

# Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

Terms of reference

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# 1. Background

## 1.1. INTRODUCTION

1. These Terms of Reference (ToR) are for the evaluation of the WFP Policy on Disaster Risk Reduction and Management - - Building Food Security and Resilience<sup>1</sup> (hereinafter referred to as DRR/M policy) approved by the Executive Board (EB) in 2011 and the Climate Change Policy approved by the EB in February 2017.<sup>2</sup> An evaluation of the DRR/M policy has been considered for a number of years and an agreement was reached with the Programme and Policy Department to evaluate the DRR/M and Climate Change Policies together given the strong conceptual, programmatic and organisational linkages. The two policies will be examined concurrently within one evaluative framework with due attention given to the areas of convergence and difference between them. Separate recommendations will be made for each policy.

2. Policy evaluations assess a WFP policy and the activities put into place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred as a contribution to organizational learning and accountability to stakeholders. As defined in the WFP Evaluation Policy, all WFP policies issued after 2011 are to be evaluated four to six years from approval and the start of policy implementation.

3. These ToR were prepared by OEV based upon an initial document review and consultation with stakeholders. Their purpose is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The ToR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives and stakeholders of the evaluation; Chapter 3 presents an overview of the policy and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes include the timeline, communication and knowledge management plan, preliminary stakeholder analysis, preliminary evaluability assessment, criteria for country selection, evaluative evidence on DRR and climate change, climate-related initiatives, key definitions, information on the Climate Crisis Task Force, criteria for policy quality, key definitions and external events, bibliography and acronyms.

4. The evaluation will cover the period from 2011 when the WFP DRR/M Policy on Disaster Risk Reduction and Management was approved to October 2022, with an emphasis on the 2017-2022 period. It will be managed by OEV, conducted by an external evaluation team and submitted to the Executive Board for consideration at its annual session in June 2023. An evaluation of the WFP Policy on Building Resilience for Food Security (2015) is also underway concurrently. These two evaluations will be conducted in a synergistic manner and presented to the same session of the Executive Board (June 2023).

## 1.2. CONTEXT

5. Hunger is on the rise with shocks and stressors due to conflict, climate and Covid-19 along with structural vulnerabilities contributing to increased acute food insecurity in the recent past.<sup>3</sup> It is clear that the world is facing a climate crisis. The evidence supporting this claim is undeniable. The UN Secretary-General is raising an alarm on five issues that require immediate action in 2022 – one of which is climate action. He called on member states to “go into emergency mode against the climate crisis.”<sup>4</sup>

6. The most recent report from the Intergovernmental Panel on Climate Change included stark and serious warnings about the rate of global warming and the direct link to human activity: “Global surface temperature will continue to increase until at least mid-century under all emissions scenarios considered. Global warming of 1.5°C and 2°C will be exceeded during the 21st century unless deep reductions in CO<sub>2</sub> and other greenhouse gas

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<sup>1</sup> WFP/EB.2/2011/4-A.

<sup>2</sup> WFP/EB.1/2017/4-A/Rev.1\*

<sup>3</sup> WFP Strategic Plan (2022-2025), Executive Summary.

<sup>4</sup> January, 2022. [Secretary-General's remarks to the General Assembly on his Priorities for 2022.](#)

emissions occur in the coming decades.”<sup>5</sup> A Global Risks Report published by the World Economic Forum in January 2022 ranks “climate action failure as the number one long-term threat to the world and the risk with potentially the most severe impacts over the next decade.”<sup>6</sup>

7. The section below describes the external and internal contexts related to disaster risk reduction and climate change.

### External

8. Several important global milestone events and reports have informed WFP’s disaster risk reduction and climate change agendas. A summary is provided in Table 1 with a more complete description of the relevance of these events provided in Annex XIII:

**Table 1: Key disaster risk reduction and climate change-related events**

Year	Event
1994	The first World Conference on Natural Disasters
1994	United Nations Framework Convention on Climate Change was adopted and entered into force.
1997	Kyoto Protocol adopted
1999	Adoption of the International Strategy for Disaster Reduction <sup>7</sup> and establishment of interagency secretariat (later to become the United Nations Office for Disaster Risk Reduction)
2005	The Second World Conference on Disaster Reduction
2015	The Third World Conference on Disaster Risk resulted in the Sendai Framework for Disaster Risk Reduction 2015–2030. <sup>8</sup>
2015	2030 Agenda for Sustainable Development, including 17 Sustainable Development Goals (SDGs).
2016	The United Nations Plan of Action on Disaster Risk Reduction for Resilience was updated.
2016	The World Humanitarian Summit (WHS) <sup>9</sup> took place.
2021	The United Nations Food Systems Summit <sup>10</sup>
2021	The 26th UN Climate Change Conference of the Parties (COP26)

9. An inter-agency report on Climate Action to Transform Food Systems was prepared to link the UN Food Systems Summit with COP26.<sup>11</sup> WFP was one of the co-authors that worked to identify initiatives that support greater resilience to climate change. Figure 1 is an illustration of this food system lens on climate risk reduction and management.

<sup>5</sup> Intergovernmental Panel on Climate Change. (2021). Climate Change 2021 – The Physical Science Basis: Summary for Policymakers, p. 14. [IPCC\\_AR6\\_WGI\\_SPM\\_final.pdf](https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_SPM_final.pdf)

<sup>6</sup> World Economic Forum. 2022. [Global Risks Report](https://www.weforum.org/reports/global-risks-report-2022), p. 8.

<sup>7</sup> UN. 2002. International Strategy for Disaster Reduction. (A/Res/56/195).

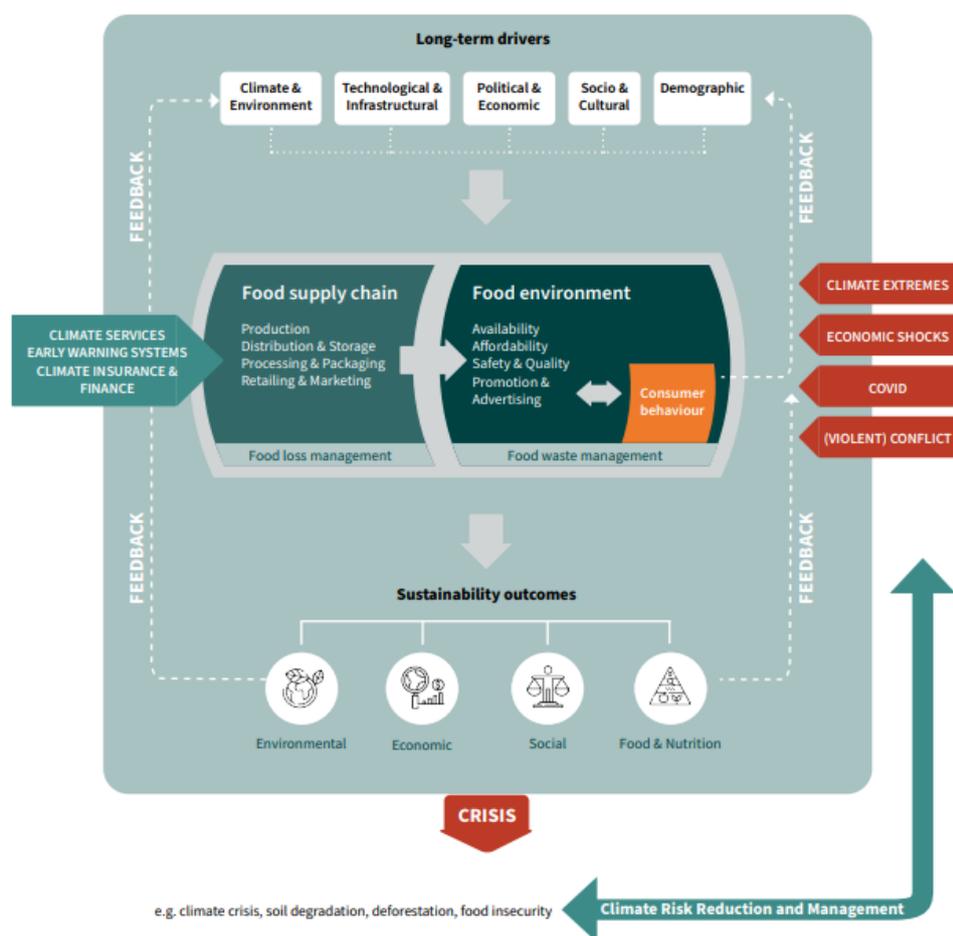
<sup>8</sup> UNDRR. 2015. *Sendai Framework for Disaster Risk Reduction 2015 – 2030*.

<sup>9</sup> See WHS thematic page accessible at: <https://agendaforhumanity.org/summit.html>

<sup>10</sup> WFP. 2021. *Update on WFP’s engagement in the 2021 United Nations food systems summit* – informal consultation.

<sup>11</sup> CGIAR-led consortium. 2021.

Figure 1: Climate risk reduction and management to build resilience (food systems lens)



Source: *Climate Action to Transform Food systems*

10. A recent UNDP report on enhancing gender and poverty integration into climate finance highlighted the fact that “climate change disproportionately affects women and girls. In particular, rural women are affected due to discriminatory social norms and face greater challenges, including lack of access to information, lack of preparedness in the case of disasters, and respiratory health issues due to an absence of clean fuel. As governments focus on the concept of ‘building forward better’, the need for greening the economy has been underlined as part of recovery measures. In this respect, the COVID-19 crisis has brought an opportunity to rethink pre-existing methods and respond innovatively through an integrated approach to address impacts and interlinkages across climate change, gender inequality and sustainable recovery.”<sup>12</sup>

### Internal

11. WFP’s Mission Statement and General Regulations stipulate that WFP will “assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation” – three of the central elements of disaster risk reduction”.<sup>13</sup> The WFP DRR policy notes that, “WFP’s disaster risk reduction and management activities build on a body of experience consolidated over decades of work with governments and the most food-insecure communities to prepare for and respond to disasters, reduce disaster risk and build resilience”.<sup>14</sup>

<sup>12</sup> UNDP. 2021. [A Framework for Enhancing Gender and Poverty Integration in Climate Finance](#).

