion, is there something that can be done differently to improve X component's contribution to the ability to deal with shocks?
8. Are some of the needs being met by other organizations (e.g. the government, other projects)?
9. Taking all these initiatives together, what needs (from Q2) are being met sufficiently, what partially and what not at all? Use a similar tool with a separate line for each need.

General methodological tips for the Beneficiaries Focus group

- *Plan two different focus groups (one mixed and one women only)*
- *Upon arrival to the community, ask if any traditional or community authority is present, and if so, respectfully thank him or her for welcoming us to their community.*
- *Ensure that leaders of community structures[104] are present among the focus group participants.*
- *If you're alone, think about using a tape-recorder.*
- *Explain who we are, why we are conducting the focus group, how the focus group result is going to be used and stress that for us their opinions are very important. Express how we appreciate that they made themselves available for us (sometimes, people must walk long distances and block three or four hours of their otherwise busy time to be there for us...).*
- *Explain that there are no wrong answers and that we are very interested in hearing differing points of view and that we are interested in the achievements but also in the areas of improvement.*
- *After the introduction, invite WFP and NGO personnel to quit the gathering and explain to the community that this is the way is done everywhere and it doesn't mean that we mistrust them.*
- *Ask permission to recorder and to make pictures.*
- *Ask if there is someone among the participants who speak your language and check from time to time that the translation is accurate (without hurting the translator feelings).*
- *Engage a friendly communication and establish the more horizontal possible dialogue (avoid savant language that can intimidate people to talk, main the dress code, etc.)*
- *Continuously ask whether women's experiences are different and how– as well as older and younger persons - and encourage women's participation also in mixed groups.*

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[104] For instance, in Malawi the Community Champions are the ones who are expected to mobilize communities to work on the assets, to ensure that the community is taking part in the "Community Action Plan" implementation after a CBPP process (Community Based Participatory Planning, one of the elements of the 3-Pronged approach) and coordinate with the NGO partner to monitor the progress of the activities.

Annex 11: CO Mission Debriefing Format

Strategic Evaluation of WFP's Support for Enhanced Resilience 2018
[Name of] Country Mission
Debrief – Month, 2018

The Purpose of This Debrief

- To provide an overview of the initial findings of the XXX Country Mission of the Evaluation of WFP's support to enhanced resilience.

- To seek feedback from WFP managers

Nature of the Strategic Evaluation

While the term is widely used in WFP, resilience remains at a conceptual level and mostly as a bi-product rather than as explicit intent. WFP is well placed to support resilience building processes because it is positioned both at a policy/strategic level and at an operational level. The introduction of CSPs provides increased opportunities for COs to follow a resilience agenda if appropriate. The evaluative approach of the Strategic evaluation aims to:

- Establish how well WFP is set up to support enhanced resilience building. The evaluation is not focused on performance assessment.

- Understand how WFP approaches resilience across Country Offices, Regional Bureaux, Headquarters levels, highlighting strengths and constraints.

- Develop a Theory of Delivery as a model for resilience building.

-

Five Key Evaluation Questions

- How relevant is WFPs resilience work and for whom?
- Conceptualization, targets, needs
- Planning of most suitable interventions

- Is WFP engaged in the right partnerships to enable strong resilience outcomes?
- Collaborative approaches
- Joint planning and monitoring processes
- Potential for broaden partnerships for resilience
- Donor's influence

- Is WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the Context of the Strategic Plan 2017-2021?
    - Programming modalities for resilience
    - Internal and external factors
    - WFP organization culture for resilience
    - Suitability of WFP guidance /tools
    - WFP skills and competencies for resilience

- Are WFP COs able to access analyses and use (relevant, accurate, timely and sex-disaggregated) data to make informed decisions related to resilience-related planning and does WFP have a clear and consistent approach to measuring outcomes related to resilience?

- COs access and use of relevant, accurate, timely and sex-disaggregated data to inform decision making related to resilience
- Benefits of WFP assessment/ information services for enhanced resilience support
- Measurement of resilience outcomes (including gender-based)

- What emerging lessons can be identified regarding the most successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Country Overview

- One or two slides to encapsulate the main findings related to resilience work undertaken in the country – responding to the EQs.

