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Management response to the recommendations deriving from the strategic evaluation of WFP's support for enhanced resilience

Background

1. This document presents management's response to the recommendations deriving from the strategic evaluation of WFP's support for enhanced resilience.
2. The purpose of the evaluation was predominantly to assist learning regarding the extent to which WFP is organizationally capable of undertaking resilience programming.
3. The evaluation found that while the WFP Policy on Building Resilience for Food Security and Nutrition (2015) recognizes that many of WFP's operations already include elements of resilience building there is no clear, coherent framework for advancing work on resilience enhancement from the concept stage to the design and implementation of integrated programming and the measurement of results. It noted significant opportunities for filling these gaps in country strategic plans (CSPs), which place greater emphasis on the contexts of programmes, government priorities, "whole of society" approaches and integrated programming.
4. The evaluation concludes that there are foundations for, and high-level commitment to, enhancing resilience so that individuals and communities can withstand shocks. This work needs to be aligned with operational realities and supported by better guidance, measurement and systems.
5. Deriving from the evaluation are a number of recommendations that address various aspects of WFP's work on resilience building and that have the aim of strengthening WFP's contribution to enhanced resilience for individuals, households and communities.

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6. Management welcomes the recommendations but proposes slight variations in approach for the implementation of some. The following matrix sets out the planned actions and timelines for implementation.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE STRATEGIC EVALUATION REPORT OF WFP'S SUPPORT FOR ENHANCED RESILIENCE			
Recommendations	Action by	Management response and action taken/to be taken	Implementation deadline
<p>Recommendation 1: Establish an interdivisional leadership team tasked with developing a strategy for enhancing resilience in order to achieve zero hunger and chaired by the Assistant Executive Director of the Operations Services Department (OS).</p> <p>Responsibilities should include the following:</p> <ul style="list-style-type: none"> i. Define clear principles for WFP's work on enhancing the resilience of women, men, boys and girls against shocks that set back progress on food security. ii. Define the contributions of different WFP units and divisions to the enhancement of resilience to different types of shocks, including climate, economic and political shocks, in different contexts. iii. Develop a strategy for including explicit approaches to the enhancement of resilience in future CSPs. 	<p>Assistant Executive Director, Operations Services Department;</p> <p>director of each division to nominate a team member</p>	<p>Agreed.</p> <ul style="list-style-type: none"> i. Agree: WFP will review the principles outlined in the 2015 Policy on Building Resilience for Food Security and Nutrition and the conceptual framework for collaboration and partnership on strengthening resilience for food security and nutrition of the Rome-based agencies in order to identify potential additional areas of engagement for WFP's work on enhancing the resilience of women, men, boys and girls against shocks ii. Agree: The resilience working group of the leadership team will foster the development of a business process that defines the roles of units and divisions in strengthening resilience before, during and after various types of shock and in various settings. The process model will be based on the 12 operational models described in response 1iii) below. iii. Agree: WFP will develop a resilience strategy that is based on examples of 12 models for operations that contribute to strengthening resilience at various levels and in various settings. Country offices will be encouraged to draw from the operational models when designing CSPs that include activities that contribute to a resilience outcome. These models will then be tailored to different settings, priorities and national government requirements for use in future CSPs. 	<p>Resilience leadership team formed by June 2019; first meeting by 30 June 2019 followed by meetings every two months until the work has been completed or December 2020 when the strategy is completed.</p>

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<p>iv. Define approaches to the strengthening of resilience in protracted crisis and conflict situations.</p> <p>v. Define approaches to the strengthening of resilience in settings affected by recurrent and worsening climate shocks.</p> <p>vi. Review activities according to the resilience capacities that they are intended to support and link them to partnership mapping.</p> <p>vii. Conduct an internal review of and synthesize existing knowledge on WFP's approaches to and lessons learned from the implementation of programmes that contribute to enhanced resilience, including work on shock-responsive social protection.</p>		<p>iv. Agree: to be addressed in response 1 iii) above.</p> <p>v. Agree: to be addressed in response 1 iii) above.</p> <p>vi. Agree</p> <p>vii. Agree: will be addressed in points ii) and 1 iii) above.</p>	
<p>Recommendation 2: Integrate issues related to gender equality, empowerment and resilience into guidance on the zero hunger strategic review process and the IRM for country offices.</p> <p>An open set of questions that encourage country offices to adopt a resilience approach should include the following:</p> <ul style="list-style-type: none"> Whose resilience should WFP contribute to enhancing (by gender and age group)? 	<p>Integrated Road Map (IRM) Team and Strategic Coordination and Support Division</p>	<p>Agreed.</p> <ul style="list-style-type: none"> Although facilitated by WFP, zero hunger strategic reviews are independent, country-owned exercises for "localizing" Sustainable Development Goal 2. WFP will continue to influence the country-specific approach and methodology for, and the analytical content of, each review and will promote the inclusion of gender equality, empowerment and resilience issues in country-owned processes where possible. WFP will also continue to advocate for inclusive and consultative zero hunger strategic review processes that ensure that the voices of various stakeholders are heard, follow a whole of society approach and include 	<p>June 2019</p>