<sup>13</sup> WFP/EB.2/2011/4-A, Page 8

<sup>14</sup> Ibid. Page13.

### **Strategic Plan frameworks**

12. The **WFP Strategic Plan (2008-2013)** strategic objective (SO) 2 - prevent acute hunger and invest in disaster preparedness and mitigation measures - recognized that it was not enough to respond to shocks, rebuild livelihoods and implicitly reduce risk. Instead, WFP needed to “invest in disaster preparedness and mitigation measures” as part of its efforts to prevent acute hunger. The plan noted that WFP would “develop nutrition, school feeding, and other safety net programmes aimed at reinforcing the resilience of communities in food-insecure areas subject to frequent disasters”<sup>15</sup>. With an emphasis on expanded support for Food for Assets programmes SO3 (Restore and rebuild lives and livelihoods in post-conflict post disaster or transition situations) highlighted the importance of the recovery phase and aimed to build livelihoods back to their pre-disaster level. Disaster risk reduction was seen as complementary to that aim.<sup>16</sup>

13. The **WFP Strategic Plan (2014–2017)** affirmed WFP’s commitment to support the response to shocks in ways that better link relief and development. DRR/M was prominent under SO1 (save lives and protect livelihoods in emergencies) – specifically, the goal of strengthening the capacity of governments and regional organisations and enable the international community to prepare for, assess and respond to shocks.<sup>17</sup> SO3 (reduce risk and enable people, communities and countries to meet their own food and nutrition needs) also emphasised a shift from managing disasters to managing risks by developing and integrating innovative risk management tools, such as weather index insurance and safety nets systems.

14. The **WFP Strategic Plan (2017–2021)** reiterated its commitment to responding to emergencies and saving lives and livelihoods but recognised that, “ending hunger must be achieved in the context of increasingly complex and protracted humanitarian needs. Conflict, climate change and growing inequality amplify these challenges, disrupting food systems, economies and societies as well as increasing people’s vulnerability.”<sup>18</sup> Under SO1 - end hunger by protecting access to food - WFP foresaw a role in supporting countries in strengthening their disaster risk reduction, prevention, preparedness and response capacities to ensure access to sufficient, nutritious and safe food for all people. Under SO3 - achieve food security, focusing on the most vulnerable people and communities - “WFP will support partners to promote livelihood and resilience building linked to food security and nutrition, climate change adaptation, risk management, and strengthened sustainability and resilience of food systems”.<sup>19</sup> The impact of climate change was emphasised in various parts of the Strategic Plan document, including reference to SDG 13 under SO1.

15. The **WFP Strategic Plan (2022-2025)** reiterates the worsening impact of the “key drivers of hunger”: conflict, climate crisis and economic slowdowns.<sup>20</sup> The SP commits WFP to pursue integrated and sequenced humanitarian and development programming and to layer activities that “meet people’s urgent food security, nutrition and essential needs, while strengthening their long-term resilience to shocks and stressors and pursuing social cohesion and contributions to peace”.<sup>21</sup> The Plan makes specific reference to shocks, stressors and underlying vulnerabilities and a recognition that multisectoral, integrated programmes build capacities and address vulnerabilities at multiple levels: individual, household, community, institution and systems. It also references the importance of “expanding evidence on the nature and extent of food security risks, including by developing...climate risk profiles for highly vulnerable countries.”<sup>22</sup>

### **Policy framework**

16. In May 1999, the WFP Executive Board approved the policy document, “**Enabling Development**”,<sup>23</sup> which identified disaster mitigation for recurrent natural disasters as one of the priority areas for development programming. Subsequently, in February 2000, the EB approved the Policy issue paper: “**Disaster Mitigation : A Strategic Approach**”<sup>24</sup> which discussed measures to implement this policy.

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<sup>15</sup> Ibid.

<sup>16</sup> WFP/EB.1/2009/5-B.

<sup>17</sup> Ibid.

<sup>18</sup> WFP/EB.2/2016/4-A/1/Rev.2\*, Executive Summary

<sup>19</sup> WFP/EB.2/2016/4-A/1/Rev.2\*, p. 22.

<sup>20</sup> WFP/EB.2/2021/4-A/1/Rev.2, p. 6.

<sup>21</sup> WFP/EB.2/2021/4-A/1/Rev.2, Page 18.

<sup>22</sup> Ibid, p. 39.

<sup>23</sup> WFP/EB.A/99/4-A.

<sup>24</sup> WFP/EB.1/2000/4-A.

17. In 2007, an **update on WFP intervention in Disaster Preparedness and Mitigation**<sup>25</sup> was submitted to the EB. It summarized WFP's policy measures to prepare for and mitigate the impact of natural disasters and development in disaster-risk mitigation and provided an update on WFP programmes to support preparedness and mitigation efforts. The paper concluded that WFP's work in preparing for and mitigating natural disasters was substantial and noted that WFP was developing, amongst others, both operational and policy guidance for natural disaster, and a strategy for compliance with the Hyogo Framework for Action.

18. In 2009, the Executive Board approved WFP's first **Policy on Disaster Risk Reduction**, which outlined WFP's overarching approach to preventing and mitigating disasters. It made reference to the Hyogo Framework for Action (HF), followed in 2007 by the Bali Action Plan to combat climate change - both of which emphasised reducing disaster risk - leading WFP to take more concerted and coherent action to support governments' disaster risk reduction and climate change efforts.<sup>26</sup> The policy committed to strengthening capacities of governments to prepare for, assess and respond to hunger arising from disasters; and assisting communities to build resilience to shocks.<sup>27</sup>

19. In 2011, WFP's **Policy on Disaster Risk Reduction and Management (DRR/M)** marked a shift towards implementation of DRR and actions that aim to achieve reduced risk. The Policy committed the organization to prevent acute hunger and investing in disaster preparedness and risk reduction measures. Since 2011, this Policy framed WFP's action to support the implementation of the International United Nations framework for disaster risk reduction, the Sendai Framework, at global, government and community levels. It emphasizes the WFP approach to bridge emergency response, recovery and development and identifies one of WFP's comparative advantages as building resilience and protecting the most vulnerable, including through food assistance programmes, social protection and productive safety nets, and innovative risk finance, transfer and insurance for food security.<sup>28</sup> This policy laid the foundation for present efforts aimed at building resilience and capacity through managing and reducing disaster risk connected with climate change.<sup>29</sup>

20. WFP's **Policy on Building Resilience for Food Security and Nutrition** was approved in 2015. While many of WFP's operations included elements of resilience building, a "fundamental shift that is being made is in how programming is designed, implemented and managed".<sup>30</sup> A resilience-building approach should start when the programmes are conceived, with resilience at the centre. "Enhancing capacities to absorb, adapt and transform in the face of shocks and stressors requires a significant level of collaboration over a prolonged period."<sup>31</sup> Climate and non-climate related disasters cause many of the shocks that households and communities are faced with. Strengthening their ability to adapt, absorb and transform is a multi-faceted goal in WFP that requires integrated efforts from a range of activity areas in a "convergence approach".<sup>32</sup>

21. Whereas WFP started to develop a Climate Change Policy in 2011 given the strong interlinkages between disaster risk reduction and climate change adaptation (CCA), only the WFP policy on DRR/M went ahead at that time. WFP's **Climate Change Policy**<sup>33</sup> was finalized and presented to the EB in 2017 and aimed to define "how WFP will contribute to efforts to prevent climate change and climate-related shocks from exacerbating existing vulnerabilities and risks and undermining progress towards ending hunger and malnutrition."<sup>34</sup>

22. The WFP **Policy on Country Strategic Plans** was approved in 2016 and included the impact of climate and environment as a cross-cutting issue.<sup>35</sup> Approved at the same EB session, the Financial Framework Review introduced three focus area tags to enable results-based budgeting. In addition to 'crisis response' and 'root causes', a 'resilience building' tag was introduced for activities that, "aim to build resilience to future crises and shocks by providing support to people and institutions and enabling communities and institutions to develop their assets and capacities to prepare for, respond to and recover from crises; typically supports people,

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<sup>25</sup> WFP/EB.1/2007/5-B.

<sup>26</sup> WFP/EB.1/2009/5-B.

<sup>27</sup> Ibid.

<sup>28</sup> WFP. 2019. *Strategic Evaluation of WFP Support for Enhanced Resilience*. Page 11.

<sup>29</sup> WFP/EB.2/2011/4-A.

<sup>30</sup> WFP/EB.A/2015/5-C, Page 2

<sup>31</sup> Ibid.

<sup>32</sup> WFP. 2019. Strategic evaluation of WFP's contribution to enhanced resilience. WFP/EB.1/2019/7-A\*, p. 9.

<sup>33</sup> WFP/EB.1/2017/4-A/Rev.1\*.

<sup>34</sup> WFP/EB.1/2017/4-A/Rev.1\*.

<sup>35</sup> WFP/EB.2/2016/4-C/1/Rev.1\*, p. 21.

communities and institutions in areas that are food-insecure, poor, hazard-prone or vulnerable to climate change.”<sup>36</sup>

23. The WFP **Emergency Preparedness Policy** (2017) outlines actions related to anticipating, preparing for and taking pre-emptive action prior to an event and planning early emergency response. It also notes that, “WFP’s disaster risk reduction policy, climate change policy and resilience policy position emergency preparedness in a broader approach to meeting immediate food security and nutrition needs while strengthening the ability of food-insecure people and countries to manage future risks and build resilience, including in the face of climate change.”<sup>37</sup>

24. The **Nutrition Policy** (2017) indicated that, “To improve nutrition, it is therefore essential that WFP’s activities reduce disaster risk, build resilience and help people to adapt to climate change.”<sup>38</sup>

25. In WFP’s 2021 **Strategy for Social Protection**,<sup>39</sup> climate change is listed as a “crucial example” of shocks and stressors that have increased the severity and duration of food insecurity. The two key priorities include support for social protection that “helps people to meet their food security, nutrition and associated essential needs” and that which “helps people to manage risks and shocks”.<sup>40</sup>

26. The WFP Gender Policy 2015-2020 stressed that risks and crises have different impacts on the food security and nutrition of women, men, girls and boys. Programme design and implementation should include considerations of: gender equality, women’s empowerment, how risks affect women, and what opportunities exist for enhancing their resilience. In the draft WFP **Gender Policy 2022**, resilience and climate-resilience are mentioned as enablers to reach equitable access to and control over the means to achieve food and nutrition security and, to enhance economic empowerment of women and girls.<sup>41</sup>

27. In early 2022, a Climate Crisis Task Force was established to “strategically strengthen its support to communities and governments who experience increasingly severe and cascading impacts of climate change on food security.” Co-led by the Assistant Executive Directors of the Programme and Policy Development and Partnerships and Advocacy Departments, the Task Force is meant to provide “thought leadership around the climate crisis, and how it interacts with food system resilience, conflict and economic risks; program coherence on climate action, harnessing the contributions of relevant programs beyond PROC in helping communities and governments tackle an accelerating climate crisis; a surge in field support to COs in climate risk hot spots, enabling stronger climate risk management and -financing systems; and strategic resource mobilisation to maximize the use of climate finance and thematically earmarked resources for initiatives which prevent predictable climate emergencies.”<sup>42</sup> See Annex X for more detail on the Task Force’s proposed focus areas.

