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Strategic Evaluation of WFP Support for Enhanced Resilience

Evaluation Report: Volume II Annexes

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Disclaimer

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

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Annex 1: Terms of Reference

“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.”¹

1. Background

1.1 Introduction

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 Assessment² 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.³

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.

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.

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

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

1 IFRC. One Billion Coalition for Resilience. <http://media.ifrc.org/1bc/>

2 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.

3 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.

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.

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*⁴ was approved in 2009 and included a commitment to preventing hunger through disaster preparedness and other risk reduction measures by: strengthening capacities 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.

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 adaptation (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."⁵ 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 Executive Board (EB) in 2017.

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.

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.

⁴This 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.

⁵ 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

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."

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 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."⁶ 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.

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."

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.⁷ "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."

⁶ 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.

⁷ WFP/EB.1/2009/5-A/Rev.1; WFP/EB.1/2012/5-A; WFP/EB.2/2009/4-A.

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.

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

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.

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.”

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.

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.”⁸

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

- 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.”⁹

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?*¹⁰ 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 within 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’.”¹¹ The authors found that, “unless explicitly tasked with analysing 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).”¹² 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

⁸ 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.

⁹ WFP Office of Evaluation. *Summary Report of the Strategic Evaluation of WFP’s Role in Social Protection and Safety Nets* (2011), p. 3.

¹⁰ Christoplos, Ian, Collinson, Sarah, Kuol, Luka and Kistic, Pasko. *Draft Report – The Humanitarian-Development Nexus: What do evaluations say about it?*, 2017.

¹¹ *Ibid*, p. 22.

¹² *Ibid*, p. 35.

calls for resilience should embrace an acknowledgement that volatility cannot always be managed without acute interventions to respond to inevitably recurrent risks.”¹³

- 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 populations, was found to have little influence on operations, and there were gaps in monitoring, analysis and knowledge management.”¹⁴
- In 2014, an Impact Evaluation of Food for Assets was undertaken,¹⁵ evaluating the former Food or Cash-for-Work programmes (F/CFW) approach¹⁶ 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.”¹⁷ 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

¹³ Ibid, p. 36.

¹⁴ WFP Office of Evaluation. Synthesis Report of the Evaluation Series of WFP’s Emergency Preparedness and Response (2012 – 2015), p. i.

¹⁵ Case studies were carried out in Senegal, Guatemala, Nepal, Bangladesh and Uganda.

¹⁶ 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.

¹⁷ 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.

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.”¹⁸ 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.”¹⁹

- 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 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.”²⁰ 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.”²¹ 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.”²²
- 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.”²³ 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 roll-out as conditions permit.”²⁴

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.

¹⁸ WFP Office of Evaluation, Annual Evaluation Report 2015, p. 1.

¹⁹ Ibid, p. 7.

²⁰ Office of Evaluation, Annual Evaluation Report 2016, p. 7.

²¹ Ibid, p. 5.

²² Ibid, p. 12.

²³ Office of Evaluation, South Sudan Country Portfolio Evaluation Summary Evaluation Report

²⁴ Ibid, p. 17–18.

2 Reasons for the evaluation

2.1 Rationale

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 2017,²⁵ rather than wait until a policy evaluation of the 2015 Policy on Building Resilience for Food Security and Nutrition²⁶ 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 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
- data revolution related to the monitoring of progress on all SDGs.

2.2 Objectives

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

Learning – Analyse 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, analyse 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

²⁵ OEV Work Plan 2017–2019.

²⁶ WFP/EB.A/2015/5-C (27 April 2015).

performance of the broad range of WFP's resilience-related programme activities, programme approaches and programme packages.²⁷

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

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 (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).

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).

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

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.

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.

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.

²⁷ 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.

3 Subject of the evaluation

3.1 WFP's support for enhanced resilience

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."²⁸ 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 humanitarian-development and peacebuilding nexus, in line with the policy on WFP's role in peacebuilding in transition settings, while ensuring that it does not deviate from the primacy of humanitarian principles."²⁹

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.

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."³⁰

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

The evaluation will cover the WFP support for enhanced resilience through activities, programmes, initiatives and policies from 2014 to 2017. It will analyse 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.

On-going and deactivated L2 and L3 emergencies will be 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

²⁸ WFP Strategic Plan 2017–2021, p. 2.

²⁹ Ibid, p. 6.

³⁰ WFP Policy on Country Strategic Plans 2017–21, p. 14.

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

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.

The evaluation will also look retrospectively at the programming carried out since 2014 with a focus on Protracted Relief and Recovery Operations³¹ as they most closely represent the 'nexus' between humanitarian and development programming.

The largest concentration of resilience-related programming in WFP is in FFA 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.

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."³² 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.

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

³¹ Those from 2015 to 2017, in particular.

³² WFP Strategic Plan 2017–21, p. 26.

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.

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.”

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.

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 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

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.”³³ 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.

³³ FAO. Integrated Food Security Phase Classification: Technical Manual Version 2.0, Foreword.

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, while other programming divisions are using the 3PA to varying degrees.

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 Framework, the resilience-related Strategic Objectives (SO) are SO 2 and 3.³⁴ 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.

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.

³⁴ 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.

Table 1: 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 faced by targeted food-insecure communities and households	3.1.1 Community asset score (CAS)	38
		3.1.2 Food consumption score (FCS), disaggregated by sex of household head	50
		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

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.

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

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.

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.

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

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.

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 and nutrition'. Understanding how resilience is defined, monitored, measured and analysed 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.

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.

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

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.

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 shocks, 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?

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?

Question 3: Is WFP ‘fit for purpose’³⁵ 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?
 - 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), interlinkages 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?

Question 4: Does WFP have a clear and consistent approach to measuring outcomes related to resilience and are WFP COs able to access, analyse 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?

³⁵ “Fit for Purpose” is defined as having all of the organizational elements needed to successfully implement a programme, including clear policy direction, guidance/tools and systems (financial, HR) that enable good performance.

- 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”?

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

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.

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

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.

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.

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.

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.

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.

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.

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.

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

4.5 Quality assurance

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.

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	Jun-Jul '17	Aug '17	Sep '17-Mar '18	Apr-Jun '18	Jul-Nov '18	Dec '18-Feb '19	Deliverables
Phase 1 (Preparation) Preparation of CN/ ToR Stakeholder consultation Identify and hire evaluation team	x x	x					<ul style="list-style-type: none"> • Concept note • ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception missions			X X X				<ul style="list-style-type: none"> • Inception report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings				x x x x			<ul style="list-style-type: none"> • Debriefing presentations • Aide-memoire • Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions					x x x		<ul style="list-style-type: none"> • Drafts • Stakeholders' wkshop • Final evaluation report
Phase 5 (Presentation) Exec. Board EB.1/2019 (Feb) + management response						x	<ul style="list-style-type: none"> • Draft summary evaluation report (SER) • Final SER

5.2 Evaluation component

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.

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.

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.

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 analyse 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.

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

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.

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.

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.

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.

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, thought 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 analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

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.

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.

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.

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

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

Annex 2: 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	<p>Is the concept of resilience consistent within WFP?</p> <p>Is the concept of resilience consistent between WFP and its partners?</p> <p>Is the concept of resilience sufficient compared to recognized best practice?</p> <p>Are donors influencing the way in which WFP is conceptualizing "resilience"?</p>	<p>Interviews with WFP management & staff at HQ, RB CO and field office levels, and selected partners in visited countries</p> <p>Document review – WFP and partner policies</p>	<p>Between units (both HQ and CO levels)</p> <p>Between HQ and COs</p> <p>Between COs</p>	<p>Consistency in definition across the various policy documents</p> <p>Extent of knowledge of the definition(s) within and across the levels</p> <p>Level of buy-in (see e.g. Section 2.1) to resilience conceptualization within WFP</p> <p>Evidence of appropriate use of policy documents to programme, implement and monitor (HQ, RB and CO levels)</p> <p>Evidence of shared understanding informing collaborative approaches to resilience between WFP and its partners</p> <p>Comparison of WFP concept(s) with best practice on resilience</p>	<p>Concept</p> <p>Strategy</p> <p>Guidance</p> <p>Partnerships</p>	<p>1.1, 1.1.1, 1.1.2, 1.1.5, 1.1.6, 1.1.8, 1.3</p>
1b	<p>Who are the WFP target groups for resilience?</p> <p>What are their needs?</p>	<p>Interviews with WFP HQ management and CO management</p>	<p>Between units (both HQ and CO levels)</p>	<p>Evidence of targeting based on thorough understanding of vulnerable groups, their risks, their needs (including</p>	<p>Strategy</p> <p>Programmes</p> <p>Guidance</p>	<p>1.1.3, 1.1.7; 3.1; 3.1.3</p>

No.	Sub-EQ	Data sources & collection methods	Triangulation	Judgement criteria	Linkage to theory of delivery	Contributing Qs from ToR EQ list
		and programme officers in visited countries Interviews with government officials (national and sub-national level) Focus groups w beneficiaries	Between HQ and COs Between COs Between CO and government within a country Between CO and field level within a country	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	People	
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 with beneficiaries	Between COs Between CO and field level within countries Between CO and partners within countries Between CO and field level 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 the WFP roadmap to resilience. Evidence of women's / men's / girls' / boys' activities informing the WFP roadmap to resilience Evidence of WFP resilience programmes being gender-transformative	Concept Strategy Guidance M&E People	3.1
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	Between COs Between CO and field level within countries	Evidence of SWOT analysis or other approach being used to determine the most suitable intervention strategies based on	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
		Interviews with partner organizations in visited countries	Between CO and government within countries Between CO and partners within countries	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 programme plans		
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	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
				<p>Evidence of joint national/regional programming (including RBA collaboration), responding to the needs of targeted individuals, communities, and institutions</p> <p>Evidence of joint impact monitoring and resilience measurement (including RBA collaboration) of targeted individuals, communities, and institutions</p>		
2b	<p>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?</p>	<p>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</p>	<p>Within and between (i), (ii) and (iii), and cross-checking with document review</p>	<p>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</p>	<p>Guidance Systems Programmes Partnerships People</p>	<p>2.1, 2.4, 2.7</p>

No.	Sub-EQ	Data sources & collection methods	Triangulation	Judgement criteria	Linkage to theory of delivery	Contributing Qs from ToR EQ list
				broadened bilateral/multi-stakeholder partnerships Evidence of knowledge-sharing mechanisms enabling replicability		
2c	To what extent do donors influence the ability of WFP to undertake resilience work?	Desk review Interviews with HQ FFR team Interviews with CO management & donor liaison officers Interviews with donors in visited countries	Between HQ & COs Between COs Between COs and donors in the same country Between the same donor in different countries	Evidence of implicit/explicit drivers influencing the shaping of the WFP resilience agenda 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	Strategy Partnerships Programmes	3.4, 3.4.1
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	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
				<p>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</p> <p>Extent to which funding flows for resilience-related programming have improved with the development of CSPs</p> <p>Extent to which funds for resilience are diverted if an L2 or L3 emergency is declared</p>		
3b	Does WFP make appropriate use of its gender toolkit to promote resilience through gender equality and women's empowerment?	<p>Document review – Sample of WFP assessments and evaluations on gender</p> <p>Interviews with gender focal points and programme staff at CO and field office levels</p>	<p>Between COs</p> <p>Between CO and field levels</p>	Evidence of appropriate use of the toolkit to plan, implement, coordinate and monitor WFP interventions and their role in enhancing gender-transformative resilience	<p>Strategy</p> <p>Guidance</p> <p>People</p> <p>M&E</p>	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	<p>Between stakeholders at each level (HQ, RB, CO)</p> <p>Between levels</p> <p>Across RB</p> <p>Across COs</p>	<p>Evidence of internal barriers constraining WFP engagement in resilience programming</p> <p>Extent to which there is a need to better position resilience within the organization in terms of</p>	<p>People</p> <p>Guidance</p>	3.2

No.	Sub-EQ	Data sources & collection methods	Triangulation	Judgement criteria	Linkage to theory of delivery	Contributing Qs from ToR EQ list
				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 COs Between COs and partners within countries	Ability of WFP employees to articulate how their level and field of work can contribute to WFP 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 country offices able to produce, access, analyse 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-transformative outcomes regarding resilience?	Review of the most used VAM assessments (esp. CFSVA; ICA) Review of other WFP analysis: middle and lower levels of 3PA; RIMA-II; CARI; SISMOD; resilience context analysis; and interviews with assessment users and producers Literature review of gender factors of resilience	Interviews with external resilience programmers close to WFP work (FAO, Oxfam, IFAD...) FGDs with women within WFP beneficiary "typology" for (selective) insight on gender	The extent to which the WFP 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 are	Monitoring Programmes	

No.	Sub-EQ	Data sources & collection methods	Triangulation	Judgement criteria	Linkage to theory of delivery	Contributing Qs from ToR EQ list
			aspects of resilience	accounted for in collecting resilience-related information		
4b	<p>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?</p> <p>Have CO/RB/projects developed and shared their own approaches to measurement? How do these two processes work? What advantages/disadvantages does this bring?</p>	<p>Descriptive-based interviews with COs and programme M&E staff</p> <p>Interview with project partners</p>	Interviews with RB and HQ M&E staff	<p>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</p> <p>The general culture/practice surrounding data usage</p> <p>The usages of other tools e.g. RIMA</p> <p>Collection: Points at which COs are unable to capture required or useful information</p> <p>Accessibility: Points at which the limitations in data systems prohibit the intended use or protection of resilience-related data</p> <p>Analysis: Points in the de/construction of resilience-related data that limit or mislead understanding and insights for those intended to use it</p> <p>Use: Points at which available resilience-related data is not</p>	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
				utilized in decision making or reporting		
4c	<p>Do WFP information services hold particular benefits for enhanced resilience support?</p> <p>To what extent are these benefits realized?</p> <p>What are their limitations?</p>	<p>Review and interview of WFP 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 and document review</p> <p>Review of where the WFP approach to information services may be beneficial for community empowerment: e.g. 3PA; R4</p>	<p>Interviews with external resilience programmers close to WFP work (FAO, Oxfam...)</p>	<p>The extent to which WFP information services are/could be utilized in a community to (1) anticipate (2) absorb (3) adapt or (4) transform</p>	<p>Strategy Programmes Systems M&E Partnerships</p>	4.2
4d	<p>To what extent did the SRF (2014–2017) enable appropriate, robust and consistent measurement of resilience-related outcomes?</p> <p>Does the CRF address any gaps or create new ones?</p>	<p>Sample of SRF reports over period</p> <p>Interviewees with COs, RBs, and HQ about SRF usage</p> <p>CRF review</p> <p>Interviewees with COs, RBs, and HQ about understanding of CRF indicators and functions</p>	<p>Past evaluations focused solely (if available) or in part on WFP reporting and/or M&E function e.g. <i>Evaluability Assessment of the 2014–2017 Strategic Plan</i> commissioned by OEV in 2015</p>	<p>Number of programmes/activities reporting against the number/type of indicators in SRF/CRF</p> <p>Regularity and quality of reporting.</p> <p>From a sample:</p> <p>Appropriate: Extent to which indicators and processes are relevant to: 1) resilience 2) the context in which they are used</p> <p>Robust: The sufficiency of the SRF to accurately portray resilience (and detect</p>	<p>Strategy Systems M&E</p>	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
				change) in a way that is repeatable by others 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 from key informants) through brief survey and request for documents and follow-up skypes Synthesis of SE team findings from data collection phase	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 Evidence of successful approach and/or good practice in terms of the use of assessments to inform resilience programming	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
				<p>Evidence of successful approach and/or good practice in terms of joint planning</p> <p>Evidence of successful approach and/or good practice in terms of design and implementation of resilience programming</p> <p>Evidence of successful approach and/or good practice in terms of development of monitoring programmes for resilience</p> <p>Evidence of successful approach and/or good practice in terms of the use of monitoring information for resilience planning</p>		

Annex 3: Evaluation Methodology

3.1 Methodological Approach

The core objective of the evaluation is to determine how well WFP is set up to deliver the resilience outcomes of its Strategic Plan 2017–2021. The strategic evaluation (SE) follows a theory-based approach to elaborate a theory of delivery for WFP resilience work, and uses that to identify lessons and recommendations. The theory of delivery (ToD) examines, as “nodes”, the factors that affect an organization’s ability to deliver a particular objective, and the relationships between them. Thus, the strategic evaluation is formative and investigates 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.

The evaluation team (ET) conducted a resilience-focused organizational review to examine each of the nodes of the theory of delivery (from concept through to monitoring and evaluation) individually, and to understand how each node influences or is influenced by others through a triangulation of evidence. To facilitate this, all the sub-evaluation questions in the evaluation matrix (Annex 2) have been mapped to nodes of the theory of delivery. There are three broad assessments under this:

- Does the node itself contain adequate and relevant resilience content? For example, do the concepts, programmes and aspects of monitoring and evaluation include reference to resilience capacities, systems approaches and gendered aspects of vulnerability and resilience? Does WFP have staff with the correct skill sets?
- Does the way in which the node is working support or hinder resilience building? For example, does it operate on a time scale suitable to resilience building? Does it support community empowerment or detract from it?
- Is the node sufficiently connected to other nodes to allow for partial or whole delivery to work?

What is excluded from this strategic evaluation is a dedicated assessment of the broad performance of WFP as an organization.³⁶ However, when information related to organizational performance surfaced during data collection, it was factored into the assessments where relevant. For the purposes of time and focus, the evaluation team assumed that WFP is an organization capable of making the adjustments proposed as part of this evaluation.

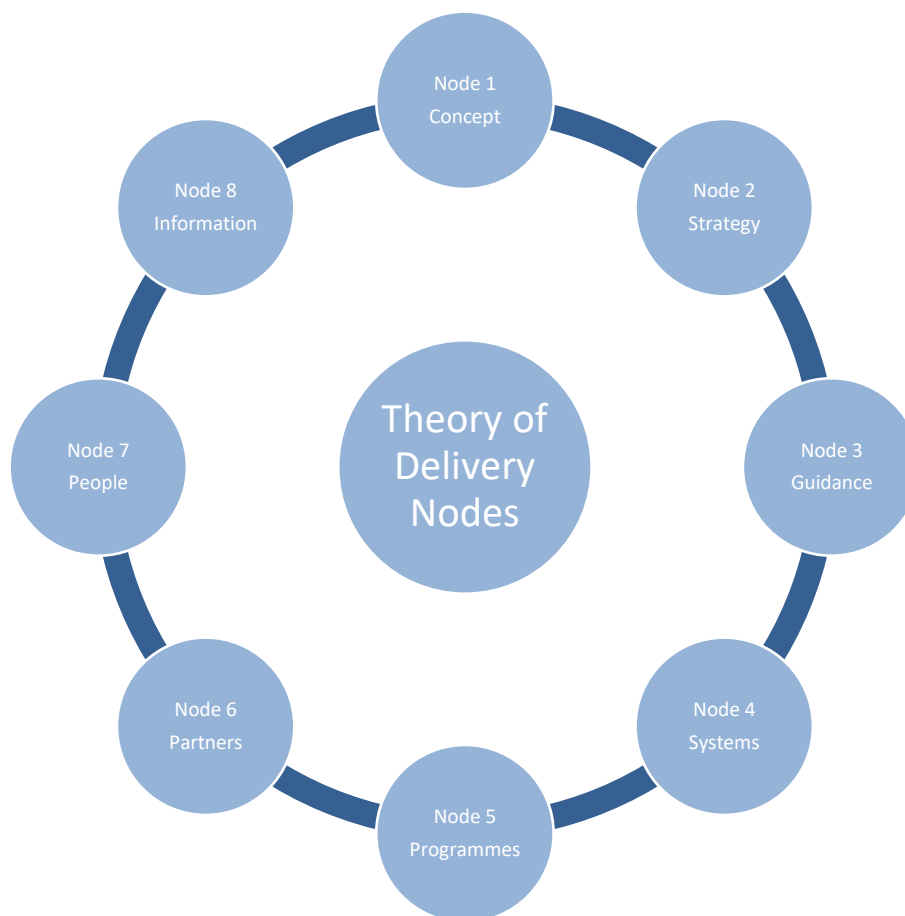
As mentioned earlier in this section, the theory of delivery is the conceptual framework used to synthesize and analyse the information that the evaluation team collected, as well as used to present the findings. The theory of delivery is a recognized approach to assessing the effectiveness of an organization towards a stated goal or outcome. It is often split into two sub-themes – strategic and operational. Given the evaluation questions for this evaluation it was selected as an appropriate framework for assessing whether WFP is fit for purpose to enhance resilience.

The evaluation team was independent of WFP and comprised six core members – a team leader; triple-nexus, nutrition, gender and information specialists/evaluators; and a resilience concept and measurement adviser. The evaluation benefitted from consultation with an internal reference

³⁶ As an example, the evaluation did not examine in depth whether WFP has HR procedures to allow for long-term staff retention, but looked into HR procedures to see if they allow WFP to attract or build the types of skills required for resilience delivery.

group made up of colleagues from various units and departments, as well as from an external review panel of recognised experts in the field and UN colleagues who had evaluated similar topics in the recent past. The list of members of these groups can be found in Annex 19.

Figure 1: Overview of the theory of delivery



Source: Itad, evaluation team based on learning from theory-based evaluations.

3.2 Evaluation Matrix

The evaluation team used the evaluation matrix (see Annex 2) as the central framework for the systematic evaluation of WFP support for enhanced resilience. The evaluation matrix was developed based on the evaluation questions (EQs) provided in the terms of reference and the evaluation team 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 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 country offices 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?

The evaluation matrix presents the sources of information the evaluation team used to answer each sub-EQ and the judgement criteria on which it formed its assessment. Several sub-EQs

suggested in the terms of reference have been subsumed and the evaluation matrix indicates how they are contributory to the current sub-EQs. The final column in the evaluation matrix indicates to which nodes in the theory of delivery the sub-EQ relates, and the evaluation team used this as part of their synthesis and analysis. Finally, Quality Assurance system from the company hired to conduct this evaluation, Itad, reviewed the evaluation matrix to ensure that all questions were sufficiently answered before the draft report was submitted.

3.3 Evaluation Timeline

The inception phase took place from October 2017 to March 2018. It included preliminary literature review and visits to WFP headquarters, Malawi and Pakistan. Whereas desk reviews had been planned, it was determined in the inception phase that the formative nature of the evaluation would be best served by cancelling the six planned country desk reviews and replacing them with three additional country visits, while also extending the country missions to eight working days rather than five.

The evaluation phase ran from April to June 2018 and included further visits to Rome, nine country offices³⁷ and three regional bureaux,³⁸ as well as telephone interviews with international stakeholders. Three surveys were administered to WFP employees and a short questionnaire was also sent to the Executive Board Bureau for distribution to all Board members. Desk study, including a comparative analysis, was a continuous process throughout the evaluation. Data consolidation, triangulation, analysis and initial reporting took place in July 2018. The reporting process continued to November 2018 and included a stakeholder workshop in Rome in September 2018.

Annex 4 presents a summary timeline of the data collection in the evaluation phase, showing the key activities and participating team members for the field mission, in particular.

3.4 Data-Collection Methods

The evaluation matrix identified the data required to answer each of the evaluation questions. This section describes broadly how that information was 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 inception phase and are shown in Table 2.

Key criteria used for country selection included: ensuring a wide range of countries at different stages along the humanitarian-development nexus; amounts budgeted under the resilience-building focus area tag, a wide geographic spread, including at least one country from each of the six WFP regions; a representative of a range of different types of activities; consideration for offices with L2/L3 and those with only country capacity strengthening activities; and, consideration for the amount of recent evaluative activity.

Primary data collection: Primary data was collected through key informant interviews (KII), facilitated technical discussions, focus group discussions (FGD) and web surveys. 10. In total, the evaluation consulted 300 people through individual interviews, and approximately 250 people in focus group discussions. Of all individuals consulted throughout the evaluation (Annex 5), 40 percent were female and 60 percent male. 13 percent of individuals were from headquarters or liaison offices, 83 percent from country offices, and 5 percent from regional bureau offices. While

³⁷ Ethiopia, Guatemala, Kenya, Kyrgyzstan, Lebanon, Nepal, Niger, Malawi and Zambia.

³⁸ Bangkok, Johannesburg and Nairobi. A Dakar representative was interviewed in Rome and two regional bureaux staff were contacted by telephone during the inception phase and in-country debriefings.

country office representation was strong in all regions, the Bangkok and Johannesburg regions accounted for the largest proportion of the regional and country office interviewees, and the Panama and Dakar regions for the lowest.

The data collection methods are described in the following paragraphs.

Table 2: Data sources used in the strategic evaluation

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

Key informant interviews: The evaluation team conducted semi-structured face-to-face and focus group interviews with key stakeholders in Rome, the regional bureaux, and throughout the country visits, as well as remotely by telephone and Skype with stakeholders and counterparts around the world. Interviewees included senior staff from various programme divisions, technical specialists in the Vulnerability Analysis and Mapping Unit (VAM) and the Performance Management and Monitoring Division (RMP), and representatives of donor countries and comparator organizations. Interview protocols were used to guide interviews. Evaluation team members shared findings from all primary data collection and jointly determined findings that were also triangulated with secondary data.

The tools were designed to ensure systematic coverage of topics by team members consulting with stakeholders possibly at different times, while retaining the flexibility to pursue unforeseen avenues of enquiry as they arose in the evaluation.

Facilitated technical discussions: During the inception phase missions, the evaluation team learned that key informant interviews alone did not provide sufficient opportunity for in-depth discussions about resilience at country office level, because resilience involves interaction between multiple units within the country office. Bringing together representatives of these units and following a key informant interview type of protocol with them simultaneously was also not very effective. Therefore, a new tool was 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 theory of delivery. This took place on the first morning of each country mission and in addition to providing valuable information, helped the strategic evaluation country mission team to fine tune its subsequent key informant interviews with country office and external stakeholders.

Web surveys: Three web surveys were conducted to complement the qualitative analysis of other tools and to expand understanding of:

- How resilience is understood (concept) and practiced (strategy through to monitoring and evaluation) in WFP
- Where country office, regional bureaux, and headquarters staff see their work influencing it (impact pathways).

Country Directors, gender advisors and monitoring and evaluation officers were consulted through separate web surveys. The limitations of these surveys are discussed in greater detail below, and full details are presented in Annexes 7, 8 and 9.

Focus group discussions with communities at risk of shocks: Meeting with people who should ultimately benefit from WFP support for enhanced resilience was the principle means by which the strategic evaluation developed an understanding of the type of support WFP could provide.³⁹ It was 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.

The evaluation team held focus group discussions in each of the nine countries that it visited. Key criteria used for country selection included: ensuring a wide range of resilience interventions, covering as many WFP programs and approaches to resilience building as possible; a wide geographic spread, including at least one country from each of the six WFP regions; a representative of a range of different types of activities, including L2/L3, small/large offices; and anticipated performance in gender mainstreaming. The full country selection criteria and the protocol that the evaluation team used for conducting the focus group discussions can be found in the inception report.

Communities were purposefully sampled and the primary sample frame was threat context (rather than WFP activity). Over the nine country visits, the team held focus group discussions with people who experienced the most common types of threats addressed by the WFP portfolio. Wherever applicable, the team conducted focus group discussions separately with men and women and assigned an interviewer of the same gender to conduct the focus groups discussion. All interviewee data was audio recorded (except when the interviewee preferred otherwise) and written up and analysed using a common database purposely built during the inception phase. As a simple typology, they covered the humanitarian/development spectrum of context and the natural/human-made spectrum in causality.

It should be noted that this was not a pure sample of threat contexts because the countries were selected based on a prior sampling frame.

Literature Review: A wide range of WFP literature was studied, including corporate strategies and results frameworks, policies, guidelines, evaluation reports and technical material from a range of functional units. A full list of documents consulted is found in Annex 6. WFP data and reports produced by VAM and RMP were reviewed to understand how WFP captures and analyses information related to resilience. A considerable amount of country-level documentation from government, other external partners and internal to WFP was consulted in relation to the country missions. An analysis of an Integrated Road Map database, including data on country strategic plans and country portfolio budget, was undertaken to provide information on focus area tagging and CSP-related resource allocations.

Comparative analysis – organisational approaches to resilience in IFRC, Mercy Corps and WFP: In the inception report, it was stated that the evaluation team would perform a comparative

³⁹ They also contribute to the OEV commitment to increase stakeholder engagement in WFP evaluations.

analysis with organizations working on resilience in order to generate lessons around the theory of delivery that may be applicable to WFP. Three options for a comparison point were considered:

- i. Along the full length of the WFP theory of delivery – concept to delivery and monitoring
- ii. At specific nodes and linkages of the theory of delivery, where there have been particular WFP gaps or advances
- iii. How organizations advanced from the position WFP is currently at with resilience.

Option ii. was proposed because it avoids attempting to compare parts of the WFP theory of delivery that are unique to WFP with the equivalent in another organization, and it responds to the WFP emphasis on meeting SDG17 (delivering in partnerships) as it places the strengths and weakness of WFP against those of others, and thereby helps to target WFP support for enhanced resilience. This required waiting for preliminary information about the WFP theory of delivery to emerge during the first half of the evaluation phase. As will be seen in Annex 4b, the activities of that phase became concentrated towards the end and there was insufficient information about WFP gaps and advances on the theory of delivery to enable option ii to be pursued. Thus it was decided to follow option i., using comparator organizations that have a humanitarian origin but have developed clear resilience objectives. The two organizations selected were: (1) the International Federation of Red Cross and Red Crescent Societies (IFRC); and (2) Mercy Corps. The analysis was based on a review of those organizations' documents and the initial findings of the evaluation in terms of the WFP theory of delivery nodes. The comparative analysis can be found in Annex 12.

3.5 Limitations of the evaluation

Although the evaluation proceeded well, and all respondents were open and willing to share views on the topic, the following limitations had a bearing on data availability and use:

- Scheduling of field missions proved challenging once additional countries were added to the list
- In some countries, the evaluation team were not able to access donors, meaning that the weight of data in this area is insufficient to come up with a fully representative finding on donor influence. Related findings reflect this incomplete picture
- Low invitation rates to some web surveys and a low response rate to the Executive Board questionnaire limited the use of this information to quantify the richer detail provided in the key informant interviews⁴⁰
- A comparative analysis was to be conducted at specific nodes and linkages of the theory of delivery where WFP was found to have particular gaps or advances; in practice, the field schedule precluded identifying gaps in time, therefore the comparative analysis was undertaken across all nodes with two humanitarian organizations (IFRC and Mercy Corps) that have developed organizational approaches to resilience (see Annex 12)
- The evaluation was conducted at a time when WFP was rolling out the Integrated Road Map, including the Policy on Country Strategic Plans. Levels of transition were not uniform across the countries visited,⁴¹ so staff had varying levels of experience with the process. As such, it was not possible to draw conclusions from interviews about the extent to which country strategic plans were incorporating resilience, or even about the potential for country strategic plans to do so. It was also too early to witness whether the changes

⁴⁰ There were fewer responses from respondents to the gender-focused survey than expected.

⁴¹ At the time of the missions, only Kyrgyzstan, Lebanon and Guatemala had approved CSPs and Kenya and Pakistan (inception mission) had CSPs pending approval. ZHSRs were only available for Lebanon and Guatemala.

resulting from the introduction of country strategic plans were likely to result in improved resilience outcomes. The Corporate Results Framework (CRF) was still in flux, a fact that was often highlighted by interviewees and survey respondents. The issues of ambiguity that they raised are thoroughly discussed in our analysis of the information node

- The evaluation analysed country strategic plan data (See Annex 10) to understand how the “resilience building” tag is currently being used. The early stage of the roll-out has meant that clear conclusions about the use of the resilience tag cannot be drawn.

The evaluation team does not consider that these limitations have materially affected the findings or recommendations of this report.

Web surveys limitations: There were three limitations to the web surveys – identification of potential respondents, response rates, and geographic skewing of responses. The three web surveys were prepared on the assumption that it would be possible to reach three cohorts of WFP staff: Country Directors, country office focal points for gender, and the heads of country office monitoring units. WFP does not maintain lists of staff by function. It was possible to identify 77 Country Directors from the human-resources staff database. However the database does not hold consistent data on other staff positions. Some country offices have gender advisers and the Gender Office provided a list of them. However most country offices do not have full time gender advisers and it was not possible to obtain a list of these “focal points”. The database identifies monitoring officers in 22 countries and these were supplemented with officers identified from the visited countries.

The 28 percent response rate of Country Directors is low, but expectations were also low given their workloads. Responses from the RBB and RBN regions were particularly low. There is a likelihood that those with a greater interest in resilience would respond, which would lead to better quality responses. The evaluation team considers that the responses fulfil the objectives of the survey, and they have been used widely in the report.

The 57 percent response rate for the gender survey is satisfactory, but the geographic coverage of invitees and responses is skewed, with a high exposure from the RBP region. This is likely to cause bias in responses because the gender issues of that region are different from those of the other regions and also the WFP programmes tend to be smaller. The fact that it was not possible to obtain the views of those working on gender in country offices that do not have gender advisers is a bigger limitation because field visits indicated that they were less confident in the abilities of country offices to adequately mainstream gender into resilience programming than the advisers. The results of the survey have therefore been used sparingly in the report.

The survey for monitoring officers received a 38 percent response rate, skewed in favour of countries in the RBB region. Responses from the other regions were very low. Nevertheless the responses were fairly consistent and so the findings were used in relevant parts of the report.

Questionnaire to the Executive Board: A very brief questionnaire was distributed to Executive Board Bureau members with a request that they share it with their lists so that all Executive Board Members would receive it. It is not possible to know whether they did all receive it, but there were only two responses, which were not used.

Annex 4 Evaluation Phase Timelines

Evaluation phase timeline - 2018

	09-Apr	16-Apr	23-Apr	30-Apr	07-May	14-May	21-May	28-May	04-Jun	11-Jun	18-Jun	25-Jun
Internal and external document review												
Mission team												
Kyrgyzstan TB, BM												
Ethiopia JS, DB												
Nepal TB, RL												
Lebanon BM, KBC												
Kenya RL, FL, PTD												
Guatemala KBC												
Zambia BM, SC												
Malawi KBC												
Niger FL, PB												
HQ interviews												
Web Survey												
Comparative Analysis												

Mission team members : TB – Tim Bene; DB – Do’e Berhanu; PB – Placide Bulaimu; KBC – Karen Bahr Caballero; SC – Stuart Coupe; PTD – Phuong Thu Dang; FL – Fatima Laanouni; RL – Roger Lewins; BM – Ben Murphy; JS – Judith Sandford.

Annex 5: List of people consulted during the inception and evaluation phases

WFP HQ ROME				
Name		Position	Organization	Phase met ⁴²
Abdulla, Amir	M	Deputy Executive Director	WFP HQ	I + E
Arnal, Pablo	M	VAM Officer	WFP HQ	I + E
Aylieff, John (email only)	M	Director – Human Resources Division	WFP HQ	E
Brown, Denise	F	Director of Emergencies – OSE	WFP HQ	I + E
Carboni, Lia	F	Research Analyst	WFP HQ	I
Chiarini, Azzurra	F	RWEE Coordinator – Gender Office	WFP HQ	E
Crossley, Ken	M	Deputy Director – policy and planning	WFP HQ	I + E
Cuny, Charlotte	F	Programme Policy Officer	WFP HQ	I + E
Debonis, Dominique	F	Senior Policy Officer	WFP HQ	E
Fontana, Marta	M	RMP	WFP HQ	E
Forsen, Yvonne	F	Deputy Director – VAM	WFP HQ	I + E
Ferrera, Gianluca	M	Senior Programme Policy Officer	WFP	I + E
Gordon, Mark	M	Head of Food for Assets	WFP HQ	I + E
Grudem, Sheila	F	Deputy Director, Emergencies Division	WFP	E
Guarnieri, Valerie	F	Assistant Executive Director	WFP HQ	E
Guderian, Marika	F	Special Assistant to the Chief of Staff	WFP HQ	E
Hambayi, Mutinta	F	Chief –nutrition-sensitive, Nutrition Division OSN	WFP HQ	I + E
Hochstetter, Stephanie	F	Director – Rome-based agencies and committee on world food security, PGR	WFP HQ	I + E
Jia, Yan	F	Programme Policy Officer	WFP HQ	I + E
Juvanon du Vachat, Etienne	M	Resilience Expert	WFP HQ	E
Kanova, Lucie	F	External Partnership Officer – PGR	WFP HQ	E
Kaye, Chris	M	Director –government partnerships (PGG)	WFP HQ	E
Kurbanova, Zarina	F	Programme Policy Officer	WFP HQ	I + E
Laganda, Gernot	M	Chief, Climate and Disaster Risk Reduction Unit	WFP HQ	I + E
Laughton, Sarah	F	Chief – Social Protection and Safety Nets Unit	WFP HQ	E
Lopes Da Silva, Ramiro	M	Assistant Executive/Operator Director	WFP HQ	I + E
Luma, Joyce	F	Director – OMS	WFP HQ	E

⁴² I = Inception Phase, E = Evaluation Phase.

WFP HQ ROME				
Name		Position	Organization	Phase met ⁴²
Massimino, Azzurra	F	Programme Officer	WFP HQ	I + E
Milisic, Zlatan	M	Deputy Director – OSZP	WFP HQ	I + E
Moncasa, Emmanuel	M	TCE	WFP HQ	E
Muiu, Kawinzi	F	Director – Gender Office	WFP HQ	I
O'Brien, Sean	M	Director – Budget Division	WFP HQ	I + E
Ogaki, Yukimi	F	Programme Policy Officer	WFP HQ	I + E
Omamo, Were	M	Director –policy and programme unit	WFP HQ	E
Paul, Jacqueline	F	Senior Gender Advisor – HQ gender office	WFP HQ	I
Pronesti, Neal	M	Consultant	WFP HQ	I + E
Ronchini, Scott	M	Programme Officer	WFP HQ	E
Saravannamuttu, Ram	M	Operations Management Support	WFP HQ	I
Spanos, Harriet	F	Secretary to the Executive Board and Director PGB	WFP HQ	I + E
Spence, Arnhild	F	Director – partnerships and advocacy coordination	WFP HQ	I + E
Terki, Fatiha	F	Deputy/Vice Director – nutrition	WFP HQ	I + E
Toe, Chris	M	Senior Advisor, Policy and Programme Division	WFP HQ	I
Zhao, Bing	M	Director, Purchase for Progress Coordination Unit – P4P	WFP HQ	I

BRAZIL				
Name		Position	Organization	Phase met ⁴³
Balaban, Daniel	M	Director and Representative	WFP, Centre of Excellence against Hunger, Brazil	I

ETHIOPIA				
Name		Position	Organization	Phase met
Alemayehu, Million	M	Team Member –sustainable land management project	World Bank	E
Alemu, Alemtsehai	F	Head of VAM	WFP CO, Ethiopia	E
Bah, Abdoukarim	M	Deputy FAO Representative	FAO	E
Gemeda, Tilahun	M	Programme Officer – R4 micro-insurance	OXFAM	E
Guixe-Ancho, Immaculada	F	Responsible for resilience programme	EU	E
Handley, Paul	M	Head of Office	UNOCHA	E
Kakule, Claude	M	Deputy Head of Programme	WFP CO, Ethiopia	E
Kebede, Gemechu	M	Project Manager – R4 micro-insurance	OXFAM	E
Lawson-Marriott, Sibi	F	Head of Programme	WFP CO, Ethiopia	E

⁴³ I = Inception Phase, E = Evaluation Phase.

