

Decentralized Evaluation Quality Assurance System (DEQAS)

Management Response from WFP Malawi to the recommendations of the decentralized evaluation of mid-term evaluation of Integrated Risk Management and Climate Services Programme (IRMP) in Malawi from 2017 to 2019

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1	<p>Address pending issues relating to administrative, financial and partnership arrangements. The Country Office (CO) is already planning to replace the short-term (6-month) field level agreements (FLAs) for implementing partners with longer-term contracts where necessary. Longer-term contracts with the necessary built-in quality control mechanisms are essential for efficient implementation of resilience activities. It is strongly recommended that WFP requests a no-cost extension from the</p>	Accepted	<p>1.1 Draft, approve and apply long-term (e.g. 2-year) partnership contracts (FLAs) for use in future resilience activities, ensuring that the timing of climate services activities (including associated planning, preparation, training and</p>	Very high	WFP CO Resilience Team	Ongoing	<p>In progress: - Current FFA partnerships are two-year agreements, the two-year agreements (FLA) were effective July 2019. Currently Farm Radio Trust (FRT), under climate services, is engaged in the Request for Proposal (RfP) process - the arrangement is to have a two-year partnership agreement - the contractual process is expected to be completed by November 2019.</p>

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	donor to allow for the continuation of IRMP activities throughout the forthcoming agricultural season (Oct/Nov 2019 – June/July 2020). Before a no-cost extension can be requested, it is essential that the IRMP budget codes in the financial management system are corrected where necessary so that an up-to-date financial statement can be produced		dissemination) is appropriate to the agricultural calendar.				
1.2		Correct the budget codes in the financial management system where necessary and produce an up-to-date IRMP financial statement.	Very high	WFP CO Finance Office with support from HQ Finance Office	July 2019	Completed: - Account migration to new Country Strategic Plan (CSP) was completed in March 2019, this enabled to run IRMP financial reports.	
1.3		Based on the IRMP budget remaining, draft a workplan and budget for activities to be implemented in 2019/20.	Very high	WFP CO Resilience Team	September 2019	Completed: The work plan and budget for activities for 2019/2020 was completed in Sept 2019 and is being used and updated regularly by the team.	
1.4		Prepare and submit a formal request for no-cost	Ver high	WFP CO Resilience Team with	September 2019	Completed: Request for non-cost extension was submitted and accepted by the donor in Sept 2019.	

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			extension from the donor.		support from HQ		
2	<p>Strengthen capacities for more effective and sustainable provision of high-quality climate services. Effective climate services provision involves four key elements: (i) production of climate information and weather forecasts; (ii) translation / interpretation of the weather forecasts to provide appropriate agricultural advisories; (iii) climate services dissemination; and (iv) feedback on the use of climate services by farmers to inform future improvements.</p>	<p><i>Accepted:</i> Stakeholders discussed and proposed climate products that users want for Department of Climate Change and Meteorological Services (DCCMS) during the drafting of the National Framework for Climate Services in Malawi (NFCS). Issues of coordination,</p>	<p>2.1 Undertake a multi-source assessment to generate consensus on the quality parameters and down-scaling levels required for seasonal forecasting products for use by those agencies involved in climate services provision in Malawi.</p>	High	WFP CO Resilience Team, and including Department of Agriculture Extension Services (DAES), Department of Climate Change and Meteorological Services (DCCMS), also Scaling-Up the use of Modernised Climate Information and Early Warning Systems in	April 2020	<p>In progress: Malawi conducted an institutional analysis which details climate service actors available in Malawi and their various roles in the climate services value chain. The institutional analysis assessment was carried out by Lilongwe University of Agriculture and Natural Resources (LUANAR) and the Chr. Michelsen Institute (CMI) under phase one of the Global Framework for Climate Services Adaptation Programme in Africa (2014-2016). The assessment proposed the establishment of a forum for co-production of climate services with sectors involved in the interpretation of climate information and</p>

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		funding, capacity development, quality of climate products were all discussed. The NFCS can be used as a reference document for future support to climate services sector.	2.2 Based on the consensus	High	Malawi (M-CLIMES), Global Framework for Climate Services Adaption Programme (GFCS-APA) , and Building Resilience and Adaptation for Climate Change (BRACC), among other climate service providers / projects in discussions and decision-making processes	April 2020	development of climate advisories for their end users - this formed the basis for the draft National Framework for Climate Services (NFCS) in Malawi that highlight gaps in climate services and highlights the new climate products that users want. DCCMS will ensure that users get climate products that are relevant. The next step is to implement the NFCS which will impact the nation's economic and social development through climate risk mitigation, prevention, response and recovery. In progress: The seasonal forecast for 2018/2019 had