- Discussion about findings related to the elements of a Theory of Delivery for Resilience:
  - Partnerships
  - Concept
  - Strategy
  - Guidance
  - Systems / Programmes
  - Impact pathways
  - People
  - M&E

Next Steps

- Review further documentation provided during the mission
- Possible follow up telephone interviews to clarify issues
- Integrate findings into the draft of the Evaluation Report (there will not be a formal case study)

Questions/Comments

Annex 12: Ethical Procedures

This Statement of Ethical Principles sets a standard to which all Itad staff, consultants and partners aspire when working on Itad managed evaluations. Itad evaluators operate in accordance with international human rights conventions and covenants to which the United Kingdom is a signatory, regardless of local country standards. They will also take account of local and national laws.

Itad takes responsibility for identifying the need for and securing any necessary ethics approval for the study they are undertaking. This may be from national or local ethics committees in countries in which the study will be undertaken, or other stakeholder institutions with formal ethics approval systems.

The conduct of all those working on Itad managed evaluations is characterized by the following general principles and values. In the inception period of the evaluation, we will detail further how these principles will be applied, taking account of the nature of the assignment and the local context.

- **Principle 1: Independence and impartiality of the researchers**

Itad evaluators are independent and impartial. Any conflicts of interest or partiality will be made explicit.

- **Principle 2: Avoiding Harm**

Itad evaluators will ensure that the basic human rights of individuals and groups with whom they interact are protected. This is particularly important about vulnerable people.

- **Principle 3: Child protection**

Itad follows the code of conduct established by Save the Children (2003) which covers awareness of child abuse, minimizing risks to children, reporting and responding where concerns arise about possible abuse.

Itad evaluators will obtain informed consent from parents or caregivers and from children themselves. Children will not be required to participate even if their parents' consent.

- **Principle 4: Treatment of Participants**

Itad evaluators are aware of differences in culture, local customs, religious beliefs and practices, personal interaction and gender roles, disability, age and ethnicity, and will be mindful of the potential implications of these differences when planning, carrying out and reporting on evaluations. Country Mission teams will provide a copy of a complaints procedure form to the CO mission focal point, the Field Office mission focal point and all communities in which FGDs are held, and will request FO facilitators to explain the form in the local language. A copy of this form is included at the end of this Annex.

- **Principle 5: Voluntary participation**

Participation in research and evaluation should be voluntary and free from external pressure. Information should not be withheld from prospective participants that might affect their willingness to participate. All participants have a right to withdraw from research/ evaluation and withdraw any data concerning them at any point without fear of penalty.

- **Principle 6: Informed consent**

Itad evaluators will inform participants how information and data obtained will be used, processed, shared, disposed of, prior to obtaining consent.

- **Principle 7: Ensuring confidentiality**

Itad evaluators will respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. They will also inform participants about the scope and limits of confidentiality.

- **Principle 8: Data security**

Itad is registered under the UK Data Protection Act 1998, and has a Data Protection Policy which includes procedures on data retention and confidentiality. Itad evaluators will guard confidential material and personal information by the proper use of passwords and other security measures. Itad evaluators have an obligation to protect data and systems by following up-to-date recommendations to avoid damage from viruses and other malicious programs. Plus, there is a duty to state how data will be stored, backed-up, shared, archived and (if necessary) disposed.

- **Principle 9: Sharing of findings**

Itad evaluators are responsible for the clear, accurate and fair written and/ or oral presentation of study limitations, findings and recommendations.

Strategic Evaluation of WFP's Support for Enhanced Resilience

Complaints Procedure Form

If you would like to raise any concerns about the conduct of this discussion please contact one or both of the following sources:

Itad	WFP Headquarters, Italy	WFP [country office]
mail@itad.com Telephone: +44(0)1273 765 250	deborah.mcwhinney@wfp.org Telephone: +39-06 6513 3968	[INSERT WFP CO Contact Details]

These contact points are independent from the conduct of the evaluation. They will endeavour to respond to your concern as quickly as possible.