Manfvatkar, Rupak	M	Team Lead –climate solutions	WFP CO, Ethiopia	E
Rube, Nesredin	M	Member of the public works focal unit of the natural resource management Directorate	Ministry of Agriculture	E
Silke, Ciara	F	Resilience Advisor	DFID	E
Stewart, Esther	F	Country Director	Mercy Corps	E
Wanmali, Samir	M	Deputy Country Director	WFP CO, Ethiopia	E
Watts, Esther	F	Country Director	CARE	E

GUATEMALA				
Name		Position	Organization	Phase met
Alas, Gustavo	M	Field Officer	WFP CO, Guatemala	E
Alonzo, Ada Ester	F	Extensionist	Ministry of Agriculture	E
Barillas, Eva	F	Assistant – finances	WFP CO, Guatemala	E
Berganza, Rony	M	Field Officer	WFP PROACT	E
Chavarría, Imma	F	Responsible for educational strategy for behaviour change	WFP CO, Guatemala	E
Cocoy, Erick	M	Advisor on economic issues and project coordinator	ASIES	E
de Molina, Maritza M.	F	Nutrition Programme Officer	WFP CO, Guatemala	E
de Sett, Jeanneth	F	Assistant - human resources	WFP CO, Guatemala	E
Degernier, Philippe-Serge	M	Deputy Country Director and Chief of Programmes	WFP CO, Guatemala	E
Fabi, Emanuele	M	Country Director	Cooperazione Internazionale (COOPI)	E
Fernandez, Juan de Dios	M	Technical Officer in Community Health	Ministry of Health in Chiquimula	E
Gaytán, Ada	F	Coordinator	Action Against Hunger	E
Galàn, Leonel	M	Risk Management Director	Executive Secretariat of the National Coordinator for Disaster Reduction	E
García, Gustavo	M	National Programmes Director and focal point for risk management	FAO/IFAD	E
Lopez, Eunice	F	Nutrition	WFP CO, Guatemala	E
Mena Rojas, Mario	M	Technical Officer –directorate of capacity strengthening	SESAN – Guatemalan Secretariat for Food Security and Nutrition	E
Mérida, Marco	M	Field Officer	WFP PROACT	E
Molina, Luis	M	Monitoring Assistant	WFP CO, Guatemala	E
Monita, Priscila	F	M&E Official –programme support unit	WFP CO, Guatemala	E
Monzón, Marco Antonio	M	Coordinator of food availability and support to the Risk Management Unit	SESAN – Guatemalan Secretariat for Food Security and Nutrition	E
Orellana, Víctor	M	Link PMA / MAGA	DICORER (Directorate of Local Coordination and Rural Extension)	E

GUATEMALA				
Name		Position	Organization	Phase met
Ortega, José Miguel	M	Coordinator	Municipal Office of Food Security and Nutrition (Chiquimula)	E
Palmira, Mireya	F	Advisor on food security and nutrition	ASIES	E
Pérez Gutiérrez, Sonia	F	Governance Officer	Action Against Hunger	E
Roca, Héctor	M	VAM Assistant/MDCA Administrator	WFP CO, Guatemala	E
Rojas Mena, Mario	M	Technical Officer	SESAN - Guatemalan Secretariat for Food Security and Nutrition	E
Ronveaux, Ivan Murillo	M	Cooperation Attaché -health, rural development and food security	EU	E
Ruano, Irina	F	Associate for communications and donors liaison	WFP CO, Guatemala	E
Sandoval, Sandra Margarita	F	National Counsellor for food security and nutrition	Plan International, Guatemala	E
Shubmann, Lena	F	Carlo Schmid Fellow	WFP CO, Guatemala	E
Tamayo, Josefina	F	Gender specialist and gender focal point	WFP CO, Guatemala	E
Touchette, Mario	M	Country Director	WFP CO, Guatemala	E
Vásquez, Mahomed	M	Field Officer	WFP PROACT	E

KENYA				
Name		Position	Organization	Phase met
Abukari, Moses	M	Programme Coordinator	FAO	E
Allport, Robert	M	Programme Coordinator	FAO	E
Behan, Brenda	F	Deputy Country Director and RL	WFP CO, Kenya	E
Bright, Rosie	F	Social Protection Officer	WFP RB, Kenya	E
Burchard, Isabelle	F	Head of Partnerships	WFP RB, Kenya	E
Cheshire, Clement	M	Resilience Coordinator	Action Aid Kenya	E
Conte, Annalisa	F	Country Director	WFP CO, Kenya	E
Cosgrove, John	M	Senior Finance and Administration Officer	WFP CO, Kenya	E
Derore, Kathy	F	Head of the Programme Implementation Unit	WFP RB, Kenya	E
Dettori, Ilaria	F	Head of Programmes	WFP, RB, Kenya	E
Dirosa, Lucia	F	M&E Officer	WFP RB, Kenya	E
Dr. Wamwere-Njoroge, George	M	Programme Manager AVCD (livestock component)	ILRI	E
Folkunger, Elisabeth	F	First Secretary/ Senior Programme Manager (Water)/Deputy	Sweden Embassy in Kenya	E
Fossi, Lara	F	Head of the Capacity Development Unit	WFP CO, Kenya	E
Gichuru, Martin	M	Humanitarian Team Leader	DFID	E
Hughes, Shaun	M	Head of Resilience Unit	WFP CO, Kenya	E

KENYA				
Name		Position	Organization	Phase met
Kamunge, James	M	Programme Policy Officer – FFA	WFP CO, Kenya	E
Keiru, Joyce	F	Humanitarian Advisor	DFID	E
Kirumba, Edith	F	Environment and Climate Change Officer	IFAD	E
Kiusya, Patrick	M	Deputy Director	CARITAS	E
Knutsson, Per	M	Head of Office – United Nations resident coordinator’s office	UN Office, Kenya	E
Kumunge, James	M	Rural Asset Creation and PTD	WFP CO, Kenya	E
Kute, Allan	M	VAM	WFP CO, Kenya	E
Marangu, Kithinji	M	Finance Manager	WFP CO, Kenya	E
Martens, Mary	F	Regional Food for Peace Advisor	USAID	E
Mbati, Zippy	M	Programme Policy Officer	WFP CO, Kenya	E
Mkamburi, Mary	F	Head of HR	WFP CO, Kenya	E
Mwakulomba, Bazil	F	Programme Officer	World Vision	E
Mwema, Josephine	F	Programme Policy Officer	WFP	E
Mwongela, Beatrice	F	Head of M&E	WFP CO, Kenya	E
Ngumbi, Raphael	M	Programme Officer -Resilience Unit	WFP CO, Kenya	E
Ntoburi, Mary Muchoki Consolata	F	Programme Policy Officer	WFP CO, Kenya	E
Odero, Shirley	F	Gender focal point	WFP CO, Kenya	E
Okhana, Matthias	M	Budget and programming	WFP CO, Kenya	E
Salort-Pons, Antonio	M	Head of government and private sector partnerships	WFP CO, Kenya	E
Schneider, Ian	M	Chief of Party	ACDI/VOCA	E
Ssendiwala, Elizabeth	F	Technical Gender Specialist	IFAD	E
Turnbull, Paul	M	Deputy Director/Head of Programme	WFP CO, Kenya	E
Van der Knaap, Adrian	M	Deputy Regional Director	WFP RB, Kenya	E
Vaughan, Stephen	M	Country Director	CARE International	E
Vhurumuku, Elliot	M	Senior Regional VAM	WFP RB, Kenya	E
Waites, Tim	M	Team Leader –poverty hunger and vulnerability team	DFID	E
Wamwere-Njoroge	M	Livestock Value Chain Manager	International Livestock Research Institute	E

KYRGYZSTAN				
Name		Position	Organization	Phase met
Arabaeva, Kyial	F	Programme Officer – FFA	WFP CO, Kyrgyzstan	E
Asanovich, Kuikeev Erik	M	Advisor to the Minister	Ministry of Labour and Social Development (MLSD)	E
Bagnoli, Andrea	M	Country Director	WFP CO, Kyrgyzstan	E

KYRGYZSTAN				
Name		Position	Organization	Phase met
Bazarbaev, Nurdoolot	M	Director of Social Welfare Department	Ministry of Labour and Social Development (MLSD)	E
Bekkulieva, Anara	F	Head of food security and agricultural marketing	Ministry of Agriculture, Food Industry and Melioration	E
Chekmazov, Vadim V.	M	Counsellor	Russian Federation	E
Dinara	F	VAM Programme Officer	WFP CO, Kyrgyzstan	E
Djiparkul Eshimbekovna, Bekkulova	F	Head of the environmental policy and strategy management	State Agency for Environmental Protection and Forestry (SAEPF)	E
Duishebaeva, Lira	F	PPO (optimizing school meals)	WFP CO, Kyrgyzstan	E
Edkin	M	Former Social Mobilizer	Agrolead	E
Fatima	F	Director	Kelechek	E
Injira	F	Chair	Centre for Activation and Development of Rural Initiatives (CADRI)	E
Isakova	M	Agricultural Economist and Climate Change Specialist	Ministry of Agriculture, Food Industry and Melioration (MoAFIM)	E
Izushi, Keiko	F	DCD	WFP CO, Kyrgyzstan	E
Khachatryan, Emma	F	Outcome 1 Manager	WFP CO, Kyrgyzstan	E
Maimekova, Altynai	F	Programme Officer –social protection and gender	WFP CO, Kyrgyzstan	E
Nakagawa, Yuri	M	Second Secretary	Embassy of Japan	E
Mamatbekova, Aizhan	F	M&E Officer	WFP CO, Kyrgyzstan	E
Nazgul	-	SO3 Officer	-	E
Pakhamova, Daria	F	Attaché	Russian Federation	E
Seitov, Madaminbek	M	Project Coordinator	Korea International Cooperation Agency (KOICA)	E
Semenova, Tatiana	F	Programme Officer –climate	WFP CO, Kyrgyzstan	E
Tilenbaeva, Nurshaim	F	Nutrition Officer	WFP CO, Kyrgyzstan	E
Umetalieva, Mirgul	F	Partnerships Officer	WFP CO, Kyrgyzstan	E
Uraim, Akimbekov	M	Head of Employment Department	Ministry of Labour and Social Development (MLSD)	E
Yagihashi, Akio	M	Attaché	Embassy of Japan	E
Yusupova, Jazgul	F	HR Associate	WFP	E

LEBANON				
Name		Position	Organization	Phase met
Abboud, Samar	M	Deputy Country Director	Save the Children	E
Adrian Thompson	M	Deputy Head of Mission for Programmes	PU-AMI	E

LEBANON				
Name		Position	Organization	Phase met
Akkary, Ghassan	M	Programs Director	International Orthodox Christian Charities	E
Anid, Dominique	M	Several divisions (focus groups on the theory of delivery)	WFP CO, Lebanon	E
Cezard, Marion	F	Head of Livelihoods	WFP CO, Lebanon	E
Chaabar, Farah	M	Head of Programmes	WFP CO, Lebanon	E
Chammah, Leon	M	Senior Livelihood and Local Economic Development Coordinator	UNDP	E
Charles, Amelia	F	Food Security and Livelihood Technical Advisor	Save the Children	E
Ferrara, María Pia	F	FSL Coordinator AAH	Action Against Hunger	E
Fredenberg, Emily Jean	F	Gender Focal Person	WFP CO, Lebanon	E
Ghamloush, Raghida	F	Project Coordinator	ABBAD	E
Goutchkoff, Alex	M	Cash and Livelihoods Coordinator	Danish Refugee Council	E
Hussein, Zenaib	F	Incoming Gender Focal Person	WFP CO, Lebanon	E
Kara, Yasmine	F	Focus point for donor	WFP CO, Lebanon	E
Kawaseki, Kenzo	M	Finance Officer	WFP CO, Lebanon	E
Khodzhaev, Shukratmirzo	M	Head of Sub-Office	WFP CO, Lebanon	E
Lakkis, Rami	M	Founder and General Manager	Lebanese Organization for Studies and Training (LOST)	E
Lebri, Evelyne	F	Human Resources Officer	WFP CO, Lebanon	E
Makhlou, Mireille	F	Retail Manager	WFP CO, Lebanon	E
Mansour, Mohamad	M	Senior Director of Programmes	ABBAD	E
Mcheik, Magida	F	Head of Programme Department/ Advisor to the Minister of Agriculture	Ministry of Agriculture	E
Moreno, Raquel	F	Head of Programmes	WFP CO, Lebanon	E
Moussa, Soha	F	Programme Policy Officer - Nutrition Focal Point	WFP CO, Lebanon	E
Nixon, Benedict	M	Head of Programmes	Danish Refugee Council	E
Papavero, Cinzia	F	RCA Consultant	WFP	E
Saade, Maurice	M	Country Representative	FAO	E
Saaid, Catherine	F	Programme and Policy Officer, VAM	WFP CO, Lebanon	E
Skocylas, Paul	M	Deputy Country Director	WFP CO, Lebanon	E

MALAWI				
Name		Position	Organization	Phase met
Alemu, Moses	M	Blantyre Sub-Office	WFP CO, Malawi	I
Amaya, Luis	M	Programme Officer	FAO	I + E
Archibald, Edward	M	Team Lead –social protection	UNICEF	I
Ayalew, Yonathan	M	Blantyre Sub-Office	WFP CO, Malawi	I
Aynes, Franck	M	Procurement	WFP CO, Malawi	E
Banda, Abeeba	F	Blantyre Sub-Office	WFP CO, Malawi	I
Banda, Benjamin	M	VAM	WFP CO, Malawi	I
Campbell, Heather	F	Country Director	United Purpose	I + E
Chigamba, Mphatso	F	VAM	WFP CO, Malawi	I
Chimzukira, Emma	F	FFA and Nutrition	WFP CO, Malawi	I + E
Chiusiwa, James	M	Director of Disaster Risk Management	Department of Disaster Management Affairs (DODMA)	I + E
Cuéllar, Daniela	F	Resilience and Social Protection Programme Officer	WFP	I + E
De Barra, Caoimhe	F	Country Director	Concern Worldwide	I
Duijsens, Raymond	M	Resilience Advisor	Red Cross	E
Gama, Samuel	M	Principal Officer Preparedness	Department of Disaster Management Affairs (DODMA)	E
Gebre, Alemu	M	Resilience Policy Programme Officer	WFP CO, Malawi	I + E
Ghonani, Lazarus	M	Head of VAM	WFP CO, Malawi	I
Gondwe, Vincent	M	Project Manager	Total Landcare	I
Hussain, Kash	M	Senior Humanitarian and Resilience Programme Manager	DFID	I + E
Jangasiya, Gilbert	M	Officer	CUMO	I
Jemitale, Moses	M	Programme Policy Officer for Resilience	WFP CO, Malawi	I + E
Jones, Simon M.	M	Country Representative	Red Cross	E
Juergens, Florian	M	Social Protection Officer	FAO	I
Kadokera, Doshami	F	Economist	Ministry of Agriculture, Irrigation and Water Development	E
Kalilombe, Paul	M	Director Emergency	Department of Disaster Management Affairs (DODMA)	I
Kanjala, Billy	M	M&E Officer	WFP CO, Malawi	I
King, Diana	F	Policy Programme Officer – resilience and social protection	WFP CO, Malawi	I
Kita, Stern	M	Deputy Director	Department of Disaster Management Affairs (DODMA)	E
Kiwanuka, Vincent	M	P4P	WFP CO, Malawi	I
Korevaar, Meindert	M	Partnership Coordinator		E

MALAWI				
Name		Position	Organization	Phase met
Longhurst, Daniel	M	Policy Programme Officer – resilience and social protection head of programme	WFP CO, Malawi	I
Loveless, Jeremy	M	Humanitarian Programme Advisor	DFID	I
Machiwenuka, Tiwonge	-	Policy Officer – resilience and social protection	WFP CO, Malawi	I
Madih, Hussein	M	R4 Officer	WFP CO, Malawi	I + E
Mahonya, Sophie	F	Project Coordinator	We Effect	I
Maj, Mietek	?	Deputy Country Director	WFP CO, Malawi	I
Makhalira, Grace	F	M&E Officer	WFP CO, Malawi	I + E
Matola, Chalizamudzi	-	Programme Policy Officer	WFP CO, Malawi	I
Mgalamadzi, Elton	M	Programme Officer – Blantyre Sub-Office	WFP CO, Malawi	I
Mhone, Christopher	M	-	WFP CO, Malawi	E
Mikuti, Patricia	F	Programme Assistant – P4P	WFP CO, Malawi	I
Mlambo, Trust	F	FFA and Nutrition	WFP CO, Malawi	I + E
Mwamlima, Harry	M	Director	Ministry of Economic Planning and Development Planning	I + E
Namaona, Alex	M	Chief Director	Ministry of Agriculture	I + E
Ndhlovu, Akimu	M	Humanitarian Projects Manager	United Purpose	I
Ndlovo, Duncan	M	Head of Resilience Unit	WFP CO, Malawi	E
Ngulube, Emmanuel	M	Food for Peace Officer	USAID	I
Nhkoma, Dominic	M	Principal Economist	Ministry of Agriculture, Irrigation and Water Development	E
Nkhokwe, Jolamy	M	Director of Climate Change & Meteorological Services	DCCMS	I
Nkhono, Rodrick	M	P4P	WFP CO, Malawi	I
Nyakato, Kiganzi	F	Head of BISO	WFP CO, Malawi	I
Nyathi, Hazel	F	National Director	World Vision International	I
Nyirongo, Dominic	M	Programme Officer – Blantyre Sub-Office	WFP CO, Malawi	I
Spezowka, Andrew	M	Portfolio Manager – resilience and sustainable growth	UNDP	I
Teka, Samson	M	Policy and Programme Officer – Blantyre Sub-Office	WFP CO, Malawi	I
Thiry, Benoit	M	Country Director	WFP CO, Malawi	I
Vikan, Selvi	F	Social Protection Programme Manager	GIZ	I
Vilili, George	M	Acting Director	FRT	I

NEPAL				
Name		Position	Organization	Phase met
Acharya, Shankahari	M	Chief, National Emergency Operation Centre	Ministry of Home Affairs	E
Adhikary, Shrawan	M	Programme Officer	FAO, Nepal	E
Bhattarai, Rachana	F	Programme Officer	UN Women	E
Bradford, Pippa	F	Country Director	WFP CO, Nepal	E
Caponera, Francesca	F	DCD	WFP CO, Nepal	E
Eid Miriam, Sofie	F	External Partnerships and Reports Officer	WFP CO, Nepal	E
Ghimire, Shushil	F	Programme Officer	Welthungerhilfe	E
Gurung, Shubash	M	Sustainable Livelihood Development Coordinator	Lutheran World Federation, Nepal	E
Hada, Meenu	F	Programme Policy Officer, livelihoods and assets	WFP CO, Nepal	E
Hanano, Asja	M	Country Director	Welthungerhilfe	E
Heaton, Selwyn	M	Project Manager, Engineering Unit	WFP CO, Nepal	E
Heiselberg, Stine	F	Resident Coordinator	RC Office, Nepal	E
Jogi, Krishna	M	Programme Policy Officer, FFA	WFP CO, Nepal	E
Karki, Yogendra Kumar	M	Joint Secretary, Planning Division	Ministry of Agricultural Development	E
Khanal, Kanta	M	Programme Policy Officer M&E	WFP CO, Nepal	E
Luetel, Ram Prasad	M	National Program Coordinator	FAO, Nepal	E
Maegawa, Naoki	M	Head of Programme	WFP CO, Nepal	E
Manandhar, Prabin	M	Country Director	Lutheran World Federation, Nepal	E
Mutwiri, George	N	Nutrition Consultant	WFP CO, Nepal	E
Narendra, KC	M	Executive Director	SAPPROS Nepal	E
Pantha, Ram Hari	M	Chief, Climate Change Section	Ministry of Forests and Environment	E
Phuong, Judy	F	Programme Policy Officer, education	WFP CO, Nepal	E
Sah, Manoj Kumar	M	Consultant, school meal programme	WFP CO, Nepal	E
Shrestha, Pushpa	F	Programme Officer - VAM	WFP CO, Nepal	E
Singh, Vijaya	M	Assistant Country Director	UNDP	E
Thapa, Sikha	F	M&E team	WFP CO, Nepal	E
Yokota, Mio	F	Head of Economic Empowerment Unit	UN Women	E

NIGER				
Name		Position	Organization	Phase met
Adamou, Boubacar	M	Monitoring Assistant	WFP CO, Niger	E
Adamou, Boureima	M	Team Leader, Resilience and Livelihoods Unit	WFP CO, Niger	E
Aïtchedji Diallo, Mariam	F	FFP Development Assistant Specialist	USAID	E

NIGER				
Name		Position	Organization	Phase met
Ango, Zayaba	M	PPO	WFP CO, Niger	E
Balkissa, Abdoul-Moumouni	M	Logistics Assistant	WFP CO, Niger	E
Boukari, Ibrahim	M	Emergency Officer	CARE	E
Bouladeyi Bassono, Jean de la Croix	M	Head of Tahoua Sub-Office	WFP CO, Niger	E
Curis, Vincent	M	Attaché de coopération	Coopération Française	E
Darba, Moussa	M	Focal Point, FS cluster	FAO	E
Degueurce, Stephane	M	Technical Assistant of the permanent secretariat	Dispositif National de Prévention et de Gestion des Crises Alimentaires (DNPGCCA)	E
Diallo, Bintou	F	Programme Policy Officer, climate	WFP CO, Niger	E
Djibo Hamani, Amadou	M	Nutrition Officer	Dispositif National de Prévention et de Gestion des Crises Alimentaires (DNPGCCA)	E
Doenert, Federico	M	VAM Officer	WFP CO, Niger	E
Genot, Luc	M	Deputy Country Director	FAO	E
Hadjara, Moussa	M	Programme Assistant	USAID	E
Idrissa, Seidou	M	Programme Assistant –migrations and humanitarian emergencies	KARKARA	E
Issoufou, Asmaou Tchiako	M	Head of Zone	WFP CO, Niger	E
Kadre, Kadei	M	Country Programme Officer	IFAD	E
Kountché, Boubacar	M	Programme Policy Officer	WFP CO, Niger	E
Laouali, Garba	M	Head of Office	FAO	E
Lodesani, Laura	F	Consultant – gender	WFP	E
Mahamane, Maliki	M	Social Protection Specialist	The World Bank	E
Maidabo, Abdoulaye	M	Head of Zone	WFP CO, Niger	E
Mbeng, Benedict	M	Nutrition Officer	WFP CO, Niger	E
Ndiane, Ahmadou	M	Food for Peace Officer	USAID	E
Oslanky, Katia	F	Partnership Officer – donor relation unit	WFP CO, Niger	E
Policastro, Raphaella	F	Head of Resilience and Livelihoods	WFP CO, Niger	E
Salifou, Ousman	M	Market Specialist	WFP CO, Niger	E
Sardu, Ottavio	M	Coordinator ECOSOC	ICRC	E
Souley, Iro	M	Director –social protection	Ministère de l'Emploi, du Travail, et de la Protection Sociale	E
Souley, Maman	M	Early Warning System Officer	Dispositif National de Prévention et de Gestion des Crises Alimentaires (DNPGCCA)	E

NIGER				
Name		Position	Organization	Phase met
Sourage, Amina	F	Programme Associate – Education Unit	WFP CO, Niger	E
Sourage, Aminata	F	Programme Associate	WFP CO, Niger	E
Toudjani, Ibrahim	M	Programme Policy Officer	WFP CO, Niger	E
Traoré, Sidiki	M	Team Leader – Resilience and Livelihoods Unit	WFP CO, Niger	E
Wortmann, Nils	M	Chargé d'affaires	German Embassy	E
Yacouba, Windi	M	Head Agronomist	FAO	E

PAKISTAN				
Name		Position	Organization	Phase met
Abbas, Masood Ahmed	M	Nutrition Officer (FL)	WFP CO, Pakistan	
Afzal, Jovenia	F	Programme Manager	DFID	
Ahmad, Saleem	M	Executive Director	HUJRA	
Ahmad, Syed Aftab	M	Programme Manager	SRSP	
Ahmed, Ali	M	Nutrition Programme Officer	WFP CO, Pakistan	
Ahmed, Faryal	M	M&E Officer	WFP CO, Pakistan	
Ahmed, Touseef	M	M&E Officer	WFP CO, Pakistan	
Amir, Rashida	F	Deputy Head of Programme	WFP CO, Pakistan	
Anwar, Yasir	M	Donor – government and private sector relations officer	WFP CO, Pakistan	
Artaza, Ignacio	M	Country Director	UNDP	
Ashraf, Sameera	F	M&E Officer	WFP CO, Pakistan	
Bhatti, Asim	M	HR Officer	WFP CO, Pakistan	
Bhatti, Muhammad Asim	M	Human Resources Officer	WFP CO, Pakistan	
Curran, Finbarr	M	Country Director	WFP CO, Pakistan	
Durran, Nasir	M		FATA Disaster Management Authority	
Farooq, Umar	M	Director	Pakistan Agricultural Research Council	
Garzan, Cecilia	F	Head of Nutrition	WFP CO, Pakistan	
Ghoos, Katrien	M	Deputy Country Director	WFP CO, Pakistan	
Holfzuss, Kalle	M	First Secretary	German Embassy	
Inayat, Zahra	F	Donor – government and private sector relations	WFP CO, Pakistan	
Iqbal, Naeem	F	Project Coordinator	UNDP	
Iqbal, Raza	M	-	National Disaster Management Authority	
Jadoon, Arshad	M	Programme Officer – school feeding and FFA	WFP CO, Pakistan	
Khan, Banaras	M	Programme officer - resilience	FAO	
Khan, Khizar Hayat	M	Secretary	Ministry of Climate Change	
Khan, Nawab Ali	M	Chief Executive Officer	Aga Khan Agency for Habitat	

PAKISTAN				
Name		Position	Organization	Phase met
Mahsud, Idris	M	-	National Disaster Management Authority	I
Mandra, Chris	M	Senior DRR/Resilience Advisor	WFP CO, Pakistan	I
Mandra, Cristiano	M	Senior Disaster Risk Management/Resilience Advisor	WFP	I
Mehmood, Sultan	M	Programme Policy Officer – DRM	WFP CO, Pakistan	I
Mirza, Ghazala	F	Programme Officer – gender and protection	WFP CO, Pakistan	I
Nasir, Syed	M	Inspector General of Forests	Ministry of Climate Change	I
Nawaz, Tahir	M	Programme Officer – nutrition	WFP CO, Pakistan	I
O'Connor, Helen	F	Senior Climate and Environment Adviser	DFID	I
Qadir, Yusra	F	Country Programme Manager	Cesvi	I
Qazilbash, Masooma	F	Programme Specialist DRR	UNICEF	I
Raja, Naeem Ashraf	M	Director	Biodiversity Directorate	I
Raza, Hassan	M	Programme Officer – school feeding and FFA	WFP CO, Pakistan	I
Razak, Syed Abdul	M	PPO – social safety nets	WFP CO, Pakistan	I
Rehman, Aman Ur	M	VAM	WFP CO, Pakistan	I
Shafi, Sardar Azmat	M	Director General – finance	BISP	I
Shah, Syed Muhammad Raza	M	National Professional Officer	UNESCO	I
Shaheen, Muhammad Aslam	M	Chief Nutrition SUN Focal Point	Ministry of Planning Development & Reform	I
Zahid, Muhammad Arsalan	M	Section Officer	Ministry of National Food Security & Research	I
Zahoor, Mian Adil	M	-	Fata Disaster Management Authority	I
Zeb, Ahmad	M	-	FATA Secretariat	I

ZAMBIA				
Name		Position	Organization	Phase met
Chipata, Eric	M	Programme Analyst – climate and environment	UNDP	E
Four staff members		Unspecified	Zambian Meteorological Department	E
Kabamba, Alpha	-	Programme Manager R4	DAPP	E
Kengame, Miyoba		Senior Programme Associate – HGSM	WFO CO, Zambia	E
Khakya	-	Finance Officer/Donor Liaison	WFO CO, Zambia	E
Lukwesa, Herman	M	Agribusiness Manager	Vision Fund Zambia	E
Makokha, Christobel	F	AgriFin Accelerate Country Director	Mercy Crops	E

Matimuna, Henry	M	Principal Planner	Ministry of Community Development and Social Services	E
Mulando, Allan	M	Team Lead/Head: Food Security Analysis and Smallholder Farmer Support Unit	WFO CO, Zambia	E
Musoni, Ronald	M	Programme Economist	FAO	E
Mutemisa, Anayawa	M	Chief Agricultural Economist	Ministry of Agriculture	E
Mwanakasale, Alex	M	Senior Agricultural Specialist	World Bank, Zambia	E
Mwape Zulu, Carol	F	Environmental and Social Inclusion Manager National Coordination	PPCR- CIF - Strategic Programme For Climate Resilience	E
Namwawa, Bwalya	M	Index Insurance Analyst	Mayfair Insurance	E
Ndimbwa, Derick	M	R4 Staff	WFP	E
Sakwiya, Jennifer	F	RMP Officer	WFP	E
Seorenson, Elise	F	Director	DAPP	E
Silas, Hassan	M	Intern	WFP	E
Siambe, Dick	M	-	IFAD	E
Somili, Mbeya	-	HR Officer	WFO CO, Zambia	E
Staff members Pembe		-	DAPP	E

BRUSSELS LIAISON OFFICE				
Name		Position	Organization	Phase met
Buffagni, Tiziana	F	Focal Point - food assistance (Belgium)	EU DG ECHO	E
Keves, Matthew	M	Deputy Head of Policy Development and Regional Strategy Unit	EU DG ECHO	E
Mucci, Gianpiero	M	Policy Officer	EU DG DEVCO	E
Nizery, Gaele	F	Focal Point - Nexus Resilience-Nutrition (Belgium)	EU DG ECHO	E
Pausini, Enrico	M	Deputy Director	WFP Bruxelles Liaison Office	E
Thomas, Philippe	M	Head of Food and Agricultural Systems, Crisis and Resilience Sector	EU DG DEVCO	E
Trautmann, Enrike	F	Head of Policy Development and Regional Strategy Unit	EU DG DEVCO	E

REGIONAL BUREAU FOR THE MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA, CAIRO				
Name		Position	Organization	Phase met
Maria	F	School Meals Specialist	WFP, RBC	E
Calo, Muriel	F	Programme Policy Officer – Resilience and Livelihoods	WFP, RBC	I + E
Ohme, Stephan	M	Regional Programme Officer	WFP, RBC	I + E

REGIONAL BUREAU FOR ASIA AND THE PACIFIC, BANGKOK				
Name		Position	Organization	Phase met
Buranatinit, Parichat	F	Private Sector Partnerships Officer	WFP, RBB	E
Chard, Felicity	F	Regional Gender Advisor	WFP, RBB	E
Holkeri-Bering, Emilia	F	Capacity Strengthening Advisor	WFP, RBB	E
Inayat, Zahra	F	Consultant – government partnerships	WFP, RBB	E
Ludena, Carlos	M	Resilience Focus Team	WFP, RBB	E
Meerdink, Michiel	M	Resilience Focus Team	WFP, RBB	E
Schumacher, Britta	F	Nutrition Advisor	WFP, RBB	E
Tyagi, Sujata	F	Senior Human Resources Officer	WFP, RBB	E

REGIONAL BUREAU FOR WEST AFRICA, DAKAR				
Name		Position	Organization	Phase met
Carrucci, Volli	M	Regional Resilience Advisor	WFP, RBD	E

REGIONAL BUREAU FOR SOUTHERN AFRICA, JOHANNESBURG				
Name		Position	Organization	Phase met
Bogart, Brian	M	Head of Programme – resilience	WFP, RBJ	E
Castro, Lola	F	Regional Director	WFP, RBJ	E
Inwani, Charles	M	Regional Advisor – cash-based transfers	WFP, RBJ	E
Lacosta, Giovanni	M	Resilience and Markets Officer	WFP, RBJ	I + E
Odero, Andrew	M	Regional VAM Officer	WFP, RBJ	E
Tajima, Maiko	F	RMP Officer	WFP, RBJ	E

REGIONAL BUREAU FOR EASTERN AND CENTRAL AFRICA, NAIROBI				
Name		Position	Organization	Phase met
Guarnieri, Valerie	F	Director	WFP, RBN	I + E

REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN, PANAMA						
Name		Position			Organization	Phase met
Dinucci, Alessandro	M	Regional Officer	Resilience	Programme	WFP, RBP	I + E

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Annex 7: Web Survey for Country Directors

Introduction

1. The evaluation conducted three web surveys for different categories of WFP staff. While having different technical objectives, they all shared the general objectives of providing quantitative data to complement the qualitative data obtained using the other tools, and of broadening the engagement of WFP staff, beyond those visited in headquarters, three regional bureaux and nine country offices, in the evaluation.

2. The web survey for Country Directors was the most strategic of the surveys, covering topics such as the concept of resilience, partnerships, the need for integration, and key constraints and challenges. It was designed after the first five country missions had been completed, which informed not only the question selection but also the response options offered. The survey was kept brief, on the assumption that Country Directors would be too busy to persevere with a longer questionnaire.

3. After drafting in English, the questionnaire was translated into French and Spanish and each version was uploaded onto the Survey Monkey web platform. Seventy-seven Country Directors were identified from the staff database maintained by Human Resources Division. Invitations to complete the survey were sent out by the Office of Evaluation on 21st June 2018, followed by a reminder on 29th. The survey was closed on 2nd July, and 22 responses were obtained (28 percent response rate).

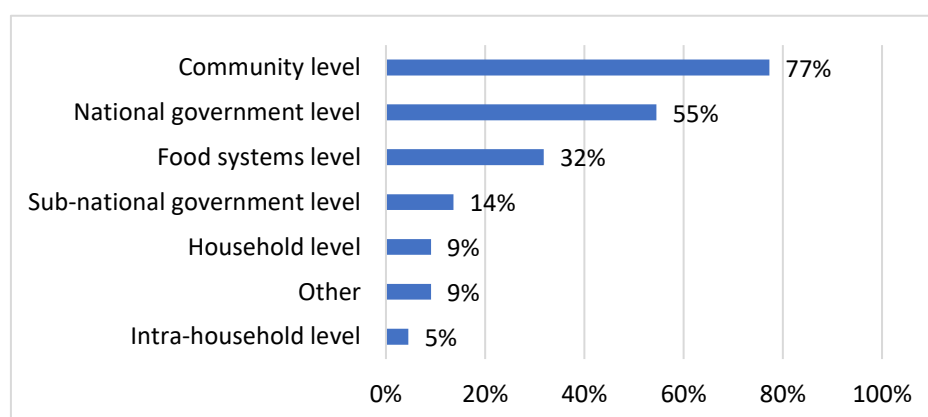
4. The main findings of the survey have been incorporated in the evaluation report, Detailed results are presented in the remainder of this Annex.

Detailed Results of the Survey

1) How clearly do you understand the term “WFP support for enhanced resilience”?

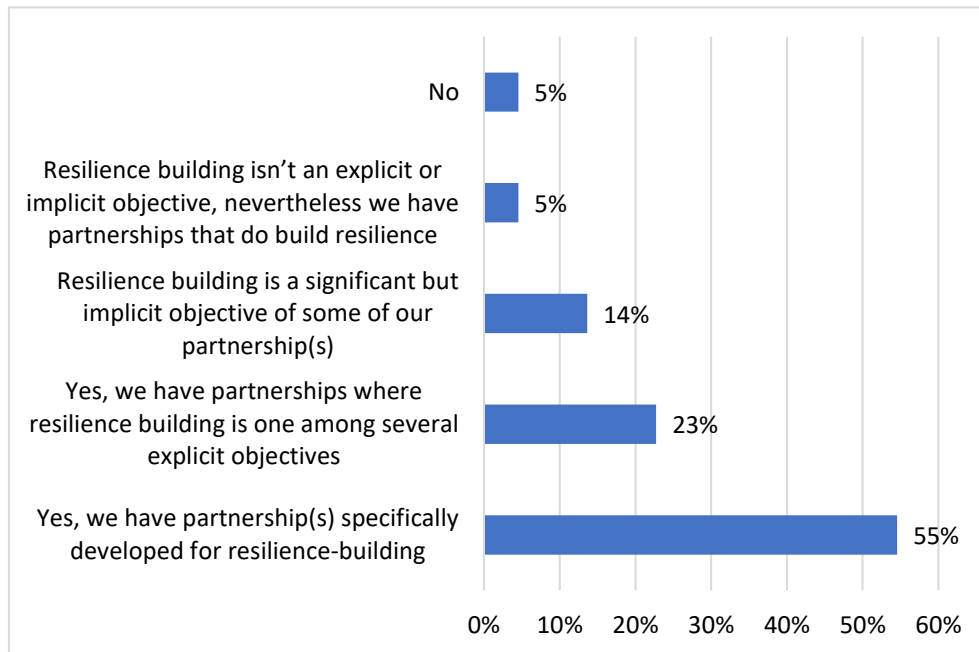
Equal numbers of Country Directors understand “WFP support for enhanced resilience” clearly or somewhat clearly. No respondents reported not understanding it clearly.

2) At which two of the following levels do you think it is most appropriate for WFP to be engaged to support enhanced resilience? (please choose exactly two options.)



Seventeen out of 22 Country Directors selected community-level as one of their answers. National-level was the next most popular, with 12 hits. The rest, in descending order, were food systems-level (7), sub-national government level (3), household-level (2), other (2), and intra-household level (1). The “Other” responses both stated that it depends on the country in question.

3) Is your country office involved in partnerships with the explicit intention of building resilience?



Over half (12/22) of the Country Directors have partnerships specifically developed for resilience building, and another five of them said their offices have partnerships where resilience building is one among several objectives. Only one respondent did not have a partnership that builds resilience in some way.

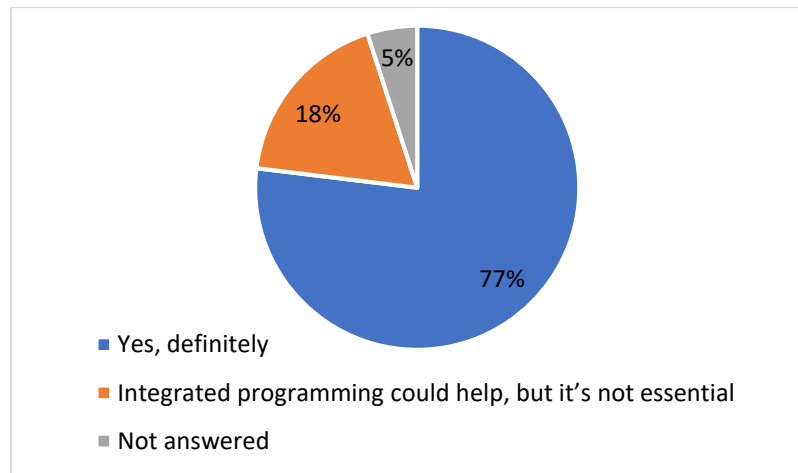
4) Is your country office involved in partnerships with other United Nations agencies with an explicit objective of building resilience? (please choose only one option)

This question was only administered to the 17 Country Directors who had already stated that their offices have partnerships with resilience-building objectives. Thirteen of them (76 percent) responded that the partnerships involved other United Nations agencies. FAO was the most frequently mentioned, by ten respondents (77 percent of those with United Nations partnerships involving resilience), followed by UNICEF (4), UNDP (3), IFAD (3), UNHCR (1), UNFPA (1).

5) Is your country office involved in partnerships with the private sector with an explicit objective of building resilience? (please choose only one option)

Only 2 of the 17 Country Directors whose offices had partnerships with resilience-building objectives indicated that these were with private sector organizations.

6) Do you think that resilience building requires a more integrated approach to country office programming than WFP has typically taken in the past? (please choose only one option)



Seventeen Country Directors were clear that resilience building definitely requires a more integrated approach to country office programming than WFP has typically taken in the past, while four considered integrated programming to be potentially helpful, but not essential. Nobody selected the option “No, WFP builds resilience anyway”, but one Country Director did not respond to the question.

7) Please indicate all of the following that you consider to represent constraints to adopting a more integrated CO approach for resilience (please choose all options that apply)

Country Directors could select as many responses as they wished from the list, and on average chose 6. There was wide variation in responses and all of the potential constraints listed on the questionnaire were selected by at least one respondent. This supports the need for contextualized guidance and support for country offices.

The most frequently selected constraints were:

- lack of assured funding for an integrated approach
- the timeframe required for resilience building
- the expertise available in the country office.

Two potential constraints concerning gender received the lowest number of selections. This does not support other findings of the evaluation about gender and it is possible that the lack of selections represents an absence of sufficient appreciation by Country Directors of the importance of gender to resilience building.

The potential options, ranked in order of their selection as constraints, are shown below:

Constraint provided in the questionnaire	Responses (n=22)
Lack of assured funding for an integrated approach	15 (68%)
The timeframe required for resilience building	14 (64%)
The expertise available in the CO	12 (55%)
Insufficient interest for an integrated approach among our donors	10 (45%)
Staff mind-set and the tendency to work in silos	10 (45%)
The need for consensus on what resilience is about (for whom and to what?)	9 (41%)
Insufficient interest for an integrated approach among our government partners	8 (36%)
Insufficient guidance about how to operationalize more integrated programming	8 (36%)
The difficulty to demonstrate enhanced resilience	8 (36%)
Unclear/conflicting signals from HQ level	7 (32%)
The need to converge target areas	6 (27%)
Unclear/conflicting signals from RB level	6 (27%)
Insufficient means and resources to address gender inequalities	5 (23%)
Other (specify)	4 (18%)
The need to identify, understand and incorporate gender-differentiated needs, vulnerabilities and capacities	1 (5%)

Four respondents chose "Other" and their specified constraints were:

- a) Insufficient interest for an integrated approach among other United Nations agencies
- b) The need for small country offices to focus on where they can have most impact, rather than diverting attention to resilience
- c) "Fractured" programme policies meaning "one division will say one thing and they are not integrated" (similar to silo mindset)
- d) The lack of a mid- to long-term strategy that could be proposed to communities for building resilience.

8) What do you consider to be the key challenges to developing programming to support enhanced resilience? What measures have you used to overcome them, and with what success?

This question was answered by 19 Country Directors (86 percent of the 22 respondents). The key challenges specified are summarized below:

<ul style="list-style-type: none"> • Lack of funding, particularly multi-year financing required for implementation of longer programming, is seen as a major challenge. Competition between United Nations agencies for funding means they don't want to collaborate on fundraising. • Donors pose a challenge, either because of their timeframes and lack of sustainable approach, or their feeling that resilience is not the mandate of WFP. • The internal expertise and competencies of staff was raised frequently. Improved awareness, changed mind-sets and behavioural change are proposed as solutions. • Multi-partnership management and intersectoral interventions are further challenges, more specifically: getting all actors on the same page, and adopting a common approach and creating
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synergy with partners (United Nations agencies and local partners). This is made more difficult when local partners require capacity strengthening. Within United Nations, different systems and levels of interest in resilience is an issue.