28. There are myriad terms and definitions used in this area of work. To ensure conceptual clarity, key definitions are presented in Annex IX.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

29. An evaluation of the WFP Policy on Disaster Risk Reduction and Management (2011) has been due for a number of years given the coverage norm to evaluate policies four to six years following their approval and start of implementation. However, a decision was taken to evaluate it alongside the Climate Change Policy given the conceptual, programmatic and organizational linkages between these two areas. While the DRR/M policy was not the first of its kind, the Climate Change Policy adopted in 2017 was the first time that WFP articulated its vision in this area. Similarly, the Policy on Building Resilience for Food Security and Nutrition is the first of its kind. These factors led to the decision to evaluate these policies within a policy evaluation framework with a clear focus on

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<sup>36</sup> WFP/EB.2/2016/5-B/1/Rev.1, p. 14.

<sup>37</sup> WFP. 2017. *Emergency Preparedness Policy* (WFP/EB.2/2017/4-BRev.1\*).

<sup>38</sup> WFP, 2017. *Nutrition Policy* (WFP/EB.1/2017/4-C), para 8.

<sup>39</sup> WFP Strategy for Social Protection. July 2021.

<sup>40</sup> Ibid, p. 42.

<sup>41</sup> WFP. 2021. *WFP Gender Policy (2022–2026)*. Second informal consultation, October 2021.

<sup>42</sup> WFP/PROC. 2022. Terms of Reference for Climate Crisis Task Force (internal document).

policy quality, results and hindering/enabling factors. This evaluation aims to provide evidence on the quality of both the DRR/M and Climate Change policies, the results of policy implementation and to inform the decisions on future direction of each policy.

30. Based on consultations with stakeholders, the evidence generated through this evaluation is expected to be useful to inform WFP policy approaches and engagement in DRR/M and climate change, including assessing the continued relevance of each policy and ways that they could be strengthened to support the implementation of the new WFP Strategic Plan (2022-2025) and make continued contributions to international commitments.

## 2.2. OBJECTIVES

31. Evaluations serve the dual objectives of accountability and learning.

32. **Accountability** - The evaluation will assess the quality of the respective policies and the results achieved. The associated guidance and activities rolled out to implement them will also be considered. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time. An assessment of the two policies from a gender equality, women's empowerment (GEWE) and inclusion perspective will also be undertaken.

33. **Learning** - The evaluation will identify the reasons why expected changes have occurred or not, draw lessons and, as feasible, derive good practices and learning around further implementation and eventual development of new policies and/or strategies. The evaluation will be retrospective to document results achieved since the policies were approved. It will also consider the recent WFP Strategic Plan (2017-2021), as well as the current WFP Strategic Plan (2022-2025).

## 2.3. STAKEHOLDER ANALYSIS

34. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a more active role in the evaluation process. In particular, representatives from some of the key internal units/Divisions will be invited to become members of the Internal Reference Group (IRG).<sup>43</sup> Whereas many of the internal partners are the same for both policies, external partners do differ. The delineation of external partners will be further explored during the inception phase.

35. As the owner of both policies, the WFP entity with major stakes in this evaluation is the Climate & Disaster Risk Reduction Programmes Unit (PROC) in the Programme Humanitarian and Development Division (PRO), part of the Programme and Policy Development Department (PD). The various teams making up this Unit have important roles to play, including forecast-based finance and climate services; climate risk insurance; energy for food security; climate finance services; and, evidence for climate action. The focal point for the Disaster Risk Reduction and Climate Change Policies within PROC is an important stakeholder, as is the front office team that supports the Director in international policy engagement, among other things. There is a team responsible for the integration of environmental and social safeguards into CSPs whose work relates more to the Environment Policy than that on Climate Change. The regional advisors focusing on climate, insurance, forecast-based financing and energy in support of Country Office efforts in these areas are also key stakeholders.

36. Other Units have a role in the policy discussion and support implementation. Specifically: (i) PROR for the work on building resilient food systems and on smallholder support; (ii) PROT, for the work in expanding country capacity on resilience of food systems and for working with national and local government institutions to achieve capacity to face future shocks; (iii) AEW, GIS and EPU for the close collaboration with PROC, and for providing early warning analysis, food security and weather forecasts and analysis of level of preparedness against risks that PROC plans and acts upon.

37. The climate change policy complements other WFP policies, and their responsible units and divisions will have stake in the evaluation: the Environmental Unit, the Nutrition Division (NUT), the Resilience and Food

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<sup>43</sup> Details on the expected role of IRG members are included in the ToR section 5.3 on Roles and Responsibilities and in Annex II.

Systems Service (PROR), the Social Protection Unit, the Gender Office (GEN), in particular. The Gender Office has a particular stake given the importance of mainstreaming gender in climate adaptation programming areas.

38. WFP senior management, including the members of the Oversight and Policy Committee, and the members of the policy cycle task force have a stake, given their role in deciding and coordinating WFP’s policy development and strategic direction. Regional Bureaux and Country Offices have an interest in the evaluation given their primary role in advancing policy-related objectives. The Executive Board given its role in policy approval, and the relevance for this evaluation to consider the EB members’ perceptions and concerns about WFP engagement in this specific climate change area.

39. Other potential stakeholders include humanitarian and development actors, academics, consortia and networks. For DRR/M, this includes the IASC, the United Nations Office for Disaster Risk Reduction (UNDRR), whereas for CC, it includes the Adaptation Fund, Green Climate Fund, the Global Environmental Facility and Insuresilience global partnership. Common partners include UNDP, Rome-based Agencies, the World Bank and regional development banks, donor countries (Canada, Denmark, European Union, Germany, Korea, Norway, Sweden, Switzerland, United States, United Kingdom) and/or their aid/development agencies, cooperating partners (national/international NGOs), national governments, regional entities, universities and research institutions. Furthermore, host governments with their relevant Ministries in countries where WFP operates; non-State actors (as relevant depending on the context); local organisations working on climate change issues; local community members/leaders where climate adaptation initiatives are being implemented, as well as beneficiaries of these initiatives, are key stakeholders.

40. WFP is committed to ensuring gender equality and women’s empowerment (GEWE), equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups.

### 3. Subject of the evaluation

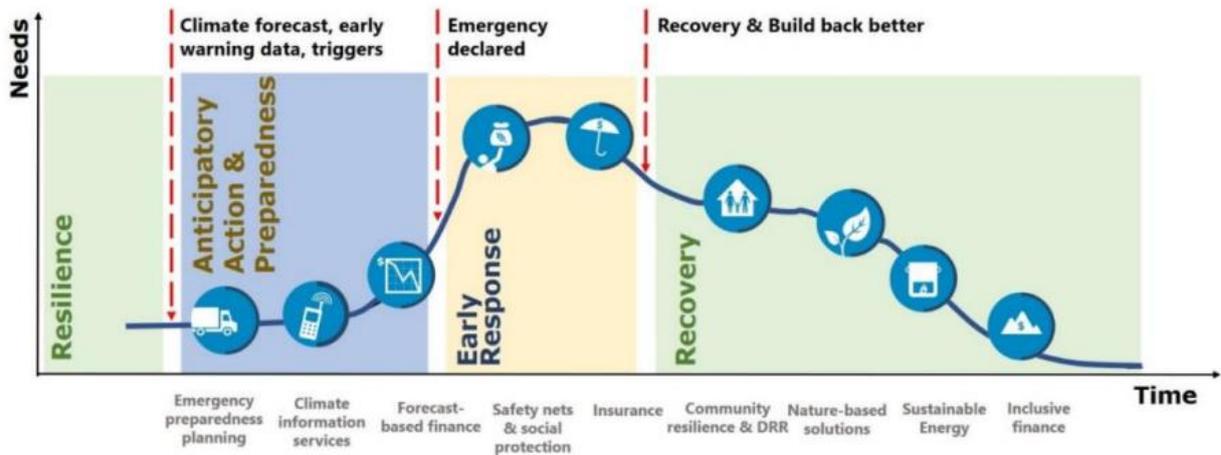
41. The two policies being evaluated were written six years apart (2011 and 2017) and within two different Strategic Plan frameworks. Nevertheless, there is a high degree of commonality between them – conceptually and programmatically. Both focus on supporting the anticipation and absorption of, as well as adaptation to covariate shocks (climate and non-climate-related) through enhanced resilience. A mapping of programme activities identified in each policy illustrates a high degree of commonality (Table 2).

**Table 2: Programme priority areas defined in the Disaster Risk Reduction and Management and Climate Change Policies**

	<b>Disaster Risk Reduction and Management Policy (2011)</b>	<b>Climate Change Policy (2017)</b>
<b>Programme priority areas</b>	<ul style="list-style-type: none"> <li>▪ Food security analysis, monitoring and early warning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Food security analysis, early warning and climate services</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Emergency preparedness, response and recovery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emergency preparedness, response and recovery</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Building resilience</li> </ul>	<ul style="list-style-type: none"> <li>▪ Building community resilience, risk reduction, social protection and adaptation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Capacity development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy support</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Coordination and leadership</li> </ul>	

42. The WFP Policy on Building Resilience for Food Security and Nutrition was approved in 2015 to place a resilience-building approach at the centre of the programme cycle and in alignment with government plans. The WFP Policy on Building Resilience is being evaluated separately from this evaluation of the DRR-M and CC policies and these two evaluations are being managed in a synergistic manner. Figure 2 is one illustration of the linkages between climate risk management, resilience, emergency preparedness and response, and recovery.

