

SAVING
LIVES
CHANGING
LIVES



WFP Regional Resilience Framework

North Africa, Middle East, Central Asia and Eastern Europe Region



World Food Programme

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Introduction

The aim of the Regional Resilience Framework is to support WFP Country Offices in the RBC region when developing **resilience-building approaches and programmes**.

Its development is based on a set of discussions and consultations with technical stakeholders and Country Offices in the region in 2017 and 2018. Its basic tenets were validated in a regional workshop of WFP programme policy officers responsible for resilience programming in their respective countries, held in Cairo, Egypt in June 2018. It was further reviewed and refined with the support of select Country Offices in the region in 2019.

By capturing the state of resilience building in the RBC region, the framework provides an overview of the most pressing challenges and opportunities that staff face. It is considered to be a living document anchored at field level. It contains three elements: the present Framework Document, a Resilience Marker and a set of Activity Sheets (available separately).

The **Framework document** outlines strategic and policy related considerations in a Background section, followed by a Framework section that focuses on programme approach and design support drawing from regional experience and lessons learned. This section is of particular importance to field staff as it also includes reference to the two tools.

The first is the **Resilience Marker**, developed based on WFP's resilience principles and policy guidelines and adapted from good practice models employed by humanitarian and developmental stakeholders.

The second is the set of **Activity Sheets**, developed using region-specific examples to build a common narrative around and help illustrate potential contributions of WFP's work to building resilience of individuals, households, communities & systems across the 12 corporate activity areas.

These tools can be seen to summarize much of the current thinking in the RBC region and represent an immediate way in which Country Offices can design, validate and frame their resilience building efforts and initiatives.

Part 1: Background

A COMMON APPROACH AND NARRATIVE TO RESILIENCE

Resilience-building is a concept that extends across contexts and sectors to address increasingly complex risks and their impacts on vulnerable people. International organizations, including WFP, have embraced resilience as an overarching theme in an attempt to identify programmes and approaches that help mitigate the impact of shocks and stressors including climatic events, environmental degradation, water scarcity, price shocks, conflict and economic uncertainty before, during and after crises.

Operationalizing resilience is not straightforward, especially in more challenging contexts. This is particularly true for the RBC regions which are highly diverse and include volatile, unstable environments, and more predictable and stable settings.

Many countries across MENA and CIS are developed, urbanizing economies with a strong labour market orientation. WFP's conceptual models for resilience, as reflected in its corporate guidance, are in contrast heavily based on rural livelihoods and asset rehabilitation models. Those models present challenges for adequately capturing and explaining the diversity of approaches to resilience-building that are appropriate in the RBC regional setting.

This includes approaches to human capital development and financial inclusion; market and value chain development; capacity strengthening of local and national actors; and retail strategies linking local supply chains to e-voucher programmes. The challenge is further compounded in refugee-hosting countries by complex political and regulatory environments around refugees' right to work and social inclusion, and by varying donor understandings of resilience.

A resilience narrative for the region that acknowledges the specificities, diversity and opportunities of the regional context is important. Taking stock of and broadly aligning resilience-building approaches in the region, and working towards a common regional narrative for resilience, will enable WFP to communicate more effectively about the work it does in this critical area.

WFP STRATEGIC PRIORITIES AND SCOPE

WFP Strategic Plan

A risk-informed, resilience-building approach to programming features prominently throughout the WFP Strategic Plan (2017-2021). This is because WFP's mandate has allowed it to accumulate experience in both the humanitarian and development contexts, making it well placed to help strengthen the resilience of affected people in protracted crises and fragile settings by applying a development lens in its humanitarian response, and by aligning its recovery and development interventions accordingly. Through this experience, the organization has identified an opportunity to make a significant, sustainable contribution to Zero Hunger, with the Strategic Plan (2017-2021) articulating a framework for realizing this opportunity across its five Strategic Objectives (see Annex 1 for details).

Regional Strategy

In 2017, RBC developed and validated a regional strategy (2017-2021) which aimed at taking stock of lessons learned and seize critical opportunities identified in the region. With the realization of the strategy, RBC has committed to leveraging the humanitarian development nexus to contribute to short time solutions as well as longer-term recovery and resilience of people and governments. In support of this approach, three interlinked and mutually reinforcing strategic priorities were identified to guide action in the region:

1. Using emergency preparedness and humanitarian response to save lives, protect livelihoods and support recovery;
2. Investing in social protection systems, safety nets and resilience building to address chronic food insecurity and malnutrition; and
3. Leveraging capacity building, technical support, tools and systems to create the needed enabling environment

Several operating principles for RBC related to resilience underlie these priorities, including designing humanitarian operations that contribute to mid-term development objectives; positioning WFP as an enabler and provide support to systems for strengthened national ownership; and focusing on the most vulnerable and food insecure. These principles align with and support the WFP Strategic Plan by highlighting areas of added value that the organisation brings to RBC operational settings.

POLICY, DEFINITIONS AND CONCEPTS

WFP Resilience Policy

WFP's 2015 Policy on Building Resilience for Food Security and Nutrition lays out the organisation's approach for resilience-building in line with the common approach adopted by the Rome-based agencies (RBAs). The policy outlines several programming principles and focuses on the "how" of resilience-building: layering, sequencing, partnering – more so than the "what" of specific intervention types or sectors, stressing that effective resilience-building programmes are most likely to be *multisectoral*.

*p. 11: The fundamental shift made by adopting a resilience approach is in how programming is designed, implemented and managed. The **multi-sector** approach to addressing risk and building resilience requires wide consultation and long-term collaboration. For each context, applying a **resilience lens** relates to all aspects of the programme cycle and will determine how actions can be best **layered, integrated, and sequenced** with national government strategies and partner-supported programmes.*

The Policy defines resilience as *the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences*.

This set of capacities required before, during and after the onset of shocks and stressors are commonly classified as absorptive, adaptive and transformative:

- **absorb:** resist a shock or the eroding effects of a stressor by reducing risk and buffering its impact, which leads to endurance and continuity of livelihoods and systems;
- **adapt:** respond to change by making proactive and informed choices, leading to incremental improvements in managing risks; and
- **transform:** change the set of available choices through empowerment, improved governance and an enabling environment, leading to positive changes in systems, structures and livelihoods

RBA Conceptual Framework

This set of capacities is also reflected in how resilience is defined in the RBA 2015 Conceptual Framework for Collaboration and Partnership on strengthening resilience for food security and nutrition.

The Framework uses the widely accepted United Nations Office of Disaster Risk Reduction definition of resilience as a working definition: *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*.

Six Resilience-building Principles

The Policy puts forward **six principles** as part of the common approach across FAO, IFAD and WFP for building resilience and achieving food and nutrition security. These principles reflect the joint understanding and approach of the three RBAs in partnership with and in support of other stakeholders, including people affected by shocks, stresses and crises, national and local authorities, and other international partners.

1. **Local and national ownership and leadership:** *People, communities and governments must lead resilience-building for improved food security and nutrition.* Government leadership is vital since it encourages inter-sectoral and intra-governmental harmonization of efforts and fosters a holistic approach to programming. To ensure relevance and sustain gains, it is vital to respect the priorities and strategies of national and local stakeholders.
2. **Multi-stakeholder approach:** *Assisting vulnerable people to build their resilience is beyond the capacity of any single institution.* Covering the various dimensions of resilience building and reaching scale in a cohesive manner requires integrated multi-sector and multi-stakeholder partnerships.
3. **Combining humanitarian relief and development:** *Planning frameworks should combine immediate relief requirements with long-term development objectives.* Humanitarian responses and development initiatives are often applied linearly – the former during a crisis or shock, and the latter once conditions have stabilized. Resilience-building, however, is a continuous and long-term effort that addresses the underlying causes of vulnerability while building the capacity of people and governments to better manage risks.
4. **Focus on the most vulnerable people:** *Ensuring protection of the most vulnerable people 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 can be a vital tool to protect and build livelihoods, while assisting those most in need.
5. **Mainstreaming risk-sensitive approaches:** *Effective risk management requires an explicit focus in the decision making of national governments, as well as enhanced monitoring and analysis.* Countries require early warning

systems that automatically trigger response mechanisms when predetermined thresholds are exceeded. This requires enhanced coordination among institutions involved in food and nutrition security.