- Lack of internal support from RB level and clarity on strategy from HQ. Some respondents suggest that an institutional definition/framework for resilience or concrete examples of resilience-building activities (rather than just policies and reference to FFA) is required.
- On the local level, lack of understanding and engagement at both community- and government-level is raised as a challenge. Suggestions include advocacy efforts, constant beneficiary participation, motivated implementers, and supporting large government programmes with sound policies and guidelines.

Annex 8: Web Survey for Employees Working on Gender-related Topics

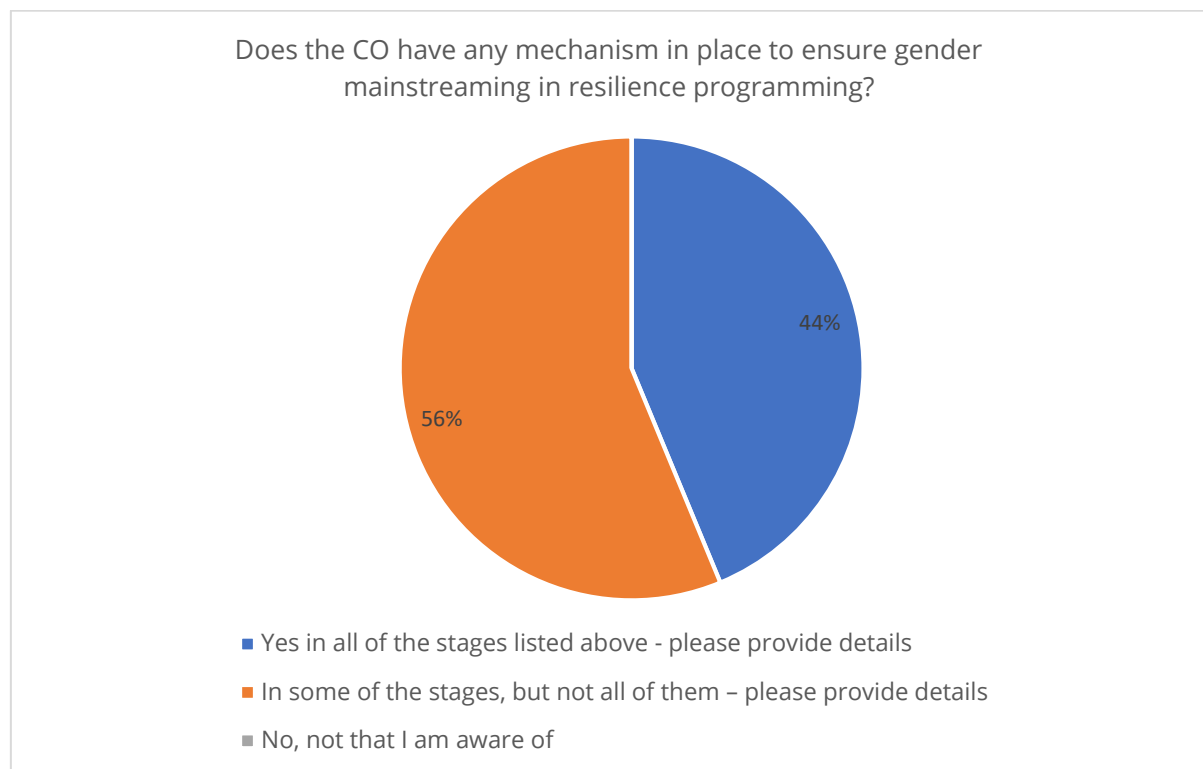
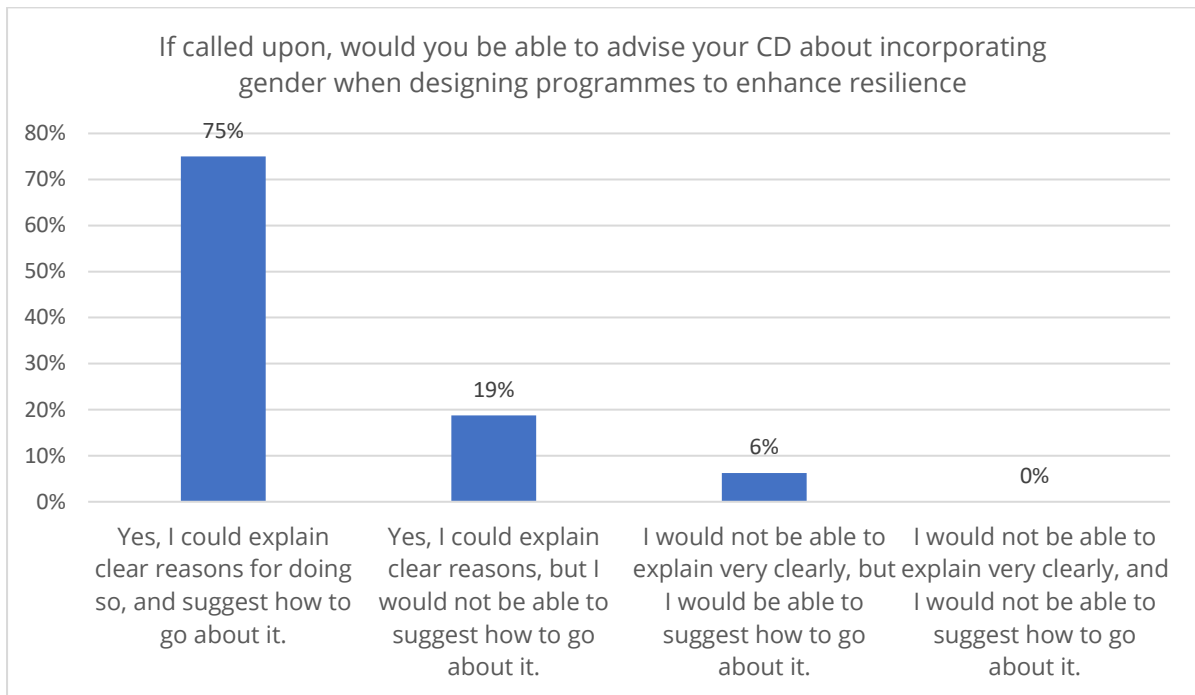
Results

1. The web survey for employees working on gender-related topics sought to understand how those working to integrate gender into the WFP operation thought about resilience. It was designed after the first five country missions had been completed, which informed not only the question selection but also the response options offered.
2. After drafting in English, the questionnaire was translated into French and Spanish and each version was uploaded onto the Survey Monkey web platform. Twenty-eight gender advisors were identified from the list maintained by the Gender Office. Invitations to complete the survey were sent out by the Office of Evaluation on 21st June 2018, followed by a reminder on 29th. The survey was closed on 2nd July, and sixteen responses were obtained (57 percent response rate).
3. The final survey for gender advisers consisted of seven questions; six were compulsory, quantitative fields (multiple choice questions) and one was an open text-based question. The survey yielded 16 responses. The findings of the gender survey have been treated carefully in the report due to the imbalance in the number of responses between the regions.

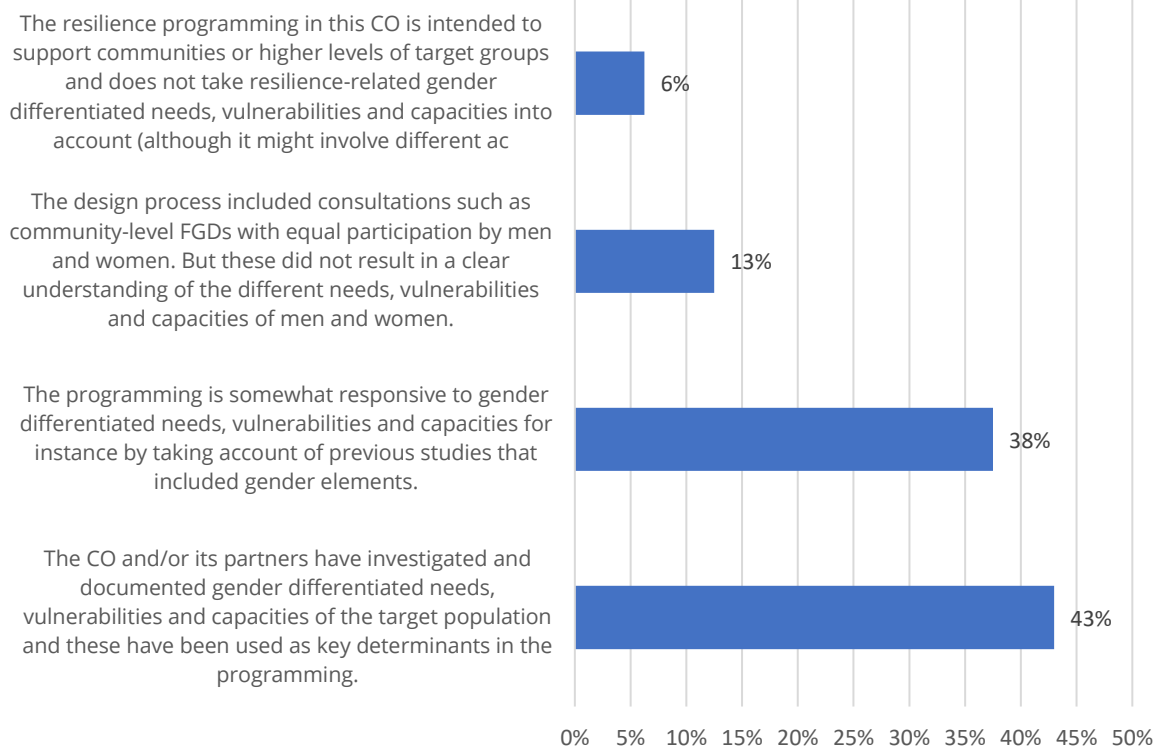
Table 1. Web survey respondents

Regional bureau	Invitees	Responses	% of total responses
RBB	2	2	12%
RBC	3	2	12%
RBD	2	0	%
RBJ	2	1	6%
RBN	8	4	26%
RBP	11	7	44%
Total	28	16	

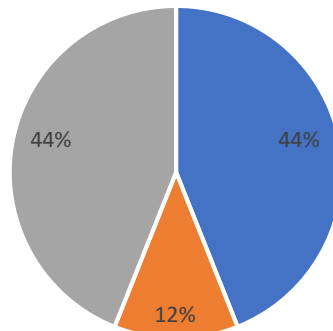
The charts below summarize findings from the quantitative questions gathered by the web survey.



To what extent is resilience programming based on an understanding of women's resilience-related needs, vulnerabilities and capacities?

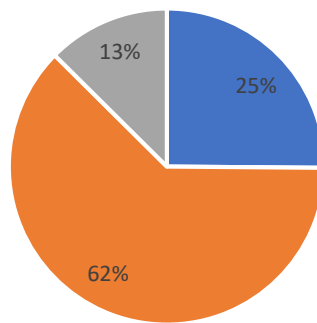


To what extent is resilience programming based on a thorough understanding of community and household-level gender inequalities?



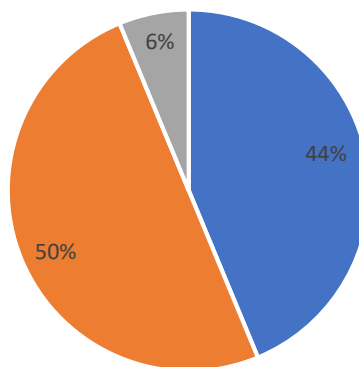
- The CO and/or its partners conducted gender analysis specifically for the programme and gender inequalities have been taken into account.
- Gender inequalities are already well understood by the design team and have been taken into account without the need to do any special studies or analysis.
- Gender inequalities are not very well understood and have not been adequately taken into account.

Do you receive enough support and guidance from RB and HQ to apply WFP gender policy, tools and processes in the context of resilience programming?



- Yes, I get very good support and guidance
- I get sufficient support and guidance
- No, I do not get enough support and guidance

Do you think that the CO has the right staff skills to apply a gender lens to resilience-related programming?



- Yes
- I'm not sure
- No

Selected responses to survey questions

For certain questions, respondents were invited to supplement their responses with further details, comments and examples in free text boxes. Their statements in these instances are reproduced below. Responses in *italics* have been translated from French or Spanish.

Does the country office have any mechanism in place to ensure gender mainstreaming in resilience programmes (or programmes that contribute to enhanced resilience) at all stages including design, budgeting, implementation, monitoring, reporting and evaluation?

Response	Free text
Yes in all of the stages listed above - please provide details:	<ul style="list-style-type: none"> • "The CO has a gender officer" • "A gender and a gender, risks and urban livelihoods study have been conducting in preparation for Syria CO iCSP. Our main focus for the entire 2019 and 2020 period through our livelihood-gender action plan is to provide gender-transformative activities under resilience building. Livelihood activities are gender-transformative in nature, and activities are designed keeping in mind the different needs of women and men where appropriate. During the ICSP we have also looked at options to minimize

	<p>the impact of the double-burden, potentially by partnering with UNICEF for child-friendly spaces in the proximity to training centres etc. PPIF is planned with 50 percent female participation given it was 45 percent in 2017 in actuals. Last year we were only counting 25 percent into the gender budget because actual participation was only 22 percent. But given the dramatic increase in participation, we are comfortable with the 50 percent. Activities have been budgeted accordingly in Annex 4. Our CBT for PLWG, is also under resilience building but as this is targeting women, rather than empowering women, we excluded it from the gender budget. Furthermore, our monitoring and evaluation plan in the ICSP is being gender-responsive. CO communication is gender sensitive."</p> <ul style="list-style-type: none"> • "Yearly gender action plan with budget is in place. Gender-related questions are integrated in post-distribution monitoring." • "The CO safety nets and resilience team ensures gender mainstreaming at levels of the project cycle." • "Gender focal points are to be present in all stages of situation analysis, design budgeting, implementation, monitoring and evaluation of programmes and projects to guarantee inclusion of gender mainstreaming" • <i>"The creation of multidisciplinary teams that put into practice the gender analysis of the gender toolkit, complementing the methodologies of seasonal livelihood consultations, for the identification of the vulnerabilities, needs, interests and priorities of men, women, boys and girls. Also using the gender and age marker that PMA will adopt."</i> • <i>"Consultancies and advice from UN Women have been hired"</i>
<p>In some of the stages, but not all of them – please provide details</p>	<ul style="list-style-type: none"> • "CPs are asked to mainstream gender throughout the FLAs (narrative and budget). CBPP is being rolled out in country to secure women's participation and asset selection. There is gender parity in participation and the committee." • "In my view, gender needs to be mainstreamed in reporting and evaluation. In other stages, it has been mainstreamed to a varying degree depending on the contextual limitations. We are still far from setting gender-specific objectives for a resilience activity." • "For the newly launched JRA, there is a mother document with resilience programme where gender is mainstreamed at various levels, including at policy, community and sectoral levels." • "It is on ad hoc basis where the gender focal person reviews project documents and provides input for activities to be implemented although this does not necessarily mean that related indicators will be developed, monitored and reported against." • "We have conducted analyses, assessments and impact studies, committed to budget allocations and regularly report on implementation and achievements. Currently we are incorporating learnings into technical manuals and facilitators' guides" • <i>"There are actions in all stages, but not enough to guarantee a 100% gender perspective. There is much more to do."</i> • <i>"It is included in planning, reporting and monitoring."</i> • <i>"There is a gender equality and women's empowerment strategy for ACA actions, which provides gender criteria for the design, implementation, follow-up and operational evaluation of resilience actions. However, there is no commitment to implement the strategy at the institutional level, so it remains at the discretion of the person or officer responsible for resilience programmes implementation, this makes it difficult to evaluate progress in this matter at a strategic level. In addition, the budget for specific gender actions does not have a clear budgeting policy, the preparation of reports is perceptive because there are still limitations for the M & E system to support quantitative analysis that improves quality of them, to contribute to the learning and the continuous institutional improvement in the matter of gender equality and empowerment of women."</i>

Do you receive enough support and guidance (tools, processes, best practices...) from RB and HQ to be able to apply the WFP gender policy, tools and processes in the context of resilience programming?

Response	Free text
<p>Yes, I get very good support and guidance (please give examples)</p>	<ul style="list-style-type: none"> • "ICSP and CSP" • "I am communicating on a daily basis both with GEN and RB colleagues. Excellent support and relationship." • "We have had excellent support on this area from both RBN and HQ. The gender toolbox, regular articles, videos on gender communities have made it easy for us at CO levels to improve on resilience programming. We have shared the tools with colleagues as gender mainstreaming is everyone's responsibility. Online courses on WELEARN platform have also been very useful." • "Gender analysis training, support on designing country wide gender training"
<p>I get sufficient support and guidance (please give examples)</p>	<ul style="list-style-type: none"> • "The guidelines are clear and understood. We are in the process of doing gender analysis and recommendations of the resilience programme." • "Gender toolkits, best practices of other WFP countries through gender communities and GRN" • "There is a good level of support from RB. There are general resources in gender tool kit as well as sectoral guidance however, so far I have not reached out to RB for any specific support." • "I received training in social norms organised by HQ which enabled me to unpack the gender policy into possible activities for actual implementation." • "Through the gender transformative programme, we get support and guidance on different elements including resilience related" • "Guidance is not the issue" • "Tools, guidance, best practices, information exchange" • "<i>Participating in meetings and reading extant documentation on the subject in the WFP.</i>" • "<i>Technical assistance to analyse a specific point, talks and quick sessions are promoted, videoconferences on a specific topic, accessible media such as the toolbox of gender, exchanges ...</i>" • "<i>We have support, however for the project we have hired a consultant and consultant from UN Women</i>"
<p>No, I do not get enough support and guidance (please explain what is lacking)</p>	<ul style="list-style-type: none"> • "<i>I am a focal point, but I do not have the knowledge/preparation about gender. I understand several aspects, but I do not know how to apply them to our reality both at the level of beneficiaries and CO staff. Many aspects that need changes in gender, the first to put a barrier is our staff. If you do not believe in gender equality, it can hardly be applied.</i>" • "<i>Although last year the approach of gender tools has been improved for all areas of WFP work, these are criteria that require greater elements for their contextualization and adaptation to the needs of the programmes. I would like to receive support to broaden the visibility of gender work; greater support for the implementation of gender tools in the different areas related to the improvement of resilience, such as those dedicated to the VAM vulnerability map, which, due to the lack of capacity development of the personnel that carries it out, faces problems in the way to develop the gender analysis. Greater support so that, in an institutional manner, gender learning is expanded and internal communication mechanisms are enriched on these lessons, so that the work we do on gender equality is perceived, among our own staff, as an improvement in the quality of WFP work, so that it can become a comparative advantage of our work in resilience.</i>"

Do you think that the country office has the right staff skills and attitudes to apply a gender lens to resilience-related programming?

Response	Free text
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Yes Comments -	<ul style="list-style-type: none"> • "Yes for sure, just need more time to train staff on this." • "The CO is large but has invested in a number of personnel to effectively undertake gender mainstreaming and cooperating partners have also been trained." • "The teams are open to learning and consistently making effort to mainstream gender. However, there is still need to invest in capacity strengthening and sensitizations to increase awareness on gender mainstreaming" • <i>"As long as there is the advice of the ONUMU experts /agency or other experts."</i>
I'm not sure - Comments -	<ul style="list-style-type: none"> • "To an extent yes but I am not sure if gender is systematically made part of the thought process that goes into programming." • "The staff have some general gender skills, but some specific gender skills for resilience building are needed" • <i>"Strengthening field programmes with more information and awareness about gender and specific issues of resilience."</i> • <i>"They have no training on gender, nor has there been greater awareness on the subject."</i> • <i>"The technical teams must know the means and references contained in the gender toolkit. implement the gender analysis throughout the cycle of programmes and projects."</i> • <i>"I believe that the basic knowledge about incorporating a gender perspective exists in most of the staff, which I am sure about the attitude for the transformation that must accompany the knowledge. Willingness to change and leave the comfort zone on their areas."</i>
No - Please elaborate below	<ul style="list-style-type: none"> • <i>"Country office has one gender person to support all programmes and has to also oversee protection and AAP. The staff have limited appreciation of gender mainstreaming in programming and M&E systems."</i>

Responses to text-based question

The final question asked respondents **"What do you think are the key challenges and/or opportunities for your country office in making a practical link between gender and resilience? Please provide examples where possible"** with a free text response requirement. The question earned a response rate of 87.5 percent. These responses are reproduced below. Responses in *italics* have been translated.

- "Making the link is not the issue. It is how we manage to help the people we serve in making that link themselves. That takes time. "
- "(We) have good links, local organizations and United Nations organizations that work gender. But entry point with government has still challenges while gender is not core mandate. However, technical assistance went well through United Nations gender theme group and gender mainstreaming technical working group."
- "Continued war and conflict, low literacy levels for the people we serve, entrenched patriarchal cultural tendencies, weak governance structures, poor economic outlook are the main challenges - High staff turnover also breaks continuity. The key opportunities in building resilience in conflict zones needs coordinated support from many angles and actors. There are important lessons learned from innovations, collaboration with governance structures, negotiations with parties to the conflict and explaining why gender mainstreaming and resilience building remains key."
- "The mainstreaming of gender in nutrition, FFA/FFT, safety nets is a bit superficial: only looking at how many female beneficiaries there are. There needs to be qualitative analysis on varied needs and perspectives of women and men, which is not yet done."
- "The key challenge is that most of our resilience activities run for 3-6 months at the time. This is not enough time to contribute to resilience or gender transformative effects. The assets are still chosen by district authorities and do not always serve the needs identified by the community. Some partners still think that gender equality = women's participation."
- "The gender transformation programme"
- "CO is a huge operation and it is a gradual process to have everyone on board and reach out."
- "There is an strong priority to support gender link to resilience. Pilots assessment about gender differentiated impact and resilience were conducted. There is a national priority on gender equity and a strategy for gender equity in the Agriculture Ministry WFP is well positioned on gender and resilience support"
- "If we want to effectively build resilience, we have to make sure that our programming goes beyond short term livelihood projects and having gender-specific objectives in broader programmes. It is important to note that the areas where we work are very remote and culturally very challenging therefore, engaging women is not possible to the extent that we would like to."
- "There are good opportunities for linking gender and resilience during the design stage through participatory methodologies that give communities a chance to input into programming."
- "Skill enhancement on gender analysis, so that staff can consciously do this on a daily basis and practical tools like the Gender Action Learning System (GALS) that promote balanced participation of men and women in productive and reproductive work."
- "*Challenges: at the level of beneficiaries there are several disadvantages, for example, most women do not have a monetary income and / or own land, which means that they are not considered in decision-making. The CO must work not only at the level of beneficiaries, it must advocate with the government institutions to generate the necessary changes and opportunities for all. Also, generate awareness and not denigrate anyone for their economic, ethnic, gender, or social status for example.*"
- "*I believe that the main challenge in the country office is to increase the level of willingness to change and the transformation of highly technical procedures that require improvements when incorporating the gender perspective, as everything has to do with the identification of vulnerability. differentiated form or improve the methodology for the realization of the community consultations and the processes of follow-up and articulation with local partners in this matter. I perceive as a great opportunity the accelerated process of elaboration of gender tools that should be strengthened with more mechanisms of institutional learning and global monitoring.*"
- "*Many challenges - we need to sensitize and train colleagues to keep the gender focus in mind at all stages. The opportunity is that in our country we have a law that promotes the nonviolence of women, and carry out plans and programs with a gender focus ... it is still necessary to implement the law but it is a legal protection that will facilitate opening new opportunities in the communities of intervention*"

Annex 9: Web Survey for Monitoring and Evaluation Officers

Results

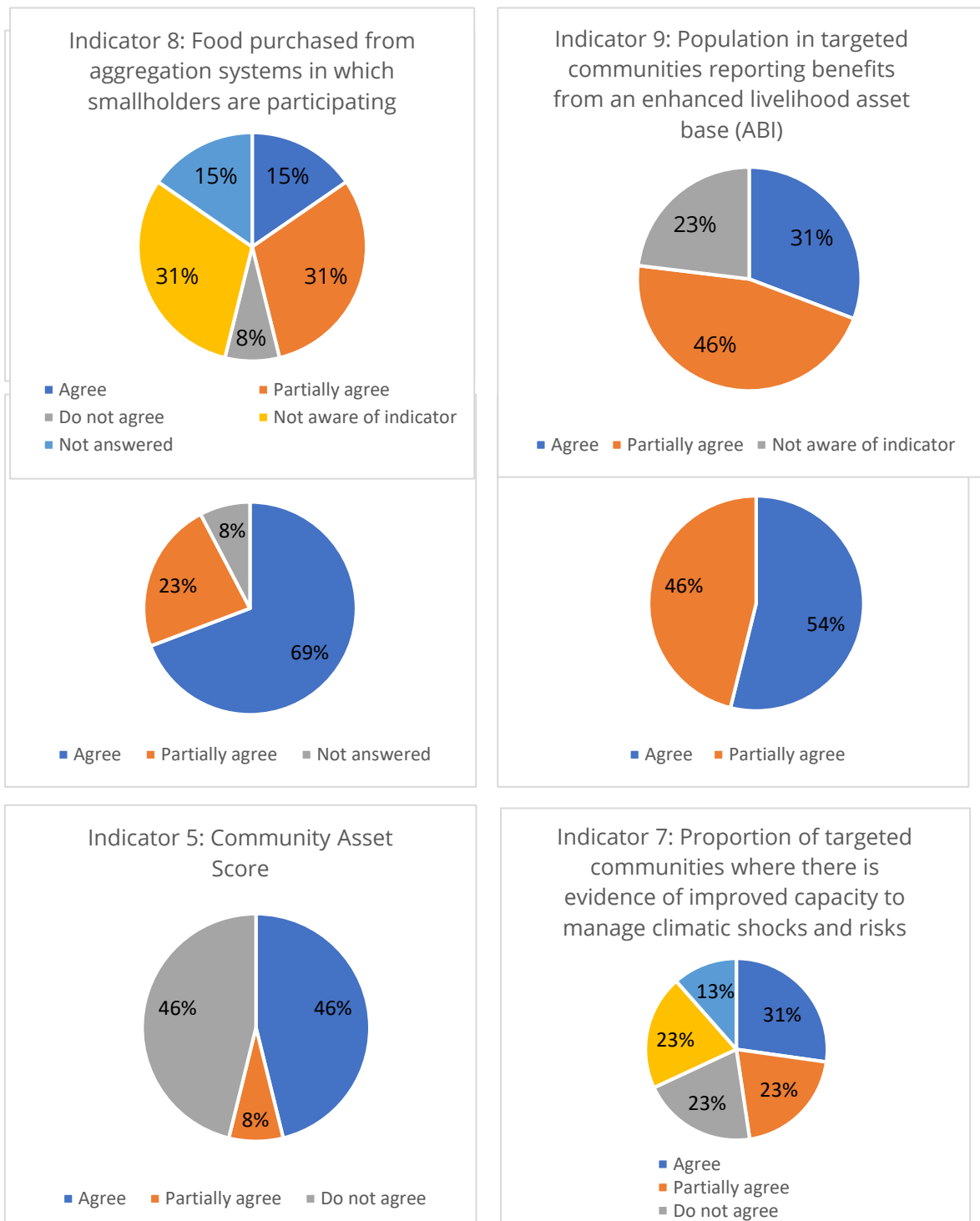
1. The web survey for monitoring and evaluation staff asked for perspectives on the strength of WFP resilience related indicators, the information generated by them, and it probed for opinions on specific indicators. It was designed after the first five country missions had been completed, which informed not only the question selection but also the response options offered.
2. The final survey for monitoring and evaluation staff consisted of seven questions, four of which were compulsory, quantitative fields (multiple choice questions) and three of which required open-ended text responses.
3. After drafting in English, the questionnaire was translated into French and Spanish and each version was uploaded onto the Survey Monkey web platform. Seventy-seven monitoring and evaluation officers were identified from the staff database maintained by human resources division. Invitations to complete the survey were sent out by the Office of Evaluation on 21st June 2018, followed by a reminder on 29th. The survey was closed on 2nd July, and 15 responses were obtained (38 percent response rate).
4. The main findings of the survey have been incorporated in the main body of evaluation report, and/or in the extended version in Annex 16. Detailed results are presented in the remainder of this Annex.
5. The survey yielded 15 responses, of which some were partial.

Table 1. Web survey respondents

Regional Bureau	Invitees	Responses	% of total response
RBB	6	4	27%
RBC	7	1	7%
RBD	11	1	7%
RBJ	5	2	13%
RBN	9	1	7%
RBP	11	2	13%
Unknown (no response to question asking RB)		4	27%
Total	40	15	38%

Summary Findings

Q1) For each of the following nine indicators, to what extent do you agree with the following statement: “WFP is currently able to derive useful information for its interventions by measuring this indicator”⁴⁴



Q1 Text responses

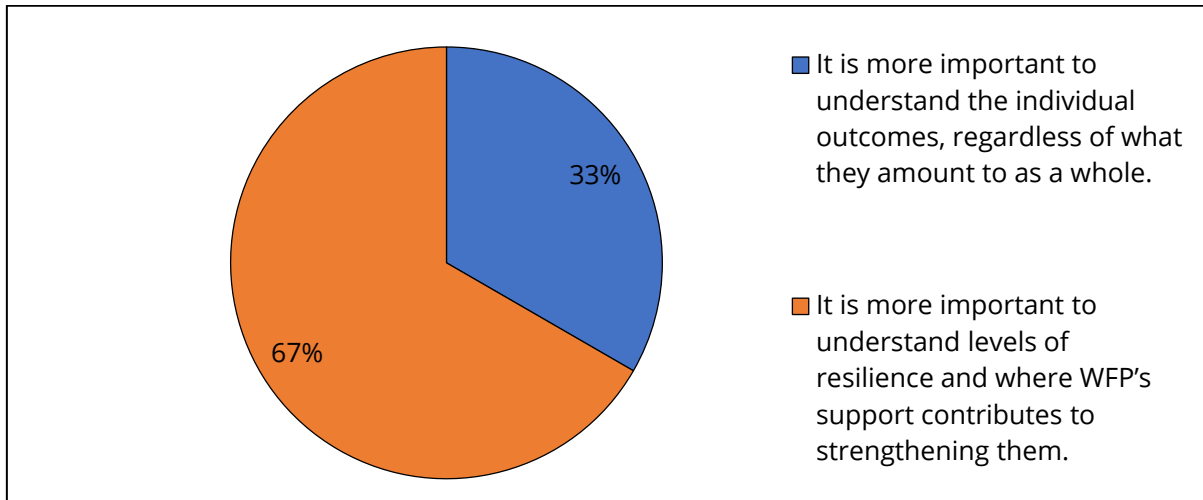
⁴⁴ Of the 15 survey respondents, two did not respond to this question at all (whereas others occasionally did not answer for certain indicators), so their entries are excluded from this analysis.

For each indicator, as well as selecting the extent to which they agreed with the statement, respondents were given the option to provide more details. These responses are reproduced here. Responses in *italics* have been translated from Spanish or French.

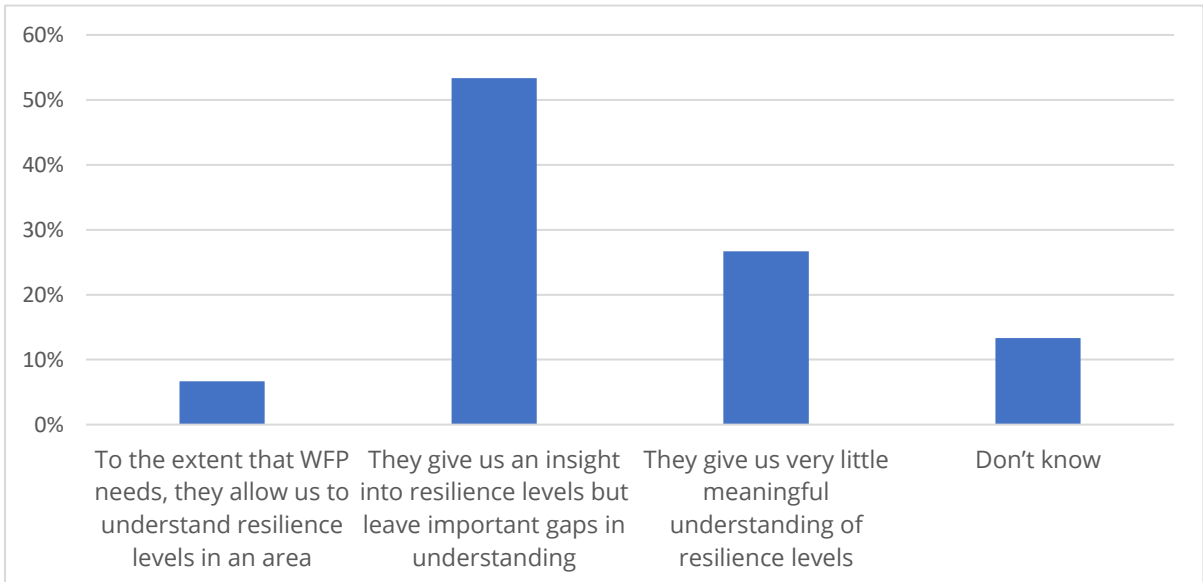
Indicator	Response
Food Consumption Score	<ul style="list-style-type: none"> • "Useful but we need to build the communication toolkit to accompany it" • "FCS-Nutrition and CARI are also useful to analyze food security status." • "Responses are nuanced and require a well-trained enumerator; collecting at certain time periods must be explained (Ramadan, pre/post harvest); need to ensure analysis along with other indicators to provide full picture" • "This is a well know and well established indicator. Less useful in middle income countries where issues are not linked to kcal access but rather to diversity and access to micronutrients" • "The indicator is calculated but response options remain limited" • "FCS is one of the key determinant of HH food security and for sure it is important. However, based on its nature (7 day call), its requires frequent data collection. Results collected in one particular month may not apply to the following month, even follow up weeks within the seven months. Ie a household may be lucky during the reference week in getting more resources say through casual labour which may have improved their consumption but then have problems in the follow up week. So you may not conclude. As such, for resilience programme, it's a good check on HH status and would be more important to use it as a trend throughout the project lifetime which is long."
Dietary Diversity	<ul style="list-style-type: none"> • "Can complement food security story" • "It is correlated with FCS." • "Same as FCS" • "This indicator is no longer a corporate indicator under the CRF" • "Further analysis of this indicator helps to understand what type of food being consumed" • "We can derive the same information from FCS, FCS-N is more informative" • "This indicator is easy to understand and its very important in assessing diversification of diet."
Food Coping Strategies Index (CSI)	<ul style="list-style-type: none"> • "Can complement food security story" • "It is correlated with FCS." • "Only in case of emergency this is good indicator" • "Useful for rapid change of situation, after shocks or measuring period of "stress"" • "The indicator is calculated but response options remain limited" • "CSI offers a systematic way tracking HH stress in accessing food needs. Yes very useful. The indicator just needs to be flexible by allowing context based coping mechanisms and weight."
Livelihood Coping Strategies Index (CSI)	<ul style="list-style-type: none"> • "The response options are limited" • "It is correlated with FCS." • "The 4 responses can be very confusing for those who do not understand methodology and therefore provide erroneous results - i have started in new COs to find the 4 responses reduced to simple yes/no" • "Useful but should be better tailored to context and not all countries make an effort in customizing the tool" • "The indicator is calculated but response options remain limited"
Community Asset Score	<ul style="list-style-type: none"> • "At outcome level, Asset Benefit Indicator is replacing CAS" • "With baseline at start of WFP intervention 0 and a simple score of how many assets are there, of course there will be an increase; panel survey data collection is next to impossible in certain contexts"

	<ul style="list-style-type: none"> • "No longer corporate. This indicator had a lot of value for programme management, rather than monitoring. This is often the case with scores and indexes, more value in the process than in the result" • "This indicator is more applicable in long-term DRR related operations. In case of small scale DRR interventions this indicator alone does not present full picture" • "There are a lot of issue linked to the functionality aspect of the CAS" • "This indicator does not make sense or its meaningless, maybe at process level but not at outcome. Further to that, on its own it does not say anything, it's just a count of a combination of relevant and irrelevant assets and gives you a progress update of the created assets and nothing else. Having a greater score may not mean people are resilient, what if the assets are wrongly selected? This need to be tracked at process level and not at outcome or output."
<p>Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks</p>	<ul style="list-style-type: none"> • "This is a good indicator in theory but it required long term resilience projects which often do not materialize in WFP and the panel discussions can be tricky in some of the areas we operate " • "It is not part of our log frame and not measuring at all" • "It takes into account all contributions (not only WFP contribution) to improve the community capacity." • "only experience with using this indicator was in an area where the elements of this were not relevant - the indicator objective was what we wanted but the methodology was not applicable" • "Needs to be better tested, indicator was parachuted on the country offices" • "If proper baseline and follow-up values are collected from the same communities by the same team then it is useful." • "Methodology for this indicator has not been clearly established" • "The only problem with this indicator is based on perception and this makes it very weak. This is a good indicator as complementary and at data collection should be accompanied with qualitative information. Still not a very good indicator." • <i>"It is not easy to calculate this indicator for short term projects (three months)"</i>
<p>Food purchased from aggregation systems in which smallholders are participating</p>	<ul style="list-style-type: none"> • "Smallholders capacity to access markets for sustainable development" • "This is a very good indicator. However, its needs further tracking at lower level to ensure that contributors to the aggregated commodities are really from the Small Holder Farmers."
<p>Population in targeted communities reporting benefits from an enhanced livelihood asset base (ABI)</p>	<ul style="list-style-type: none"> • "To be determined" • "Much better approach than CAS but still extremely difficult to manage in some locations - most of the time the FFA team is not aware of how to collect this indicator and commences the community discussions without incorporating this" • "Methodology needs to be reviewed and tested" • "This would be a good indicator as it would be easy to explain." • "The ABI is a new indicator I think we do not have enough evidence to say how useful it is" • "Perception based indicator, not sufficient on its own but can be used and also important"

Q2) Which of the following statements best reflects your opinion about the value of grouping some of the corporate indicators to better understand resilience?



Q3) Which of the following statements do you feel most accurately reflects WFP resilience-related corporate indicators (Choose the one that applies from each of the following lists)



Q4) Please list in the below box any non-corporate indicators that your country office uses to understand and track resilience

- "We don't use any non-corporate indicator"
- "School-feeding related outcome results (enrolment, attendance, & retention) rates."
- "Income levels; income diversification (obtaining new skills and applying them for income generation); household level of perceived protection of assets and livelihoods from natural disasters; perceived level of likelihood of potential community tensions"
- "Livelihood diversification, emergency preparedness, institutional network"
- "In case of DRR, we are showing how WFP assistance is averting future impact of any disaster in narrative form"
- "No idea"
- "Resilience Index, Production levels of Staple food commodities ie maize, Percentage of food insecure population"
- "Exodus and migration"

Annex 10: Review of Country Strategic Plan Focus-Area Tagging

Background

The 2030 Agenda for Sustainable Development calls for “cohesive nationally owned sustainable development strategies,” emphasizing the central role national-level governance must play in poverty eradication and sustainable development.⁴⁵ WFP Strategic Plan (2017-2021) aligns with this focus on national ownership by enabling countries to implement country strategic plans in a context-specific manner that complements national priorities. In this model, following the nationally led preparation of zero hunger strategic reviews (ZHSRs), country offices develop their five-year plan, including strategic outcomes (SOs) that are linked to national SDG targets and WFP strategic results (Figure 1).⁴⁶ As laid out in the WFP Policy on Country Strategic Plans, country offices must plan, measure progress and report on the key activities, key outputs, and focus areas associated with each strategic outcome. In this way, country strategic plans define the WFP role and provide a framework for integrating WFP contributions into broader national goals to end hunger.

Figure 1: WFP Strategic Plan (2017–2021) results framework



The Financial Framework Review introduced focus-area tagging as a means of clarifying the alignment of country strategic plan strategic outcomes (SO) to donor funding lines.⁴⁷ The WFP Policy on Country Strategic Plans states that, “formulated at the country-level, strategic outcomes are framed around focus areas – crisis response, resilience building, and root causes – and aligned

⁴⁵ United Nations (2015) Transforming our World: The 2030 Agenda for Sustainable Development. New York: General Assembly, Seventieth session. A/RES/70/1.

⁴⁶ WFP Strategic Plan (2017–2021), p. 14 and Policy on Country Strategic Plans, p11.