Figure 2: Climate risk management solutions on the emergency-development continuum



Source: Resilience Toolkit – Climate Change Technical Brief

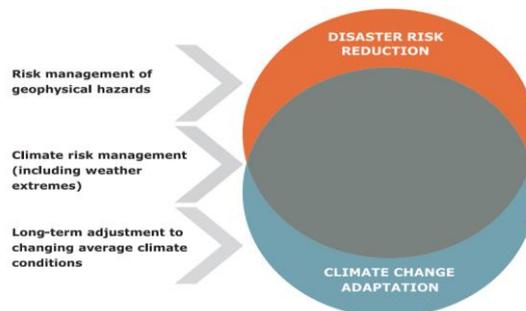
### 3.1. WFP’S POLICIES ON DISASTER RISK REDUCTION AND CLIMATE CHANGE

#### Policy on Disaster Risk Reduction and Management

43. In 2011, the EB approved the “WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience”.<sup>44</sup> There were two key shifts articulated: i) an enhanced focus on disaster risk management and ii) resilience. It notes that “WFP places its disaster risk reduction and management activities in the context of broader resilience-building efforts supporting the most vulnerable people, communities and countries”.<sup>45</sup> It further notes that “Supporting governments and food-insecure and vulnerable communities in ways that enhance their disaster risk management capacities is therefore an objective of WFP that supports both reducing hunger risk and climate change adaptation efforts”.<sup>46</sup>

44. The policy was submitted to the EB by the Office for Climate Change, Environment and Disaster Risk Reduction<sup>47</sup> and was developed alongside WFP’s “Climate Change and Hunger: Towards a WFP Policy on Climate Change” (2011)<sup>48</sup>, which highlighted “that mainstreaming climate change and disaster risk reduction into WFP’s operations will bring important returns on investment in terms of enhanced food security and nutrition, more resilient livelihoods, and reduced need for humanitarian interventions”.<sup>49</sup>

Figure 3: Linkages between disaster risk reduction and climate change adaptation



Source: WFP 2011. Policy on Disaster Risk Reduction and Management (adapted from Mitchell and van Aalst, 2008)

<sup>44</sup> WFP/EB.2/2011/4-A.

<sup>45</sup> Ibid. Page 10.

<sup>46</sup> Ibid.

<sup>47</sup> Ibid. Page 5, 6, 8, 10.

<sup>48</sup> WFP. 2011. Climate Change and Hunger: Towards a WFP Policy on Climate Change. Informal consultation.

<sup>49</sup> Ibid. Page 10.

44. The DRR/M policy articulated WFP's approach to DRR/M building on its mandate, comparative advantages and experience. It did not include a Theory of Change or logical framework but did articulate the following:
- **Principles** guiding WFP's support to food security-related DRR/M, such as: (1) DRR/M activities target the most vulnerable households and select the most effective food assistance tools, (2) continued investment in emergency preparedness, (3) intensify DRR/M capacity strengthening efforts and participatory approaches to DRR/M at all levels, (4) consolidate partnerships for DRR/M results, (5) design DRR/M activities to deliver effective results, (6) ensure that women and men are equally involved in the design of projects and that the burdens and opportunities created in programmes are equitable.
  - **WFP programming and modalities** expected to advance WFP's contribution to DRR/M results, such as: food security and hazard analysis, as well as early warning; emergency preparedness and contingency planning together with emergency response, recovery and rehabilitation; building community resilience through food assistance programmes, social protection and productive safety nets; innovative risk finance, transfer and insurance for food security; capacity development with national and regional institutions; inter-agency coordination and leadership.

45. While the DRR/M policy is primarily focused on reducing natural disaster risk, many of the principles also apply to human-made disasters and complex emergencies. DRR/M is also closely linked to climate change adaptation and supporting governments and vulnerable communities in enhancing their DRR/M capacities will thus support reduced hunger risk as well as climate change adaptation efforts.

46. National governments are identified as holding the primary responsibility for DRR and are WFP's main partners according to the DRR/M policy.<sup>50</sup> Within WFP, DRR/M cuts across many divisions and units but the Climate & Disaster Risk Reduction Programmes Unit (PROC) is responsible for reporting on the Sendai Framework. While WFP plays an important role in DRR/M throughout the United Nations system, the collaboration with RBAs is a priority for WFP. WFP is also part of the Inter-agency Disaster Risk Reduction focal points group, the Senior Leadership Group for Disaster Risk Reduction led by UNDRR, and the International Network for Multi-hazard Early Warning Systems (IN-MHEWS), chaired by the World Meteorological Organisation and UNDRR. WFP co-chairs with UNDP the IASC Reference Group on Risk Early Warning and preparedness, is the lead agency of the Logistics Cluster and is part of the IASC Task Team on Strengthening the Humanitarian/Development Nexus with a focus on protracted contexts.

### Overview of WFP activities for policy implementation

47. The DRR/M Policy refers to an action plan for implementation, monitoring and reporting, as well as a specific operational framework for WFP emergency preparedness and response, both of which were meant to be developed in accordance with the policy. While an initial draft of an action plan was prepared, neither of the two documents were finalized and no reference to an action plan or operational framework was made in subsequent documents or reports. In 2018, a review and potential update of the DRR/M Policy was initiated but postponed.

48. WFP's work in DRR/M encompasses a multitude of programme activities, approaches, packages, and initiatives. Additional resource needs for DRR, resilience building, and emergency preparedness services and support systems, capacity development and initiatives to enhance the quality of programmes were identified as priority areas for investment under the DRR/M Policy. Additional investments for capacity development were estimated at USD 5-6 million per year over four years.

49. Between 2012-2017, WFP resources on DRR were almost entirely focused on operational activities (97.4 percent) while the remaining 2.6 percent were dedicated to data collection, monitoring and reporting. About 96.8 percent were spent on prevention/early-warning systems, 2.2 percent on other operational activities and less than 1 percent on post-disaster recovery.<sup>51</sup>

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<sup>50</sup> WFP/EB.2/2011/4-A. Page 18.

<sup>51</sup> Joint Inspection Unit 2019. *Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development*. Page 46

50. WFP's reporting against its Sendai Framework commitments indicates that a multitude of activities are being implemented: for example, disaster connectivity maps, support to national and local governments to align national climate and disaster risk reduction policies to meet humanitarian-development needs, promoting the three-pronged approach, forecast-based financing, climate services, micro insurance. However, it is difficult to get a sense of scale of the different initiatives and the 2020 report concludes by providing DRR investments for only the Food Assistance for Assets (FFA) activities, which include many components – not only DRR-related.<sup>52</sup>

### **Climate Change Policy**

51. The Climate Change policy was presented to the EB soon after the approval of the Strategic Plan (2017-2021)<sup>53</sup> and was the first of its kind. The policy was approved at a time when 40 percent of operations included activities “to reduce disaster risk, build resilience or help people adapt to climate change.”<sup>54</sup> The policy describes the potentially significant impact of climate change on nutrition, food prices, agricultural productivity, and access to markets and services. Of particular relevance to WFP's mandate is the effect of climate change on “nutrition through a complex set of interlinked factors, including availability of essential foods and nutrients; increased impacts of diseases on availability and health of crops, livestock and wild foods; increased scarcity of water; deterioration of both water quality and sanitation conditions through impacts from increased shocks; environmental degradation; and choices on how to allocate time and caregiving resources.”<sup>55</sup>

52. The policy also noted that climate change affects women, men, boys and girls differently and often exacerbates existing gender inequalities.<sup>56</sup> Differentiated and discriminatory approaches to household roles, distribution of power with regard to decision-making and limited access to information all have the potential to negatively impact women and girls. However, the policy also recognises the extent to which women and girls “already contribute to building climate resilience within their families and communities” and encourage further empowerment through gender transformative approaches.<sup>57</sup>

53. Support to governmental bodies to fulfil their climate-related commitments to meet the climate-related Sustainable Development Goal targets (SDG 13) and Paris Agreement goals through the development of National Adaptation Plans and Nationally Determined Contributions<sup>58</sup> are fundamental aspect of the policy. An enabling, systems approach was emphasized given the requirements for global responses to the climate crisis. Partners include national governments, as articulated through the Country Strategic Plans.

54. WFP's goal under this policy is to support the most vulnerable food-insecure communities and governments and communities in building their resilience and capacities to address the impacts of climate change on hunger. To achieve this goal, WFP will focus on the following three main objectives to be incorporated into its country strategic plans (CSPs) and other programmes, working with partners to maximize complementary capacities and strengths in each country:

- Support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change.
- Strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks.
- Integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South-South cooperation, to address the impacts of climate change on food security and nutrition.<sup>59</sup>

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<sup>52</sup> WFP. 2020, inputs by WFP to the 2020 Report of the Secretary General on the Implementation of the Sendai Framework.

<sup>53</sup> WFP/EB.1/2017/4-A/Rev.1\*

<sup>54</sup> Ibid, p. 3.

<sup>55</sup> Ibid, p. 4.

<sup>56</sup> Ibid, p. 5.

<sup>57</sup> Ibid, p. 5.

<sup>58</sup> Ibid, p. 6.

<sup>59</sup> Ibid, p. 7.