All correspondence will be treated as confidential and can be kept anonymous, if requested.

Annex 13: Integration of Gender Equality and Nutrition in the Strategic Evaluation

Selected aspects of the evaluation	Associated issues (sample)	Examples on how the evaluation addresses this dimension
Stakeholder Analysis	A diverse group of stakeholders identified from the stakeholder analysis, include women, men, boys and girls.	As a result of the inception phase, and in consultation with headquarters, regional offices and country offices, primary stakeholders will be identified, focusing especially on a good representation of women, men, boys and girls.
Evaluation Questions	Evaluation questions addressing nutrition and gender equality are included	Questions regarding cross-cutting issues are in many cases already included implicitly or explicitly in the main questions of the evaluation criteria. In order to facilitate assessments of cross-cutting issues key questions have been included explicitly (whether as specific sub-questions; as sources of data & as collection methods; as a result of triangulation and/or as judgement criteria)
Methodology	the evaluation employs a mixed-method approach appropriate to addressing human rights and gender equality.

The evaluation methodology favors triangulation of the information obtained | The methodological approach includes an appreciation of the extent to which resilience programming, design and implementation includes specific nutrition and gender objectives; corresponds to the needs of the population concerned in terms of nutrition and gender equality; lay the foundation for nutrition and gender-transformative outcomes by articulating clear impact pathways, and measures nutrition impacts |

		and gender-transformative impacts as markers of success. Triangulation of information will include cross checking of different sources of information and data and, cross checking evidence from different components.
Collection and Analysis of Data	Findings, conclusions and recommendations of the evaluation are informed by : i) elements of diversity encountered in each specific context; ii) the diversity of views and perspectives of all the categories of stakeholders	The evaluation team will apply a life cycle approach and will be attentive to other elements of diversity such as age, language, etc. to the analysis of the collected data. The evaluation employs a participatory approach throughout the data collection, analysis and reporting phases.

Sources: Adapted from "A summary checklist for a human rights and gender equality evaluation process" in UNEG (2012) "Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance" available at: http://www.uneval.org/document/detail/980 and

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Acronyms

3PA	Three-pronged Approach
ALNAP	Active Learning Network for Accountability and Performance
BRACED	Building Resilience and Adaptation to Climate Extremes
CCAFS	Climate Change, Agriculture and Food Security Research Programme (GCAN)
CGIAR	Consortium of International Agricultural Research Centers
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CRF	Corporate Results Framework
CSP	Country Strategic Plan
DFID	Department for International Development (United Kingdom)
DoC	Duty of Care
DP	Development Programme
EB	Executive Board
EM	Evaluation Manager
ENN	Emergency Nutrition Network
ET	Evaluation Team
EQ	Evaluation Question
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance for Assets
FGD	Focus Group Discussion
GAM	Global Acute Malnutrition
GCAN	Gender, Climate Change, and Nutrition Integration Initiative
GEWE	Gender Equality and Women's Empowerment
HGSF	Home Grown School Feeding
ICT	Information and Communication Technology

IDRSSI	Drought Disaster Resilience and Sustainability Initiative
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
INGO	International Non-Governmental Organization
KII	Key Informant Interview
MEL	Monitoring, Evaluation and Learning
ODI	Overseas Development Institute
OEV	Office of Evaluation (WFP)
OSZPR	Asset Creation and Livelihoods Unit
P4P	Purchase for Progress
PRRO	Protracted Relief and Recovery Operation
QA	Quality Assurance
RB	Regional Bureau (WFP)
RBA	Rome based UN Agencies
RBJ	WFP Regional Bureau, Johannesburg
RBN	WFP Regional Bureau, Nairobi
RMEL CoP	Resilience Measurement, Evidence and Learning Community of Practice
R4	Rural Resilience Initiative
SDG	Sustainable Development Goal
SE	Strategic Evaluation
SO	Strategic Objective
TL	Team Leader
ToC	Theory of Change
ToD	Theory of Delivery
ToR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme

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