⁴⁷ Financial Framework Review, 2016, pp13-14. WFP/EB.2/2016/5-B/1/Rev.1.

with standardized strategic outcome categories included in the Corporate Results Framework.”⁴⁸ There are eight strategic outcome categories, each of which maps directly to one of the eight WFP strategic results shown in the black boxes in Figure 1. The three focus areas are defined in the guidance notes on strategic outcomes, outputs and activities as:

- **Crisis Response:** Crisis response refers to an identifiable shock that worsens the status of affected individuals and countries, requiring the delivery of relief assistance and humanitarian services. Outcomes under crisis response seek to protect and restore the food security and nutrition status of the targeted population and, if possible, create conditions for early recovery. This focus area also includes WFP support to partners and national institutions during emergencies and humanitarian crises. Typical targeted populations include internally displaced persons, refugees, and residents who have been affected by a shock such as conflict, natural disaster or economic crisis. The needs of other population groups, such as poor or marginalized populations and chronically malnourished populations, are usually addressed through resilience building or root causes.
- **Resilience Building:** Resilience building refers to outcomes that seek to increase the risk thresholds of vulnerable individuals. These outcomes strengthen the resilience of vulnerable populations to future shocks and support the mid-to-long term recovery of populations recently affected by shocks. WFP assistance typically focuses on enabling people, communities and institutions to prepare for, respond to and recover from shocks by strengthening their livelihoods, capacities and assets. These outcomes usually target food insecure areas, hazard-prone regions, and communities vulnerable to climate change.
- **Root Causes:** These outcomes address long-standing and/or unaddressed needs and vulnerabilities. They focus on the underlying, root causes of vulnerability, including unavailability of food, poverty, and poor access to education and basic social services, etc.; WFP assistance under root causes aims at ensuring and protecting the food security and nutrition of the most vulnerable people and communities while strengthening systems and institutions to respond to their needs. These outcomes typically target people and communities suffering from chronic food insecurity, persistent poverty and limited access to services. The provision of services could be placed under root causes if the objective of services is to provide a sustainable solution to a capacity gap.⁴⁹

The Financial Framework Review (FFR) explains that the focus areas are system tags intended to link country strategic plan strategic outcomes with donor funding lines and that, as such, it is essential that each strategic outcome is tagged with only one focus area.⁵⁰ Uncertainty over the allocation of tags to outcomes was expressed in some of the country offices visited by this evaluation (between April and June 2018), although it is noted that some of the guidance issued at that time does address the issue.

⁴⁸ WFP Policy on Country Strategic Plans, p. 21.

⁴⁹ These definitions update the ones presented in the Corporate Results Framework (2017-2021), Policy on CSPs and Financial Framework Review.

⁵⁰ WFP 2016, Financial Framework Review, paras 58-68.

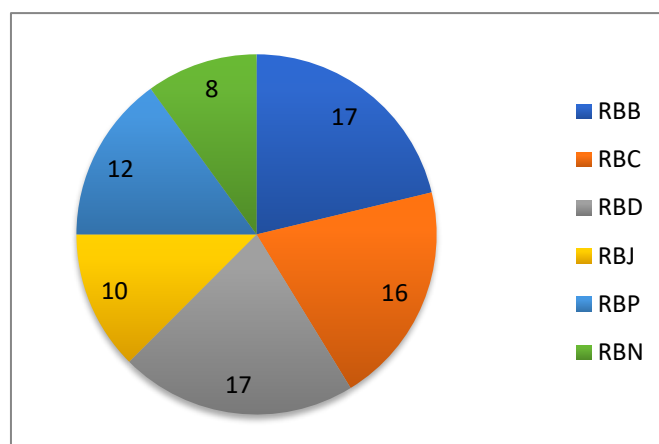
The following analysis, which is drawn from the Integrated Road Map Analytics – Country Portfolio Budget Project Plan Details Report (October 2018) provided by Office of Evaluation, examines the focus-area tags to determine:

- 1) How tags are applied across country strategic plans
- 2) How activities are distributed across tags
- 3) The relationship between tags and budgets
- 4) Reflections on the use of the focus area tagging

1) How are tags applied across country strategic plans?

This analysis examined 80 country strategic plans (including ICSPs and T-ICSPs) from 80 different countries.⁵¹ Figure 2 shows the number of country strategic plans analysed per regional bureau. Of the 311 strategic outcomes proposed across the 80 country strategic plans, 80, or 26 percent, were tagged as crisis response, 120, or 38 percent, as resilience building, and 111, or 36 percent, as root causes.

Figure 2: Number of country strategic plans by region

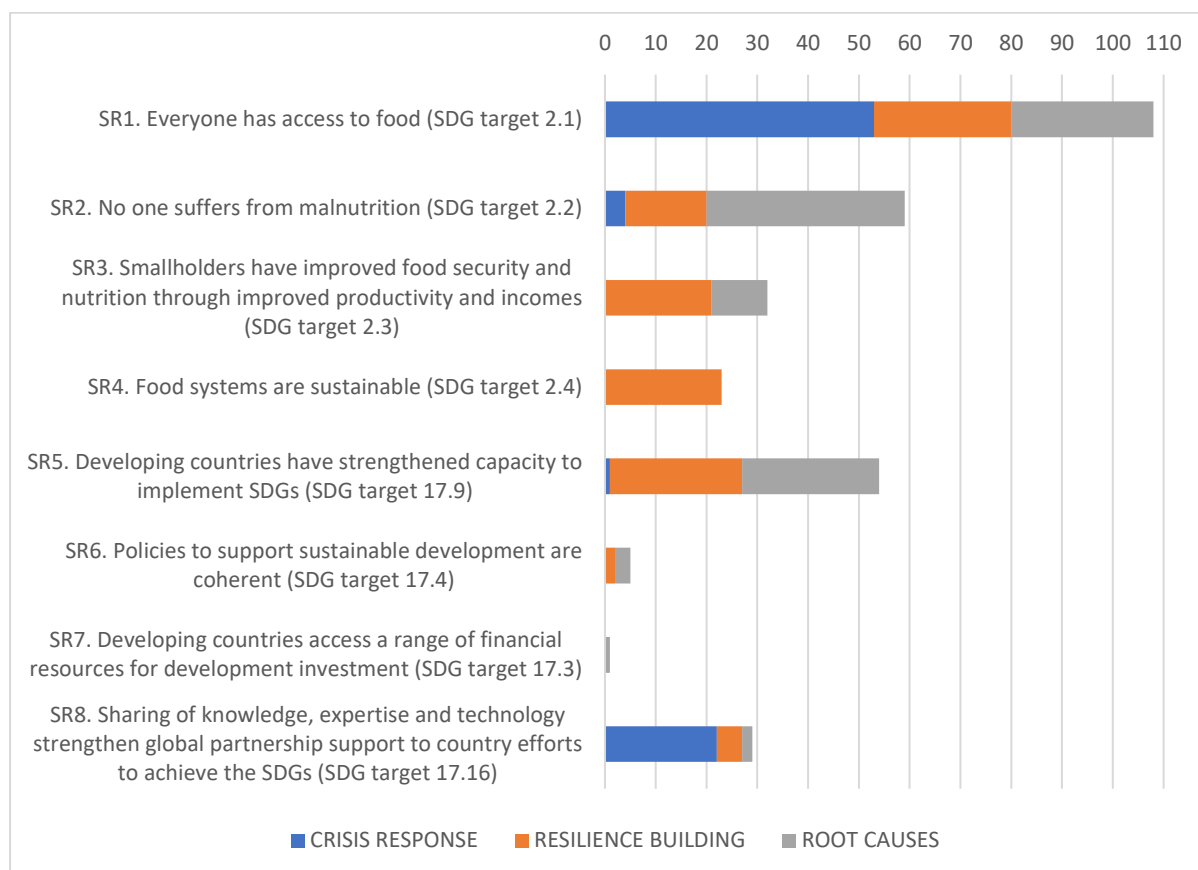


Source: IRM Analytics, October 2018.

As discussed above and shown in Figure 1, the WFP Corporate Results Framework has eight strategic results (SR) and each of the strategic outcomes developed by country offices in their country strategic plans is linked to one of them. The distribution of the three focus-area tags across strategic results is shown in Figure 3. This reveals that there is clear targeting of the crisis-response tag to only two strategic results (SRs 1 and 8), with minimal occurrence in only two others; while the resilience-building and root-causes tags are widely distributed across most of the strategic results, and in several cases in roughly equal numbers – suggesting that their definitions are not sufficiently distinct in relation to those strategic results. In three cases there is clear differentiation between them – SR2 (“No one suffers from malnutrition”) having notably more root- cause tagged outcomes, while SR3 (“Smallholders have improved food security...”) and SR4 (“Food systems are sustainable”) have more resilience-building tags.

⁵¹ The database contained 91 CSPs of which 11 were disregarded because they had been superseded by newer plans (e.g. t-ICSP, then I-CSP).

Figure 3: Focus-area tag count by strategic result, n=80



Source: IRM Analytics, October 2018.

The fact that most strategic results have more than one focus-area tag is understandable because of the range of contexts in which WFP works. For example, in Afghanistan’s Country Strategic Plan (2018-2022) there are two strategic outcomes which fit under SR1 (“Everyone has access to food”).⁵² One strategic outcome is that “vulnerable people in Afghanistan are able to meet their food and nutrition needs during and immediately after emergencies through 2022,” while the second is that “vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022.”⁵³ The former is tagged with crisis response while the latter is tagged as resilience building.

The presence of the resilience-building and root-causes tags across all of the outcomes except those tied to SR 4 and 7 (where one of them predominates) suggests that differences in interpretation between the two terms may be widespread, or that their interpretation is too similar and hence results in overlap. The distribution of the resilience-building tag (Figure 3) is heavily concentrated on strategic outcomes associated with the first five strategic results. SR4 – “Food systems are sustainable”, in particular, is tagged solely as resilience building. SRs 6 and 7 are under-represented in all focus areas.

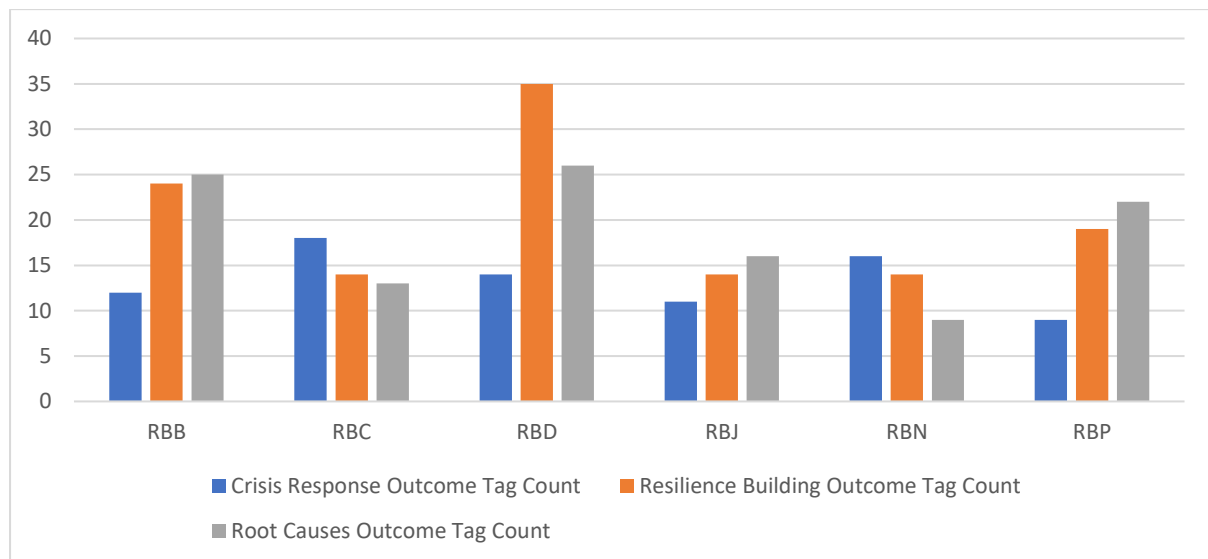
Figure 4 shows the overall number of outcomes by focus-area tags for each region. Resilience-building tags exceed crisis response in 4 of 6 regions. Only in RBC and RBN are there more crisis-response tags. However, without budget figures brought in, this provides only a partially accurate

⁵² ‘Afghanistan Country Strategic Plan (2018-2022)’ (WFP/EB.A/2018/8-A/1).

⁵³ Ibid.

indication of the relative budgets associated with each focus-area tag, nor does it account for country strategic plans that have different numbers of strategic objectives.

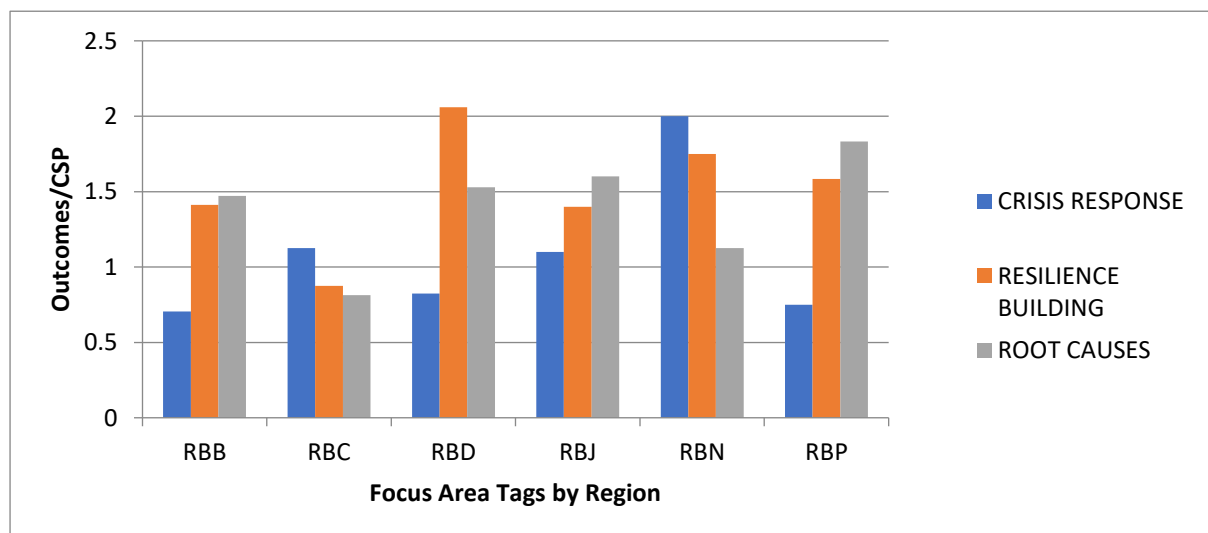
Figure 4: Total number of outcome tags by focus area by region (with no weighting for the number of county strategic plans/region), n=80⁵⁴



Source: IRM Analytics, October 2018.

Figure 5 brings in a weighting to illustrate the number of outcomes per country strategic plan by region. The graph shows that the overall tagging pattern by region changes very little when weighting for the number of outcomes/country strategic plan is factored in.

Figure 5: Number of outcomes per country strategic plan by focus area and region, n=80



Source: IRM Analytics, October 2018.

2) How are activities distributed across tags?

The activities that are included in country strategic plans are naturally varied and context specific. The Corporate Results Framework lists a number of activity categories to which the country strategic plan activities are allocated. Neither the individual activities nor activity categories are exclusively associated with focus-area tags, but in each country strategic plan they are linked to

⁵⁴ Regional breakdown as follows - RBB: 17; RBC: 16; RBD: 17; RBJ: 10; RBN: 8; RBP: 12.

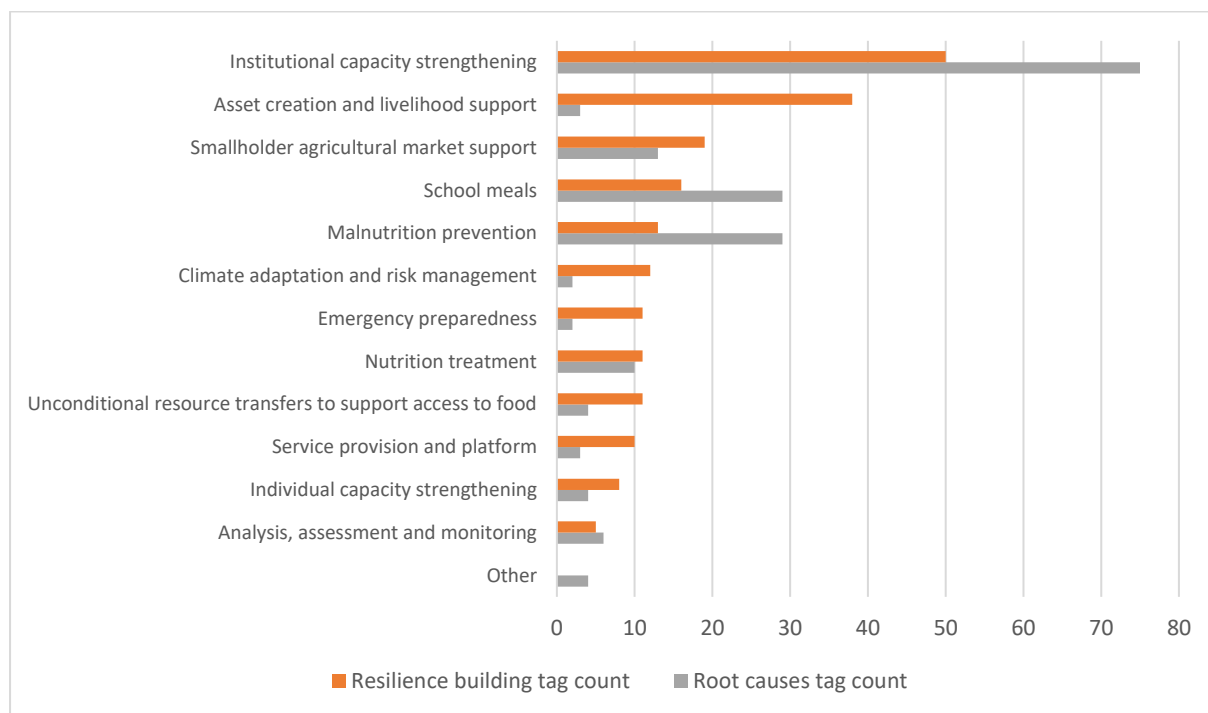
distinct strategic outcomes. There may be multiple activities per strategic outcome and the 311 strategic outcomes in the database have a total of 527 activities. There are situations in which the same activity category (though not necessarily the same activity) appears in more than one strategic outcome in the same country strategic plan, and these strategic outcomes may have different tags. The distribution of activity categories across focus-area tags may thus shed light on the manner in which resilience is being articulated in the country strategic plans.

Table 1: Tag counts for activity categories, based on the focus areas of the strategic outcomes to which activities are assigned, $n=80$.

Activity Category	Crisis	Resilience	Root	Tot
Institutional capacity strengthening	4	50	75	129
Unconditional resource transfers to support	61	11	4	76
Service provision and platform	46	10	3	59
School meals	9	16	29	54
Malnutrition prevention	6	13	29	48
Asset creation and livelihood support	4	38	3	45
Smallholder agricultural market support	-	19	13	32
Nutrition treatment	5	11	10	26
Emergency preparedness	2	11	2	15
Climate adaptation and risk management	-	12	2	14
Individual capacity strengthening	2	8	4	14
Analysis, assessment and monitoring	-	5	6	11
Other	-	-	4	4
Total	139	204	184	527

As can be seen from Table 1, institutional capacity building is by far the most frequently used activity category in general, representing 129 activities, followed by unconditional resource transfers to support access to food, with 76 activities. Nine of the 13 categories have been associated with all focus areas, although, as with strategic outcomes, two activities account for most of the crisis-response tagging.

Figure 6: Comparison of activity category assignment to resilience building and root causes focus-areas based on tagging of their associated strategic outcomes, n=80.



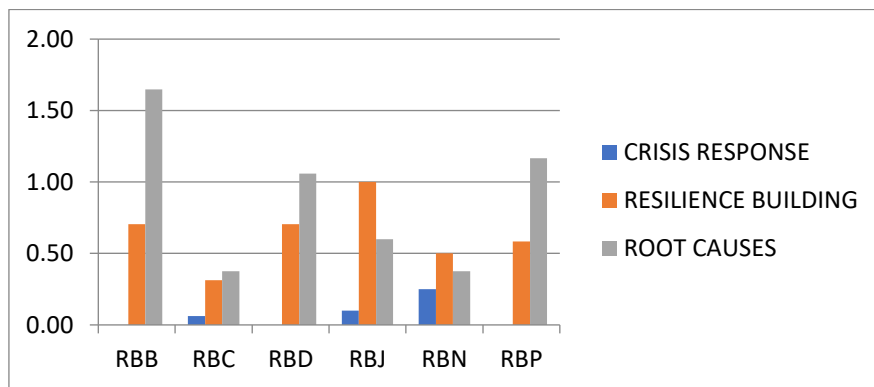
Source: IRM Analytics, October 2018.

Figure 6 hones in on the activities tagged as “resilience building” and “root causes”, which both appear in all categories (except “other”), although usually not in equal proportions. The exception is nutrition, where they are approximately equal, and to a lesser extent smallholder agricultural market support (resilience is slightly in the lead). Resilience building is more distinctly linked with asset creation and livelihood support, climate adaptation and risk management, and emergency preparedness, while root causes dominates on school meals and malnutrition prevention, reflecting the definitions of the focus areas quoted above.

The institutional capacity strengthening activity category has 50 activities associated with the resilience-building focus area and 75 with root causes (representing 25 percent and 40 percent respectively of the activities associated with those focus areas).⁵⁵ When disaggregated according to their strategic result, institutional capacity strengthening is more closely associated with root causes than resilience building when assigned to strategic outcomes linked to SR1 (“Everyone has access to food”) and SR2 (“No one suffers from malnutrition”). Similarly, although with fewer occurrences, it is more closely associated with resilience building when linked to SR3 (“Smallholders have improved food security and nutrition”) and SR4 (“Food systems are sustainable”). Data for the two activities most frequently associated with resilience building – institutional capacity strengthening and asset creation and livelihood support (50 and 38 tags respectively)– are presented by region in Figures 7 and 8. Because the regions cover varying numbers of country offices that have country strategic plans (ranging from 8 in RBN to 17 in RBB and RBD, see Figure 2), the data is presented in terms of tags per country strategic plan to facilitate comparison.

⁵⁵ It also has four activities associated with crisis response, but these are omitted from this discussion, which compares activities associated with the resilience building and root causes focus areas.

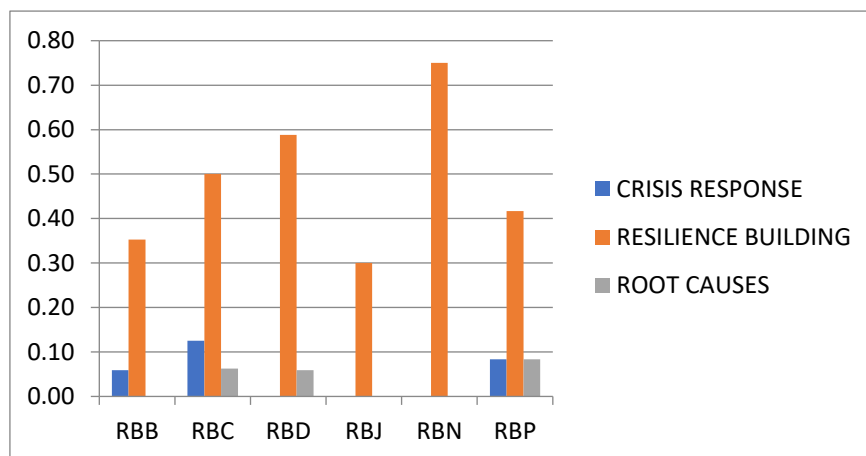
Figure 7: Regional data for activities categorized as institutional capacity strengthening (number of tags per country strategic plan), n=80



Source: IRM Analytics, October 2018.

Figure 7 is difficult to interpret because of the uncertainty described above over the accuracy of tagging institutional capacity strengthening as resilience building or root causes. However, it is clear that RBC has considerably lower values than other regions under the resilience-building tag, and if both the resilience building and root causes tags are aggregated then RBC and RBN have lower values than the others.

Figure 8: Regional data for activities categorized as asset creation and livelihood support (number of tags per country strategic plan), n=80



Source: IRM Analytics, October 2018.

This data in Figure 8 shows that “asset creation and livelihood support” is being tagged predominantly as “resilience building” across all regions.

3) What is the relationship between tags and budgets?

WFP prepares the budgets for its activities on the basis of need assessments, which are carried out in collaboration with government counterparts and partners. The needs-based plan in a given country reflects overall assessed needs and the total costs of delivering assistance to meet beneficiaries’ requirements, together constituting an appeal for full funding.

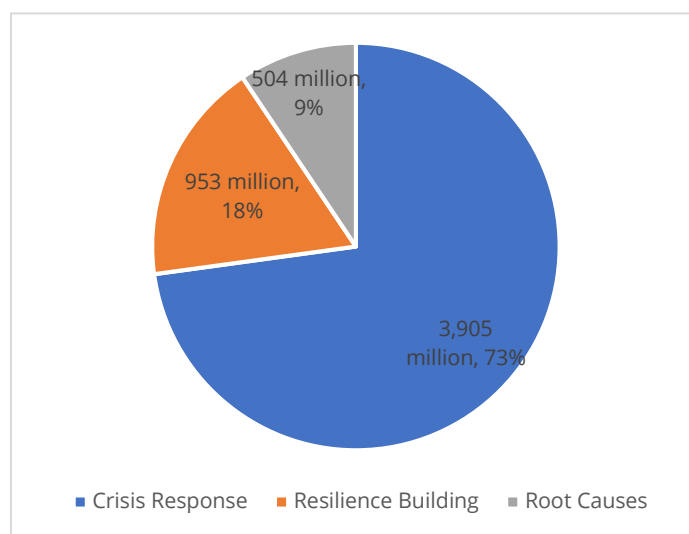
However, as operational requirements consistently outstrip levels of funding, many WFP country offices currently address this gap by prioritizing assistance according to foreseen resources. As such, WFP has another standard scenario for reporting on a project’s requirements called the implementation plan. The implementation plan is derived from the needs-based plan to reflect

the constraints that affect its full implementation (most commonly insufficient funding, but also other factors such as insecurity or logistical access difficulties).⁵⁶

The WFP Financial Framework Review has three workstreams, the second of which on “resource-based planning” has the objective of standardizing implementation plans at country-office level, in order to clarify the distinction between “needs” and “plans” and thereby improve planning and performance management.⁵⁷

Figure 9 shows the proportion of the needs-based plan allocated to each focus area, for all country strategic plans active throughout 2018 available in the database. The largest portion of the budget was allocated to crisis response (73 percent), while the smallest was allocated to root causes (9 percent). Resilience building accounted for 18 percent of the requirements under the needs-based plan.

Figure 9: Needs-based plan by focus area in 2018, n=76



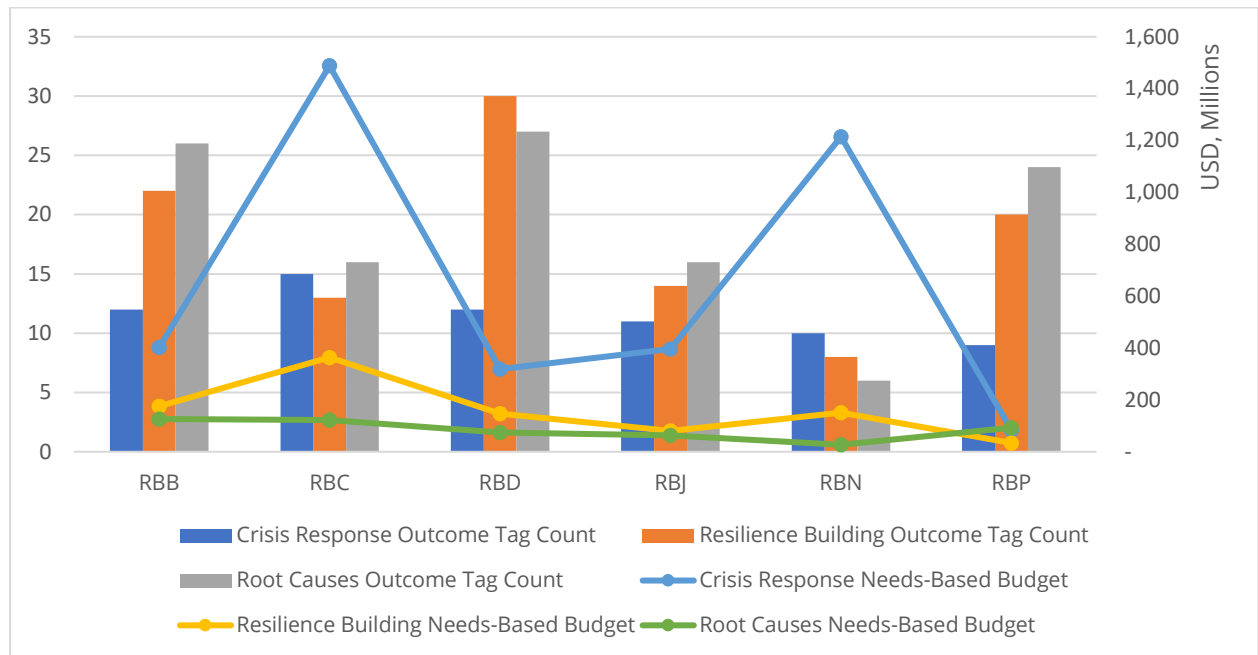
Source: IRM Analytics, October 2018.

Figure 10 shows the needs-based plan by focus area for each region in 2018, represented alongside the number of outcome tags in the same country strategic plans. This confirms that a high number of tags does not necessarily equate to a high budget or prioritization. In both RBD and RBJ, crisis response has the lowest number of tags but the highest allocated budget. Similarly, while resilience building has the highest and second highest number of tags in RBD and RBP respectively, it accounts for a comparatively lower proportion of the budget. While resilience building has the lowest number of tags in RBC, this region has the highest budget for this focus area.

⁵⁶ WFP 2016, Budget and Programming Officer Manual, 8.3. Reporting on Planned Requirements.

⁵⁷ WFP 2016, Financial Framework Review, paras 88-92.

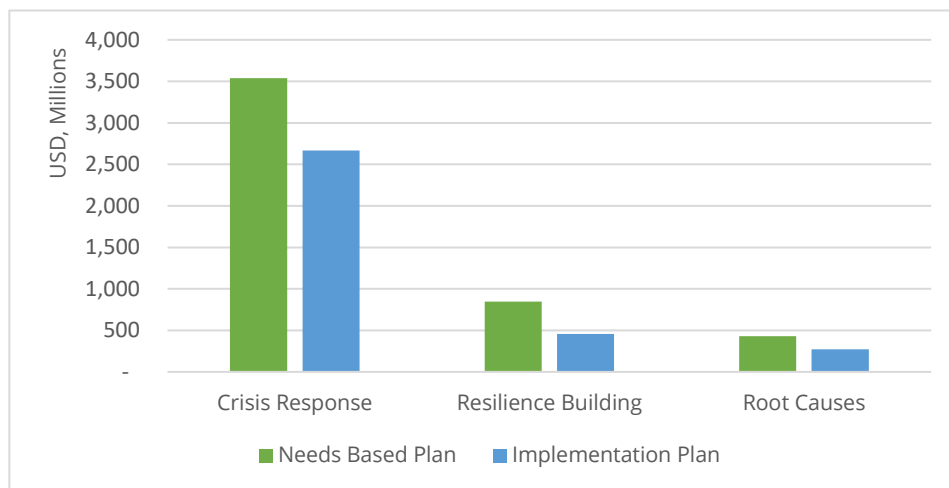
Figure 10: Total number of outcome tags by focus area by region and needs-based plan budget in 2018, n=76⁵⁸



Source: IRM Analytics, October 2018.

Figure 11 compares the needs-based plan to the implementation plan for 61 country strategic plans in 2018.⁵⁹ With Turkey's T-ICSP excluded as an outlier, resilience building has the highest gap at 46 percent, indicating the greatest funding constraints relative to the needs. Root causes has the second highest gap at 36 percent, and crisis response has the lowest at 25 percent. It is too early to say whether the use of focus areas has enabled improved alignment with donor funding lines.

Figure 11: Needs-based plan compared to implementation plan in 2018, n=61



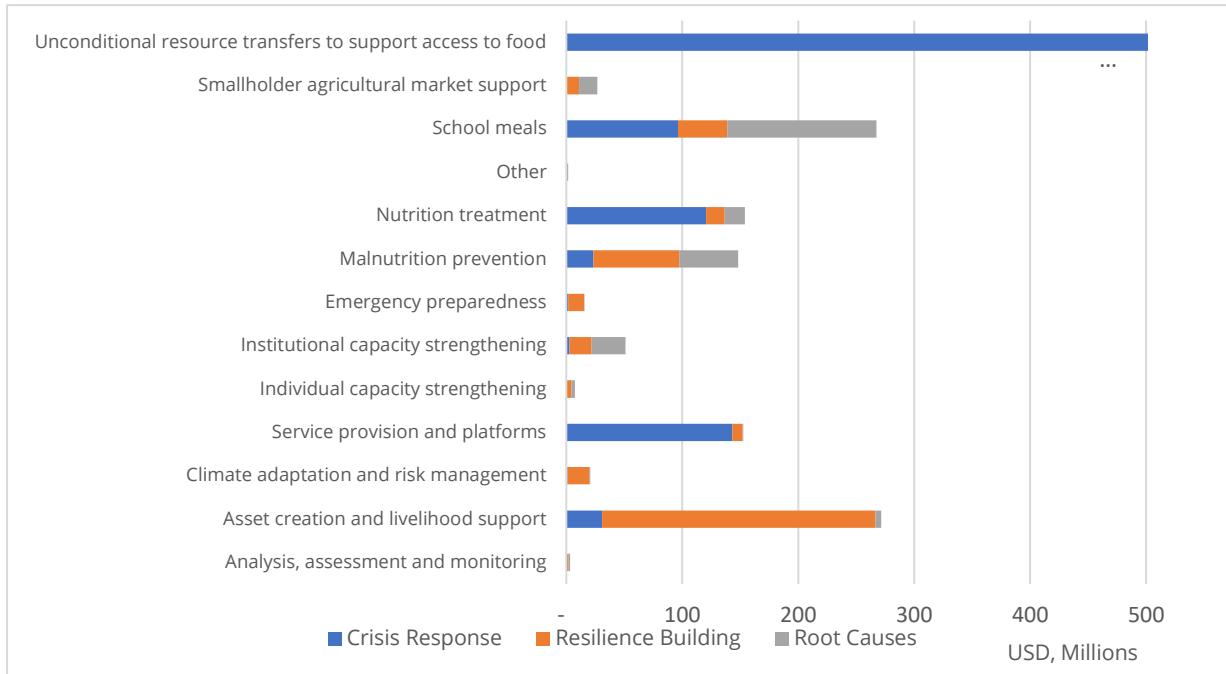
Source: IRM Analytics, October 2018.

⁵⁸ Includes all CSPs active in 2018 only for which there is needs-based plan figures available in the database, excluding the outlier Turkey.

⁵⁹ Of the 77 CSPs active in 2018 only for which there was needs-based plan information, 15 were excluded due to no implementation plan data being available in the database, and Turkey's T-ICSP was also excluded to not distort the figures.

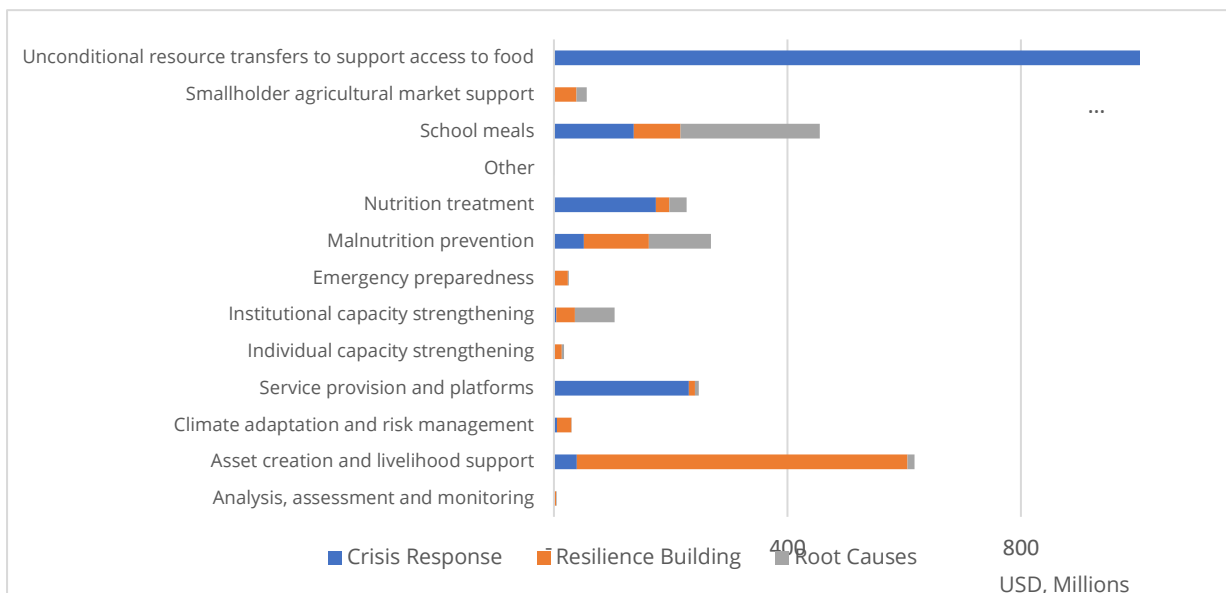
The two charts below, Figure 12 and Figure 13 show the implementation plan and needs-based plan by activity category within each focus area. While institutional capacity strengthening had the highest number of resilience-building tags (50 tags), asset creation and livelihoods support (38 tags) has the greatest proportion of the budget allocated to this focus area.

Figure 12: Implementation plan in 2018 by activity category, n=61⁶⁰



Source: IRM Analytics, October 2018.

Figure 13: Needs-based plan in 2018 by activity category, n=76⁶¹



Source: IRM Analytics, October 2018.

⁶⁰ Includes all CSPs active in 2018 only for which there is implementation plan figures available in the database, excluding the outlier Turkey.

⁶¹ Includes all CSPs active in 2018 only for which there is needs-based plan figures available in the database, excluding the outlier Turkey.

4) Reflections on the use of the focus-area tagging

The examination of a number of country strategic plan documents indicates that some of them have attempted to develop a coherent programme integrating a range of strategic outcomes and focus areas to produce an overall goal that incorporates enhanced resilience, while others have distinct strategic outcomes that do not integrate in such a manner. In some cases, there is evidence that country offices with explicit, integrated “resilience” programmes appear to have predominantly chosen the “resilience building” focus area. It will be important to ensure that country offices realize that a resilience approach involves use of all relevant focal areas applicable to their contexts.

A number of stakeholders raised the concern (as also reported in the Evaluation of Country Strategic Plan Pilots and mentioned in the Financial Framework Review) that focus areas might become new silos. When the country strategic plan process matures and funds are managed centrally in a country office, and with strong coordination and management above the level of outcome manager, it should be possible to avoid silos.

Annex 11: Resilience Definitions and Concepts

This annex provides current examples of how resilience is defined or conceived of by international development and humanitarian assistance agencies and partnership or programming platforms. Most of the definitions reflect the understanding of resilience common to disaster risk reduction interventions, as the capacity of a system to absorb shocks, and to restore itself and still maintain critical functions. However, many of the definitions go further, referring to long-term human development outcomes, and even the increase, improvement in, or transformation of, these outcomes, as the desired end goal of resilience efforts. As agencies have begun to operationalize the resilience definitions, leading to key concepts and principles that underpin the agency's resilience approach, so this understanding of resilience has lent itself to longer-term, iterative, learning-centred approaches to programming and partnerships. While specific interventions and technical approaches, as developed by disaster risk reduction and climate change adaptation specialists, continue to be critical components of programming, approaches to enhancing resilience are understood to go beyond a single project or intervention.

The term resilience has been used for decades in the context of livelihoods and food-security programmes. However, the past eight or more years have seen deeper exploration of the concept, with a focus on identifying what difference applying a “resilience lens” could make to international development and humanitarian assistance policies and practices.

This exploration has been stimulated by the recognition that risks, shocks and stressors persistently undermine progress towards the central goal of development, ending poverty. There is growing appreciation that the frequency, severity and negative costs and consequences of risks, shocks and stressors are increasing dramatically, whether due to the impacts of climate change, the deepening of protracted crises, or the volatility and interdependence of global economic systems.

A multiplicity of definitions of resilience have existed among disciplines and sectors, from ecology to psychology, each with its own conceptual framework for resilience, specific theoretical history, and modes of application. For example, “engineering resilience” is concerned with the speed with which a system returns to equilibrium following a shock, while “psychological resilience” is concerned with an individual's ability to adapt to stress and adversity.⁶²

In terms of the concept of resilience as applied in international development and humanitarian assistance contexts, the following is noted:

- The conceptual foundations of these definitions lie in one aspect of the understanding found in ecological resilience thinking, which considers that resilience is the ability of a system to withstand shocks and to return to/maintain its critical relationships and functions. The interest in resilience lies in understanding how much of a disturbance a system can absorb, and still maintain its functions and its capacity for learning and adaptation, and its potential to move into new states of equilibrium.
- Until the past decade, the concept of resilience as applied by international development and humanitarian assistance agencies has been largely developed in

⁶² Quinlan, A., Barbés-Blázquez, M., Haider, L.J. and Peterson, G. (2015) Measuring and assessing resilience: broadening understanding through multiple disciplinary perspectives, *Journal of Applied Ecology*, doi: 10.1111/1365-2664.12550.

relation to the anticipation of, preparation for, and recovery from disaster risks. There has been increasing attention paid to the concept of adaptation and resilience applied to efforts to adapt to climate-change impacts, for example, changing rainfall patterns affecting small-scale farmers. These definitions have continued to build on an ecological concept of resilience.