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			generated in Step 2.1, undertake a capacity assessment and provide appropriate capacity strengthening support to DCCMS (possibly through a follow-on project) for the sustainable production of historical climate information and accurate, high-quality, and timely down-scaled weather forecasts.		Team with inputs from DCCMS		been downscaled to a district and Traditional Authority (TA) level, so has been the 2019/2020 seasonal forecast - this was responding to users' needs. However, it should be noted that downscaling seasonal forecasts to a lower level does not necessarily translate to accuracy of the forecasts; this is where DCCMS requires support to improve on forecasting skills. The WFP through the IRMP project supported DCCMS staff to undergo a training on a new R-INSTAT software in July 2018 – R-INSTAT is used for climate data analysis. UNDP through M-CLIMES Program have this year in July supported DCCMS with software and training in new forecasting skills. All these efforts have contributed to

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							building capacity of DCCMS to ensure that they provide climate products with good skills. The follow up project will be necessary to help bridge the DCCMS capacity gaps and enhance climate services in Malawi.
			2.3 Plan and organize a learning event on the dissemination and use of climate services in Malawi, including the use of Participatory Integrated Climate Services for Agriculture (PICSA) and Interactive Weather Climate and Adaptation Radio Programming (IWCARP)	High	WFP CO Resilience Team, DAES, DCCMS, University of Reading (UoR), LUANAR	May 2020	In progress: A learning event has been planned by WFP for in May, 2020.

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			<p>approaches. This might best be done as a joint event with DAES and various projects using PICSA and/or IWCARP. If possible, this should become a regular annual event.</p>				
			<p>2.4 Work with Ministry of Agriculture Irrigation and Water Development (MoAIWD) / DAES, Lilongwe University of Agriculture and Natural Resources (LUANAR) and others to plan and identify</p>	<p>Medium</p>	<p>WFP CO Resilience Team, DAES, LUANAR, University of Reading</p>	<p>December 2020</p>	<p>In progress: Engagement with LUANAR on curriculum development to include PICSA as one of the sustainable solutions, was initiated in June this year with University of Reading making a PICSA presentation at LUANAR. Follow up meetings are planned in November this year with LUANAR and DAES that will involve other UN agencies implementing climate services</p>

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			appropriate long-term support (including funding sources) for: (a) PICSA curriculum development and training; (b) quality control measures for PICSA implementation; and (c) regular feedback and analysis on the use and uptake of climate information and agriculture advisories by male and female farmers for use in improving climate services.				i.e. UNDP, FAO. Currently WFP has involved LUANAR in PICSA activities i.e. training extension officers in climate services - we can build on their involvement in climate services activities to get them support climate services quality control.

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			2.5 Continue to support Farm Radio Trust (FRT) in engaging with commercial and community radio stations for private sector funding and capacity-strengthening needed for IWCARP	Medium	WFP CO Resilience Team, FRT	June 2020	Not started: Currently WFP has engaged Farm Radio Trust (FRT) in the RfP process; once successful, engaging private sector funding and capacity strengthening for IWCARP will be one of the priority areas in the new partnership agreement.
3	Capacity strengthening and support for high-quality PICSA implementation by Extension Officers. Additional types of short-, medium- and long-term support to be provided to extension officers in facilitating the PICSA approach should be explored and agreed with DAES, UoR, and others. Options to be considered might include: (i) additional resources on the e-PICSA tablets	Accepted	3.1 Identify and agree short-, medium- and long-term support to be provided to extension officers in facilitating the PICSA approach	Very high	WFP CO Resilience Team, DAES, University of Reading (UoR), and others	December 2019	In progress: The planned meeting with DAES on PICSA sustainability in November 2019 will identify the additional required support. Currently agriculture extension officers get the support agreed upon at the start of the project, in 2017.