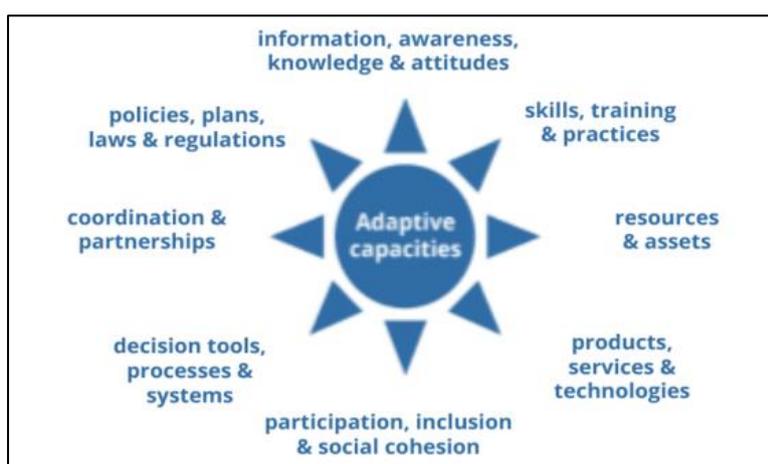
55. The policy also complements these high-level objectives with concrete guidance to country offices:
- Focus on the most food insecure and vulnerable people
  - Define the role and benefits of food assistance
  - Build effective partnerships
  - Understand, define and address the links among climate risks, non-climate risks, nutrition and food security
  - Make current climate risks a starting point, focusing on the major drivers of food insecurity and malnutrition
  - Promote action that improves livelihoods while reducing existing and future climate risks
  - Systematically consider the implications of climate change for the technical standards of WFP and partners
  - Focus on quality programmes that build lasting resilience
  - Design participatory, gender-transformative and location-specific adaptation activities
  - Take a long-term, iterative approach that includes preparedness, response, recovery and development
  - Embed environmental restoration and natural resource management in climate change adaptation strategies and efforts.<sup>60</sup>

### Overview of WFP activities for policy implementation

56. As shown in Table 2, the Climate Change Policy identified programmes according to four main areas of work: emergency preparedness and response; food security analysis, early warning and climate services; community resilience, risk reduction, social protection and adaptation; and, policy support.

57. Comprehensive Climate Change and DRR Guidance was developed by PROC in 2018. The online manual provides WFP employees with an overview of WFP's work in climate change adaptation, disaster risk reduction and environment. It provides guidance on CSP planning and monitoring, climate analyses and assessment, climate information services, forecast-based financing, microinsurance and financial services, macro insurance, energy for food security and policy engagement. The Climate and Disaster Risk Reduction Programmes Unit continued to produce practical guidance for Country Offices since 2018 to better analyse and assess climate risks, consider the risks, vulnerabilities and adaptive capacity gaps in the country or contexts within the country and then design the intervention.<sup>61</sup> One of the figures developed to help analyse the capacity gaps is illustrated in Figure 4.

**Figure 4: Adaptive capacities that can be strengthened in WFP contexts**



Source: WFP Climate Change Initiatives (December 2020)

<sup>60</sup> Ibid, p. 9-10.

<sup>61</sup> WFP PROC. December 2020. [WFP Climate Initiatives](#).

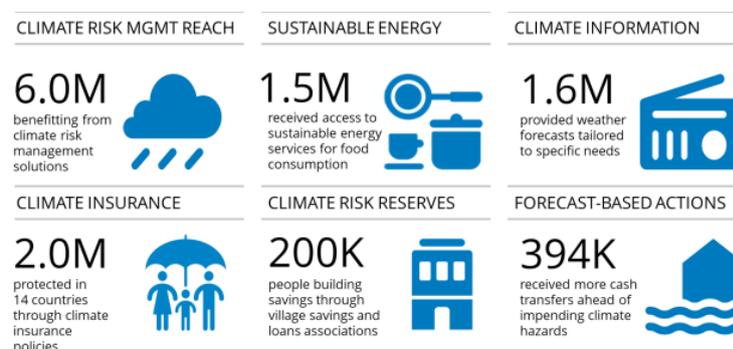
58. As of 2021, a range of activities to operationalise the Climate Change Policy and manage climate risk were in place, the majority of which are the responsibility of PROC with one (in blue) led by another Unit in HQ (PROR):<sup>62</sup>

- i. Climate Analyses and Assessments**
  - Global advocacy
  - National analyses and assessments for design (CLEAR)
- ii. Policy support**
  - Analysis inputs into policy design
  - Access to climate finance
  - Experience and evidence of effective climate action
- iii. Insurance and financial services**
  - R4 Rural Resilience Initiative
  - ARC Replica
- iv. Climate services**
  - Guiding humanitarian action
  - Strengthening early warning systems
  - ‘Last mile’ climate services
- v. Forecast-based financing and action**
  - Forecast-based financing and CBT
  - Strengthen national and local-level capacity and systems for anticipatory drought-risk management
  - Partnering in anticipatory actions
- vi. Climate-sensitive social protection**
  - Climate analyses
  - Early warning systems and FbF
  - Climate risk finance
  - Social and behaviour change communication (SBCC)
- vii. Energy services**
  - Energising school feeding
  - Cash-based Transfers (CBT) for energy
  - Smallholder farmers
- viii. Environment and natural resource management**
  - Eco-system restoration and protection
  - Sustainable land management
  - Local capacity building
- ix. Community and livelihood resilience**
  - Awareness-raising and livelihood training
  - Community-based assets and infrastructure
  - Participatory planning and decision processes

59. Further detail on climate-related initiatives can be found in Annex VIII.

60. Reporting on the results of climate change-related activities in 2020 is presented below.

**Figure 5: Climate risk management activities and reach, 2020**



*WFP Annual Performance Report, 2020*

61. PROC has managed climate-related Trust Funds that have grown increasingly since 2017 from close to \$3 million in 2017 to over \$18 million in 2020, which have supported the R4 Resilience Project, the piloting and expansion of ARC Replica Initiative, hunger-related climate change activities, the roll-out of anticipatory action and the Safe Access to Firewood and Alternative Energy (SAFE) projects.

62. There is fairly limited evidence on climate change adaptation or risk management from recent evaluations and reviews. A summary of relevant evaluation findings is presented in Annex VII. Evaluations of climate change interventions in Malawi and Sri Lanka identified the importance of capacity strengthening in weather forecasting to increase trust in season forecasts, trust in and affordability of insurance schemes and

<sup>62</sup> WFP. December 2020. [WFP Climate Initiatives](#).

information sharing on adaptation strategies.<sup>63</sup><sup>64</sup> The strategic evaluation on Funding WFP's Work identified that whereas WFP had shown a positive interest in experimenting with innovative climate risk financing, it had not gone as far as other organisations and called on a "clear strategy, leadership and dedicated resources to provide overall direction" in this area.<sup>65</sup>

## Gender

63. WFP's Climate Change Policy (2016) stipulates that it will design participatory, gender-transformative and location-specific adaptation activities. Whereas the Climate Change and DRR Guidance is quite silent on gender, the Gender Toolkit's states that, "[climate change] programmes must address the specific vulnerabilities, needs, capabilities and priorities of women, men, girls and boys, in all their diversity (dis/ability, age, origin, ethnicity, indigeneity). Programmes should empower women, men, girls and boys in realizing food security, climate change adaptation, and management of disaster risks."<sup>66</sup> The Gender Toolkit describes the steps needed to include gender in climate change, emergency preparedness and response, food security analysis, early warning and climate services, community resilience and risk reduction and adaptation. The starting point is ensuring that gender has been included in the analysis of the food security impacts of climate risks, followed by gender equitable participation, gender-sensitive service provision and attention to promoting gender equality outcomes.<sup>67</sup>

## 3.2. SCOPE OF THE EVALUATION

64. The evaluation covers the 2011 DRR/M Policy and the 2017 Policy on Climate Change primarily focusing on addressing the quality of the policies and their implementation mechanisms, including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. The evaluation will also assess results achieved through the policies' implementation from 2011- October 2022 with particular emphasis on the period 2017-2022.

65. The scope of programme areas/activities included in this evaluation is presented in Table 2 and further described in bullets i – vii in paragraph 59 above. The inception report will further analyse and validate these sub activity areas and delineate the breadth and depth with which these activities can be covered for the purpose of this evaluation.

66. Programming categorised in WFP as "resilience building" often has disaster risk reduction or climate change mitigation goals. As such, an analysis of the linkages between DRR, climate change and resilience and cooperation with the on-going evaluation of the Policy on Building Resilience for Food Security and Nutrition will be required. The content of the Environment Policy (2017) is outside the scope of this evaluation.

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<sup>63</sup> WFP Country Office Malawi. 2019. *Decentralized Evaluation: Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019*. Lilongwe, WFP.

<sup>64</sup> WFP Sri Lanka Country Office. 2021. *Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka*. Colombo, WFP.

<sup>65</sup> WFP. 2020. *Strategic Evaluation of Funding WFP's Work*. Rome, WFP. OEVI/2019/018

<sup>66</sup> WFP. 2019. [Gender Toolkit – Gender and Climate Change](#).

<sup>67</sup> WFP. 2019. [Gender Toolkit – Gender and Climate Change](#).

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

67. The evaluation will address three high-level questions, which are standard for all WFP policy evaluations. In addition, sub-questions for each of the policies are presented below. These will be discussed and further refined during inception phase. Each policy will be looked at separately in evaluation questions 1 and 2 whereas enabling and hindering factors will be assessed together.

Evaluation questions	
<b>1.</b>	<b>How good are the Disaster Risk Reduction and Management and Climate Change Policies (criteria: relevance, coherence)?<sup>68</sup></b>
1.1	To what extent does the DRR/M policy meet the criteria for policy quality in WFP?
1.2	To what extent does the Climate Change policy meet the criteria for policy quality in WFP?
1.3	To what extent is each policy coherent with: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental and UN System wide changes; and, iii) WFP position and approaches within the humanitarian-development-peace nexus; and gender equality, equity and inclusion approaches?
1.4	How coherent is the Disaster Risk Reduction and Management with the Climate Change policy? How coherent is each policy with the Policy on Building Resilience for Food Security and Nutrition?
<b>2.</b>	<b>What results have the DRR/M and Climate Change policies achieved (criteria: effectiveness, equity)?</b>
2.1	To what extent has the DRR/M policy contributed to reducing disaster risk and strengthening resilience to shocks through activities such as: analysis, assessment and monitoring; emergency preparedness and response; building resilience; capacity strengthening; coordination and leadership?
2.2	To what extent has the Climate Change policy contributed to results at country level in the following areas: food security analysis, early warning and climate services; emergency preparedness, response and recovery; building community resilience, risk reduction, social protection and adaptation; and, policy support?
2.3	To what extent has each policy enabled gender transformative, inclusive and equitable results?
2.4	To what extent are the results achieved sustainable?
<b>3.</b>	<b>What has enabled or hindered the achievement of results from the DRR/M and Climate Change policies (criteria: relevance, coherence)?</b>
3.1	To what extent did the policies receive support from, and prioritization by, senior management and have clear corporate responsibilities and assigned accountabilities?
3.2	To what extent were there adequate financial and human resources available to implement each policy?
3.3	To what extent did the guiding principles as stated in the Climate Change Policy enable policy implementation?
3.4	To what extent was guidance to implement the policies developed and used?
3.5	To what extent were robust results frameworks, monitoring and reporting systems, including appropriate indicators to monitor progress, in place and used?
3.6	To what extent were partnerships developed and nurtured to achieve results in these policy areas?
3.7	What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working) to promote DRR/M and resilience were in place?
3.8	To what extent was technology and innovation used to maximise results achievement?
3.9	To what extent were results enabled/hindered by internal versus external factors?