6. **Aiming for sustained impact:** *Interventions must be evidence based and focused on results.* Resilience-building programming needs to be evaluated for its medium- and long-term impacts on food and nutrition security in the face of recurrent shocks and chronic stressors. Investment is required in establishing or strengthening monitoring systems, including baselines, and evaluation to generate rigorous evidence of what works most effectively and provides best value for money.

UNHCR and WFP Joint Strategy for Self-Reliance

UNHCR and WFP's **2016 Joint Strategy for Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations** is well aligned with the WFP 2015 Resilience Policy, focusing on the specific challenge of assisting refugees who face limited prospects for durable solutions.

The Strategy defines self-reliance in food security and nutrition as the ability of refugees to meet their food security and nutrition needs – in part or in whole – on their own in a sustainable manner and with dignity. It outlines **two complementary objectives**:

1. **Strengthen livelihoods** while ensuring basic food and nutrition needs are met;
2. **Encourage an enabling environment** for increased self-reliance.

The first objective highlights the protective role of continued provision of humanitarian food and nutrition assistance, while supporting processes that improve livelihoods and enhance autonomy.

The approach recognises the constraints and opportunities of different environments, wherein some countries, refugees are given the right to work; in others, they are denied the right to formally enter the labour market; and in still others, there is openness to refugees working but a need to build the local economic environment to absorb additional labour.

In situations with a strong enabling environment, the emphasis may be on financial and human capital, supporting income-generating activities, linkages to market and increasing market demand, offering mobile banking and microfinance, and helping refugees engage more actively in the labour market. In others, the approach might focus on development of physical capital such as roads linking refugees and host communities to markets. In highly constrained environments, approaches might work

towards longer-term self-reliance by supporting good nutrition and education.

The second objective emphasizes the importance of engaging with governments, host communities and partners to expand opportunities and reduce constraints for refugees. This includes through supportive legal and policy frameworks that allow employment, freedom of movement, access to resources, financial inclusion and integration into national safety nets; and through enhancement of social cohesion between host communities and refugees.

Finally, it includes wider partnerships for advocating for appropriate changes in legal and policy frameworks in countries of asylum, and for inclusion of refugees and hosting regions among the priorities of national development plans.

The Resilience Agenda in the 3RP

The interagency and multisector Regional Refugee and Resilience Plan (3RP) was launched in 2015 in response to the Syria regional crisis. In the context of the 3RP, resilience refers 'to the ability of individuals, households, communities, and societies to withstand shocks and stresses, recover from such stresses, and work with national and local government institutions to achieve transformational change for sustainability of human development in the face of future shocks'. Resilience programming is expected to build and reinforce the referred capacities to generate sustainable solutions.

It has also defined a resilience-based development approach as "a set of principles and conceptual framework necessary to achieve resilience in sustainable human development". The framework comprises the ideas of **coping, recovering and sustaining**. The principles that should inform the design and implementation of assistance include: local and national ownership and leadership of intervention; context-specific design; the integration of longer-term and short-term perspectives; thinking in terms of the whole system; financial sustainability of responses; the embedding of human rights and gender equality; sensitivity to conflict and conflict risks; building strong and innovative partnerships among stakeholders; and the close monitoring of both interventions and trends.

The Dead Sea Resilience Agenda is the outcome of the Resilience Development Forum (RDF), organised in November 2015 in the Dead Sea, Jordan, by UNDP within the framework of the 3RP and the regional UNDG. Five core principles were elaborated as part of the Dead Sea Resilience Agenda. These are: increase synergies between humanitarian and development investments and approaches; prioritize the dignity and self-sufficiency of affected populations; reinforce, don't replace, local capacities; generate new and inclusive partnerships to build resilience, foster innovation and promote relevance,

effectiveness and efficiency, and finally; safeguard social cohesion to jointly foster resilience and peaceful cooperation.

These principles are further reinforced by 10 recommendations and a 'resilience lens' (see Annex 2) which are meant to support the operationalization of the principles. These recommendations, while ambitious and challenging to advance on, reflect many of WFP's own priorities and requirements for a resilience agenda that can be implemented at scale in the specific context of displaced Syrians and vulnerable host communities.

COUNTRY STRATEGIC PLANS AND STATUS OF RESILIENCE IN THE REGION

Resilience in the Country Strategic Plans

In Country Strategic Plan (CSP) corporate guidance, resilience is not presented as a programming area, but a crosscutting "Focus Area". Strategic Outcomes in the Country Strategic Plans are aligned with national SDG and humanitarian targets, WFP strategic results and tagged to one of three Focus Areas: Crisis Response, Resilience Building, or Root Causes.

The Resilience Building Focus Area in the CSP 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.
- ◆ Outcomes usually target food insecure areas, hazard-prone regions, and communities vulnerable to climate change.

There are no a priori restrictions on how a Resilience Building focus in the CSP is matched with a given Strategic Outcome and Result, if activities within an outcome involve investments in capacities that help people and systems prepare for, respond to, or recover from shocks and sustainably reduce their vulnerability. This may be achieved through several different activities, including livelihood support, nutrition, school meals and other forms of social protection, capacity strengthening or food systems interventions.

For example, activities included in Strategic Result (SR) 4 (Food Systems) with a Resilience focus may aim to expand capacity and resilience of food systems to meet the needs of vulnerable food insecure populations. Actions under SR1

(Access to Food) with a Resilience focus would aim to sustainably increase vulnerable populations' access to food; while interventions under SR5 (Capacity Strengthening) with a Resilience focus might aim to increase the capacity of national institutions to deliver assistance.

In practical terms, formulation of strategic outcomes and links to focus areas are most often informed by political context and donor funding priorities. It means that the use of the Resilience Building tag in the CSPs reflects the priorities of major donors and specific country context, rather than a common conceptual approach and definition of Resilience Building.

The Resilience Building tag can be useful as an internal and external marker of interventions that strengthen resilience of vulnerable populations. However, because its primary utility is in mobilizing resources and supporting funding decisions, it is not sufficient **on its own** to demarcate all WFP interventions that contribute to resilience building objectives.

For example, a nutrition activity that aims to reduce high levels of stunting through an SBCC approach will achieve developmental aims and might be tagged as Root Cause largely to avail of development funds; **while alternatively** it could be considered a resilient development outcome if the reduction in stunting levels is sustainable despite a shock or stress, and be tagged as Resilience Building to align with a different set of funding streams.

Status of resilience programming in the region

A qualitative mapping of resilience approaches was undertaken with country offices in the region. This mapping exercise revealed diverse interpretations of the resilience concept, but also provided a growing consensus on resilience as a multi-sector, multi-actor and multi-level approach, which incorporates humanitarian interventions and life-saving assistance, and, when specific conditions were met, capacity strengthening and implementation through local and national systems.