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	(e.g. podcasts of previous radio broadcasts; videos designed to be shared with farmers); (ii) the formalization of a cadre of “lead PICSA facilitators” among experienced extension workers at district level who can support their colleagues when necessary; this is already happening through the Planning and Review Workshops and at the start of the season where extension officers move in pairs to support each other in the implementation of the initial PICSA steps with farmers; (iii) social media (e.g. Facebook) designed for use by Extension Officers to provide information resources, share experiences and encourage one another; (iv) a certification system for Extension Officers for PICSA facilitation; (v) closer integration of PICSA with radio and ICTs. Other suggestions						

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	should be sought from extension officers and others through future PICSA training and P&R workshops and the proposed Climate Services event (as in Recommendation 2).						
4	Enhance the integration and effectiveness of radio / ICTs. An assessment of all existing CIHs is needed to determine the extent to which CIHs are active/inactive and the reasons for inactivity,	<i>Accepted</i>	4.1 Assess all CIHs to determine how many are active/inactive and why, including how many have faulty radios requiring repair/replacement	High	WFP CO Resilience Team, Farm Radio Trust	January 2020	Not started: Will start in November 2019. However, repair of the faulty radio is one of the responsibilities of Community Information Hubs (CIH), as one way of promoting ownership.

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	<p>including how many have faulty radios. Possible changes to the IWCARP design to be considered should include: (i) a more integrated communication strategy design that clearly identifies how the different communication channels (including PICSA and extension officers) can support each other to achieve impact, e.g. the use of radio / ICTs to support PICSA implementation; the use of SMS (in addition to the radio platform) to create awareness of the call center and B4W, etc.; (ii) the possible design of platforms (e.g. Facebook) and messaging targeting extension officers to support them in the provision of climate services, including PICSA facilitation, (iii) gender equity considerations relating to access to and use of the different services</p>		4.2 Identify and provide appropriate follow-up support required by CIHs for the current season	High	WFP CO Resilience Team, Farm Radio Trust	June 2020	Not started: dependent on completion of action 4.1. The activity will start in November 2019
		4.3 Revise the IWCARP design based on the IRMP experience and recent monitoring exercises.	Medium	FRT with support from CO Resilience Team	November 2019	In progress: RfP to Farm Radio Trust highlighted the gaps to be addressed in the next IWCARP design, which FRT has since submitted (October) and will be reviewed by the CPC. All being equal, programming will start in Nov 2019.	

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	(see Recommendation 5); (iii) changes in the B4W platform to enhance its effectiveness (such changes are best identified by FRT); (iv) greater emphasis on CIH selection, training and management of radios with clear emphasis on community ownership; (v) means of providing on-going support and encouragement to CIHs (possibly provided by Extension Officers or through radio competitions); (vi) clear means of communication to be used by CIH in reporting radio faults; (vii) regular monitoring of CIHs (e.g. by extension officers) to determine whether active or not, monitoring for receipt of SMS, etc.						
5	Gender equality and women's empowerment (GEWE) considerations for climate services. Results from assessments to date appear to	<i>Accepted:</i> This was not included in the initial project design.	5.1 Use existing quantitative and qualitative data to undertake gender analyses to explore	High	WFP CO M&E, Gender Focal Point, Resilience Team with	February 2020	Not started: However, discussions have been held with the Gender Focal Point in October 2019 at CO based on the Evaluation Report.

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	<p>show that there are gender-based differences in farmers' perceptions of and access to climate services provided both through PICSA and IWCARP; these differences need to be better understood. GEWE-relevant effects of climate service provision should be monitored and analysed through sex-disaggregated data at both the individual and household levels (see Recommendation 6), and existing sex-disaggregated quantitative and qualitative data should be used to explore any apparent differences between men and women in their perceptions and use of PICSA and their access to radio/ICTs. Such gender analysis can be done as part of the on-going UoR review of PICSA, and as part of the proposed</p>	<p>However, data on gender in terms of reach is collected. We can build on this to do further analyses.</p>	<p>the reasons for any apparent differences between men and women in their perceptions and use of PICSA and their access to radio/ICTs. Based on these analyses and experiences elsewhere, identify GEWE-sensitive lessons, approaches and interventions that can be incorporated into existing tools / methods / activities and subsequently piloted.</p>		<p>UoR and FRT (for PICSA and IWCARP respectively), and support from WFP Regional Gender Adviser</p>		<p>Ideas have been generated and will be shared with UoR, FRT. Tools for gender analyses are already available. M&E Section will be involved in the discussions and in the data analysis.</p>