<sup>68</sup> Annex XI provides an overview of criteria for assessing the quality of the policy based on a recent synthesis of evidence and lessons from Policy Evaluations (2011-2019) and OEV document on Top 10 lessons for policy quality.

## 4.2. EVALUATION APPROACH AND METHODOLOGY

68. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS). OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach to maximise the quality, credibility and use of the evaluation. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning.

69. The methodology should demonstrate attention to impartiality and reduction of bias by relying on different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations, etc.) and mixed methods (quantitative, qualitative, participatory etc.). The methodology will consider any challenges to data availability, validity, or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview guides, survey questionnaires etc.).

70. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases. Criteria for adequate analysis of data gathered should include transparency of data sets and methods used, which ensures a replicability of findings. The proposals should include examples of prior use of particular methods of analysis.

71. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating what data collection methods are employed to ensure the inclusion of women and marginalized groups. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Data collection and analysis should ensure that perspectives and voices of diverse groups (men and women, boys, girls, the elderly, and people living with disabilities) are heard and taken into account. The evaluation findings and conclusions will highlight differences in performance and results for different programme participants and target groups.

72. The main design elements featured in the evaluation could include:

- The development of **Theories of Change** for WFP engagement in DRR/M and climate change and validation with key stakeholders/users.
- A review of relevant **academic literature** on DRR/M and climate change.
- Identification of DRR/M and climate change activities in all **CSPs/ACRs** since 2017.
- Analysis of WFP **administrative and monitoring data**, such as expenditures, timelines, performance indicators at corporate and country level and human resource statistics.
- Review and **synthesis of evaluations, audits and lessons learned** documents from 2011-2021.
- **Tools and approaches used by other international organizations** will be examined alongside those from WFP to gather lessons and enhance learning. The policy positions, definitions, and directives of donors on climate change and DRR/M will also be examined.
- Gender and diversity-balanced **consultations** with national governments, UN agencies, donors, NGO partners, WFP staff and outside experts will be conducted to obtain a range of views on WFP's work to strengthen DRR/M and climate change work. Other quantitative and qualitative evaluation tools/methods may be used, such as surveys and/or participatory data gathering methods.
- **Key Informant interviews** at HQ, regional and country levels as well as with global and regional partners. The sampling technique to impartially select stakeholders to be interviewed should be specified in the inception report.
- **Country studies** (including visits to Regional Bureaux), including in-person missions (if feasible) and desk reviews, will enable a range of data collection to take place in a range of countries that represent the wide spectrum of activities being carried out and support by WFP in DRR/M and climate change. It is anticipated that there would be 2 inception missions, 6 data collection missions and 6 desk reviews. Country studies will be selected using various information and data sources to demonstrate

impartiality, minimize bias and optimize a cross-section of information sources. An initial set of criteria has been defined to inform the selection of WFP offices to be visited that include both climate change and disaster risk-related criteria. These include: population, score on the human development index, size of CO, income level, climate finance raised by WFP on behalf of national governments, presence of specific programmes (e.g. Forecast-based financing, macro insurance, R4 activities), existing or active or recently de-activated L2/L3 emergencies, countries involved in the InsurResilience or the Capacity for Disaster Risk Reduction initiatives (CADRI)). Annex VI describes the steps that were taken to arrive at this list of countries and presents a long list of selected COs.

73. The long list of countries identified at this preliminary stage are listed in Table 3 below with Table 4 showing the spread of countries by key criteria.

**Table 3 - Long list of countries for evaluation of DRR and climate change**

Region	Country
<b>RBB</b>	Kyrgyzstan, Nepal, Philippines, Tajikistan
<b>RBC</b>	Armenia, Egypt
<b>RBD</b>	Burkina Faso, Mali, Mauritania
<b>RBJ</b>	Lesotho, Zimbabwe
<b>RBN</b>	Burundi, Ethiopia, Uganda
<b>RBP</b>	Caribbean Multi-country Programme, Ecuador

**Table 4 - Long list of countries by programme/initiative**

Programme	Countries
<b>Climate Finance on behalf of Government</b>	Ecuador, Egypt, Kyrgyzstan, Lesotho, Philippines, Tajikistan, Zimbabwe
<b>ARC Replica</b>	Burkina Faso, Mali, Mauritania
<b>Forecast-based Financing</b>	Burundi, Ethiopia, Nepal, Philippines, Uganda
<b>Climate Insurance</b>	Burkina Faso, Mali, Mauritania, Nepal, Zimbabwe
<b>Climate Services</b>	Lesotho, Kyrgyzstan, Tajikistan, Zimbabwe
<b>Energy</b>	Egypt, Ethiopia, Kyrgyzstan, Lesotho, Mali, Mauritania, Nepal, Philippines, Uganda, Zimbabwe

74. Countries that had been considered for inclusion in this evaluation but that will be included in the on-going evaluation of the WFP Policy on Building Resilience for Food Security and Nutrition include: Bangladesh, Madagascar, Malawi and Niger. Effort will be made to ensure complementarities in data collection to enhance the quality of and synergies between these related policy evaluations.

75. Given the large amount of qualitative data to be analysed, the evaluation team will be expected to present “network visualizations” to aid analytical clarity. In order to ensure the impartiality and credibility of the evaluation, findings will be systematically triangulated across different data sources and data collection methods. In line with the mixed methods approach of the evaluation, triangulation will analyse and interpret qualitative and quantitative data.

### 4.3. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

76. WFP’s performance measurement system does not include indicators at either outcome or output level for climate-related changes as distinct from those related disaster risk reduction. Roughly 85% of the disaster

risk reduction activities that WFP supports relate to climate risks. Further, the number of indicators used to measure results in these areas is quite limited.

### Internal reporting

77. In the absence of detailed corporate indicators on DRR or CC, PROC monitors the implementation of the Climate change policy internally using a Policy Implementation Plan against three areas.<sup>69</sup> For each area, PROC has set specific indicators and measured them throughout 2017–mid-2021. The indicators are mainly process indicators, and do not focus on the programmatic side and outcome results, and there is a low level of reliability. The Policy Implementation Plan has few limitations: i) monitoring is not done against planned/target values, so it is not possible to measure the level of achievement; and, ii) methodology for calculating some of the indicators has changed over time (i.e. proportion of CSPs having climate action integrated) leading to more precision in the later years, but making comparison across years not always possible.

78. PROC has published several reports and studies which can be useful source of secondary data and evidence for the evaluation. These publications often go beyond reporting on WFP corporate indicators, they are often donor driven and focus on specific projects and indicators.

### Corporate reporting and indicators

79. The strategic direction of WFP is guided by its Strategic Plans. Whereas a new Strategic Plan (2022-2025) has just been approved,<sup>70</sup> this evaluation will focus on the Strategic Plan (2017–2021) but will include a retrospective analysis to cover the implementation period for the DRR/M Policy from 2011.

80. The Strategic Plan (2017–2021) is aligned with the 2030 Agenda, and the review of WFP's financial framework presented an opportunity for better integration of strategic results and management performance into a Corporate Results Framework (CRF) (2017-2021). The CRF includes disaster risk reduction-related Strategic Objectives under SO1,<sup>71</sup> Strategic Result 1,<sup>72</sup> SO3,<sup>73</sup> Strategic Results 3<sup>74</sup> and 4<sup>75</sup>, and SO 5<sup>76</sup>, Strategic Result 7.<sup>77</sup> The CRF (2017-2021) includes a climate-change related Strategic Outcome category, under Strategic Objective (SO) 3,<sup>78</sup> Strategic Result 4:<sup>79</sup> Strategic outcome categories 4.1.<sup>80</sup> However, looking only at the SOs and Strategic results mentioned above can be limiting as climate action and DRR often supports programmes falling under other strategic objectives and results.

The WFP Strategic Plan (2022 – 2025) renews the global commitment to the 2030 Agenda for Sustainable Development, with Outcome 3<sup>81</sup> related to climate change.<sup>82</sup>

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<sup>69</sup> Capacity Development, Programme & Policy Support to Governments, and Scaling Up Innovations.

<sup>70</sup> WFP/EB.2/2021/4-A/1/Rev.2

<sup>71</sup> End hunger by protecting access to food.

<sup>72</sup> Everyone has access to food.

<sup>73</sup> Achieve Food Security.

<sup>74</sup> Smallholders have improved food security and nutrition through improved productivity and incomes.

<sup>75</sup> Food Systems are sustainable.

<sup>76</sup> Partner for SDG results.

<sup>77</sup> Developing countries access a range of financial resources for development investment.

<sup>78</sup> Achieve food security.

<sup>79</sup> Food Systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality. WFP/EB.2/2016/4-A/1/Rev.2\* page 22.

<sup>80</sup> Improved household adaptation and resilience to climate and other shocks.

<sup>81</sup> People have improved and sustainable livelihoods.

<sup>82</sup> WFP/EB.2/2021/4-A/1/Rev.2.