- A more recent understanding of resilience, “development resilience”, focuses on the dynamics that shape or undermine individual and collective human well-being:
- “Development resilience is the capacity over time of a person, household or other aggregate unit to avoid poverty in the face of various stressors and in the wake of myriad shocks. If, and only if, that capacity is and remains high over time, then the unit is resilient.”⁶³
- The development understanding of resilience draws on socioecological resilience thinking, which has revisited earlier ecological resilience thinking. The work of socioecological resilience thinkers makes explicit the concepts of adaptability and transformability, of making use of crises as windows of opportunity for novelty and innovation, and of the potential to cross thresholds into new social-ecological development trajectories that were embedded in earlier ecological resilience thinking.⁶⁴
- The development understanding of resilience has clear normative foundations. It highlights, for example, that it is not always desirable for systems to return to their previous equilibrium after a shock. In other words, the maintenance of systems that “embed the constraints that impose persistently poor standards of living on some persons” might run counter to the “development resilience” agenda. Some definitions of resilience and associated frameworks make explicit their concerns about equality, human rights and social injustice, and explore the potential for systems to demonstrate the capacity to ‘transform’ and change to another state. This idea of transformation resonates with the socioecological concept of resilience.

Definitions of “development resilience” generally focus on the capacities for resilience. These capacities are individual, household, institutional and systems capacities. It the use of these capacities, in response to risks, shocks and stressors that shape pathways towards achieving or maintaining a set of well-being outcomes. The capacities are often conceived of in terms of capacities to anticipate or absorb, adapt to and transform in the face of, risks, shocks and stressors. The conceptualization of the relationships between the capacities, the use of the capacities, the nature of the risks, shocks and stressors of concern and the well-being outcomes of interest are often developed in agency or programme resilience frameworks or theories of change. Such frameworks or theories of change in turn guide operationalization of the concept of resilience, informing programme analysis, design, implementation and monitoring and evaluation systems

Figure 1: Resilience definitions and concepts

⁶³ Barret, C. and Conostas, M.A. (2014) Toward a theory of resilience for international development applications PNAS 7 October 2014. 111 (40) 14625-14630; published ahead of print 22 September 2014. <https://doi.org/10.1073/pnas.1320880111>.

⁶⁴ Folke, C., S. R. Carpenter, B. Walker, M. Scheffer, T. Chapin, and J. Rockström. 2010. Resilience thinking: integrating resilience, adaptability and transformability. *Ecology and Society* **15**(4): 20. [online] URL: <http://www.ecologyandsociety.org/vol15/iss4/art20/>

Agency/ platform	Definition/understanding of resilience	Key concepts and principles guiding the resilience approach
<p>Building Resilience and Adaptation to Climate Extreme and Disasters (BRACED) is a programme established by the UK Government's Department for International Development (DFID). It works across 13 countries, across the Sahel, East Africa, and South and Southeast Asia⁶⁵</p>	<p>BRACED understands “resilience” as a set of interrelated capacities that are necessary to survive and thrive in the face of these challenges – the capacity to adapt to, anticipate and absorb climate extremes and disasters. Improvements in these capacities can lead towards transformative changes in systems and relationships that can ensure longer-term resilience</p> <p>Development and resilience are closely linked. Climate shocks and stresses can threaten existing gains in development and poverty reduction and increase the risk of humanitarian emergencies. Resilient development in these contexts includes taking account of climate shocks and stresses, and allowing adjustment and improvements to projects and new activities, which in turn can help preserve development gains from climate risk</p> <p>Resilience is usually seen as a means to move towards other goals, such as prosperity and security, rather than an end goal in itself. It features in four major international frameworks agreed in 2015 and 2016: the Sendai Framework for Disaster Risk Reduction, the United Nations Sustainable Development Goals, the Paris Agreement on Climate Change and the World Humanitarian Summit Framework.¹⁶ In development terms, resilience is seen as a key ingredient of successful progress towards the Sustainable Development Goals</p>	<p>The 3As are a way to understand and track resilience building to varying threats across diverse contexts</p> <p>Anticipatory capacity is the ability of social systems to anticipate and reduce the impact of climate variability and extremes through preparedness and planning</p> <p>Absorptive capacity refers to the ability of social systems, using available skills and resources, to face and manage adverse conditions, emergencies or disasters</p> <p>Adaptive capacity is the ability of social systems to adapt to multiple, long-term and future climate change risks, and also to learn and adjust after a disaster</p> <p>The three A's: Tracking resilience across BRACED</p>

⁶⁵ BRACED Resilience Exchange: <https://braced-rx.org> (accessed July 2018).

Agency/ platform	Definition/understanding of resilience	Key concepts and principles guiding the resilience approach
<p>Global Resilience Partnership (GRP) is a partnership of organizations, funded by USAID, SIDA, DFID and Zurich Insurance, and hosted by the Stockholm Resilience Centre⁶⁶</p>	<p>A new approach is required to enable people, households, communities, countries or systems to cope with unforeseen events and transform in the face of sudden or protracted crisis. GRP believe resilience is about having the capacity to persist, adapt and transform in the face of change⁶⁷</p>	<p>Embrace complexity: Work to identify the root causes of complex development challenges, and how these can be addressed within the political, economic, ecological and social systems in which they exist</p> <p>Recognize constant change : Risks and stresses are becoming increasingly unpredictable, uncertain and unavoidable. Systems that have the capacity to navigate dynamic and uncertain futures are required</p> <p>Enable inclusive decision-making: Put people and communities, especially women and marginalized groups, at the centre of decisions and empowering them to help develop equitable and sustainable solutions</p> <p>Enhance ecosystems integrity: Approaches to development must ensure a good life for all, while maintaining the integrity of the Earth's ecosystems</p> <p>Promote flexibility and learning: A rigid or fixed solution will not build resilience for change; approaches need to be adaptive and responsive, constantly learning from what does and does not work</p> <p>Leverage innovation and opportunity: Developing new solutions and innovations that engage with the complexity of development challenges will not only help build resilience but will be essential to transforming to sustainable and just development</p>

⁶⁶ Stockholm Resilience Centre (undated) [Global Resilience Partnership](#) (website).

⁶⁷ Global Resilience Partnership (undated). [About us](#) (website accessed July 2018).

Agency/ platform	Definition/ understanding of resilience	Key concepts and principles guiding the resilience approach
Oxfam ⁶⁸	Resilience is understood as “the ability of women and men to realize their rights and improve their well-being despite shocks, stresses and uncertainty”	<p>Absorptive capacity: This is the capacity to take intentional protective action to cope with known shocks and stresses. It is necessary because shocks and stresses will continue to happen, for example due to extreme weather events, protracted conflict and natural disasters</p> <p>Adaptive capacity: This is the capacity to make intentional incremental adjustments in anticipation of, or in response to, change, in ways that create more flexibility in the future. It is necessary because change is ongoing and uncertain, and because intentional transformation takes time and sustained engagement</p> <p>Transformative capacity: This is the capacity to make intentional change to stop or reduce the drivers of risk, vulnerability and inequality, and ensure the more equitable sharing of risk so it is not unfairly borne by poor and vulnerable people. It is necessary because resilience is not about surviving in unjust contexts or adapting to whatever is coming. Resilience is about justice and inclusive development</p> <p>A rights-based approach: Oxfam’s approach affirms people’s right to determine their own futures by enhancing the capacities of people and institutions to address the causes of risk, fragility, vulnerability and inequality</p> <p>A long-term, process-oriented approach: Oxfam’s approach recognizes that resilience needs to be enhanced continuously over time; in other words, it is not a fixed or end state, but an ongoing process of social change</p> <p>A gender justice approach: Oxfam’s resilience programming should aim to develop “win-win” solutions that respond to women’s immediate needs, address the systemic causes of their vulnerability, and enhance their capacities, agency and leaderships</p> <p>A systems approach: This recognizes and works with the relationships between the complex causes of risk and poverty, and avoids approaches that are siloed by sector, discipline or organizational structures which are very likely to increase vulnerability</p>

⁶⁸ OXFAM. 2016 [The Future is a Choice: The Oxfam Framework and Guidance for Resilient Development](#) (accessed July 2018).

		<p>A one programme approach: This brings together humanitarian, development and influencing programming to make a joined-up system capable of addressing current crises while delivering deep, systemic and long-term change at scale</p> <p>An approach that recognizes a social foundation and environmental limits: Between the environmental ceiling and the social foundation is the “safe and just space for humanity”; this is the space for inclusive, sustainable and resilience development</p>
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Agency/ platform	Definition/understanding of resilience	Key concepts and principles guiding the resilience approach
<p>World Food Programme, Food For Assets Programme Guidance Manual (2016)⁶⁹</p>	<p>The WFP Policy on Building Resilience for Food Security and Nutrition (2015) refers to the understanding of resilience applied by the Food Security Information Network Resilience Measurement Technical Working Group, resilience as: “the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences”⁷⁰</p>	<p>The policy understands resilience as a set of capacities. Resilience is not an end objective, but a means to achieving and sustaining desired well-being outcomes in the face of shocks and stressors. The target outcomes for WFP relate to food security and nutrition</p> <p>Absorptive capacity: This is the capacity to withstand threats and minimize exposure to shocks and stressors through preventative measures and appropriate coping strategies to avoid permanent, negative impacts</p> <p>Adaptive capacity: This is the capacity to adapt to new options in the face of crisis by making proactive and informed choices about alternate livelihood strategies based on an understanding of changing conditions</p> <p>Transformative capacity: This is the capacity to transform the set of livelihood choices available through empowerment and growth, including governance, policies/regulations, infrastructure, community networks, and formal and informal social protection mechanisms that constitute an enabling environment for systemic change</p>

⁶⁹ <https://www.wfp.org/content/2016-food-assistance-assets-ffa-zero-hunger-and-resilient-livelihoods-manual> (accessed July 26 2018).

⁷⁰ Constas, M., Frankenberger, T. and Hoddinott, J. (2014) Resilience Measurement Principles: Toward an Agenda for Measurement Design, Food Security Information Network Technical Series No. 1, Rome: World Food Programme.

Other examples of agency definitions or concepts of resilience

Agency/platform	Definition/understanding of resilience
United States Agency for International Development ⁷¹	"USAID defines resilience as the ability of people, households, communities, countries and systems to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth"
European Union ⁷²	<p>The 2016 EU Global Strategy delineates resilience as the ability of states and societies to reform, thus withstanding and recovering from internal and external crises. The EU specifically aims to address resilience in its external borders and through a pragmatic and flexible approach rooted in local realities. To this end, capacity building and partnerships are paramount to sustainable and resilient societies in urban and rural communities</p> <p>The EU's strategic approach to resilience in its external action was released in 2017, and aims to move away from crisis containment towards a more structural, long-term approach to vulnerabilities. It reviews several aspects of state and societal resilience including inclusive and participatory societies, economic resilience, climate and environmental resilience, the prevention of violent conflicts, protracted crises, migration, and forced displacement and security</p>
United Nations Analytical Framework on Risk and Resilience (2018) ⁷³	"The ability of individuals, households, communities, cities, institutions, systems and societies to prevent, resist, absorb, adapt, respond and recover positively, efficiently and effectively when faced with a wide range of risks, while maintaining an acceptable level of functioning and without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all." (United Nations Development Group/Inter-Agency Standing Committee 2015)
International Federation of Red Cross and Red Crescent Societies	In the framework of its Strategy 2020, the IFRC contribution to sustainable development is through strengthening community resilience. Resilience is defined as the ability to adapt and cope with recurrent or prolonged disasters and crises, as well as with wider socio-economic changes, which enables people to protect and build on developmental gains. Resilience is enshrined in the IFRC

⁷¹ https://www.usaid.gov/sites/default/files/documents/1866/Technical%20Note_Measuring%20Resilience%20in%20USAID_June%202013.pdf (accessed July 2018).

⁷² 8) 2017: Joint Communication to the European Parliament and the Council. A Strategic Approach to Resilience in the EU's external 2017. JOIN (2017) 21 final

⁷³ <https://www.unsceb.org/CEBPublicFiles/RnR.pdf> (accessed July 2018).

	<p>efforts towards better health and aims to improve individual and community health, more inclusive public healthcare systems, disaster risk reduction and climate change adaptation</p> <p>The Framework for Community Resilience released in 2014⁷⁴ emphasizes the central role of the community in building its resilience and strengthening its capacity as well as the need for a more integrated, flexible, and multi-sectoral approach. It broadens the scope of such an approach, which encompasses all the activities carried out by the national societies – either domestic or international. The concept has evolved too into the ability of individuals, communities, organizations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects</p>
World Vision International ⁷⁵	“For us, resilience is defined as ‘the ability of a community to adapt to living with uncertainty’”
Resilient Africa Network (RAN) ⁷⁶	“Resilience is the capacity of people and systems to mitigate, adapt to, recover, and learn from shocks and stresses in a manner that reduces vulnerability and increases well-being”
100 Resilient Cities (100RC) ⁷⁷	“Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience”

⁷⁴ Building on its Framework for Community Safety and Resilience published in 2008

⁷⁵ <https://www.worldvision.org.uk/our-work/fragility-resilience/> (accessed July 2018).

⁷⁶ <http://www.ranlab.org/resilience> (accessed July 2018).

⁷⁷ <http://100resilientcities.org/resources/#section-1> (accessed July 2018).

Annex 12: Comparative Analysis: Organisational Approaches to Resilience in IFRC, Mercy Corps and WFP

This annex presents a comparative analysis of the resilience approach of three organizations: WFP, the International Federation of Red Cross and Red Crescent Societies (IFRC), and Mercy Corps. It is organized around the specific nodes of the theory of delivery model in order to highlight how WFP operationalization of the concept of resilience compares with two other agencies that have a humanitarian assistance mandate, and also implement longer-term development programmes. The analysis of the organizational approaches to resilience of Mercy Corps and IFRC is based on a desk-review of available documents. The analysis of WFP derives from the findings of the strategic evaluation. The evaluation team recognizes that this does not provide for a truly comparative approach. However, the comparison does provide insights into potential learning opportunities for WFP.

This analysis demonstrates that although mainstreaming efforts take different forms, aligning with the agency's particular structure, partnerships and financing modalities, efforts to institutionalize resilience apply across and between the nodes.

Concept: The three organizations focus on enhancing resilience as a process not an outcome, and refer to the "ability" or the "capacity" to address the effects of risks, shocks and stressors on individuals, communities, and institutions/organizations. Strengthening local capacity is a critical piece of resilience building, using community engagement as an entry point to facilitate - at grassroots level - practices that promote resilience capacities. This focus promotes locally owned activities, based on partnerships, emerging from a joint or comprehensive approach, and ensuring stakeholders' accountability.⁷⁸

The IFRC also aims to build countries' resilience and focus on strengthening absorptive and adaptive capacities; WFP⁷⁹ and Mercy Corps, on the other hand, foresee a contribution to enhancing resilience within and between critical systems, and aim to contribute to strengthening absorptive, adaptive, and transformative capacities. Both of these agencies have been active members of the Resilience Measurement Technical Working Group of the Food Security Information Network (FSIN),⁸⁰ and have therefore been engaged in discussions to define resilience concepts, framed by the approach to development resilience. The IFRC policy framework does not further describe the capacities.

Mercy Corps and IFRC both have formal definitions of resilience that inform their resilience strategy and approach. WFP does not have a formal agency-wide definition, although the 2015 resilience policy does reference the definition of resilience developed by the FSIN Resilience Measurement Technical Working Group.

⁷⁸ See for example the IFRC Policy Brief Localization - what it means and how to achieve it: <https://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2018/05/Localization-external-policy-brief-4-April.pdf>.

⁷⁹ Strengthening Resilience for Food Security and Nutrition: A Conceptual Framework for Collaboration and Partnership among the Rome-based Agencies April 2015.

⁸⁰ <http://www.fsincop.net/topics/resilience-measurement/technical-working-group/en/>.

Strategy: The three organizations present a set of common elements in their resilience policy or strategy, including the development of multi-scale, multi-sector, multi-stakeholder, and multi-year⁸¹ approaches. Another common element is the focus on an integrated approach, addressing the needs of the most vulnerable people across a humanitarian-development nexus that accommodates peace and human rights dimensions as relevant to different contexts. The IFRC has recently developed corporate strategies on urban resilience⁸² (2017) and migration and resilience⁸³ (2018) while Mercy Corps is also engaged in urban resilience at a programming level.

WFP and the IFRC aim to influence – through their convening power – policy shifts in the humanitarian and resilience agenda at the local, national, and international levels. They exert tangible efforts in advocacy for multi-year and un-earmarked funding to support programme planning and greater flexibility to allocate funds according to priority needs.

Both organizations also contribute to, and facilitate, coordination and harmonization efforts as appropriate to their mandate and partnerships: the IFRC coordinates between National Red Cross and Red Crescent Societies throughout the world and provides strategic guidance in a number of areas (for example, the 2018 Strategy on Migration⁸⁴). WFP has been engaged in a strategic dialogue with the United Nations agencies – and particularly with the Rome-based agencies – to further enhance resilience in a coordinated and harmonized fashion.

Guidance : IFRC and Mercy Corps both have resilience guidance materials linked to the agency's definition of resilience, and to their resilience strategy and approach. Promoting an evidence-based resilience strategy, both the IFRC and Mercy Corps emphasize the importance of learning and knowledge sharing through virtual resilience libraries. For example, IFRC has developed a virtual resilience library supporting the Southeast Asian Red Cross and Red Crescent Societies in strengthening community safety and resilience through regional learning, sharing and collaboration.

Mercy Corps provides a growing suite of guidance materials. The agency's resilience strategy, *Our Resilience Approach to Relief, Recovery and Development* (2016), outlines the key steps involved in developing a resilience programme. This guidance includes the STRESS approach to vulnerability and capacity assessment, which informs the development of a theory of change. The STRESS guidance also indicates that not all projects can or should be considered resilience programming, especially if the project is small-scale or of a duration of less than three years. Mercy Corps is in the process of developing other organizational guidance to better support the operationalization of resilience, including training for all staff, and tools for proposal development.

Although WFP provides guidance for programming modalities, such as food assistance for assets (FFA),⁸⁵ the agency does not offer guidance for how to design, implement, monitor and evaluate resilience programming as such. Nor does the agency currently provide an accessible and user-friendly resilience guidance and learning platform for WFP staff and partners.

Programming: WFP and Mercy Corps apply a resilience lens to their programming. Mercy Corps uses its STRESS methodology to research, analyse and understand the dynamics in the social, ecological and economic systems within which communities are embedded, and uses this as a starting point for developing a programmatic theory of change. The WFP food assistance for assets approach provides a critical entry point to enhance community resilience in many contexts. In some countries, like Niger, food assistance for assets initiatives are designed to be climate, gender,

⁸¹ The multi-year approach is more explicit in WFP and Mercy Corps resilience frameworks.

⁸² <https://media.ifrc.org/ifrc/2017/12/05/new-guide-urban-resilience-launched/>

⁸³ http://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2017/12/IFRC_StrategyOnMigration_EN_20171222.pdf

⁸⁴ <https://media.ifrc.org/ifrc/document/ifrc-strategy-migration/>

⁸⁵ https://www.wfp.org/content/2016-food-assistance-assets-ffa-zero-hunger-and-resilient-livelihoods-manual?_ga=2.108059074.1395920197.1535650860-1946967928.1518971889

and nutrition sensitive. The potential for the food assistance for assets programme to contribute to strengthening resilience is dependent on it being part of a wider package of integrated support. The more recent strategies of the food assistance for assets programme position it as part of a more comprehensive approach, which increases its potential to enhance resilience.

The IFRC has developed an integrated programming approach envisaging “strengthened community resilience” as an outcome of its activities, carried out in eight specific areas : disaster risk reduction; shelter; livelihoods; health; water, sanitation and hygiene; social inclusion; culture of non-violence and peace; and migration.⁸⁶ Its Roadmap for Community Resilience operationalizes a Framework for Community Resilience by promoting a multi-stakeholder approach to develop a joint multi-risk analysis (integrated comprehensive analysis of hazards, vulnerability and resilience), and multi-year planning where feasible.

Partnerships: WFP and the IFRC each partners with governments, investing in institutional capacity building across the humanitarian-development nexus, which is core to resilience building. The lack of secured mid-to-long term funding is a critical constraint for both organizations as key donors (in the case of WFP) and partner National Societies⁸⁷ (in that of IFRC) remain hesitant to invest in multi-year resilience programmes.

WFP and the IFRC also recognize the paramount role of communities, local organizations, and national Red Cross and Red Crescent Societies in conveying their ideas and concerns, and enhancing their ownership. WFP partnerships with the local actors are evolving towards a more collaborative (and less transactional) approach.

In 2017 the two agencies – WFP and IFRC – launched a capacity strengthening initiative through which the organizations are jointly investing in the National Societies of the International Red Cross and Red Crescent Movement. The multi-stakeholder partnership, which implements the WFP “whole of society” approach,⁸⁸ is being piloted in Burundi, the Dominican Republic, Pakistan and Sudan (with additional pilots under development in Zimbabwe and the Pacific).⁸⁹

Both agencies engage in public-private partnerships that they aim to scale up and expand. WFP works with a range of private sector actors in drought insurance schemes, food fortification and cash-delivery transactions, for example. Within the Red Cross and Red Crescent Movement, partnerships with the private sector are mainly developed by the national societies.⁹⁰ The IFRC guides the latter in the development of their resource mobilization and also benefits from, and channels, un-earmarked and long-term funding from partners such as the Zurich Foundation.⁹¹

People: The IFRC positions itself as a “public good”, available to everyone, everywhere, to prevent and reduce human suffering.⁹² As “the world’s largest humanitarian network” it relies heavily on its volunteers to reach and build capacity within communities that are often hard to reach in other ways. The greatest strength of the Red Cross and Red Crescent Movement is indeed at the

⁸⁶ IFRC Strategy 2020.

⁸⁷ Partner National Societies (PNS). The Partner National Societies are the major partners of the Host National Societies and IFRC Secretariat at regional, zone and global level. A number of them provide funding and technical assistance for food, nutrition and livelihoods activities.

⁸⁸ This approach commits WFP to investing in governments, national disaster management agencies, civil society and national organizations, the Red Cross and other organizations.

⁸⁹ IFRC-WFP-National Society Capacity Strengthening Initiative. Summary Report Global Learning Workshop. 10-11 April 2018, WFP HQ, Rome, Italy.

⁹⁰ See for example, the long-term collaboration between the British Red Cross and Land Rover:

<http://media.ifrc.org/innovation/2017/03/06/ifrc-strategic-partnership-from-vehicle/>

⁹¹ <http://www.ifrc.org/fr/nouvelles/communiqués-de-presse/europe/switzerland/zurich-announces-a-strategic-alliance-with-the-ifrc-as-the-foundation-of-its-global-flood-resilience-programme/>

⁹² IFRC Strategy 2020.

grassroots level where national societies maintain levels of access, trust and local intelligence that few other organizations can match.

Resilience programming involves specific experience and skills to embrace an enabler role and to engage in a systemic approach. Mercy Corps continues to grow a core technical team supporting resilience programming at headquarters and regional levels. At country level, WFP resilience programming does not systematically benefit from a pool of such specific expertise to undertake resilience programming, while at headquarters level, WFP technical skills to support enhancing resilience exist, but they are dissipated in numerous units and neither the organizational structure nor the corporate philosophy promotes their integration.

Information: IFRC conceptualizes three approaches to measuring resilience (resilience as an attribute or a reflection of losses, resilience as a process, and resilience in the eyes of those facing natural and other hazards)⁹³ and has developed a Framework and a Roadmap for Community Resilience guiding the national societies in their design of systems tracking results around a set of six characteristics related to community resilience.

WFP, on the other hand, provides a number of unique information services, which are increasingly connected to make a causal system assessment possible in the future. Gathering information on resilience has required a greater contextualisation of assessments and a focus on the positive capacities that people use to deal with a shock. However, issues related to resilience-measurement standardization and to the commitment to a resilience approach are limiting the country offices' ability to collect and use resilience information. So far WFP monitoring of resilience-related indicators is project-driven and performed for upward accountability.

A core element of Mercy Corps' resilience approach is evidence-based learning, and the agency has been active in the development of resilience measurement, evaluation and learning networks, including the Resilience Measurement Technical Working Group of the FSIN. Mercy Corps has worked with partners, including USAID, to develop guidance for resilience measurement and evaluation, and is generating, through resilience programming and regional resilience hubs, a growing body of knowledge and evidence that informs programming and supports the case for sustained investments in resilience initiatives.

⁹³ 2016 World Disasters Report Resilience: saving lives today, investing for tomorrow. IFRC.

MERCY CORPS	WFP	IFRC
Concept		
<p>Humanitarian and development organization, Mercy Corps' mission is to alleviate suffering, poverty and oppression by helping to build secure, productive and just communities. This is achieved by partnering with communities as "they move from a place of fragility to resilience, meeting urgent needs while addressing root causes".⁹⁴ In 2013, Mercy Corps defined resilience as "the capacity of communities in complex socio-ecological systems to learn, cope, adapt, and transform in the face of shocks and stresses".</p> <p>The agency understands resilience as "a process, a way of thinking and acting, not just an end state", in which the focus is to strengthen the absorptive, adaptive and transformative capacities that "better equip individuals, households, communities and systems to prepare for and deal with risk over time".⁹⁵</p> <p>Mercy Corps' concept is grounded in recognition that enhancing resilience in the context of recurrent crises requires "an integrated approach to humanitarian response and development programming". Four principles guide Mercy Corps' resilience approach: i) complex dynamics require a systems</p>	<p>2011: WFP Policy on Disaster Risk Reduction and Management mentions the 2009 UNISDR definition for resilience as being "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions."</p> <p>April 2015: the RBA conceptual framework for resilience uses the same UNISDR definition outlining that in agriculture, food security, and nutrition, resilience is about the "inherent capacities (abilities) of individuals, groups, communities and institutions to withstand, cope, recover, adapt and transform in the face of shocks."</p> <p>2014: WFP is a member of the Resilience Measurement Technical Working Group of the Food Security Information Network which developed a "clear, concise, and easily operationalized" definition set as the "the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences."</p> <p>May 2015: WFP Resilience policy for building food security and nutrition (FNS) adopts the definition of the Resilience Measurement Technical</p>	<p>A humanitarian organization focusing on disaster response and preparedness, health and community care and the promotion of humanitarian values, the IFRC contributes to sustainable development by strengthening community resilience. The latter is defined in 2009 as "the ability to adapt and cope with recurrent or prolonged disasters and crises, as well as with wider socio-economic changes, which enables people to protect and build on developmental gains".⁹⁶</p> <p>In the context of the SDGs, the IFRC resilience approach has gained momentum⁹⁷ and its resilience concept evolved and broadened to include since 2014⁹⁸ "the ability of individuals, communities, organizations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects."</p> <p>National societies have developed their own resilience concept in the framework of their context-specific</p>

⁹⁴ Mercy Corps' Compass Summary: Our Core Strategic Document, Fiscal Year 2019: <https://www.mercycorps.org/sites/default/files/Mercy-Corps-Compass-FY19-External-Summary.pdf> (accessed July 2018)

⁹⁵ Mercy Corps Resilience Approach: https://www.mercycorps.org/sites/default/files/Mercy%20Corps%20Resilience%20Approach_April%202015.pdf (accessed July 2018)

⁹⁶ IFRC Strategy 2020: <https://www.ifrc.org/who-we-are/vision-and-mission/strategy-2020/>

⁹⁷ IFRC Declaration on the post-2015 humanitarian agenda: <http://www.ifrc.org/en/news-and-media/opinions-and-positions/opinion-pieces/2013/ifrc-declaration-on-the-post-2015-humanitarian-agenda/>

⁹⁸ 2014 IFRC Framework for Community Resilience: <http://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2018/03/IFRC-Framework-for-Community-Resilience-EN-LR.pdf>

<p>approach; ii) a role of facilitation should be adopted; iii) strong partnerships and dynamic relationships are transformative; and iv) modelling, testing and integrating is required to build an evidence-base toward resilience.</p>	<p>Working Group of the Food Security Information Network.</p>	<p>community resilience guidance documents. The Kenya Red Cross Society for example defines resilience as the ability of “households and communities exposed to crises and disasters, to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term opportunities or well-being, while concurrently addressing their underlying vulnerabilities and in a transformative manner to reduce further or future exposure and risk.”⁹⁹</p>
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Resilience strategy

<p>Mercy Corps’ resilience strategy is framed in its Resilience Approach to relief, recovery and development (2016).</p> <p>The key elements of the strategy include Mercy Corps’ Resilience Approach, which is focused on engaging communities and partners in shared analysis, learning and action, asking four key resilience questions: (i) what boundaries and systems shape a community’s development? (ii) what shocks and stresses threaten their plans for the future?, (iii) which groups are most vulnerable to these threats, and why? and (iv) what capacities will help people cope, adapt and transform their future?”</p> <p>Mercy Corps’ Resilience Framework consists of the following components:</p>	<p>The 2015 resilience policy for building FNS invites the country offices to systematically apply a resilience approach in their CSPs strategic formulation by adopting a multi-sector approach based on wide consultations and long-term collaboration.</p> <p>The 2016 policy on country strategic plans introduces the formulation of multi-year planning to achieve strategic outcomes framed around resilience building. The policy envisions the CSP planning process as a way to provide governments and partners with a “greater understanding of WFP’s multifaceted mandate and to increasingly involve WFP in policy and dialogue across the humanitarian–development spectrum”.</p> <p>WFP engages in a strategic dialogue with the United Nations agencies – and particularly with the RBA –</p>	<p>IFRC resilience strategy was initially framed in a Framework for Community Safety and Resilience released in 2008 where the IFRC identifies community safety and resilience as an opportunity to build on, enhance and adapt activities already carried out, notably in the disaster risk reduction area.¹⁰⁰</p> <p>Building on the lessons learned from its community-based disaster risk reduction programmes, the organization identified in 2011 six “safe and resilient communities characteristics”, to be used in the design, monitoring and evaluation of future programming.¹⁰¹</p> <p>These characteristics are reflected in a new Framework for Community Resilience</p>
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⁹⁹ [Kenya Red Cross Society Framework for Community Resilience:](#)
¹⁰⁰ [2008 framework for community safety and resilience in the face of disaster risk:](#)
¹⁰¹ [A safe and resilient community is knowledgeable and healthy, organised, connected, has infrastructure, services, and economic opportunities, and finally can manage its natural assets. See characteristics of a safe and resilient community. Community Based Disaster Risk Reduction Study ARUP International Development – September 2011.](#)

<ul style="list-style-type: none"> • Guiding questions: Resilience of what, to what, for whom, through what? • Three capacities: short-term absorptive, medium-term adaptive, long-term transformative, • STRESS process: strategic resilience assessments lead to a theory of change by taking a systems approach to collecting and analysing data across scales and sectors, • Theory of change to articulates a measurable path to a desired impact, which is tested through programme portfolio, • Adaptive management: measurement is in place to inform adjustments, make strategic changes or rethink the Theory of Change, • Evidence-based learning: progressively building an evidence base by testing what works on the ground. 	<p>towards building resilience in a coordinated and harmonized fashion. In 2016, resilience was firmly anchored in the strategy of the RBAs to achieve the SDGs, positioning Rome at the “centre of the UN premier development, humanitarian and resilience assistance in the areas of food security.”</p> <p>Increased synergy among the RBA has been a clear priority of WFP key donors. While efforts to advance the resilience agenda in the United Nations and RBA family are continuing, WFP staff has very different views about what resilience strategy the agency is pushing forward.</p> <p>The 2015 Policy on Building Resilience for Food and Nutrition Security is not used as a normative guide in a widespread fashion and among the range of policies, guidelines and programme approaches aiming to enhance resilience it is not clear whether one framework or another is intended to provide overarching guidance, in order to advance a resilience building agenda from coherent concept to integrated programming to measurable results.</p> <p>The use of resilience building as a focus area discreet from root causes under the CSP process has been in some cases a source of bewilderment, and has reinforced the perception among the country office staff that they are not really sure what resilience is about and how to frame a resilience strategy sustained by a “holistic thinking”.</p>	<p>released in 2014 providing for a more systematic approach to assist communities in developing demand-driven, people-centred, and risk informed approaches as well as to support National Societies connection to communities (“being available to everyone and everywhere” principle).</p> <p>The IFRC 2016-2020 Plan and Budget outlines as a strategy for implementation IFRC’s willingness to influence - as a convening power - policy shifts in the humanitarian and resilience agenda at the local, national, and international level.¹⁰²</p>
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¹⁰² [IFRC 2016-2020 Plan and Budget](#). f

Guidance		
<p>Mercy Corp's resilience strategy provides overall guidance in the form of the Resilience Framework. In addition, the STRESS is a methodology to help practitioners to apply the resilience framework in humanitarian and development contexts.</p> <p>The STRESS: Strategic Resilience Assessment: Guidelines Document (2017) provides guidance to teams in conducting a STRESS process and analysis, and developing a theory of change.</p> <p>The STRESS guidelines indicate the circumstances in which the process is appropriate to use, including for: i) new country, subnational or regional strategies; ii) designing large, multi-year programmes that value resilience-building; iii) mainstreaming resilience outcomes into existing development programmes; and iv) informing an inception phase for multi-year programmes.</p> <p>The guidelines also indicate that applying the resilience approach is not recommended for: i) conducting community-scale assessment and planning (for which there are better suited tools); ii) designing short-term (<3 year) or small projects; and iii) replacing sector-specific assessment tools that are valued and often used (e.g. climate vulnerability and capacity assessments).</p> <p>A number of internal guidance documents are under development (e.g. guidance on resilience programme proposal</p>	<p>Technical guidance on resilience is viewed as useful with a demand for it to be expanded. WFP doesn't provide for a comprehensive resilience guidance package. The review of its guidance documentation indicates that it is mostly focused on programmatic implementation guidelines, and lacking a thorough analysis on critical issues such as how to strengthen absorptive, adaptive and transformative capacities. Moreover, it is providing a technical support to resilience enhancing by programme or by activity. The effect of silo-bound guidance is hampering – to a certain extent - attempts to monitor resilience because the guidance on how to measure each indicator arrives separately, without being synchronized with that for other indicators, or addressing any overlaps or identifying potential for synergies.</p>	<p>National societies can rely on two key guidance documents to accompany the Framework for Community Resilience:</p> <ul style="list-style-type: none"> - A Road Map to Community Resilience document providing a step-by-step guidance on how to operationalize the Community Resilience Framework. - A Communication Guidance to National Societies on Community Resilience to support Red Cross and Red Crescent staff and volunteers in their communication and advocacy on community resilience. <p>Following a seminar on urban disaster risk reduction and management¹⁰⁴ held in 2015, a “Building urban resilience: A guide for Red Cross and Red Crescent engagement and contribution” publication was developed.</p> <p>The objectives of the guide is to support national societies in disaster risk reduction/management and community resilience building in urban settings and connect the urban humanitarian context with the global urban resilience agenda.</p> <p>While cases studies are regularly documented and analysed in different regions of the world,¹⁰⁵ a virtual resilience library specifically supports the Southeast Asian Red Cross and Red Crescent Societies in strengthening community safety and resilience through regional</p>

¹⁰⁴ <http://www.ifrc.org/en/news-and-media/news-stories/middle-east-and-north-africa/iran/international-seminar-on-urban-disaster-risk-reduction-and-management-ends-with-tehran-call-for-action-68581/>

¹⁰⁵ [Case Studies: Red Cross Red Crescent Disaster Risk Reduction in Action – What Works at Local Level June 2018.](#)

writing), alongside a resilience 101 training for incoming staff. ¹⁰³		learning, sharing and collaboration. ¹⁰⁶
Programming		
<p>Mercy Corps’ prioritization of resilience, and of a robust learning agenda for resilience, is in part actioned through regional resilience hubs, that currently span twelve countries in: South and East Asia; Central, West and North Africa; and East and Southern Africa.</p> <p>These hubs develop theories of change, based on STRESS assessments, and iteratively test and evaluate programme approaches. The hubs comprise of a portfolio of projects, linked through the theory of change.</p> <p>Mercy Corps also has a number of flagship programmes that meet the requirements for being considered to be a resilience programme. More can be read about these programmes through the STRESS library.</p>	<p>Food assistance for assets (FFA) provides WFP with an entry point to work at the community level, and provides a potential pathway from extreme poverty to resilience. FFA is an important distinguishing factor for the WFP contribution to the development sphere, allowing it to work with the poorest and most vulnerable in ways that other United Nations organizations with livelihood, DRR or resilience programmes are not able to.</p> <p>If the core function of FFA has attributes that can catalyse movement toward resilience contributions, the potential for FFA to contribute to strengthening resilience is dependent on it being part of a wider package of integrated support. Therefore, FFA’s more recent strategies position it as part of a more comprehensive approach, which increases its potential to enhance resilience.</p> <p>2016: Implementation of the Emergency Social Safety Net (ESSN) programme: WFP and the Turkish Red crescent collaborated in helping refugees and their host communities meet their basic needs through the provision of a Kizilay Card as the main component of the unrestricted multipurpose cash-assistance programme. The EU funds the ESSN programme complemented by a Conditional Cash Transfer for Education project implemented by UNICEF.</p>	<p>IFRC Plan and Budget 2016-2020 “partnering for more resilient communities” delineates eight programmatic areas reflecting the continuum of preparedness, response, recovery, and development in which National Societies operate.</p> <p>Strengthened community resilience is a direct outcome of all the activities carried out in these areas which include disaster risk reduction; shelter; livelihoods; health; water, sanitation and hygiene; social inclusion; culture of non-violence and peace; and migration.</p> <p>Strengthened community resilience is also the indirect outcome of the IFRC’s work in supporting National Societies to improve their service delivery.</p>

¹⁰³ Personal communication with the Evaluation Team

¹⁰⁶ See: <http://www.rcrc-resilience-southeastasia.org>

Partnerships		
<p>Mercy Corps works with a range of funding and implementing partners, often in consortia-based resilience programmes (e.g. DFID-funded BRACED, USAID/Food For Peace-funded PRIME).</p> <p>Mercy Corps' resilience portfolio also includes partnership in urban climate change initiatives, such as the Asian Cities Climate Change Resilience Network (ACCRN) funded by The Rockefeller Foundation, which Mercy Corps leads in Indonesia.</p> <p>The agency routinely partners with academic institutions and evaluation specialist, in support of its resilience evidence and learning agenda, including Harvard University, and TANGO¹⁰⁷.</p>	<p>WFP partnerships with governments position the agency as a convenor, leveraging actor, and knowledge broker investing in institutional capacity building. The latter is a core resilience activity carried out along with policy development.</p> <p>The lack of secured funding is a critical constraint in resilience building; while key donors remain hesitant to invest specifically in multi-year programmes, WFP is undertaking a prospective approach to understand “what information and incentives are needed to further inspire donors to reduce earmarking and to provide more flexible funding”.</p> <p>During the past decade, WFP has contributed to a joint resilience-building approach with FAO and IFAD, regularly documented with progress reports and case studies related to joint needs assessments, joint planning, or joint programming.</p> <p>WFP is involved in multiple public-private partnerships contributing to resilience (cash-delivery transactions, drought insurance schemes, food fortification etc.). Their replication and/or scale up are facing a number of challenges including corporate barriers, which are being addressed notably by the drafting of a 2018-2022 private sector partnership and fundraising strategy.</p> <p>WFP recognizes the paramount role of the community-based and civil society organizations, national Red Cross and Red Crescent Societies and NGOs in building long-term relationships communities, conveying their ideas and concerns,</p>	<p>The IFRC plays an auxiliary role to the public authorities, providing the base for the relationships and cooperation between the national societies and the governments. Different guidance documents have been drafted to showcase examples by regions,¹⁰⁹ the Guide to the Auxiliary Role of the Red Cross and Red Crescent Societies in the Middle East and North Africa shows practical examples of how this role creates a space for dialogue and partnership.</p> <p>2010: Launch of the Partners for Resilience alliance (PfR) including five Dutch-based organizations: the Red Cross Red Crescent Climate Centre, the Netherlands Red Cross, Cordaid, Care Nederland, and Wetlands International, as well as 50 CSOs worldwide - active at local, national, regional and global level. The Netherlands Red Cross works with the National Societies in Guatemala, Ethiopia, India, the Philippines, Haiti, Kenya, Mali, South Sudan, and Uganda.¹¹⁰</p> <p>Renewed in 2016, the PfR contributes to the resilience of communities through an integrated risk management approach – an approach combining disaster risk reduction, climate change adaptation, and ecosystem management and restoration.</p> <p>2015: The IFRC launched the One Billion Coalition for Resilience (1BC) at the United</p>

¹⁰⁷ [TANGO International](#).