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	<p>revision of the IWCARP design (as in Recommendation 4 above).</p> <p>Where necessary, these gender-based differences should be addressed within PICSA and IWCARP. For example, within PICSA, greater attention can be given to gender-based differences when facilitating the PICSA approach, e.g. through additional questions and reflection about who has decision-making power over specific practices highlighted by the Options Matrix (as compared to who provides the labour and who benefits) and/or by involving farmers' spouses in specific PICSA facilitation sessions when gender-based roles are being discussed. There may also be emerging lessons from Tanzania, where a more gender-sensitive PICSA approach is being</p>		5.2 Ensure that gender analyses and associated GEWE-sensitive lessons, approaches and interventions (as described in Step 5.1 above) are documented and followed-up to determine the effects on gender-based differences.	Very high	WFP CO Gender Focal point, Resilience M&E Team, with support from WFP Regional Gender Adviser	May 2020	Not started: This activity will follow the completion of activity 5.1; it will however be completed by May 2020.
			5.3 Ensure that gender-disaggregated data are routinely collected and analysed at individual farmer and household levels – both for partner studies / reviews and	Very high	WFP CO Resilience and M&E Teams and partners	Ongoing	In progress: Gender disaggregated data on number of farmers reached out with weather, climate information and agriculture advice is already being collected by government extension officers as they train farmers in climate services. The first information for this agricultural season was

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	implemented. Within IWCARP, there are opportunities to develop targeted interventions within a revised IWCARP approach, as proposed by Recommendation 4 above. Lessons emerging through the implementation of this recommendation should be articulated and documented for future application in the design of GEWE-sensitive climate services.		regular outcome monitoring surveys.				collected in October 2019 and was being consolidated. In September 2019, the CO conducted a large-scale resilience and recovery baseline (CSP Baseline), which included IRMP indicators that were disaggregated by gender, age, etc. This practice will be continued for future evaluations.
6	Design of improved monitoring systems and a theory-based evaluation framework. Output and outcome targets against which to assess achievement are needed. Simple tools and systems are needed to compile, synthesize and manage different types of data so that it can be used by those who need it for	<i>Accepted</i>	6.1 Realistic output and outcome targets should be included in the final year workplan for the IRMP project.	High	WFP CO M&E and Resilience Team	November 2019	In progress: The workplan was completed in September however the outputs and outcome targets are being re-worked on and will be completed by November 2019.
			6.2 CO and BSO resilience team members should meet with the	High	WFP CO Resilience and M&E teams	December 2020	In progress: Integrated Resilience Result Framework has been revised to accommodate corporate and

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	learning and decision-making purposes (i.e. update it on a regular basis and ensure that it is accessible when needed). This requires the identification of the types of data that are actually needed by different managers for different purposes and putting in place the relevant tools and systems needed to collect and manage the data in an efficient and effective manner. For example, the monitoring system should be able to differentiate households receiving different types of assistance to determine the extent to which layering is taking place and to measure the impacts of different combinations of assistance. This can be done by including a question in the outcome monitoring questionnaire that identifies the types of assistance received by members of		relevant M&E team members to discuss and agree on the types of data needed for different purposes and identify the tools and systems needed to ensure that the required data are collected and managed in ways that allow them to be used for learning and decision-making, as necessary.				context/operational demand indicators. Next step is for the CO and Blantyre Sub-Office (BTSO) resilience team members to meet the M&E Team to get orientation on the Integrated Resilience Result Framework and the implementation approach, by December 2019.
			6.3 Put in place the monitoring tools and systems agreed in Step 6.2 above.	Very high	WFP CO M&E team	January 2020	In progress: (1) Outcome level tool is already in place and used during the CSP baseline in Sept 2019. (2) Sentinel monitoring tool/ high frequency monitoring