81. Table 5 presents the outcome and output indicators related to DRR and climate change.

**Table 5: Disaster risk and climate change-related indicators in CRF (2022-2025)**

<b>Outcome 3: People have improved and sustainable livelihoods</b>	
Outcome indicators	<ul style="list-style-type: none"> <li>▪ Percentage of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base</li> <li>▪ Climate adaptation benefit score</li> <li>▪ Climate resilience capacity score</li> </ul>
<b>Output 3.1 - People and communities have access to productive assets and mechanisms to better cope with shocks and stressors</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance</li> </ul>
<b>Output 3.2 - People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance</li> <li>▪ Number of people that benefit from resilience building initiatives, which strengthen the livelihood asset base including ecosystems (HLT indicator)</li> <li>▪ Number of people with financial protection from climate hazards</li> <li>▪ Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities and climate actions</li> <li>▪ Quantity of food provided to people and communities through livelihood skills training activities and climate actions</li> <li>▪ The number of women WFP has sent money to, into an account in their name, disaggregated by account type (bank, mobile money, others)</li> <li>▪ Total value of money sent to people</li> <li>▪ Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)</li> <li>▪ Number of people covered by an insurance product through risk transfer mechanisms supported by WFP</li> <li>▪ Number of people covered and assisted through forecast-based anticipatory actions against climate shocks</li> <li>▪ Number of people provided with direct access to energy products or services</li> <li>▪ Number of participants who completed vocational/livelihood skills training activities</li> <li>▪ Total sum insured through risk management interventions</li> <li>▪ Number of people provided with direct access to information on climate and weather risks</li> <li>▪ Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action</li> </ul>
<b>Outcome 4: National programmes and systems are strengthened</b>	
<b>Output 4.1 – National actors have increased capacity and knowledge to enhance national policies and programmes contributing to achieve Zero Hunger</b>	
Outcome indicators	<ul style="list-style-type: none"> <li>▪ Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support</li> <li>▪ Number of national policies, strategies, programmes and other system components contributing to zero hunger enhanced with WFP capacity strengthening support</li> </ul>
<b>Output 4.2 – National emergency preparedness, response, resilience building systems, including food systems, are strengthened with architecture, programmes and knowledge building blocks</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels (QCPR)</li> </ul>

82. See Annex V for more information on the evaluability assessment.

#### **4.4. ETHICAL CONSIDERATIONS**

83. Evaluations must conform to WFP and [UNEG ethical standards and norms](#). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

84. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Policy on Disaster Risk Reduction and Management or the Policy Building Resilience for Food Security and Nutrition nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#).

85. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.

#### 4.5. QUALITY ASSURANCE

86. WFP’s evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

87. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

88. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP’s evaluation quality assurance system prior to submission of the deliverables to OEV.

89. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Organization of the evaluation

### 5.1. PHASES AND DELIVERABLES

90. In order to present the evaluation in the June 2023 EB session, the following timetable will be used. Annex I presents a more detailed timeline.

**Table 6: Summary timeline – key evaluation milestones**

Main phases	Timeline	Tasks and deliverables
1.Preparation	<b>Jan – March 2022</b>	Final TOR Evaluation Team and/or firm selection & contract Document review Briefing at HQ
2. Inception	<b>March - June 2022</b>	Stakeholder interviews Inception Mission(s) Inception report
3. Data collection	<b>June - October 2022</b>	Data collection missions and exit debriefings Primary & secondary data collection

4. Reporting	<b>October 2022 – March 2023</b>	Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report
5. Dissemination	<b>April – June 2023</b>	SER Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

## 5.2. EVALUATION TEAM COMPOSITION

91. The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in complex global, policy evaluations. Familiarity with DRR/M and climate change concepts in both humanitarian and development contexts is required, as is experience with evaluations in the UN system.

92. The team leader must also have demonstrated experience in leading large teams, excellent planning, negotiation, analytical and communication skills (written and verbal) and demonstrated skills in mixed qualitative and quantitative data collection and analysis techniques.

93. The primary responsibilities of the team leader will be: a) setting out the methodology and approach in the inception report; b) guiding and managing the team during the inception and evaluation phases; c) overseeing the preparation of draft outputs by other members of the team; d) consolidating team members' inputs to the evaluation products (inception and evaluation reports); e) representing the evaluation team in meetings with the EM/RA and other key stakeholders; f) delivering the inception report, draft and final evaluation reports and evaluation tools in line with agreed CEQAS standards and agreed timelines; g) presenting evidence at the data collection debriefing and stakeholder workshop; and h) taking on responsibility for overall team functioning and client relations.

94. The evaluation team should have strong capacity in conducting evaluations with a global scope using mixed methods approaches and including country-level analysis. The team will be multi-disciplinary including extensive knowledge, skill and expertise in evaluating DRR/M and climate change-related interventions, as well as in the collection and analysis of both qualitative and quantitative data and information.

95. The evaluation team should be comprised of 4-6 people and must include at least one DRR/M and one climate change expert. Between the team members, there should be experience in the following technical areas related to DRR/M and climate change as defined and implemented by WFP: emergency preparedness and contingency planning; early warning and early action; community resilience-building, food assistance for assets, livelihoods and disaster risk reduction programmes; conflict analysis; recovery and rehabilitation, food security; gender equality and social inclusion; social protection; and, institutional capacity development. Across the team there must be a strong understanding and experience of the multilateral development system and of humanitarian principles and institutional architecture.

96. The team itself should comprise a balance of men and women of mixed cultural backgrounds. When conducting country studies, core team members could be complemented by national expertise.

97. The team leader should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (minimum French and Spanish), including the ability to carry out interviews proficiently in these languages.

## 5.3. ROLES AND RESPONSIBILITIES

98. The evaluation manager (EM), Deborah McWhinney, is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholder's workshop; participating in the inception mission and supporting the preparation of the field mission; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report) and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be responsible for writing the summary evaluation report (SER). The EM will be the main interlocutor

between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. The OEV Research Analyst, Arianna Spacca will provide research support throughout the evaluation.

99. An internal reference group (IRG) will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. An External Advisory Group will also be formed.

100. The Deputy Director, Anne-Claire Luzot, will approve the final evaluation products and present the SER to the WFP Executive Board for consideration.

#### **5.4. SECURITY CONSIDERATIONS**

101. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

#### **5.5. COMMUNICATION**

102. All policy evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

103. The communication and learning plan (Annex III) provides the framework for the related activities identified to promote, disseminate and encourage the use of evidence from this evaluation.

#### **5.6. BUDGET**

104. The evaluation will be financed from OEV's Programme Support and Administrative budget. The offer will include a detailed budget for the evaluation, including consultant fees and travel costs and other costs as relevant.

# Annex I. Timeline

Key action		By Whom	Key dates
<b>Phase-1 – Preparation</b>			<b>Jan - Feb 2022</b>
	Submission of draft TOR	EM	Jan 26, 2022
	QA	DDoE	Feb 1, 2022
	DDoE clears TORs to send to stakeholders for comments	EM	Feb 4, 2022
	Draft ToR shared with LTAs to start preparing their proposals	EM	Feb 4, 2022 (due Feb 23)
	Revise TORs following stakeholder comments	EM	Feb 18, 2022
	Team selection & Decision Memo submitted	EM	Feb 25, 2022
	ToR approval	DDoE	Feb 25, 2022
	Final TOR shared with stakeholders and posted	EM	Feb 27, 2022
	PO finalization	Procurement	March 11, 2022
<b>Phase-2 – Inception</b>			<b>March – June 2022</b>
	Team preparation prior to HQ briefing (reading docs)	ET	Feb 25 – Mar 11, 2022
	HQ briefing – remote	EM & Team	March 14-18, 2022
	Inception phase interviews and missions	EM & Team	March 21-April 8, 2022
<b>IR D0</b>	<b>Submission Draft Inception Report (IR) to OEV</b>	TL	<b>April 22, 2022</b>
	EM quality assurance and feedback on IR D0	EM	April 27, 2022
<b>IR D1</b>	<b>Submission D1 to OEV</b>	TL	<b>May 2, 2022</b>
	Quality assurance on IR D1	EM	May 5, 2022
<b>IR D2</b>	<b>Submit revised draft IR (D2)</b>	ET	<b>May 9, 2022</b>
	Review IR D2	DDoE	May 9-16, 2022
	Share D2 IR with IRG for comment	EM	May 18, 2022 (deadline May 31)
	Consolidate and share comments received	EM/RA	June 1, 2022
<b>IR D3</b>	<b>Submission of revised IR (D3) to OEV</b>	TL	<b>June 8, 2022</b>
	Quality assurance on IR D3	EM	June 8-10, 2022
	Seek clearance of final IR (D3)	DDoE	June 10, 2022
	Circulates final IR to stakeholders; post a copy on intranet.	EM	June 17, 2022
<b>Phase-3 - Evaluation data collection phase</b>			<b>Jun – Oct 2022</b>
	Data collection, including missions/case studies & desk review.	ET	Jun 20 – Oct 21, 2022
	Overall debriefing with HQ, RB and COs (ppt) – online session	TL	Oct 26, 2022
<b>Phase-4 – Reporting</b>			<b>Nov 2022 – Feb 2023</b>
<b>ER Draft 0</b>	Submission of draft Evaluation Report to OEV	TL	Nov 11, 2022
	EM quality assurance and feedback on ER D0	EM	Nov 16-23, 2022
<b>ER Draft 1</b>	<b>Submission of D1 ER</b>	TL	<b>Nov 30, 2022</b>
	EM quality assurance on ER D1	EM	Dec 5, 2022
	Quality assurance and feedback on ER D1	DDoE	Dec 6-13, 2022