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		representatives of marginalized groups at risk of being left behind.	
<ul style="list-style-type: none"> Against which types of shock does resilience need to be built (economic, political, climate)? How will resilience be enhanced – through what combination of governance, social, ecological, technological, welfare, food or market assets and systems? Which capacities can WFP best support? How is WFP's contribution linked to those of other actors, including government entities? What food security and nutrition-related results are expected? 		<ul style="list-style-type: none"> The Strategic Coordination and Support Division will review guidance on the preparations of zero hunger strategic reviews with a view to strengthening guidance on the inclusion of gender equality and empowerment issues in the review. Where possible, guidance on the IRM and related issues will be reviewed, taking into consideration the inclusion of the questions raised in recommendation 2, first bullet, to recommendation 2 sixth bullet, where they are not already included in the existing guidance, and strengthening the coverage of issues that are already included as required. Substantial inputs have already been provided by various divisions in the Operations Services Department and the Gender Office. These units will now review any relevant sections of the guidance from the perspective of resilience building. In particular the following chapters of the IRM guidance on "Functional area resources for successful strategic reviews and country strategic plans" will be reviewed: chapter 17 by the Technical Assistance and Country Capacity Strengthening Service; chapter 18 by the Rural Resilience Pilot; chapter 24 by the Resilience and Prevention Unit; chapter 25 by the Food Systems Service; and chapter 27 by the Programme Policy Service. 	

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<p>Recommendation 3: Strengthen the financial and partnership base for initiatives on resilience enhancement.</p> <p>i. Identify seed money for baseline data collection and the planning of integrated resilience initiatives. Funding could be provided through unearmarked funds, such as the proposed 2030 Transition Fund.</p> <p>ii. Develop a fundraising strategy for long-term funding of initiatives on resilience enhancement, including through thematic funding windows (such as for climate resilience) and engagement with the private sector (for example, on insurance instruments).</p> <p>iii. Revise the partnership action plan template in order to incorporate a "resilience lens" with explicit roles defined for government and non-governmental partners.</p>	<p>Government Partnerships Division and Strategic Resource Allocation Committee</p>	<p>Agreed.</p> <p>i. Through the strategic resource allocation process, WFP will explore the use of unearmarked funding in supporting country offices with the collection of baseline data and the planning of integrated resilience initiatives.</p> <p>ii. Agree: WFP will follow a holistic approach to fundraising in advocating for the commitment of resources at the strategic outcome level of CSPs, including resources for initiatives that are aimed at enhancing resilience. The approach will capitalize on strategic and operational partnerships for the attainment of commonly agreed outcomes.</p> <p>iii. Agree: A thorough internal review and lessons learned exercise on the use of partnership action plans have been undertaken, including a review of the template and related guidance. Guidance will be updated and issued by mid-2019 and will include guidance on the identification of and follow up on thematic funding opportunities at the country office level.</p>	<p>December 2019</p> <p>Ongoing</p> <p>June 2019</p>

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<p>Recommendation 4: Building on the strategy developed (Recommendation 1), commission a workforce study that assesses the horizontal and vertical adjustments needed in order to ensure that WFP employees can successfully deliver on resilience-focused commitments.</p> <p>The study would examine ways of:</p> <ul style="list-style-type: none"> • promoting the development of integrated teams to replace the “silo” working approach in country offices, regional bureaux and headquarters units and appointing team leaders who will lead on behalf of the various units represented in each team and be accountable to senior managers; • based on a sustainable financing model, increase the availability of headquarters and regional bureau staff for providing sustained technical support to country offices, including through secondments; • at headquarters, maintain specialist capacity to develop and curate technical methods and guidance suitable for incorporation in integrated programmes; 	<p>Policy and Programme Division (OSZ) with support from the Human Resources Division</p>	<p>Agreed.</p> <ul style="list-style-type: none"> • Agree: The Human Resources Division will work with technical units on a corporate workforce planning exercise, which will ensure that WFP has the skills required for meeting the challenges of the future, including in resilience programming. The specialist capacities required for resilience programming will be compared with existing skills across WFP and plans for filling gaps will be formulated using the full array of contractual modalities. Function-specific rosters for supporting resilience programming will be developed as part of this work. • Agree: WFP will enhance the technical support provided to country offices by regional bureaux and headquarters. Attaining a sustainable funding model for WFP programme activities remains a challenge, which was beyond the scope of the strategic evaluation. • Agree: Implementation of this recommendation is contingent on successful completion of the responses to recommendations 3i) and 3ii). In addition, limited specialist capacity will be developed at regional bureaux in order to facilitate evidence generation for the operational models and approaches described in the responses to recommendations 1 and 7. 	<p>December 2020</p>