¹⁰⁹ <https://media.ifrc.org/ifrc/theme/miscellaneous/auxiliary-role/>

¹¹⁰ Annual Report 2017: Global Ambitions, Local Answers. Strategic Partnership Dialogue and Dissent 2016 – 2020. Partners for Resilience Submitted: May 31st 2018: <https://www.partnersforresilience.nl/en/about-us/annual-report>

	<p>and enhancing their ownership, especially in the hardest-to-reach places. WFP partnerships with the local actors are evolving towards a more collaborative (and less transactional) approach.</p> <p>2017: launch of the IFRC-WFP capacity strengthening flagship initiative during the WFP Annual Partnership Consultation. This initiative implements the WFP “whole of society” approach¹⁰⁸ and aims to reflect a more collaborative (and less transactional) partnership. Piloted in Burundi, the Dominican Republic, Pakistan and Sudan, it aims to strengthen the capacity of national societies and contribute to an enhanced local food security capacity.</p>	<p>Nations World Conference on Disaster Risk Reduction. Various partners embarked on this initiative presented during the 2016 World Economic Forum as a network of coalitions and tools aiming to build on, strengthen and expand initiatives for community resilience. Partners include WFP, UNICEF, UNISDR, OCHA, UNDP, along with representatives of philanthropic (Rockefeller Foundation) and insurance organizations (Zurich Insurance).¹¹¹</p>
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People

<p>Mercy Corps works in more than 40 countries, across 14 technical themes, from conflict management to disaster preparedness to food security.¹¹² The agency has a number of staff positions (e.g. senior directors of strategic programmes and resilience) associated with Mercy Corps’ core commitment to resilience, and the implementation of the resilience approach and framework. Mercy Corps’ research and learning team also provides active research and M&E support to resilience programmes.</p> <p>As indicated above (systems), Mercy Corps is putting in place not only positions for leading the</p>	<p>Changed mindset and the provision of adequate expertise to undertake resilience programming are two critical challenges faced by WFP. At headquarters level, the technical skills to support enhancing resilience exist but they are dissipated in numerous units and neither the organizational structure nor the corporate philosophy promotes their integration. At country level, the COs are widely held to have experienced and dedicated staff. However, with notable exceptions, they do not currently have the experience or skills to undertake resilience programming. This experience and skills are needed to embrace an enabler role through policy framing, and to engage more in a systemic</p>	<p>The IFRC defines itself as the “world’s largest humanitarian network” committed to building community resilience. Hence, the greatest strength of the Red Cross and Red Crescent Movement is at the grassroots level where national societies have developed long-term experience in supporting and understanding¹¹³ the needs of local communities.</p> <p>Sustained activity and a sustained community presence (whether a crisis occurs or not) is a clear comparative advantage for the organization as it enables national societies to maintain “levels of access, trust and local intelligence that few other</p>
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¹⁰⁸ This approach commits WFP to investing in governments, national disaster management agencies, civil society and national organizations, the Red Cross and other organizations.

¹¹¹ <http://media.ifrc.org/1bc/>

¹¹² Mercy Corps, Our Work: <https://www.mercycorps.org/about-us/our-work> (accessed July 2018)

¹¹³ Studies carried out by the IFRC in the Asia-Pacific, Latin America, and Caribbean regions concluded, for example, that resilient communities have six specific characteristics: these communities are 1) knowledgeable, healthy, and can meet their basic needs; 2) socially cohesive; 3) have economic opportunities; 4) enjoy well-maintained and accessible infrastructures and services; 5) can manage their natural assets; and 6) are connected.

resilience approach, but training for staff and partners to be oriented to the resilience approach and STRESS guidance.	approach supporting a wider range of government bodies involved in agriculture, social protection, climate change etc.	organizations can match.” ¹¹⁴ In this context, the IFRC promotes community resilience as the foundation of resilient nations.
Information		
<p>The agency has developed resilience M&E guidance for internal use and is active in resilience M&E networks, including the Food Security Information Network Resilience Measurement Technical Working Group, and the Resilience Measurement, Evidence and Learning Community of Practice (RMEL CoP).</p> <p>As a member of the USAID-funded Resilience Evaluation, Analysis and Learning (REAL) Award, Mercy Corps has also supported the development of the USAID Resilience Measurement Practical Guidance Series.</p> <p>Finally, its resilience framework commits to evidence-based learning, both in order to generate learning to support programmes in working differently, and in order to test, measure and share what works. With research partners and resilience M&E specialists, Mercy Corps is evaluating resilience programmes, and generating evidence and recommendations for programmes and donors.¹¹⁵</p>	<p>VAM provides a number of unique information services. Although these are still largely separate assessments, there is increasingly connections between them and with new technologies, in order to make a causal system assessment possible in the future.</p> <p>Gathering information on resilience has required a greater contextualisation of assessments and a focus on the positive capacities that people use to deal with a shock.</p> <p>WFP has the technical expertise to easily adopt both aspects but (i) the tools for resilience measurement have not yet found their “right size” for staff at the country office level, being currently too costly, disputed and/or time consuming for them to be promoted as a standard approach, especially in an emergency, and (ii) WFP programming has not yet committed to a resilience approach, limiting any country office’s ability to collect and use resilience information. The latter has seriously hindered WFP monitoring of resilience-related indicators, which has been project-driven and performed largely for upward accountability.</p>	<p>The Framework for Community Resilience provides a guidance table to track results including a non-exhaustive list of indicators broken down per objectives and expected outcomes and the Roadmap details a measurement approach mapped to IFRC’s six characteristics of resilience.</p> <p>National societies have adapted this framework to their own contexts, the Kenya Red Cross Community Resilience Framework, to continue with this example, envisages monitoring and measurement against the six characteristics of a resilient community and a set of questions related to outputs, outcomes, impact, and attribution.¹¹⁶</p>

¹¹⁴ Mid-Term Review of Strategy 2020, IFRC 2015.

¹¹⁵ For example: [Enhancing resilience to severe drought: what works?: Evidence from Mercy Corps’ PRIME program in the Somali region of Ethiopia](#) (2017)

¹¹⁶ http://www.icha.net/media/pdf/123_Kenya%20Red%20Cross%20Framework%20for%20Community%20Resilience.pdf.

Annex 13: Resilience and Cross-Cutting Issues

The concept of resilience as applied to international development is challenging many agencies when it comes to the integration of cross-cutting issues. In the design and implementation of initiatives intended to enhance resilience, agencies are scrutinizing the extent to which cross-cutting issues – in particular environment and ecosystems, nutrition, and gender equality and women's empowerment – should be addressed.

Socioecological resilience: There is increasing focus in development resilience on how to analyse and take action on the relationships between environment and ecosystems and human development processes. The adaptation and resilience pillar of the climate-smart agriculture framework (FAO,¹¹⁷ World Bank, CGIAR) has increased attention to the relationships between ecosystems, agricultural practices and natural resource management. Interventions to promote the natural regeneration of soil through increasing the use of trees in agricultural landscapes, for example, are presented as providing co-benefits in terms of mitigation and carbon sequestration, but also in terms of increasing productivity through improved soil health and, critically, in terms of promoting resilience, with a range of outcomes such as increasing shade, providing flood protection etc.

The engagement of environmental non-governmental organizations and ecologists with the development and humanitarian assistance community also represents a real opportunity for the resilience field in the coming years. For example, Conservation International's *Resilience Atlas*¹¹⁸ seeks to build insights into how different assets, including natural capital, interact and impact resilience in particular contexts.

The Guidance for Resilience in the Anthropocene: Investments for Development¹¹⁹ programme of the Stockholm Resilience Centre with SIDA focuses on promoting an approach to sustainable development that applies socioecological thinking within development practice, taking into account how the onset of the Anthropocene is dramatically reshaping the planet and human development opportunities.

Nutrition and resilience: Nutrition is broadly understood to be both an input to, and an outcome of, enhanced resilience.¹²⁰ However, 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,¹²¹ and that this is a challenge in the face of persistent global acute malnutrition. Resilience frameworks often do not integrate

¹¹⁷ www.fao.org/docrep/018/i3325e/i3325e.pdf.

¹¹⁸ www.resilienceatlas.org/about.

¹¹⁹ <http://stockholmresilience.org/policy--practice/graid.html>.

¹²⁰ FAO (2014) Strengthening the links between resilience and nutrition in food and agriculture: A discussion paper www.fao.org/3/a-i3777e.pdf.

¹²¹ 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/>.

nutrition, and where they do, it is with reference to “food and nutrition security”, and not necessarily inclusive of a strong nutrition lens.

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.¹²² The Emergency Nutrition Network 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.

Some actors make explicit linkages between resilience and nutrition. USAID includes nutrition indicators in resilience-programme monitoring. International non-governmental organizations with a strong nutrition focus, including Action Against Hunger¹²³ and Concern Worldwide,¹²⁴ 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 (for example, making nutrition an explicit objective of interventions). The paper notes that a persistent challenge to mainstreaming nutrition is the limited investment in nutrition education at all levels, including policymakers, 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.

Gender equality, women’s empowerment, social inclusion and resilience: It is recognized in the evolving resilience field – as it is in climate-change adaptation, food and nutrition security, small-scale agriculture and disaster risk reduction – that gender dynamics and other forms of social difference and exclusion, such as age, race, and disability, influence both: (i) exposure and vulnerability to shocks and stresses; and (ii) access to the services, information, assets, training and other opportunities, that are critical to enhancing resilience capacities.

The IFPRI-led Gender, Climate Change and Nutrition Integration Initiative,¹²⁵ with USAID and the CGIAR’s Climate Change, Agriculture and Food Security research programme, has developed a framework for integrating gender, climate change and nutrition. This framework seeks to incorporate preferences and decision-making processes into a resilience framework, noting that resilience frameworks often overlook these, and that preferences and decision-making processes are both shaped by gender differences, and how they are applied can lead to gender-differentiated outcomes and impacts.

¹²² 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>.

¹²³ Action Against Hunger (2017) *Cambodia Nutrition Resilience: Participatory Analysis and Planning* <https://reliefweb.int/report/cambodia/cambodia-nutrition-resilience-participatory-analysis-and-planning>.

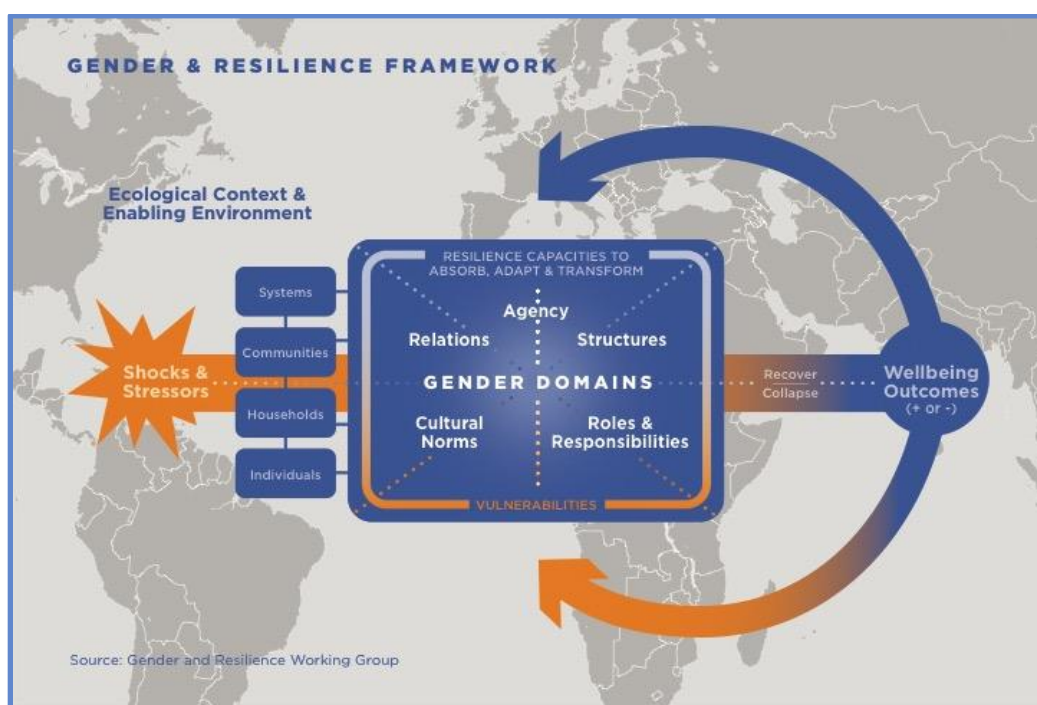
¹²⁴ Concern Worldwide (2017) *Evaluation Briefing Paper: Community Resilience to Acute Malnutrition Programme in Chad* Friedman School of Nutrition Science and Policy and Feinstein International Center, Tufts University <https://www.concern.net/resources/community-resilience-acute-malnutrition-evidence-chad>.

¹²⁵ <https://gcan.ifpri.info>.

While some implementing agencies have a track record of integrating gender-responsive¹²⁶ approaches into resilience-related work,¹²⁷ the integration of gender in resilience programming remains limited. The challenges are similar to those being faced in gender mainstreaming in general, including: lack of common approaches to gender equality; resistance to adopting gender approaches, and to challenging power relations (linked to staff and partner capacities and attitudes); and the limited timeframe and constrained resources associated with many projects, when considering complex systems that shape both gender dynamics and resilience.¹²⁸

Recognizing this, the Gender and Resilience Working Group – a coalition of 80+ members representing 35+ resilience-focused organizations – has developed a framework to make explicit the relationships between the concepts of enhancing resilience, and of promoting gender equality (Figure 1). The draft framework for action was developed by: CARE, Cultural Practice, Global Communities, International Institute for Sustainable Development, Lutheran World Relief, Mercy Corps, Save the Children, and Women Refugee Commission, and independent consultants.

Figure 2: Gender and resilience: a framework for action



Source: Gender and Resilience Working Group, June 2018.

¹²⁶ The term gender-responsive is used here to refer generically to approaches that agencies variously refer to as gender-aware, gender-sensitive, and gender-responsive, on the assumption that agencies using the first two terms do not mean to maintain the inequalities the terms imply. The term gender-transformative is used where the reference is to programming and organizational approaches that explicitly set out to transform gender relations and power dynamics throughout social and economic systems.

¹²⁷ For example, CARE's research on how resilience is improved through promoting gender equality and women's empowerment within disaster risk reduction and climate change adaptation programming: <https://careclimatechange.org/publications/research-report-enhancing-resilience-gender-equality-gender-equality-womens-voice-asia-pacific-resilience-programming/>

¹²⁸ BRACED, 2016. *Gender and Resilience: From Theory to Practice*, Working Paper, Virginie Le Masson, ODI.

The framework is structured around four main components, common to many organization's resilience frameworks and approaches: (i) shocks and stresses; (ii) vulnerabilities; (iii) capacities; and (iv) well-being outcomes and responses.

It also identifies gender domains, the domains through which gender norms and power relations manifest, as common to many organization's gender equality and women's empowerment frameworks: (i) agency (for example, self-efficacy, inclusion/exclusion in decision making); (ii) structures (for example, legal context, control over resources); (iii) cultural norms (for example, freedom of movement, prevalence of early marriage); (iv) relations (for example social capital); and (v) roles and responsibilities of different genders (for example, time use, carer roles).

The framework sets out to articulate the ways in which the key components of resilience approaches to programming can be designed, implemented and evaluated, with full integration of approaches to promote gender equality and women's empowerment. And, through its application and collaborative learning processes, to deepen understanding of how to promote gender-responsive resilience programming, and to develop knowledge products, guidance and tools that support the mainstreaming of gender equality in resilience approaches.

The framework provides the basis for collaborative application and learning between agencies and across different contexts. The working group members see such cross-agency piloting and learning as critical to speeding up the integration of gender equality and social inclusion in efforts to enhance resilience. Some agencies that have been at the forefront of developing resilience frameworks and related resilience measurement, evaluation and learning systems, are also beginning to generate knowledge, evidence and insights into the relevance, outcomes and impacts of these programmes through the lens of gender equality and social inclusion. For example, a recent meta-analysis of Oxfam's resilience programming finds that households headed by women achieve lower scores on the developed resilience index than households headed by men.¹²⁹

For some agencies, it is not only critical that resilience programming be gender-sensitive, it is also "essential to adopt approaches to resilience which challenge gender inequality and promote women's rights".¹³⁰ Oxfam's definition of resilience is "the ability of women and men to realize their rights and improve their well-being despite shocks, stresses and uncertainty".¹³¹ The organization's overall commitment to gender justice is integrated into Oxfam's Resilience Framework, which recognizes that women and girls face (i) daily and regular hazards inherent in their life cycle; and (ii) inequalities through discriminatory gender norms that can increase the exposure and vulnerability of women and girls, and limit their ability to exercise their agency and leadership capacity. This informs a commitment to understanding the existing capacities and specific and different vulnerabilities of both women and men. And to develop resilience programming that responds to women's immediate needs, addresses the systemic causes of their vulnerability, and enhances their capacities, agency and leadership.

While global actors engaged in the resilience field have, like the Rome-based agencies, developed gender policies and toolkits that guide programme design, implementation and evaluation – often accompanied by organizational standards and practices – as yet there are no apparent efforts to take advantage of the potentially reinforcing relationship between these policies and toolkits and resilience

¹²⁹ OXFAM, 2017. [Measuring Impact: A Meta-Analysis of Oxfam's Livelihoods Effectiveness Reviews](#), Oxfam Research Report, Rob Fuller

¹³⁰ Smyth, I. and Sweetman, C. (2015) *Introduction: Gender and Resilience*, Gender and Development 23:3

¹³¹ *The Future is a Choice: The Oxfam Framework and Guidance for Resilient Development* (2016)

policies and initiatives. There may be considerable scope for developing common approaches to integrating gender equality and women's empowerment into resilience initiatives and to promote systematic learning about how gender policies and toolkits are being applied to resilience efforts.

Finally, as with nutrition, there is much potential not only to develop, implement and learn from promoting gender-sensitive approaches to resilience interventions, but also to explore the ways in which gender-transformative approaches to resilience programming, through the integration of gender equality objectives, are critical to enhancing resilience capacities and the sustained well-being outcomes such programming seek to promote.

Annex 14: WFP Policies, Strategies and Guidelines and the Definition of Resilience

This annex provides an overview of WFP policies, strategies and related guidelines from the past eight or more years, from the perspective of how these documents define and refer to the concept of resilience and/or the role(s) of WFP in building resilience.

The overview demonstrates how the idea of building resilience has been integral to WFP during this period, appearing as it does in most of these documents. It also reveals the ways in which policies, strategies and related guidelines cross-reference the idea of building resilience, showing appreciation that this organizational imperative is not simply the work of one policy or set of guidelines alone.

A definition of resilience is used in the Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (2011). This uses a disaster risk reduction definition of resilience, from UNISDR (see below). Another definition of resilience, as refined and applied in the Rome-based agencies' conceptual framework, Strengthening Resilience for Food and Nutrition Security,¹³² is used in the Policy on Building Resilience for Food and Nutrition Security (2015).

However, while this definition is referred to in the 2015 resilience policy, it is not formally adopted or applied as a definition of resilience for WFP. For example, while "resilience building" is one of the three focus areas for developing country strategic plans (CSP), the Policy on Country Strategic Plans (2016) does not use this definition of resilience, or provide specific guidance on how to apply the definition to country strategic plan analysis, design and development.

The 2015 resilience policy suggests that WFP is conceptually aligning with emerging best practice, in terms of:

- Adopting a development outcomes-driven understanding of resilience
- Focusing on a set of capacities required before, during and after the onset of shocks and stressors (the ability to absorb, adapt and transform), that are a means to achieving the sustained desired well-being outcomes in the face of those shocks and stressors
- Appreciating that resilience interventions need to be: multi-level and systems based; multi-sector and holistic; multi-stakeholder with a need to enhance resilience capacities concurrently and at different scales; and context specific.

However, specific discussion or application of these concepts of resilience is not found in the policies, strategies and guidelines, either just preceding or developed since 2015.

¹³² FAO, IFAD and WFP. 2015. Strengthening Resilience for Food Security and Nutrition: A Rome-based Agencies' Conceptual Framework for Collaboration and Partnership. Rome.

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>Policy on Capacity Development: An Update on Implementation ¹³³ (2009)</p> <p>The policy on capacity development 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 nets¹³⁴</p>	<p>Concept/ definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s): Reference to resilience in this policy is limited to reference to the WFP Strategic Plan (2008–2013), and SO2, which included “supporting and enhancing the resilience of communities to shocks by creating safety nets or assets”</p> <p>The policy references the need for investment in policymaking, institutional and individual capacities, where individual level capacities are described as outputs:</p> <p>“Successive cohorts emerge of individual and communities trained in the design and implementation of efficient and effective food assistance programmes and policies, including in gender-disaggregated needs assessment, targeting, food quality and quantity management, market analysis, information management and local tendering”</p> <p>The 2015 evaluation refers in general ways to WFP work in resilience building, and includes some short descriptions of WFP projects that enhance community resilience, through community kitchens and local food purchase. The evaluation acknowledges that capacity development is at the very centre of the notion of “resilience”, with its association with the capacity of individuals, groups and society as a whole to cope, adapt and transform in the face of shocks</p> <p>The recommendations do not directly reference resilience building. However, recommendation 2 does highlight the importance of country offices being provided with “relevant, concrete and practical tools and guidance on capacity strengthening”, and that these should be applicable in contexts working along the humanitarian-development-peacebuilding nexus</p>
<p>Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience¹³⁵ (2011)</p> <p>The policy emphasizes the WFP approach to disaster risk reduction by bridging emergency response, recovery, and development, in addition to targeted prevention, mitigation, and</p>	<p>Concept/ definition of resilience: Resilience is “the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions”¹³⁷</p> <p>WFP role(s): “For WFP, building resilience is about enhancing and reinforcing the capacities, livelihoods and opportunities of the most vulnerable and food-insecure people, communities and countries in the face of an increasingly risky environment. WFP is</p>

¹³³ WFP/EB.2/2009/4-B

¹³⁴ The policy updates the 2004 policy ‘Building Country and Regional Capacities’

¹³⁵ WFP/EB.2/2011/4-A

¹³⁷ UNISDR Terminology on Disaster Risk Reduction. 2009. www.unisdr.org/eng/terminology/UNISDR-Terminology-English.pdf

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>preparedness activities, including safety nets</p> <p>The policy builds on the WFP Policy on Disaster Risk Reduction (2009), and impact evaluations in eight countries¹³⁶</p>	<p>contributing to resilience building through interventions that meet immediate food and nutrition security needs while strengthening the ability of food-insecure people and countries to manage future risks and withstand the adverse effects of natural and man-made disasters” (p. 9)</p> <p>The comparative advantages of WFP in food security-related disaster risk reduction are identified as: (i) food security analysis, monitoring and early warning; (ii) emergency preparedness, response and recovery; (iii) building resilience and protecting the most vulnerable; (iv) capacity development with national and regional institutions; and (v) coordination and leadership, in which the contribution of WFP to resilience is building community resilience through: food assistance programmes; social protection and productive safety nets; and innovative risk finance, transfer and insurance for food security</p>
<p>Update of WFP’s Safety Nets Policy: The Role of Food Assistance in Social Protection¹³⁸ (2012)</p> <p>This policy clarifies social protection and safety net concepts and their relevance to WFP activities. It outlines the role of WFP in supporting national safety nets in a predictable manner to help address long-term challenges</p> <p>Subsequent guidelines (2014):</p> <ul style="list-style-type: none"> • WFP Safety Nets Guidelines: Module A – Safety Nets and Social Protection Basics and Concepts • WFP Safety Nets Guidelines: Module B – Engagement with Governments and Partners • WFP Safety Nets Guidelines: Module C – Design and Implementation 	<p>Concept/ definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s):</p> <p>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</p> <p>Concept/definition of resilience: The guidelines provide no definition of, or concept for, resilience. However, Module A anticipates that the WFP forthcoming policy on resilience will further elaborate the relationship between safety nets and resilience</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • WFP is contributing to resilience building through interventions that meet immediate food security and nutrition needs, while strengthening the ability of food-insecure people and countries to manage future risks and withstand the adverse effects of natural and man-made disasters¹³⁹ • Safety nets can be an appropriate vehicle to deliver on food security and resilience as intended outcomes. However, safety nets can only be part of the WFP contribution to resilience. Safety net programmes alone

¹³⁶ Ethiopia, Ghana, Haiti, Lao People Democratic Republic, Malawi, Nepal, Niger and Pakistan.

¹³⁸ WFP/EB.A/2012/5-A.

¹³⁹ In the subsequent (2016) *Food Assistance for Assets (FFA) for Zero Hunger and Resilient Livelihoods: A Programme Guidance Manual*, the reference to man-made disasters is absent.

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
	<p>may not fully enable households, communities and institutions to recover from the effects of a shock, and they “will likely need a combination of different types of interventions to help with full recovery, and work toward transformation, adaptation and innovation”</p> <ul style="list-style-type: none"> • WFP provides a number of examples of working with governments and partners on safety nets programmes, and highlights the importance of discussions about graduation and the role of safety nets in increasing resilience, with stakeholders often concerned about the notion of dependency • The WFP community-based participatory planning tool is intended to “put people in charge of resilience building efforts and development” • WFP presents examples of programming initiatives such as FoodSECuRE and R4Rural Resilience as initiatives intended to promote resilience building • WFP discusses “How to design safety nets to build resilience over time” by using the three planning processes: (i) integrated context analysis; (ii) seasonal livelihoods programming; and (iii) community-based participatory planning
<p>Policy on Humanitarian Protection ¹⁴⁰ (2012)</p> <p>The policy, along with WFP Strategy for Accountability to Affected Populations¹⁴¹ affirms the recognition by WFP 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</p>	<p>Concept/ definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • There is no mention of resilience in the policy • There is recognition that community and individual coping strategies need to be part of WFP context and risk analysis, and that targeting is critical, as populations excluded from assistance may be pushed into negative coping strategies
<p>WFP’s Role in Peacebuilding in Transition Settings¹⁴² (2013)</p> <p>This policy sets the parameters for WFP engagement in peacebuilding activities as part of the United Nations efforts to transition towards peace in countries</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience. Use of the term “building resilience” with reference to the potential role of restoring and strengthening community assets in reconciliation efforts</p> <p>WFP role(s):</p>

¹⁴⁰ WFP/EB.1/2012/5-B/Rev.1.

¹⁴¹ Issued in January 2017 by the Emergencies and Transitions Unit, Policy and Programme Division.

¹⁴² WFP/EB.2/2013/4-A/Rev.1.

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>emerging from conflicts. The policy also states that WFP should not allow peacebuilding to become its overriding objective in a country, and should maintain humanitarian principles in areas still affected by conflict</p>	<p>WFP Identifies eight key principles that should guide WFP work in transition settings. These are: understanding the context, applying a risk analysis; maintaining a hunger focus; supporting national priorities where possible, but following humanitarian principles where conflict continues; supporting United Nations coherence; at a minimum avoid doing harm; being responsive to a dynamic environment; ensuring inclusivity and equity; and being realistic</p>
<p>Revised School Feeding Policy: Promoting innovation to achieve national ownership¹⁴³ (2013)</p> <p>This policy 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 production¹⁴⁴</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience. Use of the term resilience, in relation to impacts, "improved household food security and resilience"</p> <p>WFP role(s):</p> <p>School feeding is a programme that should be linked to other programmes that assist children at different stages in the life cycle, and "to community development, asset creation and resilience initiatives"</p>
<p>Policy on Building Resilience for Food Security and Nutrition¹⁴⁵ (2015)</p> <p>This policy guides the WFP work on enabling the most vulnerable people to better absorb, adapt, and transform in the face of shocks and stressors. It acknowledges that many WFP 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</p> <p>The policy notes that, while the elements of resilience building are already included in WFP operations, a</p>	<p>Concept/ definition of resilience: Refers to the leading role of WFP in the multi-agency Resilience Technical Working Group of the Food Security Information Network, which defines resilience as: "the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences"¹⁴⁷</p> <p>Also references the elements found in other resilience definitions, with emphasis on the set of capacities required before, during and after the onset of shocks and stressors, mediating the ability to absorb, adapt and transform. Whereby such capacities for resilience, are not an end objective of programming, but a means to achieving and sustaining desired well-being outcomes in the face of shocks and stressors</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> The executive summary envisages a resilience-building approach: "A resilience building approach to programming helps to mitigate the damaging effects of shocks and stressors before, during and after crises, thereby minimizing human suffering and economic loss"

¹⁴³ WFP/EB.2/2013/4-C.

¹⁴⁴ The policy was developed following an evaluation of a previous 2009 policy that highlighted the need to clarify and update the policy, operationalize it more effectively, strengthen its financing and intensify learning (Summary Evaluation Report of WFP School Feeding Policy: WFP/EB.1/2012/6-D).

¹⁴⁵ WFP/EB.A/2015/5-C

¹⁴⁷ Food Security Information Network. 2013. *Resilience Measurement Principles: Toward an Agenda for Measurement Design*. Rome.

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>fundamental shift will be how programming is designed, implemented and managed</p> <p>The policy is intended to guide WFP adoption of a resilience-building approach to programming and it: "(i) provides coherence for WFP actions to reduce vulnerability; (ii) aligns WFP with global policy on resilience; and (iii) ensures that WFP activities complement the resilience building programmes of other actors"</p> <p>The policy acknowledges that enhancing resilience is particularly challenging in fragile states and conflict situations, and that WFP is guided by its policies on humanitarian principles (2004),¹⁴⁶ humanitarian protection (2012) and peacebuilding in transition settings (2013) when working in such contexts</p> <p>The 2015 resilience policy includes the six principles outlined in the common approach for strengthening resilience as adopted by the Rome-based agencies (FAO, IFAD, WFP). These principles all have significant potential implications for capacity development within WFP and with government and other partners.</p>	<ul style="list-style-type: none"> • Such an approach starts with the way strategies and programmes are conceived, with resilience at the centre of the programme cycle • For WFP, the target outcomes of resilience interventions relate to food security and nutrition • WFP efforts to support resilience building includes aligning its activities with the plans and actions of governments and partners. Resilience building, enhancing the capacities to absorb, adapt and transform in the face of shocks and stressors, is acknowledged to require significant levels of collaboration over prolonged periods <p>The policy provides over-arching guidance under "programme implications", noting, for example, the need to prioritize gender equality and women's empowerment and to prioritize the prevention of undernutrition to promote resilience:</p> <ul style="list-style-type: none"> • People, communities and governments must lead resilience building for improved food security and nutrition. Efforts to assist vulnerable groups in managing risks and building resilience must be developed through country- and community-led efforts. Government leadership brings a more holistic approach that transcends institutional barriers to partners' collaboration. Capacity development of local authorities and engagement of community leaders increases the likelihood that activities will meet local needs and deliver sustainable gains. All efforts must focus on people and their organizations, and build on their risk management and coping strategies • Assisting vulnerable people to build resilience is beyond the capacity of any single institution. No single activity on its own will effectively build resilience, yet if taken to scale in a cohesive manner can contribute to strengthened resilience. To reach scale, multi-sector and multi-stakeholder partnerships must be integrated and must utilize the comparative advantages of each stakeholder • Planning frameworks should combine immediate relief requirements with long-term development objectives. Building resilience means addressing the immediate causes of vulnerability, food insecurity and malnutrition while building the capacity of people and their governments to manage risks to lives and livelihoods. Development can no longer be divided from

¹⁴⁶ WFP/EB.1/2004/4-C

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
	<p>humanitarian action. Better risk management and strengthened resilience are as central to development as they are to humanitarian response</p> <ul style="list-style-type: none"> • Ensuring protection of the most vulnerable is crucial for sustaining development efforts. The poorest, most vulnerable and food-insecure people in the world typically have no access to social protection or safety nets. By providing a safeguard in the event of shocks, safety nets are a vital tool that can sustain livelihoods while assisting those most in need • Effective risk management requires an explicit focus on the decision-making of national governments, as well as integration of enhanced monitoring and analysis. Improved monitoring and early warning provide decision makers with the information they need to manage risks, adjust plans and seize opportunities. Actions to manage risk should begin with vulnerable communities and extend to local, national and regional levels and be mutually reinforcing. This requires full coordination among the institutions involved in food security and nutrition analysis, and early warning to ensure timely and flexible response to shocks • Interventions must be evidence-based and focused on long-term results. Resilience-building initiatives must be evaluated to determine their medium- and long-term impacts on food security and nutrition in the face of recurrent shocks and stressors. Investments in evaluation are required to generate rigorous evidence of effectiveness and value for money over time
<p>The South-South and Triangular Cooperation Policy ¹⁴⁸ (2015)</p> <p>The policy outlines WFP 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 supports regional and sub-regional organizations to facilitate the sharing of expertise, information, and capacities in</p>	<p>Concept/ definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • Referencing WFP mandate, policies and operations that put it at the forefront of efforts to end hunger. This includes an emphasis on ensuring that food systems are sustainable and resilient • Promoting forms of cooperation that support nationally owned efforts, through country capacities (sharing expertise, tools, skills); resources (sharing in-kind of cash contributions through twinning); and innovation (facilitating the identification and testing of potential solutions among countries)

¹⁴⁸ WFP/EB.A/2015/5-D

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>resilience building, emergency preparedness, disaster risk reduction and nutrition</p>	<ul style="list-style-type: none"> • Envisaging WFP supporting such cooperation at the policy, programming and implementation levels in a number of arenas, including school meals, sustainable agriculture etc. and “climate change services for resilience building”
<p>WFP Strategic Plan (2017-2021) ¹⁴⁹ (2016), developed 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)</p> <p>The strategic plan applies an understanding that building resilience is critical to WFP efforts in achieving zero hunger. Efforts must be made to strengthen the resilience of vulnerable households and communities, of affected people in protracted crises, and as part of emergency response and preparedness in the context of recovery</p> <p>The SP locates WFP strategy in relation to global trends and international conferences and agreements. Among these are the Sendai Framework for Disaster Risk Reduction (2015–2030), which calls for “investment in disaster risk reduction for resilience – including through social-protection systems – and enhanced disaster preparedness for effective response and ‘building back better’”. It is also noted that climate change will deepen vulnerability to disasters “especially in resource-scarce environments dominated by high prevalence of food insecurity and malnutrition”, as reflected in the United Nations Framework Convention on Climate Change, Paris Agreement (2015)</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience. Although it does reference the 2015 resilience policy. And the idea of resilience building is included throughout the strategic plan document</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • “WFP works to strengthen the resilience of affected people in protracted crises by applying a development lens in its humanitarian response” • “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” • “Country Strategic Plans are context-specific and adaptable, to facilitate appropriate responses to changes in the operating environment; promote links between humanitarian and development assistance; and enable effective resilience-building by ensuring that crisis response supports recovery and long-term development and that development activities reflect an understanding of risk, vulnerability and ways to protect vulnerable people in crisis” • With reference to SO3 “Achieve Food Security”: “WFP will use analytical tools to facilitate a cross-sectoral understanding of disaster risks and of opportunities for enhancing livelihoods, climate resilience and nutrition, in line with government’s provisions. This analytical process will help partners engage in sustained efforts to build resilience for food security and nutrition. Similar tools will also help partners support communities in protracted conflict and displacement situations by guiding efforts to enhance their resilience for food security and nutrition”

¹⁴⁹ WFP/EB.2/2016/4-A/1/Rev.2*

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>WFP Policy on Country Strategic Plans¹⁵⁰ (2016)</p> <p>The Policy introduces “a unique programmatic framework based on coherent country portfolios”. This is intended to replace existing programme categories</p> <p>The Policy recognizes that the CSPs need to be context-specific and adaptable to change</p> <p>Strategic outcomes are to be formulated at the country level, and framed around focus areas – crisis response, resilience building and root causes, which are aligned with standardized strategic outcome categories included in the Corporate Results Framework</p> <p>The CSPs are intended to “promote links between humanitarian and development assistance and enable effective resilience building”. They are intended to better ensure that WFP crisis response supports recovery and long-term development, “and that its development activities are informed by an understanding of risk and protect vulnerable people from crisis”</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience. However, the three focus areas are described:</p> <p>Crisis response: aims to provide relief and maintain food security and nutrition in relation to a crisis, and may also include recovery efforts to restore livelihoods; targets internally displaced persons, refugees, vulnerable host communities, and malnourished and food-insecure populations affected by a shock – conflict, natural disaster or economic crisis</p> <p>Resilience building: aims to build resilience to future crises and shocks by 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; typically supports people, communities and institutions in areas that are food insecure, poor, hazard prone or vulnerable to climate change</p> <p>Response to root causes: occurs in the context of long-standing and/or unaddressed needs and vulnerabilities, and aims to address the underlying, root causes of vulnerability, including unavailability of food, poverty, and poor access to education and basic social services, etc.; objective is to ensure and protect the food security and nutrition of the most vulnerable people and communities while strengthening institutional capacity to respond to their needs; typically targets people and communities suffering from chronic food insecurity, persistent poverty and limited access to services</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • “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” • “As WFP focuses on its core business of saving lives, it will do so in ways that contribute to building resilience and stimulating productive opportunities for food-insecure and marginalized people over the longer term” • Anticipates that the CSP will 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”

¹⁵⁰ WFP/EB.2/2016/4-C/1/Rev.1*

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>Climate Change Policy ¹⁵¹ (2017)</p> <p>The policy lays out how WFP 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 activities¹⁵² addressing climate change into WFP work, with a focus on supporting adaptation alongside reducing loss and damage from climate extremes</p> <p>The policy was initially proposed in a WFP paper, Climate Change and Hunger: Towards a WFP Policy on Climate Change, presented to the Executive Board in 2011. It was understood that there were strong interlinkages and important distinctions between disaster risk reduction and climate change adaptation. At the time, the WFP policy on DRR went ahead, approved in 2012</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> Identifies entry points that can guide country offices in developing CSPs. This includes a section on “Community Resilience, Risk Reduction, Social Protection and Adaptation”, referencing a number of established WFP programmes that contribute to resilience building, such as food assistance for assets, as well as WFP role in introducing and scaling innovative risk financing tools and approaches, such as the R4, FoodSECuRE and African Union’s Risk Capacity
<p>Environmental Policy¹⁵³ (2017)</p> <p>The policy 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</p>	<p>Concept/ definition of resilience: Provides no definition of, or concept for, resilience</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> The policy views the foundations for WFP programmatic contribution to environmental sustainability as being laid out in policies such as the Climate Change Policy and the Policy on Building Resilience for Food Security and Nutrition The policy presents WFP partnerships with beneficiary communities as also empowering communities and increasing their resilience to environmental degradation as part of WFP overall efforts to end hunger The policy upholds the three-pronged approach to the planning and design of resilience building, and the need to include consideration of environmental issues within

¹⁵¹ WFP/EB.1/2017/4-A/Rev.1

¹⁵² 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.