Examples of resilience-building initiatives and partnership models that were highlighted range from productive assets and public infrastructure rehabilitation projects utilizing short-term public works approaches (Jordan, Lebanon, Iraq), digital skills training for youth (Iraq), home grown school feeding approaches (Tunisia), the emergency social safety net project delivering unconditional multipurpose cash assistance to refugees through national systems (Turkey), multi-stakeholder support to the education sector through Education Cannot Wait and other innovative funding platforms (Yemen), to productive safety net approaches seeking to institutionalize FFA into local and national programmes as a way to support national ownership (Kyrgyz Republic, Sudan).

Country-specific approaches on social protection systems,

and WFP's role in leveraging these to build resilience-building vary. Yet there was agreement on the need for an expanded vision of WFP's emergency response role to increasingly be complemented by technical assistance that would provide support in restoring, reforming and strengthening national social protection systems, as well as aligning and in some cases transitioning humanitarian safety net platforms to national platforms and systems. In stable settings, there was agreement that stronger policy level engagement and technical assistance role for WFP on social protection is needed to achieve systems-level resilience and deliver benefits at scale.

The qualitative mapping also offered insights into concrete opportunities and gaps that need to be addressed to support a more relevant and mature role for WFP in the regional context in the resilience space. Country offices cited WFP's strong field presence, tools e.g. VAM, SCOPE

and supply chain capacities as opportunities to be leveraged to scale up reach and assistance, especially considering new anticipated challenges such as how to support large scale returns in some of the protracted crises in the region, and how to maintain cross border compatibility of systems and platforms. Major noted gaps – some of which can also be considered opportunities – include the lack of a common understanding of how to operationalize resilience and which corporate tools are available to support, how to shift from community based to national systems level work, and how to link the social protection and resilience agendas in this regard. The need for increased engagement in advocacy work with partners to influence legal frameworks and create enabling environments for refugees was cited. In some cases, additional work is needed to sensitize donors on WFP's role in resilience and development related work.

CURRENT SCOPE OF WORK

Definitions for resilience

- Livelihoods is an integral part of what WFP should do, but is not sufficient to build resilience
- Resilience is a multisector, multiactor approach that goes beyond WFP and should as a minimum be delivered through the larger RBA framework
- Not just about livelihoods but about ability to withstand shocks and supporting people to be more agile, more adaptive, more flexible"
- Key features are capacity building, implementing through national systems, working at different levels incl household, subnational and national
- Shift away from definitions of resilience and move towards positioning of actors on resilience building in the framework of the SDGs - "We are beyond defining resilience"

Key resilience-building initiatives and partnership models

- Emergency Social Safety Net - Turkey
- Productive Assets and Public Infrastructure Rehabilitation - short term public works approaches
- FFA and FFT, including efforts to institutionalise FFA into local and national ownership
- Multistakeholder support to education sector via local Education cluster
- Aligning of targets and transfer values on PSN, so that all WFP work is based on government targeting and registries
- Moves towards "single registries"

Role of social protection systems in building resilience

- WFP implementation through national social protection systems leverages existing infrastructure and enables broad geographic scope and rapid scaleup in case of sudden shocks
- Considering support to national food safety net systems as part of a larger resilience approach, including productive safety nets using FFA methodology
- Support in transitioning WFP's emergency response, sometimes seen as a safety net, to a technical assistance role building national systems
- School Meals has a mixed level of recognition as a social protection and safety nets depending on country, and can provide partial protection against impoverishment Move towards PSN models linked to FFA

WFP added value, entry points and opportunities

- Joint funding with other actors as a key entry point, including on education and health
- Focus on capacity building work with government and other entities to create a stronger enabling environment, including undertaking food security analysis with government
- Promote skills training and individual capacity strengthening as a way to prepare repatriation and return of refugees – important for youth in particular
- Promote complementarities between practical resilience projects at local level and broader support to SP systems at national level

MAIN CHALLENGES AND GAPS

Challenges

- Large-scale returns and crossborder compatibility of systems e.g. CBT/in-kind
- Resilience design driven by donor agendas and timeframes
- Difference in priorities: donors focused on refugee caseloads and governments focused on host populations
- Access and security issues require careful consideration and of opportunities to implement mid to long term activities
- Tensions between corporate guidance and requirements and country needs on reconstruction and stabilisation
- Appetite is there for larger comprehensive approaches, but reluctance to move forward on joint programming without dedicated resourcing

Gaps

- Development of a returns strategy that links assistance and platforms between Syria and host countries
- Advocacy work at high level is needed to influence legal framework to create an enabling environment for refugees
- Potential for private sector engagement is high, but internal WFP corporate procedures, legalities and contracting too burdensome
- Challenge in the ICSP/CSP in how to shift from community based work to national systems level work; support and tools lacking
- Need a broader scope on resilience beyond asset creation that includes shock responsive government systems and national safety nets
- "We lack diversified tools to do resilience"
- "We lack a holistic country capacity strengthening approach"

REPORTING & COMMUNICATION, CAPACITIES & LEARNING, PRIORITIES & POSITIONING

Learning and in-house capacities

- Limited shared experience and corporate learning available
- Would like to be part of the conversation of what is happening in the region to get ideas and learning
- Development of case studies planned in some countries
- Interest and potential to explore shock responsive aspects
- HR resources are sufficient at the moment in light of the CO positioning
- Support needed to develop strategic approaches to livelihoods and resilience in future operations

Story that WFP wants to tell

- Messaging depends on partner ministries; tends to be siloed
- Individual activity areas are the focus of CO communications work, pigeonholing WFP
- CSR as a useful tool to support government advocacy
- Limited use of resilience language: technical messages framed around basic needs and partnerships
- Use of resilience language could be enhanced to improve WFP positioning with donors
- Communicate on market impacts of voucher programmes using evidence from economic impact studies
- Communicate on WFP's capacity development work with government
- Not sure we need a common narrative on resilience

Priorities & positioning

- Self-reliance component included in the ICSP, but government has not been in favor of activities that create a pull factor
- Still trapped in the humanitarian box; largely humanitarian positioning
- WFP still needs to define its niche
- UNDP already positioned on resilience and WFP has lost ground
- WFP now seen as a partner of choice, with a seat at the table; WFP a valued partner across both humanitarian and development work.

ANALYSIS AND MEASUREMENT

Efforts to analyse and measure resilience

A range of methodologies are being used and tested by WFP for resilience measurement and context analysis with a resilience lens. These commonly include: *the Three-Pronged Approach (3PA)*, *the Consolidated Livelihood Exercise for Analysing Resilience (CLEAR)* and *the Resilience Context Analysis (RCA)*, sometimes also termed Recovery Context Analysis. These methodologies aim to inform the definition of programmes and strategies with a resilience lens, with varying approaches and levels of analysis.

The **3PA** is a programme planning and design tool that identifies priority geographical areas at national level and programmes and partners at subnational level, and supports the development of implementation plans at community level. The approach has been most widely used by WFP in stable, low income country settings to drive the development of rural livelihood interventions.

The **CLEAR** uses a quantitative analytical approach based on livelihood zones and defines an unweighted aggregated Climate Resilience Index to orient targeting. The methodology has been used by WFP and governments in Asian countries (Laos, Sri Lanka, Timor Leste).

The **RCA** uses a multistakeholder approach to identify a set of absorptive, adaptive and transformative resilience capacities at household level and analysing opportunities to enhance multisectoral joint programming that supports the development of those capacities. In Lebanon for example, forthcoming RCA results have stressed the importance of creating and maintaining momentum for a strategic multi-agency approach to recovery and resilience in the context of the Syrian refugee crisis response and provided grounds for the formulation of a resilience agenda that also integrates longer-term Lebanese development objectives.

Only the 3PA has formal corporate guidance at the time of writing. Meanwhile, the versatility and potentially greater applicability of the RCA approach to the types of contexts common in the RBC region, and the results and learnings derived from the recent Lebanon experience, merit further consideration and exploration.