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	the household (i.e. FFA, IFA, VSL, Climate Services (whether PICSA and/or radio/CIH), etc.). All output and outcome monitoring data (including that collected by partners) must be gender-disaggregated at individual farmer and household levels.						tool will start to be implemented once the Third-Party Monitoring (TPM) is in place (3) process monitoring tools to start being used once the training for field staff has been conducted in January 2020.
			6.4 Adjust resilience outcome monitoring survey to include key questions needed for a more robust IRMP final evaluation	Very high	WFP CO M&E team, with support from Resilience Team	September 2019	Completed: Incorporated in the CSP baseline for strategic outcome 4 (SO4) that was conducted in September 2019.
			6.5 Agree on how to compile beneficiary numbers for layered resilience activities and test this	Very high	WFP CO M&E team, with support from Resilience Team	December 2019	Not started: In 2018/2019 agriculture season a template was designed that captured climate services, FFA and R4 Rural Resilience Initiative beneficiaries. The information was consolidated into

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							beneficiaries' profiles for the respective districts and profile was used for reporting and guided mid-term evaluations. The template will be reviewed by Livelihood and M&E Sections. This process will complete by December 2019.
			6.6 Agree on the core indicators to be used across all resilience projects for a more streamlined, systematic approach to outcome monitoring.	Very high	WFP CO M&E Team with support from Resilience Team	September 2019	Completed: This was done in September 2019, through the revision of the integrated resilience result framework that accommodated operational demand indicators.
			6.7 Develop a theory of change for the IRMP programme (and/or for a future follow-on project) and ensure	High	WFP CO Resilience Team, with support from M&E team	December 2019	In progress: Draft Theory of Change (ToC) for Climate Services and Integrated Risk Management was completed in October 2019.

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			that this is used for the final evaluation of the programme.				
7	<p>Improved targeting of climate services to enhance the overlap of activities implemented by the different partners at the GVH level. This is necessary to increase the layering or combination of activities at the household level. In future, better monitoring systems (Recommendation 6) will be able to monitor the levels of overlap / layering at GVH and household levels.</p>	Accepted	7.1 Clear guidance provided to climate service implementing partners regarding the GVHs to target for climate service provision in on-going and future projects	High	WFP CO Resilience Team with support from M&E Team	December 2019	In progress: Working with FFA colleagues, a list of GVHs where FFA is being implemented will be generated and shared with cooperating partners to guide partners the priority areas for climate services implementation. The list will be updated regularly and shared as required. Climate services is implemented in areas where FFA is being implemented – as one way of enhancing integration.
			7.2 Regular monitoring to ensure that there is a high level of overlap / layering of activities at both	High	BTSO (Blantyre Sub-Office), CO M&E and Resilience Teams	June 2020	In progress: However, the coordinated monitoring that will ensure that there is a high level of overlap will be ensured after the completion of 6.5 (completion of template

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			GVH and household levels				for layered resilience beneficiaries), 7.1 (clear guidance on impact areas); and guided by 6.6 (core indicators to be used across resilience activities). Currently the Cooperating Partners (CP), Agriculture Sector, WFP Field based staff support the regular monitoring, they report on a monthly basis - this is on-going up to the end of the project, June 2020.
8	Assess the appropriateness and sustainability of the current weather-index insurance model in southern Malawi and explore alternative options. A more detailed review of the current insurance model should be undertaken to determine its relevance and appropriateness to	<i>Accepted</i>	8.1 Review the current insurance model in comparison to alternative options in relation to the multiple risks faced by farmers, their ability to pay, and the willingness of the insurance	High	WFP CO Resilience Team and insurance provider	March 2020	In progress: The country office has been reviewing the product following feedback from the farmers for a multi-peril product as farmers are both hit by weather induced shocks and non-weather induced shocks i.e. Fall Army Worms.

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	the context of southern Malawi, from the perspective of smallholder farmers. Alternative insurance models, including a composite product that is able to respond to multiple risks, and their cost-effectiveness (from the perspectives of both the insurance provider and farmers) should be explored for the future, based on recent experiences in Malawi and elsewhere, including by partners involved in the BRACC project.		sector to provide alternative models 8.2 If deemed to be appropriate, design and pilot an alternative insurance model, based on the findings of the review in Step 8.1 above	High	WFP CO Resilience Team and insurance provider	December 2020	In progress: WFP Malawi has partnered with PULA ¹ to develop a composite crop insurance product (Area Yield Index Insurance) which triggers based on yield loss thus enabling to capture both rainfall and none rainfall induced flood responses. The trial will take place within the upcoming season October 2019 to March 2020 and will be rolled out in 3 of the 6 targeted districts for insurance (Balaka, Zomba, and Phalombe), to allow the CO to measure and demonstrate suitability and benefit of both insurance