¹⁵³ WFP/EB.1/2017/4-B/Rev.1

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
	efforts to support productive safety nets, disaster risk reduction and preparedness activities
<p>WFP Gender Policy 2015–2020¹⁵⁴ (2015)</p> <p>And the Gender Policy Update (2017)</p> <p>The policy aims to embed gender in policies, programming, and practices, from headquarters to regional bureaux 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</p> <p>The Gender Toolkit (2016)</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience</p> <p>In fact there is only one mention of resilience, in the notes, with reference to the definition of gender-based violence that is being used in the gender policy, as being adapted from the Inter-Agency Standing Committee. 2015. “Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery” is concerned with the concepts of risk and resilience in relation to gender-based violence</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • This is not specified in terms of explicit connections between gender and resilience (concept, programming etc.) • The gender toolkit includes some documents which reference resilience (e.g. Gender and CSP Guidance, Gender and Climate Change) <p>However, while these use the word “resilience” they do not explicitly link a concept of building resilience to concepts about gender relations and gender equality. Nor do they provide specific guidance on how to apply the gender tools (e.g. gender analysis) specifically to resilience approaches</p> <ul style="list-style-type: none"> • It could be assumed that the WFP Gender Standards and Toolkit are expected to be applied to all WFP work, e.g. that development of the CSPs will “note that gender is relevant to, and so should be addressed in activities relating to, crisis response, resilience and root causes” (Gender and CSP Guidance, 2016)
<p>Nutrition Policy¹⁵⁵ (2017)</p> <p>The policy 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</p>	<p>Concept/definition of resilience: Provides no definition of, or concept for, resilience</p> <p>However, the Nutrition Policy and the Guidance for Nutrition-Sensitive Programming (below) do both demonstrate an appreciation for the linkages between nutrition interventions and building resilience, and between building resilience and nutrition outcomes</p> <p>“Nutrition and resilience are mutually reinforcing, and a focus on ensuring good nutrition is an integral component of the resilience building process. Good nutrition results in resilient people,</p>

¹⁵⁴ WFP/EB.A/2015/5-A

¹⁵⁵ WFP/EB.1/2017/4-C

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
<p>previous nutrition policy,¹⁵⁶ 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 programmes with nutrition-sensitive components; and, linking actors and efforts through project implementation</p> <p>Unlocking WFP’s Potential: Guidance for Nutrition-Sensitive Programming, Version 1.0 (2017)</p>	<p>communities and nations as well-nourished individuals are healthier, can work harder and have greater potential physical reserves. Resilient people, communities and nations are also better able to protect the nutrition of the most vulnerable people in the event of stresses and shocks. Conversely, the households that are most affected by shocks and threats face the greatest risk of malnutrition. Therefore, building resilience is an essential component of efforts to reduce malnutrition sustainably”</p> <p>WFP role(s):</p> <ul style="list-style-type: none"> • Working with national governments and other partners to apply a nutrition lens to all WFP activities, this policy commits “WFP to increasing its focus on resilience building and stunting prevention in longer-term humanitarian responses” • WFP activities must reduce disaster risk, build resilience and help people to adapt to climate change, in order to improve nutrition • “Humanitarian responses and long-term development actions should be mutually reinforcing and responsive to immediate nutrition needs ... Immediate nutrition activities in the short-term ensure that long-term investments in resilience are realized. At the community level, resilience activities are needed to address the underlying causes of undernutrition by improving physical and economic access to essential goods and services. At the national level, policies must be adopted that support resilient food, health and social protection systems. Such systems should be able to expand quickly to meet the needs of individuals and communities, offering services that protect the health and nutrition of the most vulnerable people” <p>WFP role(s):</p> <ul style="list-style-type: none"> • The guidance envisages the three-pronged approach (3PA) as being an important platform for “ensuring nutrition integration” into various programmes for resilience building, disaster risk reduction and so on, and indicates that “such opportunities are now being defined together with the Nutrition Division” • The guidance discussed the importance of selecting a measurable nutrition objective for any programme, i.e. nutrition-sensitive programmes retain their primary objective, which might be to build resilience, but include

¹⁵⁶ WFP/EB.1/2017/4-C)

Strategy, policy or guidelines	Concept of resilience as defined or used, and descriptions of WFP role(s) in building resilience
	an additional nutrition objective, not intended to replace the primary objective

Annex 15: Evidence Matrix

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
EQ1: How relevant is WFP resilience work and for whom?					
1a(i): Is the concept of resilience consistent within WFP?					
Finding 1: WFP commitment to enhance resilience is integrated across policies and guidelines; however, a unifying, agency-wide conceptualization of resilience is lacking	X			X	X
Finding 2: WFP strategic documents demonstrate a shift from a disaster risk reduction to a “development outcomes” approach, but the perception amongst WFP staff of resilience as “disaster risk reduction” with a few other integrated services – chiefly, social protection and income support and, to a much lesser extent, nutrition – persists	X		X	X	
1a(ii): Is the concept of resilience consistent between WFP and its partners?					
Finding 31: Other donors perceive WFP as a lead humanitarian organization and channel their funding towards the fulfilment of this role; however, it is too early to determine whether the country strategic plans will allow for more diversified funding streams		X		X	

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 30: The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	X	X	X	X	
1a(iii): Is the concept of resilience sufficient compared to recognized best practice?					
Finding 4: The importance of addressing the structural causes of vulnerability is largely absent from the WFP definition of resilience, which has implications for its dual humanitarian-development mandate and work along the humanitarian-development nexus			X	X	
Finding 3: There is a gap in understanding that resilience capacities are owned by those who face shocks					
Finding 5: There is uncertainty surrounding the relevance of enhancing resilience in more unstable or crisis contexts					
1a(iv): Are donors influencing the way in which WFP is conceptualizing "resilience"?					
Finding 31: Other donors perceive WFP as a lead humanitarian organization and channel their funding towards the fulfilment of this role; however, it is too early to determine whether the country strategic plans will allow for more diversified funding streams		X	X	X	
1b: Who are WFP target groups for resilience and what are their needs?					

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 6: WFP recognizes that it needs to target a range of different groups, including communities and households. More weakly articulated is how these groups help to enhance the resilience of individual women, men, girls and boys			X	X	X
Finding 21: There are examples of convergence of targeting and joint planning, but more work is needed in this area					
1c(i): Are gender-based differences in resilience needs adequately recognized?					
Finding 6: WFP recognizes that it needs to target a range of different groups, including communities and households. More weakly articulated is how these groups help to enhance the resilience of individual women, men, girls and boys	X		X	X	X
Finding 29: WFP actively engages in partnerships to enhance the resilience of food insecure target groups, but these have not systematically taken the different needs and priorities of women, men, girls and boys into account	X		X	X	X
1c(ii): Are gender-based differences in resilience activities adequately recognized?					
Finding 20: There is a need for WFP to strengthen its ability to carry out differentiated, context-specific programming that is attentive to social, cultural and gender-differentiated dimensions	X		X	X	

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
1d: Has WFP determined which of those resilience-related needs it is best placed to address and is it addressing them?					
Finding 6: WFP recognizes that it needs to target a range of different groups, including communities and households. More weakly articulated is how these groups help to enhance the resilience of individual women, men, girls and boys	X		X	X	
EQ2: Is WFP engaged in the right partnerships to enable strong resilience outcomes?					
EQ2a: Has WFP determined which resilience-related needs of its target groups are best met by others, and does it participate in joint processes to ensure that the full range of needs, including those related to gender-based differences, are met?					
Finding 30: The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	X	X		X	
Finding 29: WFP actively engages in partnerships to enhance the resilience of food insecure target groups, but these have not systematically taken the different needs and priorities of women, men, girls and boys into account	X		X	X	X
EQ2b1: Is there potential to broaden partnerships for resilience? Are there any enabling factors and/or barriers to doing so?					

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 17: WFP supports a range of interventions that contribute to different resilience capacities. It has expanded its resilience “offer” by piloting and partnering with key actors that have specific expertise	X				
Finding 27: WFP is improving its support to governments through zero hunger strategic reviews and continued country capacity strengthening, which will serve to strengthen the resilience of potentially vulnerable individuals and communities		X		X	
Finding 32: There is potential to broaden partnerships with private sector actors but enabling factors need to be strengthened	X	X		X	
Finding 33: Local organizations play an essential role in conveying communities’ resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	X			X	
EQ2bii: How can these barriers be overcome?					
Finding 32: There is potential to broaden partnerships with private sector actors but enabling factors need to be strengthened	X	X		X	
EQ2c: To what extent do donors influence the ability of WFP to undertake resilience work?					
Finding 31: Other donors perceive WFP as a lead humanitarian organization and channel their funding towards the fulfilment of this role; however, it is		X	X	X	X

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
too early to determine whether the country strategic plans will allow for more diversified funding streams					
EQ3: Is WFP “fit for purpose” to implement appropriate, equitable, effective and coherent resilience programming in the context of the Strategic Plan (2017-2021)?					
EQ3a: Are WFP programming modalities sufficiently comprehensive and flexible to meet the resilience needs of target groups across the range of contexts in which WFP works?					
Finding 17: WFP supports a range of interventions that contribute to different resilience capacities. It has expanded its resilience “offer” by piloting and partnering with key actors that have specific expertise	X		X	X	
Finding 18: Despite increased attention to resilience enhancement in certain programmes, the potential for resilience enhancement across the organization is not yet fully realized.	X	X	X	X	
Finding 33: Local organizations play an essential role in conveying communities’ resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	X			X	
EQ3b: Does WFP make appropriate use of its gender toolkit to promote resilience through gender equality and women’s empowerment?					
Finding 10: The evaluation found no evidence of explicit guidance to support WFP work to enhance resilience	X		X	X	X

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 11: Technical support to identify entry or exit points for resilience after the NZHSRs or L3 emergency is a particular gap	X		X	X	X
EQ3c: Does the WFP organizational structure promote resilience programming and if not, how could it be changed?					
Finding 18: Despite increased attention to resilience enhancement in certain programmes, the potential for resilience enhancement across the organization is not yet fully realized.	X	X	X	X	
Finding 14: WFP tendency to work in silos constrains the integrated approach needed to enhance resilience	X		X	X	
Finding 15: WFP financial framework is currently transitioning towards a dual needs-based and resource-based planning structure, which could be beneficial for resilience building when fully realized	X		X	X	X
EQ3d: Does WFP have the right mix of staff competencies and skills to conduct resilience programming?					
Finding 34: Country offices have experienced and dedicated staff; however, with notable exceptions, there is a need to broaden the skill sets available	X			X	X
Finding 35: At headquarters level, the technical skills to assess, plan and design aspects of resilience support exist, but they are dissipated in numerous units and neither the organizational structure nor the corporate philosophy promotes their integration	X		X	X	

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
EQ4: Are WFP country offices able to produce, access, analyse 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?					
EQ4a(i): Do WFP information systems enable or support the identification of relevant resilience dimensions... (continued in EQ4a(ii))					
Finding 36: WFP has access to a wealth of tools that provide insights into specific aspects of resilience; various combinations, along with new assessments, are being piloted to provide a more holistic picture	X	X	X	X	
EQ4a(ii): ... and within this: gender-transformative outcomes with regard to resilience?					
Finding 6: WFP recognizes that it needs to target a range of different groups, including communities and households. More weakly articulated is how these groups help to enhance the resilience of individual women, men, girls and boys	X		X	X	X
EQ4b(i): Are WFP country offices able to access, analyse and use (relevant, accurate, timely and sex- and age- disaggregated) data to make informed decisions to resilience-related programming?					
Finding 36: WFP has access to a wealth of tools that provide insights into specific aspects of resilience; various combinations, along with new assessments, are being piloted to provide a more holistic picture	X	X	X	X	
EQ4b(ii): Have country office/regional bureau projects developed and shared their own approaches to measurement?					

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 39: WFP country offices have the ability to assess and use various types of resilience-related information, but face barriers related to timeframes, connectivity, capacity and cost	X	X	X	X	
EQ4b(iii): How do these two processes work? What advantages/disadvantages does this bring?					
Finding 37: The WFP corporate monitoring framework touches upon areas relevant to the measurement of resilience but is limited by the differences between indicator methodologies and a tendency towards equating outputs with outcomes	X	X	X	X	
EQ4c(i) Do WFP information services hold particular benefits for enhanced resilience support?					
Finding 36: WFP has access to a wealth of tools that provide insights into specific aspects of resilience; various combinations, along with new assessments, are being piloted to provide a more holistic picture	X	X	X	X	
Finding 39: WFP country offices have the ability to assess and use various types of resilience-related information, but face barriers related to timeframes, connectivity, capacity and cost	X	X	X	X	
EQ4c(ii): To what extent are these benefits realized?					
Finding 38: Programme and monitoring staff see the value in gathering information on resilience, but corporate tools do not currently enable them to do so systematically or effectively	X	X	X	X	

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
EQ4c(iii): What are their limitations?					
Finding 38: Programme and monitoring staff see the value in gathering information on resilience, but corporate tools do not currently enable them to do so systematically or effectively	X	X	X	X	
Finding 39: WFP country offices have the ability to assess and use various types of resilience-related information, but face barriers related to timeframes, connectivity, capacity and cost	X	X	X	X	
EQ4d(i): To what extent did the Strategic Results Framework (2014-2017) enable appropriate, robust and consistent measurement of resilience-related outcomes?					
Finding 37: WFP corporate monitoring framework touches upon areas relevant to the measurement of resilience but is limited by the differences between indicator methodologies and a tendency towards equating outputs with outcomes	X	X	X	X	X
EQ4d(ii): Does the corporate results framework address any gaps or create new ones?					
Finding 37: WFP corporate monitoring framework touches upon areas relevant to the measurement of resilience but is limited by the differences between indicator methodologies and a tendency towards equating outputs with outcomes	X	X	X	X	X
EQ4e: To what extent have country offices developed and/or used other indicators (outside the corporate framework) to report on resilience?					

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
Finding 38: Programme and monitoring staff see the value in gathering information on resilience, but corporate tools do not currently enable them to do so systematically or effectively				X	X
Finding 39: WFP country offices have the ability to assess and use various types of resilience-related information, but face barriers related to timeframes, connectivity, capacity and cost	X			X	X
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(i): Resource mobilization					
Finding 15: The WFP financial framework is currently transitioning towards a dual needs-based and resource-based planning structure, which could be beneficial for resilience building when fully realized	X		X	X	X
Finding 30: The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	X	X		X	
EQ5(ii): Enhanced partnerships					
Finding 33: Local organizations play an essential role in conveying communities' resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	X	X		X	

	Lines of enquiry				
	Review of WFP documents	External document review	Key informant interviews (WFP HQ and external organizations)	Field missions to 9 country offices and 3 regional bureaux	Web surveys
EQ5(iii): Joint planning and/or design of resilience-building programmes					
Finding 33: Local organizations play an essential role in conveying communities' resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	X			X	
Finding 30: The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	X	X		X	
EQ5(iv): Joint implementation of resilience-building programmes					
Finding 33: Local organizations play an essential role in conveying communities' resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	X	X		X	
Finding 30: The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	X	X		X	

Annex 16: Findings – Conclusions – Recommendations Matrix

The following table shows the linkages between findings, conclusions and recommendations from the report.

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
F1	Finding	WFP commitment to enhancing resilience is integrated into policies and guidelines, but a unifying, agency-wide conceptualization of resilience is lacking	Concept	C2
F2	Finding	Strategic documents demonstrate a shift in focus from disaster risk reduction and prevention to “development outcomes”, but among WFP staff, the perception persisted that resilience was disaster risk reduction with a few integrated services – mainly social protection and income support and, to a far lesser extent, nutrition	Concept	C3
F3	Finding	There is a gap in understanding of resilience capacities as being owned by people who face shocks	Concept	C3
F4	Finding	The importance of addressing the structural causes of vulnerability is largely absent from the WFP definition of resilience, which has implications for the WFP dual humanitarian--development mandate and work along the humanitarian–development nexus	Concept	C3
F5	Finding	There is uncertainty regarding the relevance of enhancing resilience in situations of instability or crisis	Concept	C3
F6	Finding	WFP recognizes that it needs to target a range of different groups, including communities and households. More weakly articulated is how such targeting helps to enhance the resilience of individual women, men, girls and boys	Concept	C3
F7	Finding	Resilience is at the heart of the WFP strategic response to protracted crises; relevant policies rightly offer a more cautious approach	Strategy	C4
F8	Finding	There is no clear, coherent framework to advance resilience enhancement from concept to integrated programming and measurable results	Strategy	C4

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
F9	Finding	Country strategic plans provide a potentially good platform for resilience programming	Strategy	C4, C11
F10	Finding	The evaluation team found no evidence of explicit guidance that supports WFP work to enhance resilience	Guidance	C4, C5
F11	Finding	Technical support for the identification of entry or exit points for resilience work after completion of a zero hunger strategic review or a Level 3 emergency response is a particular gap	Guidance	C4, C5
F12	Finding	The IRM guidance encourages greater integration of programmes, but technical and process-related guidance needs more specificity	Guidance	C4, C5
F13	Finding	The technical support for resilience provided by regional advisers is viewed as useful and there is a demand for its expansion	Guidance	C4, C5
F14	Finding	The tendency of WFP to work in “silos” constrains its ability to follow the integrated approach needed in order to enhance resilience	Systems	C5
F15	Finding	The WFP financial framework is currently transitioning towards a dual needs-based and resource-based planning structure, which could be beneficial for resilience building when completed	Systems	
F16	Finding	Integrated programming to enhance the resilience of women, men, boys and girls requires investments in detailed capacity assessments and integrated programme design	Systems	C11
F17	Finding	WFP supports a range of interventions that contribute to different resilience capacities. It has expanded the range of its work on resilience by piloting new approaches, such as the Rural Resilience Initiative	Programs	C5, C6, C9
F18	Finding	Despite increased attention to resilience enhancement in certain programmes, the potential for resilience enhancement across the organization is not yet fully realized.	Programs	C5, C9
F19	Finding	While there are examples of WFP programmes using a “convergence approach”, much more could be done to enhance synergies among WFP-supported interventions	Programs	C5, C6, C9
F20	Finding	There is a need for WFP to strengthen its ability to carry out differentiated, context-specific programming that is attentive to social, cultural and gender-differentiated dimensions	Programs	C9

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
F21	Finding	There are examples of convergence of targeting and joint planning, but more work is needed in this area	Programs	C5, C9, C11
F22	Finding	WFP has the programmatic tools to support a phased “layering” of activities that facilitate graduation from extreme poverty	Programs	C5, C9
F23	Finding	The current range of WFP interventions is not particularly well-suited to the mobility or migration of food-insecure people	Programs	C9
F24	Finding	More time is needed for food assistance for assets initiatives to realize their resilience building outcomes	Programs	C9
F25	Finding	The increasing use of cash-based transfers by WFP has the potential to enable increased adaptation to shocks and stressors, but attention to the design and targeting of programmes using cash-based transfers is needed	Programs	C9
F26	Finding	Work with smallholder farmers enables WFP to support the major livelihood activity in the countries where it operates, but requires contingency plans for responding to shocks, such as R4, and close attention in order to ensure that the emphasis on production, sales or market-related results does not exclude the poorest smallholders	Programs	C9
F27	Finding	WFP is improving the support it provides to governments through the zero hunger strategic review process and continued country-capacity strengthening, which will help to strengthen the resilience of potentially vulnerable individuals and communities	Partners	C6, C9
F28	Finding	WFP support for country-capacity strengthening is a critical element to enhance resilience of individuals, households and communities	Partners	C6, C9
F29	Finding	WFP actively engages in partnerships to enhance the resilience of food insecure target groups, but these have not systematically taken the different needs and priorities of women, men, girls and boys into account	Partners	C8, C11
F30	Finding	The Rome-based agencies have a long-standing resilience agenda, but the evaluation found that joint implementation has been varied	Partners	C7
F31	Finding	Some donors perceive WFP as a leading humanitarian organization and channel their funding towards the fulfilment of this role; it is too early to determine whether the country	Partners	C7

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
		strategic plan framework will allow the more diversified partnership modalities and funding streams needed for longer-term resilience approaches		
F32	Finding	WFP is broadening its partnerships with private sector actors, but the enabling factors for this need to be strengthened	Partners	C8
F33	Finding	Local organizations play an essential role in conveying communities' resilience needs and enhancing community ownership but are constrained by WFP procedures and partnering practices	Partners	C8
F34	Finding	Country offices have experienced and dedicated staff; however, with notable exceptions, there is a need to broaden the skill sets available	People	C10
F35	Finding	At headquarters, the technical skills for assessing, planning and designing aspects of resilience support exist, but they are spread across numerous units and neither the organizational structure nor the corporate philosophy of WFP promote their integration	People	C10
F36	Finding	WFP has access to a wealth of tools that provide insights into specific aspects of resilience; various combinations, along with new assessments, are being piloted with a view to providing a more holistic picture of these tools	Information	C10
F37	Finding	The WFP corporate monitoring framework includes some areas that are relevant to the measurement of resilience but is limited by differences among the methodologies used for measuring indicators and a tendency to equate outputs with outcomes	Information	C9
F38	Finding	Programme and monitoring staff see the value in gathering information on resilience, but current corporate tools do not enable them to do so systematically or effectively	Information	C9, C10
F39	Finding	WFP country offices can assess and use various types of resilience-related information, but face barriers related to timeframes, consolidation, capacity and cost	Information	C10, C11
C1	Conclusion	The evaluation team found that WFP has made a concerted and deliberate effort to contribute to resilience strengthening and has undertaken a range of policy, programming and assessment work over the last decade with a view to improving people's abilities to deal with shocks and reducing the need for repeated humanitarian interventions. WFP is meaningful engaged with the concept of and approaches to resilience as it grapples with implications for its work	Overall	n/a

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
C2	Conclusion	However, this engagement is not yet fully manifested in a concerted drive by WFP leadership to develop a shared understanding of resilience and of how WFP can consistently enhance it in order to improve food security. The degree of application of the concept was, therefore, found to be variable both vertically and horizontally throughout the organization. In a few units, regional bureaux and county offices, enhancing resilience is considered as an imperative and approaches to the plan, implementation and monitoring of interventions are being developed; but in many other WFP units and offices, staff struggle to see the difference between the capacity for resilience and single-point interventions in disaster prevention and livelihoods	Concept, People	F1
C3	Conclusion	Low awareness of maladaptation is the most serious gap in understanding but could be quickly addressed by WFP drawing from “do no harm” principles. This would cover other knowledge gaps by placing more emphasis on the means by which people choose among and draw on a range of services, information and their own assets in order to protect their livelihoods from myriad stressors and shocks. Such emphasis may also result in greater attention to the political and social root causes of persistent vulnerability. These are issues where WFP civil society and non-governmental partners play a more active role, but WFP requires a clear position on them in order to ensure programme quality	Concept	F2-F6
C4	Conclusion	The WFP strategic framework is becoming more conducive to approaches aimed at enhancing resilience. The country strategic plan process places greater emphasis on context, government priorities, “whole of society” approaches and integrated programming, all of which enhance the relevance of WFP programming for populations exposed to shocks. Nevertheless, and despite the designation of resilience building as a focus-area tag, a clear “resilience lens” has not yet been applied to the design and implementation of country strategic plans. This is largely because there is no clear, explicit guidance that leads staff from a definition of resilience to the analysis of entry and exit points that could follow the zero hunger strategic review process or an emergency response	Programs, Strategy, Guidance	F7-F13
C5	Conclusion	Operational aspects also limit the application of a resilience approach. Although there is now a greater emphasis on integrated programming, the tendency of WFP to work in “silos” has persisted beyond the introduction of the Integrated Road Map and limits programming and internal learning. With some notable exceptions, the WFP breadth of interventions – ranging from the stabilization of nutrition in emergencies, unconditional transfers and	Systems, Guidance, Programs	F10-F14, F17-19, F21-22

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
		asset building to the modelling of climate change and food security-related responses – seldom converge in a way that could help a population group progress from food insecurity to resilience. Tools such as the three-pronged approach, which could help layer and link interventions to specific settings, are associated with specific interventions and are underutilized. In particular, realizing the ambition to overcome the structural conditions that limit the social, political and economic participation of women and girls, as laid out in the gender policy, requires a committed engagement of units and teams throughout WFP		
C6	Conclusion	WFP has expanded its partnerships to offer more comprehensive support for resilience. Partnerships with government have become of central importance in this work via the country strategic plan process and are expected to contribute to strengthening governance systems that could significantly increase the level of support given to the most vulnerable people before, during and after a shock	Strategy, Partners	F17, F19, F27, F28
C7	Conclusion	Rome-based agency collaboration on resilience at headquarters level has not been matched with the longer-term commitments required, although certain donors are encouraging greater collaboration with a view to reducing the need to fund humanitarian responses to recurrent crises. Other donors regard the WFP remit as primarily in humanitarian response and, therefore, do not expect enhanced resilience outcomes	Partners	F30-F31
C8	Conclusion	If these and other working relationships (with national governments, civil society organizations and the private sector) can evolve past the administrative difficulties that currently constrain them, it should be possible for WFP to articulate the strengths and limits of its role and enhance resilience more efficiently and effectively as a contribution to the achievement of zero hunger	Partners	F29, F32, F33
C9	Conclusion	WFP corporate reporting on resilience remains weak because core programmes are not yet integrated in ways that create a coherent resilience “outcome” and the monitoring indicators used are designed to track the outputs of separate interventions	Programs, Information	F17-F28, F37-F38
C10	Conclusion	WFP assessment capacity can be used to support targeting and the identification of shocks throughout the organization. WFP is testing the use of assessments that focus on measuring improvements in resilience capacities in addition to measuring the characteristics of vulnerability and is increasingly considering ways of developing	Information, People	F34-F36, F38, F39

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
		understanding of the connections between shocks and responses that occur in a given social, political, ecological or economic system		
C11	Conclusion	WFP is not currently equipped to clearly articulate how resilience can be strengthened in a given context, what its contribution to resilience enhancement will be, what roles other actors can play, what results are intended and what assumptions should be tracked during work towards these results. Country offices in countries where the conditions for development are stable have found it easier to continue resilience programmes initiated prior to their country strategic plans, but there is far more uncertainty about how to position work on resilience in protracted crises and conflict situations as set forth in the WFP Strategic Plan (2017–2021)	Information	F9, F16, F21, F29, F39
C12	Conclusion	The evaluation team concludes that WFP has the foundations for, and high-level strategic commitment to, supporting the enhancement of resilience in order to avoid recurrent crises. These need to be grounded in the operational realities and matched by demands for better guidance, measurement and systems if WFP is to make a significant contribution in this area	Overall	n/a
R1	Recommendation	Establish an interdivisional leadership team tasked with developing a strategy for enhancing resilience in order to achieve zero hunger and chaired by the Assistance Executive Director of the Operations Services Department (OS)	Strategy	C4
R2	Recommendation	Integrate issues related to gender equality, empowerment and resilience into guidance on the zero hunger strategic review process and the Integrated Road Map for country offices	Guidance	C4, C5
R3	Recommendation	Strengthen the financial and partnership base for initiatives on resilience enhancement	Partners	C6-C8
R4	Recommendation	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	People	C2, C10
R5	Recommendation	Consolidate performance measurement data from resilience-related initiatives for corporate reporting and sharing with national partners	Information	C9-C11
R6	Recommendation	Strengthen the ability of headquarters units and regional bureaux to collect, collate and analyse information on covariate transboundary and localized shocks before they happen	Information	C9-C11

[1] ID	[2] Finding Conclusion Recommendation	[3] Description	[4] Node	[5] Linked to
R7	Recommendation	Support the generation of evidence on the relevance of food security and resilience interventions in conflict and protracted crises	Information	C9-C11

Annex 17: Innovative Resilience-Building Approaches Captured during the Field Visits

The purpose of this annex is to briefly outline innovative approaches gathered by the evaluation team from its field visits. In Malawi, Niger, and Guatemala, three countries affected by recurrent food crises triggered by widespread vulnerabilities and increased frequency of climate shocks, WFP engages in integrated, multi-year, and multi-partner resilience planning and programming.

A: WFP Integrated Resilience Approach in Malawi

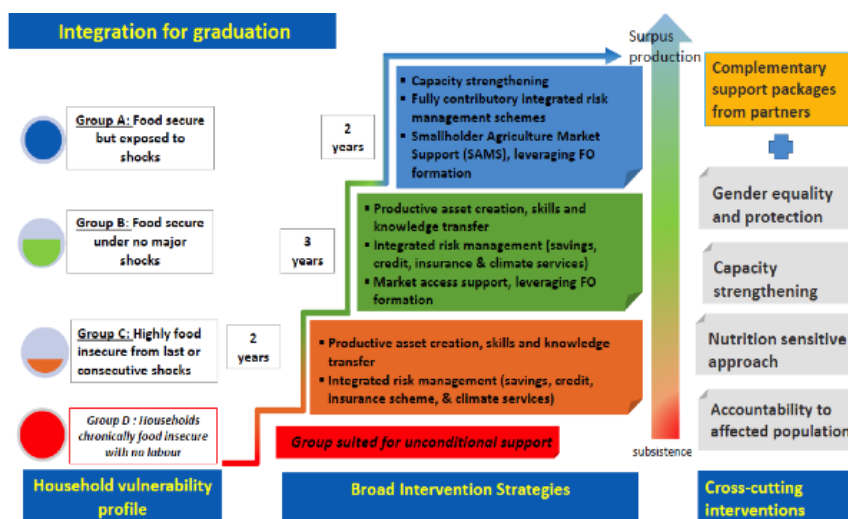
The Malawi country office established a resilience team which, since 2014, has been developing R4 activities and refining its resilience strategy through pilot programmes, resulting in a major scale-up in 2017. The integrated resilience approach in Malawi expands the R4 initiative into a framework for design, implementation, and adaptive management based on a graduation model out of food insecurity through risk management strategies, climate adaptation and market-based opportunities.

The framework defines potential pathways to self-reliance and graduation from food assistance. The support of WFP and its partners takes the form of a comprehensive package to uplift the targeted populations from one level of vulnerability to a better and higher one.

The multi-year action theory of change posits that improvements in access to productive assets, skills and knowledge, gradually combined with an integrated risk-management package (financial savings, credit, insurance scheme, climate services) and technical assistance, along with access to structured markets for produce and basic services, will help vulnerable households and communities whose circumstances preclude them from taking advantage of economic opportunities to improve resilience, reduce risk and effectively participate in the food system.

While food assistance for assets (FFA) remains the base/foundation on which the different complementary efforts are provided, the approach seeks to incrementally link these efforts by sequencing, phasing in, scaling up and layering (combination) interventions.

Figure 1: Malawi resilience integrated model



Source: WFP Malawi country office resilience team.¹⁵⁷

The building blocks outline the sequence and combination of different strategic actions that must be implemented over a period of approximately seven years to bring about the desired changes in the food systems where smallholder farmer production activities are supported by the value chain and market systems with effective private sector engagement.

While group D is composed of households suited for unconditional support, the expected outputs and outcomes for groups C, B and A are as follows:

	Expected outputs	Expected outcomes	
Group A	<ul style="list-style-type: none"> Increased smallholder farmers have access to agricultural markets and services Households benefit from integrated risk management package Increased smallholder farmer production and sales for agricultural commodities 	<ul style="list-style-type: none"> Sustained food production systems and resilient agricultural practices through improved market access support and risk management 	Impact SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Group B	<ul style="list-style-type: none"> Households engaged in improved agricultural production practices for increased income Households organized into farmers organizations and receive market access support Households benefit from conditional transfers and integrated risk management services 	<ul style="list-style-type: none"> Increased household resilience for income and food security through improved risk management and market access 	

¹⁵⁷ Power point presentation prepared for the Integrated Resilience Programming's learning exchange workshop hosted for RBJ countries in the WFP Blantyre sub-office in Malawi from June 19-21, 2018.

Group C	<p>Complementary package of integrated risk management strategies</p> <p>Productive assets created for improved capacities in risk reduction, food production and livelihoods</p> <p>Households receive timely, adequate, and conditional transfers reduce resorting to negative coping strategies</p>	<p>Food nutrition security stabilized, protected, and promoted through improved assets base and productive capacity</p>	
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The model identifies a number of strategic cross-cutting strategies, such as:

1. Catalysing behavioural change for gender, protection, nutrition
2. Institution, systems and capacity strengthening
3. Accountability to affected population
4. Research, innovation, knowledge management for improving greater strategic direction
5. Partnerships, collaboration and coordination.

B: The Niger Model, a Showcase for Joint Programming

The Government of Niger has put resilience building at the core of its development agenda with key policies and initiatives such as the national I3N Initiative¹⁵⁸ launched in 2011. The Rome-based agencies, along with other partners, are working together to support the I3N Initiative ‘Communes de Convergence’ (C2C) approach. This approach aims to foster programmatic, thematic and geographical synergies to improve the resilience of vulnerable communities in a number of priority communes, including by bridging the efforts of humanitarian and development partners. The objective is to achieve a triple integration: integration of actors, integration of actions, and integration of resources.

Since 2014, WFP has been jointly programming and implementing resilience activities with FAO, IFAD and UNICEF. WFP delivers community-based sequenced seasonal assistance to protect achievements during the most difficult period over the year. This assistance includes an integrated package of activities which has been determined by the three-pronged approach programming and planning tools. From November to May, the Niger country office implements climate sensitive, gender sensitive and nutrition sensitive food or cash¹⁵⁹ assistance for assets (FFA) activities. Promoted as the main entry point for resilience building, food assistance for assets is mainly dedicated to land restoration, water harvesting, agro-forestry activities or assisted natural regeneration in collaboration with FAO and IFAD.

FAO and IFAD provide enhanced seeds and technical advice on improved practices to boost agricultural and pastoral production and contribute to a systemic long-term response, while WFP aims

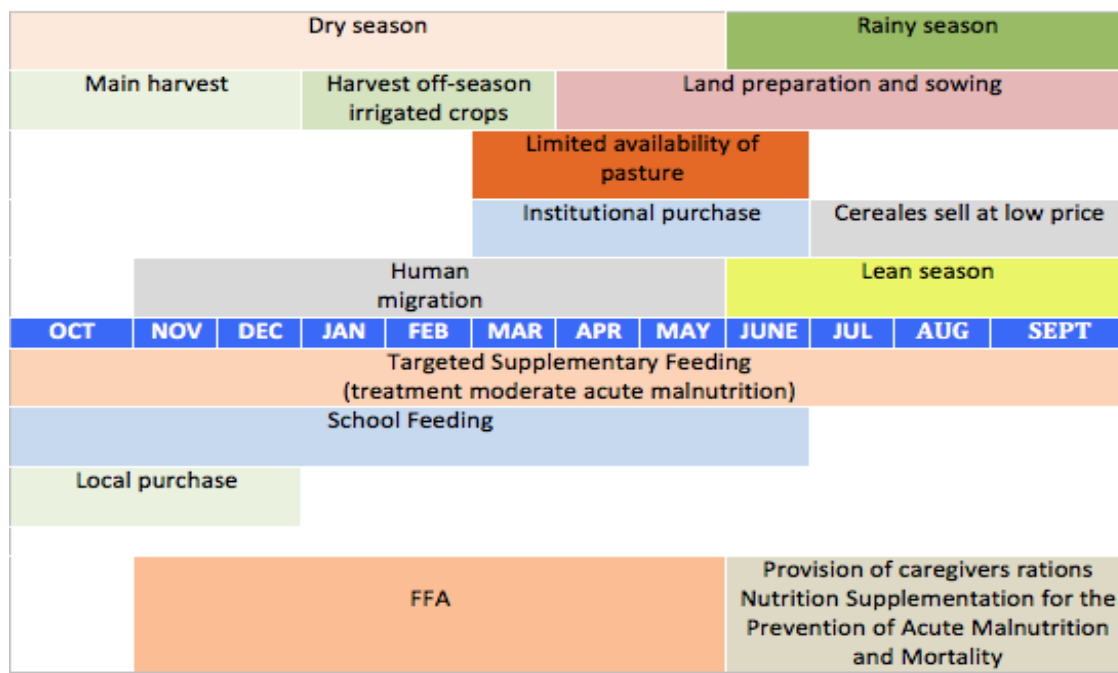
¹⁵⁸ The 3N Initiative (I3N) “les Nigériens Nourrissent les Nigériens” (“Nigeriens feed Nigeriens”), chaired by the country’s president, is the general framework to achieve food and nutrition security targets by 2035. Based on a multi-sectoral and multi-agency approach, it aims to strengthen the agricultural sector while also boosting resilience during food crises and improve the population’s nutritional status by tackling the root causes of food and nutrition insecurity.

¹⁵⁹ Cash transfers represented 80 percent of the transfers in 2017.

to protect achievements during the lean season, and build resilience and self-reliance over time by bridging the gap between humanitarian and development responses.

From June to September (lean season), the country office focuses its assistance on the prevention of malnutrition with supplementary feeding to children aged 6-23 months, awareness raising on key family practices with the support of UNICEF, and unconditional assistance¹⁶⁰ to the same vulnerable households assisted with food assistance for assets activities from November to May. As these activities are not implemented - while the agricultural campaign is carried out - food/cash/voucher distributions aim at assuring that the targeted population attend the fields and do not resort to negative coping mechanisms.

Figure 2: WFP seasonal approach to resilience in Niger



Source: WFP Niger country office.

Emerging lessons have been captured by the team evaluation during the country mission including i) the need to investigate potential integration issues as “the temptation to perform business as usual is very strong” as underlined by a number Rome-based agency informants and, 2) the need to develop a joint strategy to overcome the funding gap and constraints (volume of in-kind contribution and earmarking) that hinder long-term planning and the mobilization/retention of adequate expertise (for example, climate adaptation). Although a multi-year funding from the Government of Canada¹⁶¹ to support the Rome-based agencies’ joint resilience strategy, WFP resilience agenda in Niger has received a limited support from its donor base.¹⁶² The agency and its stakeholders are willing to

¹⁶⁰ Using food, cash, and vouchers modality.

¹⁶¹ USD 38 million (CAD 50 million) funding initiative launched in 2017 and rolled out in Niger, the Democratic Republic of the Congo and Somalia by the RBAs. The latter are receiving for the first time joint multi-year funding for resilience work.

¹⁶² The two last PRROs Saving Lives, Protecting Livelihoods and Enhancing the Resilience of Chronically Vulnerable Populations (2014–16) and Strengthening human and system resilience in Niger through an integrated multi-sector and multi-partner safety net approach (2017–19) have received a 30 percent funding coverage. PRRO 200583 and PRRO 200961 Resource situation reports.

document results and implementation challenges with an evaluation exercise (planned in 2018). Capitalizing on successful experience, the objective of WFP is to scale up its interventions and expand joint programming to more communities in the context of the United Nations Integrated Strategy for the Sahel (UNISS).

Adopted by the United Nations Security Council in 2013 to address socioeconomic vulnerability in the Sahel, the UNISS integrates three pillars: governance, security and resilience building. Efforts have been undertaken to reinvigorate the strategy including a mapping of its activities, a proposal to strengthen resilience, and the development of a plan to harmonize approaches in the context of the United Nations Agenda 2030 and the AU Agenda 2063.¹⁶³

C: A Project for Resilience Building and Governance Strengthening: Guatemala

The “El Niño Response in the Dry Corridor of Central America” (PRO-ACT) is an EU-funded project implemented by the WFP in the Guatemalan section of the dry corridor, a disaster-prone area highly vulnerable to shocks and food insecurity.

The project objective is to support vulnerable populations most affected by El Niño by providing predictable and multi-year food assistance (transfers and capacity strengthening) to populations at risk and ensuring a proper selection, design and maintenance of assets, through technical assistance to local government entities.

The project adopts an integrated approach for resilience building that combines the following aspects:

1. Improved access to sustainable livelihoods for enhanced resilience and reduced risks from disasters and shocks.
 - a. Food assistance for assets and training are provided primarily to subsistence farmers and day labourers households to: create and rehabilitate subsistence productive assets; increase risk management capacities; and increase production and climate adaptation of basic crops through bio-enhancement technologies and agroecology principles. The households choose cash transfers and in coordination with an NGO partner, families are trained on the responsible use of cash for nutrition
 - b. Social protection: safety nets
2. Livelihood diversification: Income generating activities and increased opportunities for commercialization
 - a. Access to the market, diversifying income sources, income generating activities
3. Strengthening the capacities of targeted communities and institutions to manage risks related to climate shocks and improve food security and nutrition
 - a. Food assistance for assets creation for training are provided to subsistence farmers and day labourers in order to strengthen community natural and physical assets such as soil conservation, watersheds, water harvesting, nurseries, etc
 - b. Strengthening local and government institutions’ capacities in risk management

¹⁶³ Briefing to the Security Council on the Report of the Secretary-General on the activities of the United Nations Office for West Africa and the Sahel (UNOWAS). January 2018: <https://unowas.unmissions.org/briefing-security-council-report-secretary-general-activities-united-nations-office-west-africa-2>

- c. Strengthening governance structure for food security and nutrition by reinforcing decentralized multi-stakeholder platforms at the department, municipal and community levels
- d. The project has a protection and gender-transformative approach and includes measures to increase women's participation.

Partnerships strategy: This is based on a territorial approach. Ministry of Agriculture, local governments, community development associations and water-management boards at the community level are integrated in the project activities. Building on this good practice, alliances have been expanded to include other ministries, such as the Ministry of Health and NGOs present in the territory.

Innovations: The PROACT project supports enhanced resilience through a territorial and governance approach that goes beyond capacity building for local, regional and national institutions. Equally important are the capacity and empowerment of organized communities – particularly women – leading to greater participation in planning and implementation. Organized communities are also learning to mobilize around issues related to risk management, food security and nutrition and to influence decision-making processes that impact their resilience. The project also engages young women and men through innovative initiatives such as the Storyteller initiative that seeks to empower them to tell their own stories through digital communication.

WFP supports the governments of Malawi, Niger, and Guatemala in implementing a multi-sectoral and integrated approach to resilience building. One salient feature of these three cases is the fact that by adapting WFP programme modalities to the specific context of each country, each WFP country office developed a completely different version of an “integrated approach” for resilience building. The three cases show that the integrated approach to programming can be used: to adopt a market oriented approach and support a household graduation model; to focus on a reduced number of communities in order to maximise impact; or to strengthen community capacities through a territorial approach to governance.