Efforts to monitor resilience

WFP has developed and tested a methodology based on trend analysis of historical food security indicators to monitor the impact of FFA intervention on household resilience. The analysis focuses on the speed and extent of recovery following a climatic shock.

Other methodologies providing a resilience index are being tested to determine their potential use as indicators to monitor programme progress towards resilience building. The quantitative *Resilience Index Measurement Approach (RIMA-II)* developed by FAO is currently being tested by the R4 initiative in Malawi, Zambia, Zimbabwe and Kenya and is also being used as an impact indicator in the joint RBA programme funded by Canada on strengthening the resilience of livelihoods in protracted crises in three countries (the Democratic Republic of the Congo, Niger and Somalia).

In addition, WFP has several dedicated assessments that

consider how economic, weather or climatic shocks may affect food security. Some of these, such as Market monitoring, use ex-post analysis to determine impacts and identify historic trends. Others, like the *Climate Change Assessment*, use ex-ante analysis to project the effects of future changes. The *Shock Impact Simulation Model (SISMOD)* provides a combination of ex-ante and ex-post and has also been used to model the impact of shocks on food security.

Way forward

The **Food Security Information Network (FSIN)** is a global initiative co-sponsored by FAO, WFP and IFPRI to strengthen food and nutrition security information systems for producing reliable and accurate data to guide analysis and decision-making. The FSIN Resilience Measurement Technical Working Group (RM-TWG) is composed of leading experts in resilience measurement for the development of common analytical approaches and related guidance for field practitioners. WFP is an active member of the FSIN, ensuring the secretariat and provides a technical and operational viewpoint in the discussions on resilience measurement at the RM-TWG.

The TWG produced a set of technical publications that proposed a common agenda and analytical model for resilience measurement, and a set of technical briefs elaborating on a range of concepts related to resilience measurement (household data sources, qualitative data and subjective indicators, measurement of shocks and stressors, multilevel systems analysis, and quantitative analyses). These 2014 and 2015 publications provided an important first set of common principles and guidance around a shared analytical model for resilience measurement but failed to reach consensus on a single methodology.

More recently, the RM-TWG evolved to **Resilience Evidence for Decisions in Development (REDDI)**. REDDI is expected to work closely with national and regional institutions and governments to provide technical and strategic leadership on resilience measurement issues. It will also provide technical advice and on-the-ground support to stakeholders through the review of resilience measurement approaches, the development of case studies and the consolidation of applied knowledge.

WFP's Strategic Evaluation on Resilience (2019) noted that WFP's assessments focus on measuring "vulnerability rather than resilience capacities" and its corporate monitoring framework remains "limited by differences among the methodologies used for measuring indicators" thus preventing comparison and consolidation of performance measurement data across WFP's resilience-related initiatives.

In response, WFP launched a collaboration with the Overseas Development Institute to undertake analysis of existing resilience frameworks to improve internal capacities for measuring how WFP's activities strengthen the resilience of individuals, households, communities, governments and systems. Through a review of prevailing qualitative and quantitative indicators and resilience measurement frameworks, and of WFP's existing metrics and monitoring tools, the collaboration will generate a way forward for WFP on adoption of improved M&E indicators and methodologies for measuring resilience capacities.

Part 2: Regional Resilience Framework

There is a clear link between the regional resilience agenda, the achievement of Zero Hunger and the pursuance of Agenda 2030 in the region. Focusing on resilience building provides opportunities for people to mitigate the impact of crisis and stressors and identify pathways towards reduced vulnerability, recovery and reconstruction.

A critical look at WFP's programme strategies and performance in the region and beyond (see Part I, Sections 4 and 5) has allowed for identifying promising regional approaches and entry points based on results and lessons on what works, ways to overcome constraints to delivery and the new and emerging opportunities to deliver at scale.

This now paves the way for scale up of the most effective operational approaches for building resilience for food security and nutrition of affected populations in the region.

This part describes the regional resilience approach for WFP, seeking to highlight a set of core principles for resilience-building and ways these can be translated into action, including illustrations of integrated programme approaches across WFP's core areas of work as well as promising thematic entry points for better and more sustainable outcomes.

At the end of this part, a set of tools for establishing and strengthening the evidence base for WFP's contributions to resilience are proposed, including the newly developed *Resilience Marker* and *Social Cohesion Score*. These tools are primarily aimed to help design, validate and communicate resilience building approaches and programmes. They largely target programme staff and can be utilized as part of programme formulation exercises during various stages of the strategic planning and design process.

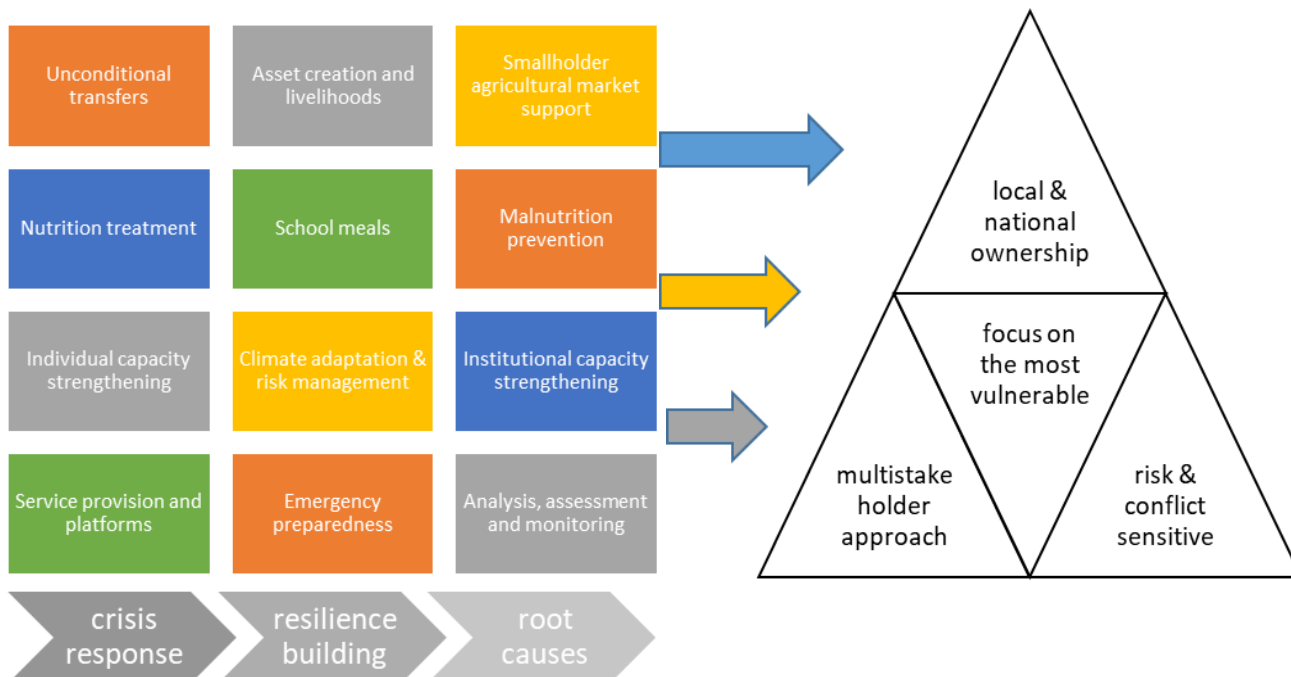
A SET OF CORE RESILIENCE PRINCIPLES FOR THE REGION

Core principles of good resilience programming are elaborated in WFP's policy documents and are largely relevant in the region. These include: local and national ownership, multi-stakeholder approaches and focusing on the most vulnerable.