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<ul style="list-style-type: none"> • match job profiles, skills and contract terms with needs, bearing in mind the long-term nature of resilience work; • develop a roster of “non-traditional” employment profiles useful for resilience programming; and • consider adding to staff performance evaluation an indicator of staff members’ performance in working as part of an integrated team. 		<ul style="list-style-type: none"> • Agree: The matching of job profiles, skills and contract terms will be part of a global staffing review, which is expected to start in 2019. The Human Resources Division is exploring various contract options that are in accordance with WFP’s funding rules and regulations and that would facilitate the use of job profiles and contract terms that reflect the longer-term nature of resilience work. Examples will be documented and circulated as good practice among country offices and regional bureaux. • Agree: Technical units and divisions are encouraged to develop technical and leadership rosters of short-term consultants who can provide specific and timely technical support for operations and activities that contribute to resilience. In addition, the establishment of the “Future International Talent (FIT) pool” will provide WFP operations with vetted technical officers for deployment under fixed-term contracts in multi-year integrated resilience programmes. • agreed. <p>Having considered the recommended indicator for working as part of an integrated team, management is of the view that such an indicator would be too specific for corporate use as a standard feature of the performance evaluation system. This does not prevent individual managers and staff members from including a performance indicator related to integrated team work, where appropriate.</p>	

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<p>Recommendation 5: Consolidate performance measurement data from resilience-related initiatives for corporate reporting and sharing with national partners.</p> <p>Develop a result tracking framework that is compatible with the corporate results framework (CRF):</p> <ul style="list-style-type: none"> • Include information on the contributions and outcomes related to resilience, including underlying assumptions, that WFP and its partners expect to see in shock-prone populations. • Develop an aggregate or indexed score that feeds into the CRF, with short accompanying contextual descriptions of external and internal influences on the results. <p>Country offices should consider measuring differences in resilience outcomes using dedicated econometric analysis such as Resilience Index Measurement and Analysis II, ensuring that analytical processes can be conducted annually. Routine monitoring could act as a lighter, less expensive option for facilitating learning and reporting applied more regularly than a large-scale measurement of resilience capacities. This recommendation is only feasible if WFP converges interventions to</p>	<p>Performance Management and Monitoring Division and OSZ</p>	<p>Partially agreed.</p> <p>WFP acknowledges that there are gaps in the data and tools used for measuring resilience-building results. However, rather than developing a separate framework for tracking these results, WFP will explore the potential for developing indicators and methodologies for measuring resilience that would be integrated into the corporate results framework. WFP will therefore use existing monitoring and reporting systems in addressing the specific recommendation points as follows.</p> <ul style="list-style-type: none"> • Agree: Minimum standards for outcome and impact measurement, with underlying assumptions, will be developed drawing on quantitative and qualitative studies that help quantify the contributions that the activities of WFP and its partners make to building resilience in shock-prone areas. • Agree: Not all approaches to measuring resilience allow for the creation of aggregated or index-based scores. WFP will commission a desk review of the 45 resilience frameworks and tools referred to in the evaluation with a view to exploring how existing qualitative and quantitative indicators could be used to denote the changes that occur in various dimensions of resilience to hazards and stressors. Additional research will explore how to measure the rate at which households and communities recover from shocks for potential inclusion as a measurement tool. <p>Partially agree: Resilience Index Measurement and Analysis (RIMA) II is complex and WFP will continue to collaborate with the Food and Agriculture Organization of the United Nations on its development, while ensuring that stakeholders understand RIMA II and its role in WFP monitoring and reporting in specific instances. WFP will also explore the potential for using quantitative and qualitative analyses</p>	<p>December 2020</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>June 2020</p>