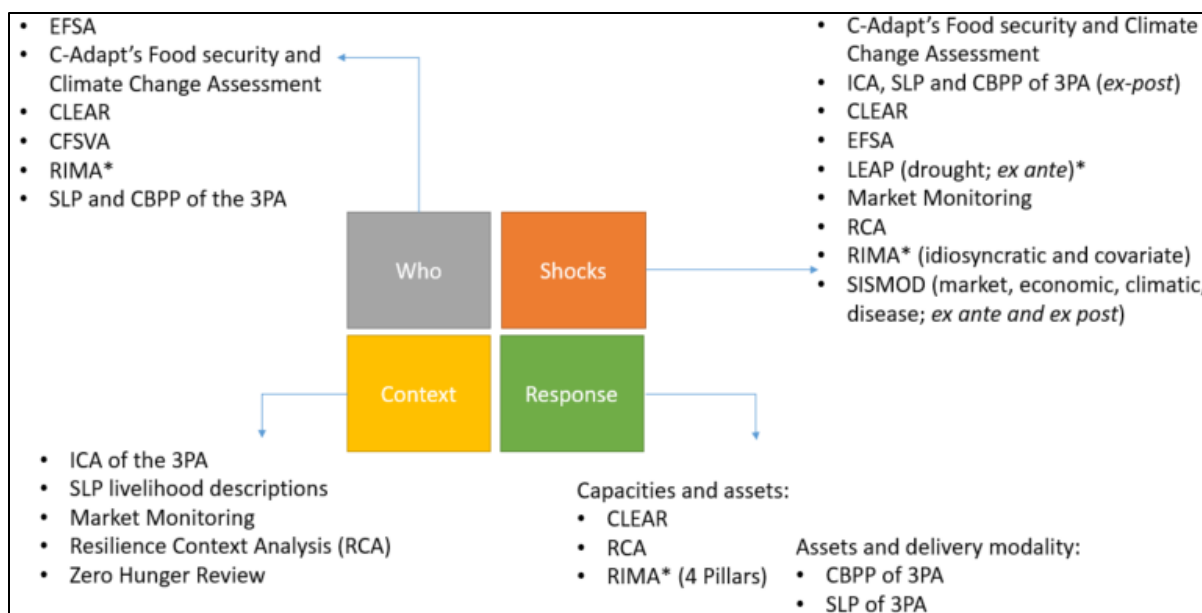
Another important issue is that by using and adapting the three-pronged approach, the three WFP country offices have placed food assistance for assets as a foundation of their resilience agendas. These resilience agendas in turn contribute to shock-responsive social protection systems. In this context, tangible efforts have been made to establish synergies between programmes and among the activities undertaken within the programmes, while at the same time country offices are further positioning themselves in the development of policies and processes at the central and decentralized levels.

Annex 18: Monitoring and Assessment

This annex explores WFP assessment and monitoring functions in more depth than is given in the main report. It starts by reviewing the frameworks for assessment and monitoring, before looking at how they are utilized. Although assessment and monitoring are separate units in WFP, the two functions are treated jointly here, because the strategic evaluation is interested in their observations of the same topic (resilience) and has found successes and challenges common to both.

WFP has no single corporate assessment for measuring or monitoring resilience, but, as demonstrated in Fig MA1, a number of its assessments provide (in theory) the technical components to inform decisions on who is most at need of resilience strengthening support, what shocks may be expected, what capacities or assets can be strengthened, and in what contexts resilience is being strengthened.¹⁶⁴

Figure 1: WFP use of assessments and their role in providing resilience-related information¹⁶⁵



Source: Evaluation team, based on a document review of assessment methodologies and interviews with pertinent staff

WFP informants and external informants in a number of countries consider WFP as having core strengths in two of these areas (“who” and “shock”), because of its longstanding vulnerability mapping services and risk modelling. The strategic evaluation finds that WFP has also advantages in assessing “context”; but is only in a pilot stage for understanding resilience “responses”, which is linked to limitations starting in the concepts of resilience (Annex 13). Each of these is explained below.

1. Context

¹⁶⁴ Adapted from Mercy Corp's resilience framework, in which Who = “Resilience of Whom”; Shock = “Resilience to What”, Context = “Resilience of What”; and Response = “Resilience through What.”

https://www.mercycorps.org/sites/default/files/Resilience_Approach_Booklet_English_121416.pdf

¹⁶⁵ Based on a document review of assessment methodologies and interviews with related staff.

Resilience is widely understood as being influenced by conditions or actions occurring within a system (or a set of linked systems), such as social and political, ecological, economic systems.¹⁶⁶

Assessment

VAM does not attempt a single, holistic system assessment of influences on food security.¹⁶⁷ However, it does analyse influences that occur within separate systems – such as the effects of food prices or climate change – and these contain multi-level and multi-scalar analyses. Political and social influences were said by informants to be gaps in the types of assessment WFP is able to perform; although the market monitoring does analyse, among other things, the impact of election unrest, fuel prices, and taxes on food prices.¹⁶⁸ In Kyrgyzstan WFP is modelling the effects that various government policies may have on food security.

Figure 2 provides a sketch of how WFP current assessments could fit within a systems approach to understand how drought risk affects a population.^{169,170} It shows that WFP assessments do not just track or predict influences that occur within a system, but hold the potential to perform the following:

1. Assess elements of existing conditions (through the 3PA; food assistance for assets planning; market monitoring; CFSVA)
2. Predict or track some inputs to the system (for example, seasonal/weather conditions, price fluctuations, decreases/increases in remittances)
3. Understand aspects of the system dynamics – for example, what coping strategies are used when pasture becomes depleted or remittances drop
4. Assess the outputs on people's food consumption or physical/financial assets.

¹⁶⁶ http://www.fsincop.net/fileadmin/user_upload/fsin/docs/resources/FSIN_29jan_WEB_medium%20res.pdf

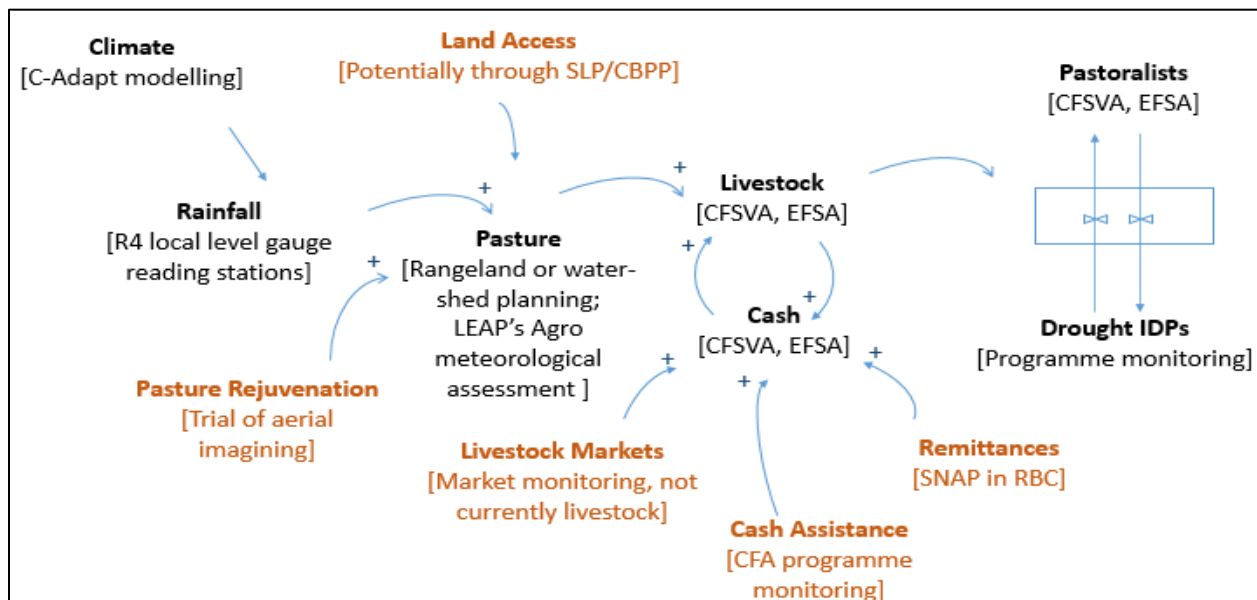
¹⁶⁷ For a suggested example, see Mock, N., Béné C., Constat M. & Frankenberger T. 2015. Systems Analysis in the Context of Resilience. Resilience Measurement Technical Working Group. Technical Series No. 6. Rome: Food Security Information Network. Available at: <http://www.fsincop.net/resource-centre/detail/en/c/332113/>

¹⁶⁸ WFP (2018) The Market Monitor, Issue 39. <https://docs.wfp.org/api/documents/WFP-0000071793/download/>

¹⁶⁹ Source: Adapted from Ginnetti, J. and Franck, T. (2014) <http://www.refworld.org/pdfid/538308d44.pdf> by adding examples of WFP assessments in parenthesis to the original

¹⁷⁰ The example uses a pastoralist context, but could equally be applied to a sedentary population, especially where FFA uses a water-shed or rangeland approach for planning asset building. The model could also be reproduced for a rapid-onset shock such as flooding, by replacing 'Pasture' with 'Rivers and catchment areas' but would require much quicker data production.

Figure 2: WFP assessments linked to a system approach for pastoralist food security



Source: Evaluation team, based on a document review

A current limitation¹⁷¹ is that WFP assessments are only partially connected. Analysis of influences on food security focuses largely on those occurring in a single chain of causality rather than the effects or feedback that occur in a more complex system. For example, LEAP¹⁷² (one of the most connected assessments) predicts the effect of meteorological factors on agricultural conditions (and then food security), but not the influences of, or knock on effects to, markets or social conditions.

Analysis of coping strategies gives WFP an indication of what knock-on effects food shortages have, but the current analysis limits these household factors (for example, the selling of assets) taken after a shock,¹⁷³ rather than the wider implications (for example, increased deforestation, overgrazing) taken during a stressor or before a shock.

Conditions are favourable for understanding influences from more complex systems. The three-pronged approach provides a good structure for linking food security assessments from the national and sub-national to community level, and intersects assessments on seasonality, natural resources, livelihoods, shocks, and sources of support and interventions. The three-pronged approach is currently used for planning rather than monitoring, which means the relationships between various systems can be hypothesized and discussed with partners and communities, but not tracked.¹⁷⁴ Similarly, the Integrated Food Security Phase Classification (IPC) uses a “convergence-of-evidence” approach (rather than a single point assessment), incorporating information on food security across sectors and developing consensus on results and response as part of a multi-discipline technical working group.

A number of informants expressed an interest in creating greater linkages. It was suggested that the integration of climate change information can help VAM “get off the map” and provide a forward-looking dimension to the ICA. Others suggested, for the purpose of monitoring, linking RIMA II to the

¹⁷¹ Mentioned by informants at HQ, RB and CO level.

¹⁷² Livelihoods, Early Assessment and Protection in Ethiopia.

¹⁷³ See, for example: The CARI (Consolidated Approach to Reporting of Food Security Indicators) Guidelines 2015.

¹⁷⁴ The limitation of the ICA in assessing causality was mentioned as a weakness by CO respondents in Niger.

CBPP. Others, whilst acknowledging the potential for greater linkage, urged caution in the short-term whilst resilience assessments are proving themselves.

Monitoring

Where WFP programmes have attempted to build resilience within a system it has developed indicators to track changes in the respective system. The series of indicators relating to smallholder market support activities positions the outcome “Percentage of smallholders selling through aggregation systems” in a chain of other indicators tracking select aspects (post harvest losses; purchase from smallholder farmers; sales through aggregation systems; and contractual defaults) of a particular (WFP facilitated) market system.

The indicator for “Improved capacity to manage climatic shocks and risks” can be used to assess whether communities are connected to components of a larger governance system for managing shocks (including risk planning, national and sub-national policy, and early warning systems). However, the indicators track the presence of these components, not their usage; as social, economic and political conditions can modify the performance of, for instance, an early warning system, WFP indicators assume rather than test that these system components are contributing to local-level resilience. The descriptive feedback from the monitoring and evaluation survey suggests that staff see the intention behind the indicator as relevant, but that it needs a level of contextualization and qualitative input that is not currently facilitated by the indicator methodology or WFP programming.

The Corporate Results Framework introduces three output indicators on insurance coverage for insurance for asset beneficiaries, which help capture elements of the protection system for drought.¹⁷⁵ These capture one side of the insurance system; the extent to which inputs are expanding coverage, but do not yet capture the most relevant outputs; the extent to which insurance companies pay out sufficient quantities in a timely manner during a drought. Visits to R4 beneficiaries in Zambia (during a period when farmers were expecting a payout) suggest that trust in the insurance mechanism will be an important factor for increasing the number of farmers who buy insurance in the future, and so the payout rates and ABI-type perception indicators would be important inclusions.

The National Capacity Index (NCI) for resilience, although no longer in use, assessed the governance system for supporting resilience. Similar to Resilience Context Analysis, the National Capacity Index was also compiled in collaboration with the major actors within the food system and therefore held the potential to effect change in, as well as track, the system. It was largely conducted at the national level, and therefore did not provide the full system perspective. This may now be taken up in the zero hunger score card, but the latter is in early stages of roll out.

2. Who

Those with the highest levels of vulnerability are often the most susceptible to shocks, and therefore the most in need of resilience support to protect their well-being.

Assessment

WFP has various assessments for identifying vulnerability in a population; the Comprehensive Food Security and Vulnerability Analysis (CFSVA) provides a national and subnational level identification valid for five years; whereas the Emergency Food Security Assessment is triggered during a shock to identify food insecurity risks within smaller target areas. These assessments take the household level

¹⁷⁵ 1) Number of people obtaining an insurance policy through asset creation; 2) Total premiums paid through asset creation; 3) Total sum insured through asset creation.

as the lowest unit of data collection and allow for the demarcation of populations at greater risk based on livelihoods groupings, chronic illnesses, and certain household characteristics – for example, single or headed by women.

The three-pronged approach provides a structure (in stable contexts) for zooming in from the CFSVA/IPC level through a subnational consensus identification of particularly vulnerable areas and groups in different seasons, to the community level, where participatory wealth ranking is used and the vulnerability of particular households is discussed in relation to the surrounding natural environment.

Monitoring

Although WFP resilience-related projects are designed using the VAM analysis for targeting, the resilience-related monitoring indicators do not track changes from a single population. Mismatches occur on a number of levels:

- There is no instruction in their respective indicator compendiums to advise that the community asset score or asset benefit indicator¹⁷⁶ should be tracked in the same communities where WFP is monitoring capacity to deal with climate change or quantities bought from smallholders; monitoring and evaluation informants confirm that this is because indicators are selected to match projects (rather than context) and because the indicator methodologies are created by separate programme teams.
- The capacity of communities to deal with climate change is assessed in focus group discussions, and the methodology provides no requirement for sub-community analysis or instructions regarding whom should participate. The community asset score used a similar approach and WFP informants expressed concern that information was collected from the same group of people invested in the assets. This appears to have been improved upon in the asset benefit indicator by using a random household survey from the whole community.
- Indicators related to smallholder production relate only to farmers, a population which, WFP informants and the P4P mid-term evaluation confirm,¹⁷⁷ contains a hierarchy of wealth sub-groups, from P4P at the lowest level, through to farmers involved in R4 and then FTMA. This point was also raised by a respondent in the monitoring and evaluation survey (Annex 9), who suggested the outcome indicator “needs further tracking at lower level to ensure that contributors to the aggregated commodities are really from the smallholder farmers”.

On a practical level, another positive of the asset benefit indicator is the advice to randomly sample within a community and to include non-project beneficiaries. The ability to maintain survey panels was mentioned by a number of country office informants as a requirement for understanding resilience. This was said to pose several challenges for WFP, particularly the difficulty of gaining sustained access to certain areas or groups most at risk of shocks. In more stable contexts, it was said to be difficult to incorporate new populations into baseline data after the project expanded to new areas, and one respondent mentioned that the country office only reports on the panel included in the original project areas.

¹⁷⁶ In the CRF (2017-2021) the ABI replaces the community asset score in the SRF (2014-2017). Both indicators are used to capture the outcomes of the assets built under the FFA.

¹⁷⁷ Mid-term Strategic Evaluation of the P4P Initiative (2011) WFP.

Within a population group the resilience-related indicators tend to treat men and women as a homogenous group with quantification of their participation rather than an understanding of their separate needs and contributions. This was mentioned by monitoring and evaluation respondents and gender advisors in the gender survey. The “capacity of communities to deal with climate change” indicator¹⁷⁸ does not stipulate that men and women should attend the focus group discussions for data collection, or whether mixed or separate focus group discussions are advisable. Were a data collector to probe for differences in access between men, women, girls and boys, the list of the assets or services to collect information on would be aggregated to a “community’s access to...” indicator.

The asset benefit indicator is again an improvement, because it advises that the sample “should include households headed by women in the same proportion as in the reference population”¹⁷⁹ (but has limited guidance on how this should be incorporated with the random sampling approach). It also allows for analysis by women respondents and single-headed households, and has specific questions on whether the assets relieve the burden for women and children. The asset benefit indicator and gender indicators in the Corporate Results Framework Compendium cover some, but not all, of the food assistance for assets’ potential for women’s empowerment potential, as identified in a 2017 scoping study.¹⁸⁰

Assessing people’s movement towards development outcomes:

Resilience is not an end in itself, but a means of achieving and maintaining a development outcome.¹⁸¹ This is one of the better known aspects of the resilience concept in WFP, and a number of respondents mentioned that measuring resilience is only useful if indexed to food security.

WFP assessments directly track food security through the food consumption score and dietary diversity (SRF 2014-2017) and FSC-Nutrition (CRF 2017-2021). Each of the individual non-food resilience-related indicators can be linked to food consumption score and dietary diversity via programme monitoring. This is usually done using a 30-day recall, which could be tracked more closely using mVAM to link these to the effects of programmes, shocks, positive or negative coping strategies, which would boost the level of attribution claim.

3. Shocks

Resilience must be understood in relation to one or multiple shocks, which can impact wellbeing indicators and the capacities for dealing with a shock.

Assessment

WFP has a number of dedicated assessments that consider how economic, weather and climatic shocks do (or may) effect food consumption or food security. Some of these, such as the market monitoring, use *ex-post* analysis, from which impacts can be determined and historic trends identified. Others, such as the climate-change assessment use *ex-ante* analysis to project the effects of future changes. SISMod provides a combination of *ex-ante* and *ex-post*, and has also been used to model the impact of biological shocks on food security. These tools model shock within broad population areas; more localized impacts are identified in the CBPP and the RIMA.

¹⁷⁸ CRF Indicator Compendium.

¹⁷⁹ CRF Indicator Compendium.

¹⁸⁰ The Potential of FFA to Empower Women and Improve Women’s Nutrition: A Five Country Study (2017) WFP.

¹⁸¹ http://www.fsincop.net/fileadmin/user_upload/fsin/docs/resources/FSIN_29jan_WEB_medium%20res.pdf

The emergency food security assessment is triggered after the onset of shock, and, as explained in its own limitation section, is more useful in rapid onset shocks. (It advises regular monitoring during slow onset shocks, when the situation and how it will evolve is less certain.)

These assessments also necessitate a time-lag between shock identification and response; alongside the Africa Risk Capacity, FoodSECuRE (and region derivatives such as LEAP), WFP is working with anticipatory assessments to scale up funding for food and nutrition security closer to or even before a shock impacts.

Monitoring

It is important to understand how an intervention fits into a community's coping strategies for shocks and stressors. The design of the asset benefit indicator appears to be an improvement on the community asset score because it asks people about the usage of their assets, and these questions can be framed in relation to a shock. It also includes the option to assess "restored ability to access and/or use basic asset functionalities at time of crisis or recovery" but caveats this with "only applicable to food assistance for assets under the 'crisis response' focus area", suggesting it may not be used to track resilience from a stable context.

"We are struggling to measure resilience. Some colleagues have been thinking and developing a tool, combining several indicators: food consumption score, coping strategies index, assets, food... and taking four of these elements plus qualitative element, we can be monitoring. That relates to certain types of activities, but it doesn't say anything about how countries are dealing with shocks".

- Confidential WFP interviewee

The importance of linking indicators to shock (if assessing resilience) was evidenced during interviews with lead farmers and WFP staff in Zambia. Smallholder farmers' ability to sell, and then to pass on the transport costs to the buyer, was said to be dependent on farmers producing enough to reach a specific threshold, which is threatened during drought, flooding or pest outbreak. The indicators related to smallholder purchase, or access to market under the asset benefit indicator, in a normal or good year, therefore, do not provide a full picture of market system's contribution to resilience in times of need.

"When it comes to reporting on resilience, WFP doesn't have the tools, it is still very much output-oriented. Reporting go straight from output to impact without looking at what are the actual linkages; resilience can only be achieved multi-sectorial, with a lot of players, so how does anyone actually really, contribute what has been done? The attribution within resilience is the biggest issue. It is so soft skilled that it makes it a problem."

4. Response:

"Resilience is not merely the inverse of vulnerability. Vulnerability describes a set of conditions that prevents people from managing adverse events, [...] resilience capacity includes the array of characteristics, actions and strategies taken to prevent and/or counter the effects of such risks."¹⁸²

Assessment

VAM informants agreed that generating information on resilience responses has necessitated an additional dimension being added to WFP assessments, one that recognizes that a response to a

¹⁸² http://www.fsincop.net/fileadmin/user_upload/fsin/docs/resources/FSIN_29jan_WEB_medium%20res.pdf

shock is often developed from positive capacities largely held by communities, households or individuals and that this can be supported (rather than delivered) by others. As highlighted in the quote at the top of this section, VAM's core assessments typically focus on 1) determining who is vulnerable and why and 2) the modality for WFP interventions.

“VAM's responsibility is to find evidence on who is vulnerable, where are they, when are they vulnerable, for how long, what's the size of the needed assistance as well as the modality (cash or in-kind).”

- Confidential WFP interviewee

A number of WFP assessments gather information about coping strategies for consumption and livelihoods. However, standard assessments capture only the negative strategies people take – for example, selling major assets, using up savings – and are used to determine who is most at risk should a shock happen. From this, a number of WFP assessments make the incorrect leap to suggest that those who employ fewer negative strategies are more resilient.¹⁸³ The CFSVA guidance advocates the use of a “positive deviance approach” to understand the positive actions households take, but there is little methodological guidance on how to understand this and it doesn't feature prominently (if at all) in the reports reviewed.

The two assessments that apply the focus on resilience capacities are RIMA II and the resilience context analysis (RCA). In the former, adaptive capacity is assessed alongside “Access to Basic Services, Assets and Social Protection” one of the four pillars of resilience.¹⁸⁴ Resilience context analysis uses a framework of three capacities –absorptive, adaptive, and transformative. These are pilot, rather than core, assessments.

An important function of both RIMA II and resilience context analysis is that they attempt to inform programmes on what element(s) is(are) most important for strengthening resilience in a particular context. This holds the potential for particularly valuable information that could increase the efficiency and effectiveness of WFP programmes. RIMA has the most advanced of these, as its causal mechanism is directly derived from those at risk of a shock and integrated with qualitative information. The VAM informant in charge of RIMA believes that in a number of countries the values derived from casual analysis have been in accordance with the reality, although states this information has not yet been produced to match an opportunity for redesign in an R4 project cycle.

The resilience context analysis also offers an identification of core components that make people resilient; however, this is based on a leap in contribution (in Lebanon in particular, less in Uganda and Sudan where larger samplings of qualitative informants were used),¹⁸⁵ which assumes that the characteristic of those who have not succumbed to a shock are the characteristics that should be built in those who did succumb.

Monitoring

WFP resilience-related indicators track some relevant aspects of resilience capacities – natural, physical and livelihood assets, early-warning systems, stock reserves, purchase from smallholder farmers – and are partially linked to shock response. However, as mentioned above, they are driven

¹⁸³ Measuring Household Resilience to Food Insecurity in a Shock-Prone Environment: a trend analysis in Niger, 2006-2011.

¹⁸⁴ RIMA II, FAO 2016.

¹⁸⁵ https://documents.wfp.org/stellent/groups/public/documents/ena/wfp276266.pdf?iframe_and and <https://documents.wfp.org/stellent/groups/public/documents/ena/wfp284803.pdf>

by WFP intervention rather than the actions people may take in relation to shock. An example of this is the “capacity to manage climatic shocks and risks” indicator, which doesn’t require measuring community access to weather or seasonal information. The Zambia country office is using this indicator as a proxy because its R4 project includes community readings of weather and social conditions.

“All in all the [resilience-related] indicators cannot provide a full picture as the combination of 1) a sub-optimal theory of change for the indicators and 2) the sustainability of WFP's resilience programmes hamper the usefulness of information obtained.”

- *RMP Survey Respondent*

Furthermore, the indicators tend to equate outputs with outcomes:

“Data collection tools have not been designed to really understand the elements of resilience, because they don't cover the capacities of households and rather focus on collecting assets.”

- *Confidential WFP interviewee*

This is true of the community “capacity to manage climatic shocks and risks” indicator. This indicator attempts to understand the presence of the “Is an early warning system in place and functional?” indicator coupled with awareness: “Is the community aware of the early warning system?”, when in fact a more informative shortcut of usability could be used: “Is the information from the early warning system intelligible to the community to allow action?” The switch from community asset score to asset benefit indicator should allow WFP to better understand assets as usable functions, and therefore bring the usable functions closer to being a capacity contributing to resilience.

Box 1: The use of qualitative information for resilience building

The FSIN principles for resilience measurement advise the use of qualitative information, particularly for subjective assessments of resilience states and for understanding the effects of system influences. (However, well-used qualitative information would be useful for almost all principles). WFP assessment and monitoring and evaluation informants expressed a strong interest in collecting and using more qualitative information; this was often linked to an ambition to do better contextual analysis (which also featured prominently in interviews and the monitoring and evaluation survey). A gender advisor responding to the survey also mentioned the need for qualitative work to get beyond the quantitative counting of beneficiaries to understand the “varied needs and perspectives of women and men”.

“My starting point is always ‘Let’s go qualitative’ – see what’s happening at the community level... do they have the necessary perquisites to support resilience? And then another to capture what is happening at the household level. And then once in while you can do a detailed RIMA”

- Confidential WFP interviewee

Country office informants mentioned using qualitative information in a variety of ways. The closest to a shared model appears to be the community consultations, which are conducted before and after a programme to inform design. Two of the WFP resilience-related monitoring indicators use qualitative information to develop and verify an index, and the transition from the community asset score to the asset benefit indicator, although still a quantitative value, moves WFP towards a subjective understanding of asset use. The RIMA and resilience context analysis also use qualitative information; the former to set quantitative variables and verify findings, the latter to contextual secondary information. Both the corporate and pilot assessments provide little methodological guidance on how to collect the required information (beyond suggested questions) and less on how to analyse it.

“We always try to understand the communities’ history of shock and their response. People know how to become resilient as they have been there for years. It should be two-way communication: How were they 10 years ago and how they adapt themselves to different scenarios. Our complicated technologies ‘innovations’ help to overlay maps etc showing what are the risks and Early Warning Systems and we also listen to what their contexts are. Our field teams are key for this and very good at converting information to the local level. This vision is brought together in the 3PA.”

- Confidential WFP interviewee

Within the context of decentralization, country offices are developing their own usage of qualitative information:

- Kyrgyzstan is developing subjective indicators to understand how tense or well protected people feel before or after peace-building or disaster risk reduction projects respectively
- For its country strategic plan Kenya has proposed a process of qualitative monitoring that includes studies, experiences, and a visual baseline
- Zambia is using “success stories” under its R4 and longitudinally tracking the qualitative experience of two project households per district
- Lebanon is moving to greater use of qualitative indicators to go beyond output figures and assess outcome, and has been using separate men and women focus group discussions to better understand the contextual nuance of gendered roles in flux during an extended crisis
- Guatemala is using “life stories” after SLP level

WFP informants recognized qualitative experts as being a specific skill-set that they do not have in-house, and expressed a few associated risks: untimely return of qualitative analysis from external companies; the likelihood of positive bias as beneficiaries tell WFP what they want to hear, and the likelihood of respondent bias as staff return to vocal members of the community.

Utilization

How WFP assessment and monitoring are used to generate resilience information is explored here under four practical themes that emerge from the country office interviews and survey: timeframes; connectivity; capacity; and cost.

Limited shared understanding on the value of resilience measurement

A few interviewees stated¹⁸⁶ that resilience needs to be understood as an intermediary outcome supporting contributions to one or more well-being indicators (mostly food security). However, the majority of interviewed staff at the country office level were better able to explain the challenges of resilience measurement (which include conceptual confusion and practical limitations) rather than where and how resilience measurement could help their work.

One interviewee referred to it as just a repackaging of existing assessments. This is not surprising given, as another informant mentioned, there has been no “theory of change for the indicators” and limited internal guidance from RMP or VAM on the how resilience measurement could support WFP work.

The exceptions were respondents from the countries where RIMA is being used on the R4 project, which has been demand driven from the four country offices. The Malawi country office was the first, and requested support for the use of RIMA when they found out that household economic analysis could not be linked to shocks and was not providing relevant information for their resilience programming.¹⁸⁷ These motivations are said to be similar for the other three countries; however, there are indications from some of the latter that RIMA II’s index and the projects reporting on thresholds, may detract from assessing the contribution of resilience to well-being indicators and be more of an end in itself.

Timeframes

The ability of WFP to return to an area and assess whether people are resilient and “achievements are sustained for several 'good', 'bad' and 'average' years”¹⁸⁸ was the most commonly recognized constraint expressed by RMP and programme informants (across CO, HQ, RB). Some raised this constraint in conjunction with a (widely held) doubt about whether WFP programmes were long enough to create or boost the requisite capacities of resilience. The multi-year R4 project offers the opportunity to counter this as it has a systematic longitudinal evaluation component (but does not go as far as post-hoc evaluation). Beyond this, a few examples were cited of Country Directors who had commissioned evaluations some years after a project had closed, but these were personal initiatives rather than systematic practice, and the WFP monitoring budget does not cover post-hoc assessments.

¹⁸⁶ In line with the first FSIN principle on resilience measurement

http://www.fsincop.net/fileadmin/user_upload/fsin/docs/resources/FSIN_29jan_WEB_medium%20res.pdf. WFP has been a member of FSIN’s Technical Working Group on Resilience Measurement since it was set up in 2013 and chairs the TWG’s Shocks and Stressors cluster. This group has developed 10 guiding principles for resilience measurement, a common analytical framework, as well as four technical papers covering a range from operational aspects of measurement (Household data sources; Measuring Shocks and Stressors) to more conceptually advanced or difficult measurements (System Analysis; Qualitative and Subjective Indicators).

¹⁸⁷ (That the VAM HQ was able to respond demonstrates a strength of the VAM HQ to be able to adopt an external, relatively complex assessment, a strength that is recognized by the FAO interviewee linked to RIMA.

¹⁸⁸ M&E Survey respondent.

WFP was said by a number of internal informants to have the advantage of doing higher-frequency monitoring on shorter timeframes because it operates a schedule of baselines, food distribution monitoring, and endlines, and is increasingly using mVAM in between. Although these assessments are currently limited in focus on vulnerability (see above), as discussed in depth with one regional bureau VAM informant, there is potential to explore positive and heterogeneous coping strategies so that WFP and partners can better target their support in the run-up to, during, and after a shock, whilst also tracking well-being indicators.

Resource constraints – financial and human

Use of RIMA II is funded through the R4 project, but it is widely considered by WFP headquarters and regional bureaux informants as being too expensive to apply as part of country office regular monitoring in its current form. RIMA II currently requires country offices to access and/or request specific support from headquarters, which some at regional bureau and country office level questioned the sustainability of as a model. However, those working on RIMA II mention that costs are said to be currently high because the assessment is still being tested, meaning it is collecting unique data on a wider range of indicators than may eventually be required if it were to become part of a regular monitoring system. The RIMA team is working on simplifications of the tool so that it can be used more widely by country offices.

The existing monitoring requirements to provide information for the Corporate Results Framework and donors use are significant, and the country office monitoring units visited mentioned that the time taken to do this erodes into their ability to apply the information for country office or programme learning. Staff indicated an intellectual enthusiasm to embrace resilience monitoring, but also referred to their limited budget for doing so. Practical considerations were discussed, such as whether it would be possible to bolt it onto some existing monitoring activities but the need for longer timeframes raised doubts about sustainability of the approach. Staff were concerned that the indicators to be might be difficult to implement, especially if they involve collecting data from different domains (e.g. women, men, girls and boys instead of households) and new design and analytical skills might be needed to address the different timeframe and potential usage of the data.

Box 2: WFP assessments used to strengthen government information systems related to resilience

A positive corollary of viewing resilience as a capacity is that WFP work toward strengthening assessment capabilities can be seen as enhancing the resilience of the governance systems. In the strategic evaluation this was found in a number of countries, including:

- Kyrgyzstan

A core part of the country office's country strategic plan is the technical development of government capacity in assessment, and VAM develops tools with the intention that the government will adopt them. The country office has worked with a government affiliated think tank to model the impact of various policies (such as energy tariffs) on food security, and has worked with them on the NCI resilience and ZHR consultations.

- Zambia

WFP has supported the assessment capacity of the Zambia vulnerability assessment committee for a number of years and also helped to set up a disaster information service, which includes weather information. Informants from the meteorological department highlighted WFP support in connecting farmers to rainfall and soil temperature monitoring, which is then sent to the department for processing. The informants distinguished this approach from that of UNDP (which is also supporting local weather

reading systems) and mentioned that the farmer model provided more timely and reliable information than some of their own stations.

- Zimbabwe

RBJ worked with UNDP to set up a resilience fund for the country, providing preliminary mapping and characterization of different shocks in the country to identify where projects should be implemented.¹⁸⁹

- Southern Africa region

RBJ is supporting the Southern Africa Development Community (SADC) regional vulnerability assessment and analysis (RVAA) programme to, amongst other things, build capacity for resilience measurement and ensure information connections between the SADC countries. The RBJ's vision is that the RVAA may become the place for defining how resilience can be incorporated into assessments eg. absorptive capacities.

- Lebanon

In a relatively data-poor country, WFP provided assessments for refugee food security and has led calls for a Lebanese vulnerability assessment. Through a VAM consultant it also conducted the resilience context analysis, which is the first gap analysis of programming that can support resilience. It is currently waiting sign off by the government.

¹⁸⁹ UNDP and WFP. (2016). *Overview of Technical Analysis for Resilience Building in Zimbabwe*. Final Report the UNDP and WFP Technical Support Agreement. United Nations Development Framework and World Food Programme. Harare, Zimbabwe.

Annex 19: Evaluation Governance

In an effort to ensure a high degree of utility and credibility for this evaluation, the following three groups of stakeholders were consulted and engaged throughout the evaluation process.

19.1 Internal Reference Group (IRG)

Composition: WFP technical staff working on resilience programming

Commitments:

- Sounding board for discussion of proposed methodological choices and other technical aspects of the evaluation
- Review of and comments on draft Inception Report and draft Evaluation Report
- Active participation in Debriefs (inception and data collection phases)
- Active participation in Learning Workshop

Name	Unit/Division
HQ Level	
Gernot Laganda	Climate & Disaster Risk Reduction Programmes, OSZIR
Fabio Bedini	Climate & Disaster Risk Reduction Programmes, OSZIR
Azzurra Massimino	Climate & Disaster Risk Reduction Programmes-R4, OSZIR
Mark Gordon	Asset Creation and Livelihoods Unit, OSZPR
Scott Ronchini	Asset Creation and Livelihoods Unit, OSZPR
Gianluca Ferrera	Purchase for Progress Coordination Unit -P4P, OSZSF
Yukimi Ogaki	Safety Nets & Social Protection Unit, OSZIS
Charlotte Cuny	Safety Nets & Social Protection Unit- School Feeding, OSZIS
David Ryckembusch	Safety Nets & Social Protection Unit- Home Grown School Feeding, OSZIS
Yvonne Forsen	Vulnerability and Analysis Mapping, VAM
Mutinta Hambayi	Nutrition Division, OSN
Jacqueline Paul	Gender Division, GEN
Federica Carfagna	African Risk Capacity Division, ARC
Neal Pronesti	Rome-based agency Collaboration and Committee on World Food Security
RB/CO level	
Stephan Ohme	Syria Regional Office, Amman, RBC
Alessandro Dinucci	Regional Bureau Panama, RBP
Muriel Calo	Regional Bureau Cairo, RBC
Volli Carucci	Regional Bureau Dakar, RBD
Brian Bogart	Regional Bureau Johannesburg, RBJ
Giovanni Lacosta	Regional Bureau Johannesburg, RBJ

19.2 Consultative Group

Composition: senior WFP staff/Directors at the HQ and Regional Offices.

Commitments:

- Participation in **Debrief** sessions (inception and data collection phases)
- Review of and comments on draft **Inception Report** and draft **Evaluation Report**
- Participation in **Learning Workshop**

Name	Title ¹⁹⁰	Unit/Division
HQ Level		
Amir Abdulla	Deputy Executive Director	Office of the Deputy Executive Director
Valerie Guarneri	Regional Director	RBN
Stanlake Samkange	Director	Policy & Programme Innovation Division
Kenn Crossley	Deputy Director	Technical Assistance and Country Capacity Strengthening Service
Zlatan Milisic	Deputy Director	Direct Implementation Programme Service
Steve Were Omamo	Deputy Director	Food Systems Strategy, Policy and Support Service
Bing Zhao	Director	Purchase for Progress Coordination Unit
Denise Brown	Director	Emergencies Division
Sheila Grudem	Deputy Director	Emergencies Division
John Aylieff	Director	Human Resources
Bekim Mahmuti	Coordinator	UN Humanitarian Response Depot Network
Harriet Spanos	Director	Executive Board Secretariat
Cyrill Ferrand	Coordinator	Global Food Security Cluster
Corinne Woods	Director	Communications Division
Stephanie Hochstetter	Director	Rome-based Agencies and Committee on World Food Security (CFS) Division
Daniel Balaban	Director	WFP Centre of Excellence against Hunger
Arnchild Spence	Deputy Director	Partnership, Coordination and Advocacy Division
Tahir Nour	Chief	Cash for Change Service
David Austin	Director	Office of the Executive Director
Robert Opp	Director	Innovation and Change Management
Chris Toe	Consultant	Policy & Programme Innovation Division
Carola Kenngott	Policy Programme Officer	South-South and Triangular Cooperation
Sarah Laughton	Chief	Safety Nets & Social Protection Unit
Lauren Landis	Director	Nutrition Division
Corinne Fleischer	Director	Supply Chain Division

¹⁹⁰ These were the titles of these individuals at the time of their interview by the evaluation team and may not reflect their current assignments.

Mahadevan Ramachandran	Chief	Supply Chain Planning
Chris Kaye	Director	Government Partnership Division
Kawinzi Muiu	Director	Gender Office
RB/CO Level		
David Kaatrud	Regional Director	Regional Bureau Bangkok
Parvathy Ramaswami	Deputy Regional Director	Regional Bureau Bangkok
Peter Guest	Regional Programme Adviser	Regional Bureau Bangkok
James Kingori	Nutritionist	Regional Bureau Bangkok
Felicity Chard	Regional Gender Advisor	Regional Bureau Bangkok
Muhannad Hadi	Regional Director	Regional Bureau Cairo
Carlo Scaramella	Deputy Regional Director	Regional Bureau Cairo
Belal Jahjoo	Training and capacity building consultant	Regional Bureau Cairo
Billy Mwiinga	Regional Programme Officer-EPR	Regional Bureau Cairo
Maria Tsvetkova	Programme Policy Officer	Regional Bureau Cairo
Abdou Dieng	Regional Director	Regional Bureau Dakar
Peter Musoko	Deputy Regional Director	Regional Bureau Dakar
Margot Vandervelden	Deputy Regional Director	Regional Bureau Dakar
Aboubacar Koisha	Regional M&E Advisor	Regional Bureau Dakar
Sarah Longford	Deputy Country Director	Regional Bureau Dakar
Lola Castro	Regional Director	Regional Bureau Johannesburg
Vernon Archibald	Deputy Regional Director	Regional Bureau Johannesburg
Silvia Biondi	Programme Policy Officer	Regional Bureau Johannesburg
Valerie Guarnieri	Regional Director	Regional Bureau Nairobi
Adrien Van Der Knaap	Deputy Regional Director	Regional Bureau Nairobi
Ilaria Dettori	Senior Regional Programme Adviser	Regional Bureau Nairobi
Genevieve Chicoine	Programme Adviser	Regional Bureau Nairobi
Kathy Derore	Programme Policy Officer	Regional Bureau Nairobi
Ana Fernandez-Martinez	Programme Officer -Market Analyst	Regional Bureau Nairobi
Miguel Barreto	Regional Director	Regional Bureau Panama
Alzira Ferreira	Deputy Regional Director	Regional Bureau Panama
Regis Chapman	Regional Senior Programme Advisor	Regional Bureau Panama
Elena Ganan	Programme Consultant	Regional Bureau Panama
Rosella Bottone	M&E Officer	Regional Bureau Panama
Giorgia Testolin	Programme Policy Officer	Regional Bureau Panama
Jennie Vanharen	Programme Policy Officer	Regional Bureau Panama

19.3 Expert Technical Panel

Composition: External members with technical expertise on resilience-related and/or evaluation topics.

Commitments: review of and comments on draft **Inception and Evaluation Reports**

Name	Organization
Sheelagh O-Reilly	Principal Consultant, IOD Parc (DMEL for DFID programme, Nepal)
Jo Puri	Head, Independent Evaluation Unit, Green Climate Fund
Bridget Dillon	Head of Profession for Evaluation, DFID
Marta Bruno	Evaluation Officer, FAO Office of Evaluation
Johan Schaar	Chair, ALNAP Steering Committee

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