The below seven core principles for the region are proposed as a basis to identify interventions that contribute to resilience-building ex post facto, or to serve as a guide at the design stage to incorporate programming elements that will enhance resilience-building. What these mean for programming and how to utilize them will be further elaborated in the following sections.

Core principles of good resilience programming

1. Local and national ownership and leadership
2. Multistakeholder approach
3. Integration of long-term and short-term perspectives
4. Focus on the most vulnerable
5. Sensitivity to conflict and conflict risks
6. Mainstreaming protection and risk-sensitive approaches
7. Aiming for sustained impact



LINKING ACROSS WFP'S CORPORATE ACTIVITIES

WFP has a set of 12 corporate activity categories, illustrated below.

All activities delivered under a given category have the potential to contribute to resilience-building when designed with the core principles of good resilience programming in mind (elaborated above), such as integration of long-term and short-term perspectives or delivering on core resilience outcomes such as sustainable benefits.

Unconditional resource transfers

Unconditional Resource Transfers to support access to food can be delivered as in-kind or cash-based transfers (cash, value or commodity vouchers) and are one of WFP's primary, measurable and cost-efficient contribution to resilience-building in the region.

This is especially true when delivered as cash-based transfers – such as multipurpose cash assistance or e-vouchers, designed in ways that support local markets, and when channeled through or aligned with national systems. Unconditional transfers using CBT can strengthen the resilience of affected households and systems through multiple pathways:

- Help meet basic food security needs, a precondition for protecting assets and building longer term resilience of vulnerable people including displaced persons and host communities.
- Generate multiplier effects for local economies and market systems, including for economies and livelihoods that are fragile, under stress or in recovery. When market systems are leveraged to source and deliver unconditional transfers, commercial supply chains and infrastructure are strengthened, cash liquidity increased, market competition and capacity built, gaps in commercial demand bridged, capital flight reduced, and private sector jobs safeguarded. In addition, regional economies may be stimulated through their role as supply corridors.
- Strengthen national ownership and system capacity when aligned with or working through these systems, including national social protection systems such as the national Social Safety Net in Palestine, the National Poverty Targeting Programme in Lebanon, and national social assistance programmes in Turkey.

Nutrition treatment and malnutrition prevention

Nutrition treatment refers to treating moderate acute malnutrition – wasting – with a focus on children under 5 years, pregnant and lactating women and malnourished people in treatment for HIV and tuberculosis.

Malnutrition prevention refers to preventing acute malnutrition in children under 5 years and pregnant and lactating women, preventing chronic malnutrition (stunting and micronutrient deficiencies) in children under 2 years and in pregnant and lactating women; and addressing micronutrient deficiencies in vulnerable people.

Reducing and preventing malnutrition builds resilience of vulnerable individuals to shocks and stresses, as well-nourished individuals are healthier, can work harder and

have greater physical reserves. Households that are nutrition secure are thus better able to withstand external shocks.

A few of WFP's multiple and diverse contributions to resilience-building are highlighted below by activity category. These are largely informed by regional examples. The full set of **Resilience Activity Sheets** covering each of the 12 corporate activity categories and their unique contributions to resilience-building is available as a standalone resource.

Conversely, households that are most affected by shocks and stresses face the greatest risk of malnutrition, thus strengthening their resilience is essential to efforts to reduce malnutrition.

As part of a regional resilience approach, WFP will promote integrated programme approaches that enhance linkages across activities and target groups.

Investing in good nutrition has large pay-offs in terms of building term human capital – increasing individuals' educational achievement and earning potential and boosting economies in the long term. The persistence of high levels of malnutrition in many parts of the world underlines the need for sustainable prevention and reduction of malnutrition through complementary multisectoral nutrition-sensitive strategies that build resilience at individual, household and community levels.

This can be done through nutrition education, formative research and social and behavior change communication, improved infant and young child feeding practices, as well as infant and maternal care practices; access to diversified diets and fortified foods; access to health services; access to WASH services and good hygiene practices; livelihood support; and the empowerment of women and girls.

School Meals activities refer to WFP school meal programmes such as provision of meals, snacks and take-home food, and capacity strengthening support related to improving design and implementation of national school meal programmes and supporting transition of WFP school meal programmes to national school meal programmes.

School meal programmes, also referred to as school feeding, contribute to the resilience of vulnerable school age children by investing in human capital: they provide a regular contribution to food and nutritional needs, incentivize attendance and enrollment, and support cognition and performance.

School meals

Resilience approaches using schools and school feeding are further strengthened through complementary school health and nutrition interventions that synergize and integrate with school feeding programmes, and by supporting institutional capacity strengthening.

Institutional support may be provided through WFP's technical assistance to governments' national school feeding programmes, thereby scaling up the human capital investment and building systems level resilience through strengthened national ownership and capacity.

Local and regional procurement of school feeding programmes also contribute to the development of local markets and food systems, benefiting local producers, small-holder farmers and traders through an increased demand generated by the programme.

THINKING IN TERMS OF THE WHOLE SYSTEM

Resilience at different levels

Interventions aimed at building resilience should aim to operate at different levels, such as individual, household, community, government and other regional and global institutional level, and recognize their inter-dependence. In this regard, resilience-building interventions may range from community level beekeeping to local value chain development and engagement on policies for national social protection systems. Reliable basic services and national disaster management systems are also paramount.

Integrating, layering and sequencing activities

A common, broader scope narrative involves a nuanced development of both horizontal and vertical narratives of WFP's current contributions to resilience-building. Until now, WFP has largely elaborated the vertical concept in its approach to donors and other stakeholders: asset creation and livelihood support categorized as resilience.

WFP can leverage this cross-cutting or "horizontal" dimension of resilience-building across its range of core activity areas. This moves the organization from sectoral thinking (with a narrow focus on livelihoods and community-based work) to integrated multisector thinking involving a broader, more expansive set of contributions, actors and entry points. Multi-sector, holistic approaches that address the root causes of vulnerability are needed because of the range of shocks and stressors and their effects. Enhancing resilience requires cross-sectoral partnerships that integrate, layer and sequence interventions.

For example, a multiyear nutrition-sensitive programme that targets vulnerable populations and builds their resilience through a mix of complementary activities such as livelihood support and human capital development, nutrition education, behaviour change communication, and

access to nutrition and health services delivered through a partnership approach is likely to have farther reaching and more sustainable impacts on resilience than standalone interventions focusing on a single sectoral activity.

Embracing partnerships

Partnerships are critical to scaling up the capacity to deliver resilience outcomes in the region, and WFP fully embraces the vision of a broadened partnership for resilience building in the region.