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create resilience outcomes. Where interventions remain singular and separate, WFP should consider further use of perspective-based indicators (introduced in the CRF) to move beyond the output level monitoring to a better understanding of how interventions help or hinder peoples' ability to pursue food security.		that examine resilience capacity and response indicators over time in order to measure resilience outcomes. In addition, as recommended by the resilience measurement working group of the Food Security Information Network, WFP will ensure that it puts equal emphasis on qualitative and quantitative or econometric analysis in highlighting and quantifying the impacts that its actions and those of its partners have on strengthening resilience against various shocks and stressors in various settings.	
<p>Recommendation 6: Strengthen the ability of headquarters units and regional bureaux to collect, collate and analyse information on covariate transboundary and localized shocks before they happen.</p> <p>This would involve:</p> <ul style="list-style-type: none"> expanding the use of climate modelling and linking it to existing information from market, agro-ecological and population data (possibly including other categories, such as data on drops in remittances); reviewing WFP's information systems with a view to strengthening the connections among different databases and thereby enlarging the evidence base for resilience programming; 	OSZ and regional bureaux	<p>Agreed.</p> <ul style="list-style-type: none"> Agree: Where possible WFP will identify such data sources and integrate them into programme design tools and the workstreams that are being pursued jointly with partners, such as integrated context analysis, emergency food security analyses, seasonal livelihoods programming, the Shock Impact Simulation Model and comprehensive food security and vulnerability analyses. Agree: As part of WFP's digital transformation initiative, OSZ will work with the Emergency Preparedness and Support Response Division and other divisions in the Operations Services Department on a review of information systems such as Automated Disaster Analysis and Mapping, the Data Visualization Platform for Agro-Climatic Seasonal Monitoring, the operations portal OPweb, the Corporate Alert System and early warning with a view to strengthening connections among different databases. 	<p>December 2021</p> <p>June 2021</p> <p>Dec 2020</p>

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<ul style="list-style-type: none"> supporting regional bodies in connecting and understanding the food security implications and uses of their data; and continuing to test the "trigger" functions introduced by index-based insurance (the Rural Resilience Initiative and the African Risk Capacity initiative) and forecast-based financing for facilitating early, anticipatory action in shock-prone settings. 		<ul style="list-style-type: none"> Agree: Headquarters and regional bureaux will continue to engage with global and regional entities in order to create links among different data streams for decision making and advocacy purposes. Agree: WFP will continue to test the advance financing and risk financing mechanisms that are supported by forecast-based financing, African Risk Capacity and micro-insurance. It will also explore the application of these tools in order to strengthen resilience to various non-weather-related shocks in different settings. WFP will continue to advocate for multi-year investments in preparedness, recovery and resilience building, which will complement the resources generated through "trigger" functions by governments, development partners and other United Nations agencies. 	<p>Ongoing</p> <p>Ongoing</p>
<p>Recommendation 7: Support the generation of evidence on the relevance of food security and resilience interventions in conflict and protracted crises.</p> <p>This would include:</p> <ul style="list-style-type: none"> Working with research institutions, governments and UN partners, including those with specialized mandates on gender, to commission operational research and evaluations to generate learning and evidence on the appropriateness of resilience programming for different individuals (women, men, boys, girls) and communities. 	OSZ	<p>Agreed.</p> <ul style="list-style-type: none"> Agree: Resources permitting, WFP will continue to expand its work with research institutes such as SIPI and Peri-Peri in order to deepen the evidence base on the appropriateness of resilience programming for various individuals, household communities in various settings. In addition, WFP will participate in and review partners' learning and evidence building on resilience in conflict-affected areas and other settings, including the findings of research supported by global working group such as Resilience Evidence for Decisions in Development (http://www.fsincop.net/resource-centre/detail/en/c/1144786/). 	June 2020

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<ul style="list-style-type: none"> Organizing a wide consultation with WFP's current or past beneficiaries from these contexts to establish how food/cash/asset/other interventions help or hinders their coping strategies. Evaluation or review of WFP's interventions in this area with attention to entry and exit strategies and beneficiary experience. 		<ul style="list-style-type: none"> WFP has commissioned studies including analyses and assessments of the impacts of different transfer modalities and activities on empowerment, nutrition and food security in conflict, protracted crisis and other settings. A desk review of the findings will be conducted in order to inform the development of terms of reference for further field research on how different interventions influence coping strategies. WFP will commission an internal desk review of food security and resilience interventions in conflict and protracted crisis settings from which to identify good practices for circulation by the resilience working group of the leadership team (see response to recommendation 1i.). 	<p>Dec 2019</p> <p>June 2020</p>

Acronyms used in the document

CRF	corporate results framework
CSP	country strategic plan
IRM	Integrated Road Map
OSZ	Policy and Programme Division