¹ PULA Advisors, provide the index results for Area Yield Index Insurance only, at the end of the season, to WFP, and the insurance companies for the latter to calculate the pay-outs

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							models. Learnings/experiences from the trial of the new insurance product will be shared in the quarterly and annual donor reports.
9	<p>Improved coordination and lesson-learning at district and national levels. WFP structures for regional coordination for resilience activities already exist, but current district-level coordination structures for IRMP appear to vary among the three districts. Though the District Council is responsible for overall coordination of all aid and development, coordination among IRMP / resilience partners and stakeholders can be improved in two districts through regular (quarterly) meetings organized by the key IRMP / resilience NGO implementing partner (as</p>	Accepted	9.1 Follow up with district partners to ensure that the monthly resilience coordination meetings are conducted and ensure that IRMP activities are discussed	High	WFP CO, Resilience Team	Ongoing	In progress: WFP Blantyre Sub Office (BTSO) conducts monthly resilience coordination meetings, the Cooperating partners attend these meetings where IRMP activities are discussed just as other resilience activities. The latest coordination meeting was held in October 2019. At district level, the partners are encouraged to hold monthly resilience district coordination meetings to discuss progress of resilience projects, including IRMP activities. WFP district-based staff (Senior Programme

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	currently occurs in Chikwawa district) to share information, enhance coordination, address challenges and learn lessons. In addition, a theory of change and joint monitoring (as in Recommendation 7 above) can also support programme-level coordination at district level through enhanced understanding of the ways in which the different IRMP components work together to generate outcomes and higher-level results. Learning in relation to climate service provision at national level can be enhanced through the joint learning event proposed in Recommendation 2 above (Step 2.3), especially if this were to become an annual event.						Associates) will be tasked to ensure that partners hold monthly coordination meetings in resilience districts.
			9.2 Follow up with national partners and stakeholders and other climate services projects to explore how to make the learning event proposed in Recommendation 2.3 into an annual learning event with Government leadership	Medium	WFP CO, Resilience Team	November 2020	Not started: However, it is planned that this will be discussed during the Early Warning System _Sub Committee (EWS) meeting in November 2019 and the Project Delivery Team (PDT) meeting under GFCS-APA in November 2019.
10	Regional, corporate and global learning on resilience programming. Identify and document lessons on integrated	Accepted	10.1 Identify and document emerging lessons on integrated	Medium	WFP CO Resilience and M&E Teams,	Ongoing	In progress: Currently, IRMP Evaluation Report is accessible, Power Point presentation on IRMP

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	resilience programming learned from the Malawi experience, and share these through internal and external fora to enhance WFP organisational learning and improvement in resilience programming on the one hand, and to contribute to wider knowledge and development on the other.		resilience programming.		with support from RBJ		Evaluation Report has been prepared; Three pager IRMP Evaluation Report summary with lessons learnt has been prepared. Further, the Country Office commits to ensuring that the mid-term review of the CSP (2021) includes guiding questions on resilience programming.
			10.2 Identify internal and external fora through which to share emerging lessons in resilience programming.	Medium	WFP CO M&E and Resilience Teams and RBJ	Ongoing	In progress: WFP is a member of various technical working groups that are set-up within the government structures - through which lessons in resilience programming are shared for example the Project Delivery Team (PDT) platform, Early Warning System Sub-Committee platform. The proposed learning event on climate services in May 2020 will be used as a platform to

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			10.3 Share lessons through appropriate fora and provide feedback to CO on lessons and experiences from elsewhere.	Medium	WFP CO M&E and Resilience Teams and RBJ	Ongoing	share lessons in resilience programming. In progress: The summary report was shared with Country Directors during the regional evaluation committee meeting in November 2019. The Deputy Regional Director was to share the IRMP Evaluation Report to the Evaluation Function Steering Group on the sidelines of the Executive Board meeting in November 2019; The Integrated Resilience Programming lessons were shared at Southern African Monitoring and Evaluation Association Conference (SAMEA) in Oct 2019; The IRMP Evaluation Report has been published at wfp.org and newgo.wfp in Oct 2019. Other opportunities to be identified

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							over the course of implementation of the programme. Further, CO will share IRPM Evaluation Results with CO Staff, Cooperating Partners, and other stakeholders active in the resilience sphere.