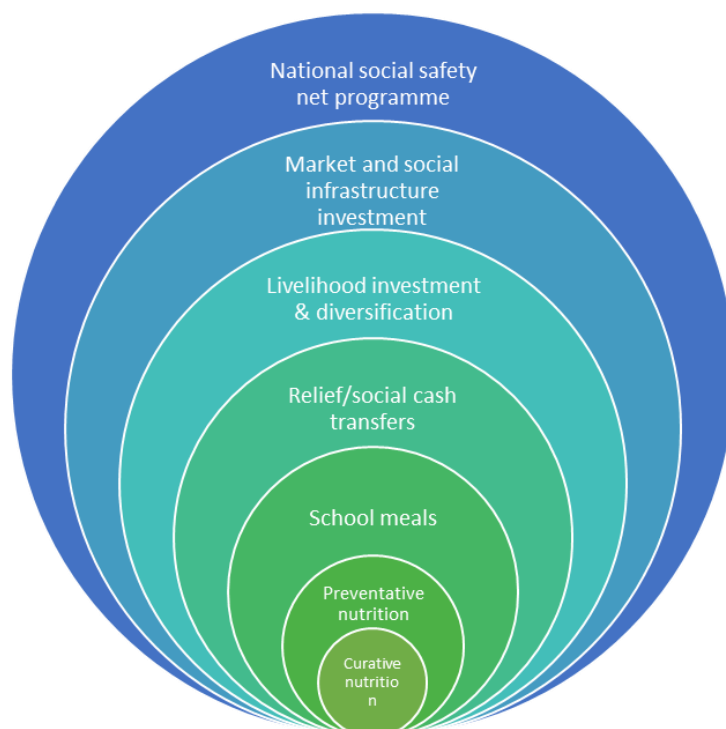
Broad partnership frameworks and arrangements bringing together governments, UN agencies, civil society organizations, private sector partners, donors and local communities, are necessary to address the overwhelming challenges posed by the resilience crisis in the region. Ensuring an effective convergence of humanitarian and development programmes and actions is critical to enhancing prospects for resilience and stability in the region.

There are already a number of excellent examples of partnerships to draw from, such as the Enhanced Rural Resilience in Yemen (ERRY) programme.

Achieving impact at scale through the right balance of complementary activities

Ultimately, achieving impact at scale in resilience-building will involve finding the right balance of complementary activities in strategic partnership with other actors. The complexity of risks, the need to enhance resilience capacities concurrently, and the different levels and scales at which resilience must be built require strong partnerships among stakeholders – communities, government, external agencies, research institutions, civil society and the private sector. Regional collaboration also has a role to play. Ensuring that systems level interventions are prioritized as a part of the larger mix will enable WFP to

Graphic: A schematic of country specific multi-layered resilience programming



achieve scale even as contexts evolve and direct delivery roles become less relevant.

In some cases, repackaging of existing local and national capacity strengthening work and in other cases, reprioritization of activities towards country capacity strengthening work reaching many people will help to achieve and maintain scale and impact. It may include phased transition and integration of humanitarian caseloads into national social safety nets. Finding the right mix of smaller scale, resource intensive community-based work for which WFP is known, such as direct delivery of school meals, nutrition and livelihood support, with more cost-efficient and impactful interventions at a higher systems level will allow WFP to remain competitive and relevant in a crowded field.

LEVERAGING WFP COMPETENCIES & STRENGTHS

Key thematic entry points for a regional resilience approach utilizing WFP key competencies and notable strengths in the region include:

- *a more strategic leveraging of general food assistance through national systems, where appropriate;*

paired with a combination of:

- *community level work on livelihoods, climate change adaptation and disaster risk reduction, income generation, asset building and nutrition; and*
- *systems level work to enhance national service delivery and social protection of poor, vulnerable and food*

insecure populations, including displaced persons, migrants and refugees.

* **Leveraging General Food Assistance through markets & aligning with national systems**

In the emergency context, 'Resilience' includes humanitarian assistance for vulnerable people who are unable to absorb a shock and recover from it. Without continued lifesaving assistance and efforts to safeguard the protection of millions of affected people and their livelihoods, resilience is not possible. Humanitarian assistance is therefore a critical building block of resilience.

In addition, WFP's humanitarian cash and voucher programmes have the potential to contribute directly to improved resilience of market systems and local economies through a large range of multiplier effects, including for economies and livelihoods that are fragile, under stress or in recovery. These potential impacts and contributions include: strengthened commercial supply chains and infrastructure, increased cash liquidity, enhanced market competition and capacity, bridging of gaps in commercial demand, reduced capital flight and safeguarding of private sector jobs. In addition, regional economies can be stimulated through their role as supply corridors.

In the Syria crisis response, WFP injected significant financial resources – in excess of 1 billion USD – into local economies. This in turn resulted in increased incomes and employment opportunities for vulnerable Syrians and host community members alike.



In Palestine, every voucher dollar distributed by WFP in 2016 generated 40 cents of additional sales at participating shops, stimulating the local economy through US\$772,000 of investments. Over US\$64,000 of VAT revenue was generated every month and 65% of participating processors attributed increased sales to greater distribution through the programme.

WFP's use of common platforms and registries with government can streamline processes, add value and enhance national capacities and learning in view of eventual transition and handover. In addition, joint piloting of schemes with national stakeholders can facilitate successful scale up or adoption by government in the longer term. These practices can also generate a range of benefits for resilience of national systems and for social inclusion and cohesion.

In Turkey, the Emergency Social Safety Net programme delivers unconditional, multipurpose cash assistance to some 1.7m registered refugees across Turkey through the Turkish social protection system. Implemented by WFP and the Turkish Red Crescent in partnership with the Turkish Ministry of Family, Labour and Social Services and local social assistance offices, the application and assessment processes, verification method, transfer value and delivery mechanism are all aligned with the national system.

In Lebanon, the World Bank supported the government to launch the National Poverty Targeting Programme (NPTP) to expand coverage and social assistance in response to rising poverty levels in vulnerable Lebanese communities. As part of this expansion, the NPTP jointly with WFP provides food assistance to vulnerable Lebanese through an e-card, leveraging the same digital delivery systems and the same network of retailers used in the emergency food assistance response for refugees.

*** Strengthening social protection and safety nets**

Supporting national social protection and safety nets systems and services is already a priority in WFP's resilience building approach in the region. Working with partners, we are exerting efforts to provide assistance that builds on existing systems and services, and augmenting host government capacities including through technical support and innovative registration and resource transfer systems and modalities.

Across the region, WFP has the opportunity to use its cumulative experience and technical capacity to work increasingly closely with national governments and partners in order to strengthen the resilience of their social protection systems and programmes, including social assistance programmes that support the poorest and most vulnerable.

Appropriately leveraging the full breadth of WFP's expertise

in vulnerability analysis and information systems, targeting, data management and transfers, monitoring and evaluation for the purpose of strengthening social protection systems for improved food security and nutrition outcomes will be important. The inclusion of vulnerable displaced persons, migrants and refugees in national safety nets remains a complex and politically sensitive area of work where WFP can continue to add value.

*** Enhancing early warning systems and linkages with social protection delivery**

WFP's early engagement with national and local governments to strengthen risk-informed and shock-responsive design of social protection systems, by introducing features ahead of disaster and crises, and by linking to existing vulnerability analysis, is another key area of opportunity. Working closely with local authorities to support and adapt governance structures is also important to achieve improved coordination and create synergies between departments responsible for social protection, humanitarian assistance, forced displacement, agriculture, labor, disaster risk management, security, health, education and finance.

In Palestine, WFP supports the Palestinian Authority to deliver cost-effective and protective national safety nets while simultaneously strengthening its readiness to respond to external shocks. This is done by supporting the integration of a voucher transfer modality (and related capacity strengthening) into the national safety net system for rapid implementation and scale up in times of need, and providing policy support to the Ministry of Social Development.

*** Investing strategically in community-level work**

WFP's community level work in livelihoods, climate change adaptation and disaster risk reduction, income generation, asset building and nutrition probably represent the organization's most recognized and visible contribution to resilience in the region, despite their relative small scale and limited impact. These efforts nevertheless remain the lifeblood of WFP's resilience-building work in many country contexts, in particular fragile and protracted crisis settings.

The aim now is for greater relevance, scale and impact of these interventions through: delivering in closer partnership with government and other actors; leveraging integrated approaches that better address diverse forms of risk; ensuring inclusion and meaningful participation of marginalized groups including migrants, refugees and IDPs; and mainstreaming protection and conflict-sensitive approaches. Securing multiannual funding will underpin success of these approaches and enable delivery of more sustainable outcomes.

*** Integrating nutrition-sensitive approaches**

Investing in good nutrition has large pay-offs in terms of building human capital – increasing individuals' educational achievement and earning potential and boosting economies in the long term. 52 million people across the region suffer from chronic undernourishment, with

stunting, wasting, and undernutrition aggravated by conflict. This situation underscores the need for sustainable prevention and reduction of malnutrition through multisectoral nutrition-sensitive strategies that build resilience at individual level and beyond.

ENSURING CONFLICT-SENSITIVITY & ENHANCING CONTRIBUTIONS TO PEACE

In the region, WFP is invested in better understanding and enhancing its contribution to conflict prevention/reduction and peace-building through its regular programme activities, with an emphasis on identifying, developing and utilizing relevant operational tools for: i) improved conflict analysis to ensure conflict sensitivity, ii) targeting, iii) holistic approaches, iv) partnerships, and v) measurement of contributions.

Several countries already feature conflict prevention, reduction and peace-building in their operations and plans such as Sudan, Syria, Libya, Iraq, Palestine, Yemen and the Kyrgyz Republic. They are proactively laying the groundwork for how to promote more effective and more integrated programming across the humanitarian-development-peace nexus, with an emphasis on how humanitarian and development programmes can better contribute to conflict prevention/reduction and a range of peace related outcomes. The experience of these frontrunners is relevant for other countries in the region aiming to learn and operationalize the nexus, while all countries will benefit from improved support and guidance in this area.

WFP's capacity and position in the operationalization of nexus approaches will be strengthened as part of its regional resilience approach. Risk-sensitive approaches informed by local and national risk analysis will be mainstreamed into programmes at national, sub-national and community levels to enhance contributions to resilience at all levels.

ENABLING LOCAL & NATIONAL OWNERSHIP

Where local and national institutions are present and functioning, from national ministries to local development committees, WFP will link to and support government and community structures to deliver programmes. In the RBC region, this means systematically linking WFP's nutrition, school feeding, gender and livelihood support programmes to the relevant local and national government stakeholders.

For instance, in the case of its livelihood support work, WFP should aim to work with ministries of agriculture, national and local vocational training institutes, agriculture extension programmes, productive safety net programmes and the like wherever they exist, to enable local and national ownership and more sustained impact over the long term.

General food assistance programmes can increasingly be linked to national social protection agendas, and the opportunity used to build national capacity on targeting, delivery and monitoring of these programmes.

Increased uptake of multipurpose cash using essential needs approaches based on experience and learning in the region will also support improved alignment with government safety net programmes.

Recent global-level discussions have highlighted how "analysing essential needs broadens WFP's focus on food security to one that takes into consideration the complexity of needs, thus opening up opportunities for WFP to partner beyond food security and align with Governments working on social safety nets and social protection systems, and with development actors such as the World Bank". WFP will scale up its shift towards essential needs approaches as part of its regional resilience approach, consistent with corporate strategy.



Photo credit: WFP/Mohammad Kiswani

Meanwhile, investments in basic data protection and privacy measures will be increased, especially where data sharing arrangements are envisaged.

AIMING FOR SUSTAINED IMPACT

A set of promising tools will be used to inform and guide more consistent and scaled up efforts in the region for resilience monitoring and measurement: among these, the *Resilience Marker*, the *Social Cohesion Score*, the *Resilience Context Analysis* and the *National Capacity Index*.

A **Resilience Marker** was developed in-house by WFP's regional resilience team and tested by country offices in 2019. The Resilience Marker analyses the extent to which resilience building considerations are integrated in an intervention, and is a tool intended to guide programme design choices. The Resilience Marker flags key design considerations of resilience building programming drawing from the WFP Resilience Policy 2015, the RBA Strengthening Resilience for Food Security and Nutrition 2015, and more. In addition, it fulfils the ambition of the Policy, which recommends "applying a resilience lens ...to all aspects of the programme cycle [to] determine how actions can be best layered, integrated, and sequenced with national government strategies and partner-supported programmes."

The Resilience Marker supports programme teams to self-assess and reflect on how well resilience building principles are integrated into an intervention. It provides key insights on how risks and vulnerabilities to shocks and stresses are addressed, how capacities are strengthened, and how multi-level multi-stakeholder approaches might be leveraged.

After completing a series of questions of the Resilience Marker interventions are scored to reflect "weak", "limited", "fair" or "strong" resilience integration. Consequently, the tool can support programme teams in identifying areas of improvement for further integration of resilience building principles within any specific intervention. After completing the Resilience Marker, a narrative around the extent to which resilience building is integrated in an intervention can be developed drawing from the selected response for each marker question.

The Resilience Marker is designed around four key questions for resilience building in alignment with the core principles of resilience building of the 2015 Policy:

- *Resilience of whom and at what level:* individuals, households, communities, and national systems.
- *Resilience to what:* risk and vulnerability analysis to one or more shocks and stresses.
- *Resilience through what action:* strengthening of assets and capacities; i.e. 'preparing for', 'withstanding' and 'adapting to' shocks, in a manner that ensures a sustained impact.
- *Resilience with whom:* bridging humanitarian and longer-term development interventions by strengthening multi-sectoral and multi-level work, in addition to strengthening national and local ownership.

Annex 3 provides further information on the Marker. Marker tool & guidance are available as a standalone resource.

A **Social Cohesion Score** (SCS) tool was developed by WFP's regional monitoring unit in 2018. The aim of this tool is to quantify social cohesion and monitor the possible impact of WFP activities on social cohesion between Syrian refugees and host nationals in urban areas. The tool was tested and validated in two Syria response countries, Lebanon and Egypt, in the framework of WFP livelihood activities that targeted both Syrians and national hosts for a significant duration of time (three months or more).

Refugees face challenging economic conditions coupled with impacts on the absorptive capacity of host communities, leading to increased social tension between refugees and host nationals. Since social cohesion is known to be associated with community resilience, WFP's interventions to support refugees and host communities are thought to contribute to the promotion of social stability, an essential aspect of longer-term community resilience.

The scaled-up use of a tool to measure changes in social cohesion in the context of WFP operations in protracted crisis settings, recovery settings and beyond would allow for better documenting contributions towards resilience and peace-building at the local level. WFP aims to scale up the use of the SCS in the RBC region as part of its commitment to mainstreaming conflict-sensitive approaches and investing in the generation of evidence in the area of social cohesion, social stability and peace-building.

Annex 3 provides further information on the Score. Tool & guidance are available as a standalone resource.

A **Recovery Context Analysis** (RCA) was completed in Lebanon in 2018 based on similar resilience analyses in other regions: Uganda (2015) and South Sudan (2015). As noted earlier, the RCA uses a multistakeholder approach to identify a set of absorptive, adaptive and transformative resilience capacities at household level and analyses opportunities to enhance multisectoral joint programming supporting the development of those capacities.

The Lebanon RCA stressed the importance of creating and maintaining momentum for a strategic multi-agency approach to recovery and resilience in the context of the Syrian refugee crisis response and provided grounds for the formulation of a resilience agenda that also integrates longer-term Lebanese development objectives.

A **National Capacity Index** (NCI) for Building Resilience for Food Security and Nutrition was developed in the Kyrgyz Republic in 2017 and a best practice document developed to guide other users. The Resilience-NCI model sets out an approach for assessing national capacities for building resilience for food security and nutrition, including establishing a baseline, coordinating activities with multiple stakeholders and identifying opportunities to address gaps as part of an action plan. It allows for tracking progress in institutional capacity strengthening over time and for collective implementation by a range of stakeholders to holistically and better address identified gaps in food security governance.

WFP aims to scale up the use of the Resilience Marker, SCS, RCA, NCI and related, complementary tools in the RBC region as part of its commitment to multistakeholder approaches and evidence-based design, delivery and measurement of resilience-building programmes.

RESILIENCE-BUILDING IN WFP'S STRATEGIC PLAN

Elements of resilience-building feature across four of the five Strategic Objectives in WFP's Strategic Plan (2017-2021):

◆ SO1: End hunger

In addition to implementing direct operations where needed, it will also be critical for WFP to support countries in strengthening their **disaster risk reduction, prevention, preparedness and response capacities** to ensure access to sufficient, nutritious and safe food for all people at all times... Recognizing that lack of access to safe, nutritious and sufficient food is a major problem for most of the world's hungry people, WFP will continue to support **hunger-related safety nets, such as school meals programmes, and productive safety nets** that protect access while promoting nutrition, livelihoods and asset creation.

◆ SO2: Improve nutrition

WFP will leverage all its assistance and activities to deliver improved nutrition outcomes by strengthening nutrition-sensitive approaches, and by working with partners using complementary approaches across sectors – such as **strengthening social protection systems, strengthening capacity** and supportive legislation for enhanced public and private demand for fortified food where necessary, **building resilience**, improving health and education, increasing smallholder productivity, reducing post-harvest losses, and ensuring sanitation and hygiene.

◆ SO3: Achieve food security

Focusing on the most vulnerable people and communities, WFP will support partners to promote livelihoods and **resilience-building** linked to food security and nutrition, climate change adaptation, risk management, and strengthened sustainability and **resilience of food systems**... 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... WFP will support national efforts in **disaster risk reduction and climate resilience** that facilitate the achievement of zero hunger, using innovative tools from climate science and finance to **link early warning systems with early response mechanisms**, and implementing programmes that create productive assets, promote the production of nutritionally diverse foods, diversify livelihood strategies and rehabilitate natural resources

◆ SO5: Partner for SDG results

WFP's long experience as a large-scale buyer in markets for food products and food system services provides it with extensive knowledge about conditions, opportunities and challenges in markets for a range of financial products and services. The increasing role of cash-based transfers in WFP's portfolio is deepening this set of skills and capabilities. A growing number of countries and regional bodies are seeking WFP's support to the development of innovative financial instruments for **enhancing resilience**, deepening financial inclusion, and promoting food security and improved nutrition at the household, community, national, and regional levels. WFP will continue to respond to these demands, focusing on enhancing capacity for **effective risk management and preparedness** at multiple levels of aggregation.

RESILIENCE LENS IN THE 3RP

The Resilience Lens was introduced as part of the 2016 3RP planning process as a tool to foster reflection on three key principles of resilience-based interventions, based on the R-UNDG guidance: contribution to sustainable benefits, strengthening national ownership and system capacity, and contribution to social cohesion. Its utility is largely seen as a design guidance tool and as a resilience narrative framework.

A 2016 analysis by sector shows that Education achieved the highest scores across 3RP projects. This might be because these projects often work with national systems, focus on sustainable benefits and emphasise issues of social cohesion.

Overall, the **Resilience component** or set of activities in the 3RP rated only slightly higher than the **Refugee component**, indicating both that humanitarian activities have some resilience programming and that activities under the resilience component still have some way to go to fully develop these features.

2016 project outputs across both the refugee and resilience components of the 3RP were rated using a five-point self-assessment scale. The Lens subsequently was updated to assess the extent to which outputs 1) contribute to sustainable benefits, 2) partner with local respondents, 3) reinforce/use local systems, and 4) contribute to social cohesion. This further enhancement in localization aims for partners to reinforce local systems and capacities.

At country level, interagency platforms such as the FSC in Syria are considering the integration of similar Resilience Lens or Markers into their HRP, while individual agencies such as FAO in Palestine are considering the same. A recent Whole of Syria workshop organised by OCHA/UNDP noted however that resilience activities in the humanitarian context required consistent framing by humanitarian principles and protection risk analyses.

Constraints on direct access, meaningful engagement with communities and national institutions, among others, may limit the contributions of humanitarian action to resilience-building in conflict-affected settings.

To what extent does the planned Output (and related activities)	Scale (1-5)
Q1: Contribute to sustainable benefits?	
Q2: Strengthen national ownership and system capacity?	
Q3: Contribute to social cohesion?	
Scale: 0=Not applicable; 1= Not at all, 5=Very strongly	

Q1: Contribute to sustainable benefits?	Q2: Strengthen national ownership and system capacity?	Q3: Contribute to social cohesion?
<ul style="list-style-type: none"> •Risk, vulnerability and capacity analysis •Targeting the most vulnerable •Linking short-term and long-term action •Developing resilience capacities •Intersectoral linkages and synergy •Scaling up innovations for impact 	<ul style="list-style-type: none"> •Alignment with national priorities •Government involvement, ownership and leadership •Strengthening system capacity •Promoting integration and partnership 	<ul style="list-style-type: none"> •Conflict risk analysis •Conflict-sensitive design •Explicit bridging activities among groups •Explicit linking activities between groups and authorities/resources •Explicit trust-building and accurate information dissemination •Strengthening security and dispute resolution mechanisms

RESILIENCE MARKER TOOL

How and when to apply the Resilience Marker

- **Apply to what?** The Resilience Marker can be applied at different intervention levels, ranging from a Country Strategic Plan (CSP), Strategic Outcome (SO), Activity or a specific project. The term 'intervention' is used to allow for maximum flexibility and relevance to different contexts.
- **When?** The Resilience Marker can be applied at different stages of the programme cycle: at design stage, to ensure that resilience building considerations are integrated; at implementation and monitoring stages, to identify challenges and possible actions for improvement; and at evaluation stage, to identify lessons learned and take stock of good practices.
- **Who?** To encourage in-depth reflective discussions about the intervention in question, it is recommended that various perspectives relevant to programming are brought together to examine the questions of the Resilience Marker in an open participatory approach. One aim is to critically reflect on each question fostering technical discussions that build a shared clarity on programming for resilience building.
- **How?** Prior to going through the Marker questions, it is recommended to review the Guidance Note and gather project documents and assessments. Then answer each of the questions in order by selecting the most suitable answer and providing a justification while critically discussing the intervention. Calculate the total score of the intervention, by totalling the score for each question to receive the scoring statement and recommendations.

The Resilience Marker form is comprised of three sections; Basic Information, Marker Questions, and Scoring. There is an associated guidance to help support its proper use. The Marker form and guidance are available as a standalone resource.

SOCIAL COHESION SCORE

Social cohesion in the current version of the score is defined as the absence of social tension between refugees and host communities and has been translated into *horizontal social cohesion* which refers to the interaction between host nationals and refugees; and *vertical social cohesion* which represents the relationship between the institutions and the refugees.

Five social cohesion sub-domains are measured, namely:

- **intercommunity relationships**
- **competition over resources**
- **future expectations,**
- **feeling of security**
- **institutional cohesion**

The SCS measures three domains only out of the five (intercommunity relationships, competition over resources, and institutional cohesion) through 10 questions. The remaining two domains (future expectations and feeling of security) were not included in the score, and four optional questions are suggested to monitor these domains.

The SCS measures the positive attitude and the acceptance of host national to the refugee community by assessing the agreement of the respondents to several statements. The response to each question is recorded in a Likert scale from one to five, where one represents the most negative attitude and five represents the most positive attitude.

The SCS is a sum of the Likert scale answers and it goes from 10 (the lowest score of the 10 questions) to 50 (the highest score of the 10 questions). There are no weights linked to the questions.

Full methodology and guidance on use of the SCS is available as a standalone resource.

World Food Programme

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