	Submit revised ER, addressing DDoE comments	TL	Dec 16, 2022
	EM quality assurance on revises ER D1	EM	Dec 20, 2022
	Clearance to circulate revised ER for IRG comments	DDoE	Dec 22, 2022
	<b>Stakeholder comments on the draft ER</b>	<b>IRG</b>	Jan 3–13, 2023
	Consolidate and share comments with TL	EM	Jan 16, 2023
	<b>Stakeholder workshop (combined with Resilience PE as a second step)</b>		<b>Jan 17-18, 2023</b>
<b>ER Draft 2</b>	<b>Submits D2 ER</b>	<b>TL</b>	<b>Jan 24, 2023</b>
	Quality assurance	EM	Jan 26, 2023
	DDoE quality assurance on ER D2	DDoE	Jan 30 - Feb 3, 2023
<b>ER Draft 3</b>	<b>Submit final draft ER (D3)</b>	<b>TL</b>	<b>Feb 7, 2023</b>
	Submit final draft (D3) ER for approval to send to editing	EM	Feb 8, 2023
	Clearance of ER to send to editing	DDoE	Feb 15, 2023
	Begin SER preparation	EM	Jan 19, 2023
<b>SER D0</b>	<b>D0 SER submitted</b>	<b>EM</b>	<b>Feb 2, 2023</b>
	Review D0 SER	DDoE	Feb 6–13, 2023
<b>SER D1</b>	<b>D1 SER submitted</b>	<b>EM</b>	<b>Feb 16, 2023</b>
	D1 SER to DDoE for clearance to share with OPC	DDoE	Feb 16-23, 2023
	Revise SER and submit for approval to share with OPC	DM	Feb 27, 2023
	OPC comment window	OPC	March 1–15, 2023
<b>SER D2</b>	<b>Submit final draft SER (D2) + ER following OPC comments</b>	<b>EM</b>	<b>March 17, 2023</b>
<b>FINAL ER</b>	<b>Final review ER + SER</b>	<b>DDoE</b>	<b>March 24, 2023</b>
	Clarify last points as needed	<b>EM + DDoE</b>	Mar 27-29, 2023
	Submission of SER to EB Secretariat + CPP	EM	Mar 30, 2023
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	Formatting and posting approved ER	EM/Comms	April 2023
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	May-June 2023
	Presentation of Summary Evaluation Report to the EB	DDoE	June 20-24, 2023
	Presentation of management response to the EB	CPP	June 20-24, 2023

# Annex II. Terms of Reference and composition of internal reference group

## 1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all PEs.

## 2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

## 3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.
- Suggest key references, relevant contacts, and data sources in their area of responsibility.
- Review and consolidate comments from their respective units/Divisions/offices on:
  - o draft TORs with particular attention to the scope, data availability and quality, sub-questions, criteria for country selection and long list of countries
  - o draft inception report and related annexes with a particular focus on the scope, data collection methods, selection criteria for country missions
  - o draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in the HQ debriefing to discuss preliminary findings
- Participate in the stakeholder workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

## 4. Membership

The IRG is composed of selected WFP stakeholders from HQ Divisions, Regional Bureaux and, eventually, country offices that have participated in the evaluation. IRG members should be nominated by their respective Directors

and have sufficient seniority and technical capacity to both provide and consolidate comments on draft deliverables based on their areas of focus and the relationship to the subject of the evaluation. The IRG should not exceed 15 members, including one representative from each of the 6 RBs.

HQ units/divisions may appoint an evaluation focal point that would be a standing member of all IRGs for PEs.

## 5. Approach for engaging the IRG

The Evaluation Manager will include the key internal stakeholders in the TORs for the evaluation. This will form the first list of key Divisions/Units with whom the evaluation will engage. The EM will draft an email for the Director or the Deputy Director of Evaluation to send to identified Directors to ask that they nominate an IRG representative at the same time that they are provided with the draft TORs for their comments. The Regional Evaluation Officers should be copied on all communications.

By the time that the TORs have been approved, the IRG should be formed. Its members will remain the main points of contact throughout the evaluation.

## Proposed members of the Internal Reference Group

The table presents the proposed membership of the evaluation Internal Reference Group. Expected roles, and type of engagement of IRG members are outlined in the IRG Terms of Reference above.

The following units will be asked to identify members for the IRG.

Internal Reference Group for the Evaluation of the Climate Change Policy (TBC)	
Department / Division / Office	Name / function
Policy owners	
PROC	<ul style="list-style-type: none"> <li>– Gernot LAGANDA, Chief, Climate and Disaster Risk Reduction Programmes</li> <li>– Vera MAYER, CSP Climate support and M&amp;E team</li> <li>– Pablo ARNAL, Monitoring &amp; Evaluation Officer - CSP Climate support and M&amp;E team</li> <li>– Julian GOMEZ, Corporate Planning and Monitoring Advisor - CSP Climate support and M&amp;E team</li> <li>– Emanuela DITEODORO, Business Support Assistant - Front Office</li> <li>– Jesse MASON, Programme Policy Officer - Forecast-based Financing &amp; Climate Services team</li> <li>– Giorgia Pergolini, Climate and DRR Policy FP</li> <li>– Mathieu DUBREUIL, Insurance Advisor- Senior Programme Policy Officer - Climate Risk Insurance team</li> <li>– Micol MULON, Climate Finance team leader, Programme Policy Officer - Climate Finance team</li> <li>– Raffaella BELLANCA, Programme Policy Officer - Energy for Food Security team</li> </ul>
Other Units / Teams in HQ	
Food Systems and Smallholder Support Unit (PROR-F)	<ul style="list-style-type: none"> <li>– Volli CARUCCI, Director Resilience and Food Systems</li> <li>– Gianluca Ferrera, Senior Programme &amp; Policy Advisor</li> </ul>
Asset Creation, Livelihoods and Resilience (PROR-L)	<ul style="list-style-type: none"> <li>– Delphine DECHAUX, Chief, Asset Creation and Livelihoods</li> <li>– Mercy MKHUMBA, Consultant</li> </ul>
Social Protection Unit (PROS)	<ul style="list-style-type: none"> <li>– Ana SOLORZANO, Social Protection and Resilience Advisor</li> </ul>
Emergency and Transitions Unit (PROP)	
Gender	<ul style="list-style-type: none"> <li>– Zuzana KAZDOVA, Programme Policy Officer (Gender) , GEN</li> </ul>

(GEN)	
RAM	– Eric BRANCKAERT, Chief Assessment and Field Monitoring - RAM
Analysis and Early Warning Unit (AEW)	– Joachim GRODER, Head of Unit (Analysis and Early Warning)
Partnerships and Advocacy Department (PA)	–
Strategic Partnerships Division (STR)	– Neal Pronesti
Public Partnerships and Resourcing Division (PPR)	–
Nutrition Division (NUT)	– Stien Gijssel, Chief Knowledge Management and Digital Innovation
Innovation and Knowledge Management Division (INK)	– Caroline Legros, Deputy Director Innovation and Knowledge Management Division (INK)
<b>Regional Bureaux</b>	
RBB	– Katuscia Fara Senior Climate Services and DRR Advisor, RBB
RBC	– Oscar Ekdahl, Programme Policy Officer - Climate Change and DRM – Todd Wofchuck – Energy Regional Advisor
RBD	– Federico Doehnert, Programme Policy Officer RBD – Great Tumbrink, Programme Policy Officer RBD – Yacine Fall, Regional Insurance Advisor RBD – Amadou Cisse, Regional Environmental Advisor RBD
RBJ	– Giovanni La Costa, Resilience And Market Access Regional Advisor, RBJ
RBN	– Sibi Lawson-Marriott, Climate Adaptation And Resilience Advisor, RBN (proposed, TBC)
RBP	– Jennie Van Haren, Programme Policy Officer, RBP – Kathryn Milliken, Climate Change Programme & Policy Adviser , RBP

# Annex III. Communication and knowledge management plan

Phase	What Product/Event	Which Target audience	How & Where Channels	Who Creator lead	When Publication deadline
Preparation (Dec 2021 - Jan 2022)	Summary TOR and TOR	<ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> </ul>	<ul style="list-style-type: none"> <li>– Consultations and meetings</li> <li>– Email</li> <li>– WFPgo; WFP.org</li> </ul>	EM	Feb 2022
Inception (Feb - Jul 2022)	Inception report	<ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> <li>– WFPgo</li> </ul>	ET	Jun 2022
Reporting (Nov 2022 - Feb 2023)	Country missions debrief	<ul style="list-style-type: none"> <li>– CO management and staff</li> </ul>	<ul style="list-style-type: none"> <li>– PPT, meeting support</li> </ul>	EM/ET	Jun - Oct 2022
	Data collection debrief	<ul style="list-style-type: none"> <li>– IRG</li> <li>– Representatives of RBs and COs consulted during data collection</li> </ul>	<ul style="list-style-type: none"> <li>– PPT</li> </ul>	ET	Oct 2022
	Stakeholder workshop	<ul style="list-style-type: none"> <li>– IRG members</li> <li>– WFP Technical Staff</li> <li>– Representatives of RBs and COs consulted during data collection</li> </ul>	<ul style="list-style-type: none"> <li>– PPT</li> <li>– Workshop, meeting support</li> </ul>	EM/ET	Jan 2023
	Presentation of key findings, conclusions and recommendations	<ul style="list-style-type: none"> <li>– OPC members</li> </ul>	<ul style="list-style-type: none"> <li>– Meeting of the Oversight and Policy Committee</li> </ul>	Doe/DDoE	Mar 2023
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Executive Board website (for SERs and MRs)</li> <li>– WFPgo</li> </ul>	EM/EB	Mar 2023
	Evaluation report	<ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> <li>– Web and social media</li> <li>– Evaluation Network platforms</li> <li>– Newsflash</li> </ul>	EM	Mar 2023
	Management response	<ul style="list-style-type: none"> <li>– WFP EB/Governance/ Management</li> </ul>	<ul style="list-style-type: none"> <li>– WFP.org, WFPgo</li> <li>– KM channels</li> </ul>	EB	April/May 2023

		<ul style="list-style-type: none"> <li>- WFP country/regional office/local stakeholders</li> <li>- WFP Technical Staff/Programmers /Practitioners</li> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>			
	ED Memorandum	<ul style="list-style-type: none"> <li>- ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>- Email</li> </ul>	EM	April/May 2023
	Talking Points/Key messages	<ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation</li> </ul>	EM	April/May 2023
	PowerPoint presentation	<ul style="list-style-type: none"> <li>- WFP EB/Governance/Management</li> <li>- IRG members</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation</li> </ul>	EM	April/May 2023
	Report communication	<ul style="list-style-type: none"> <li>- Oversight and Policy Committee (OPC)</li> <li>- Division Directors, Country Offices and evaluation specific stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Email</li> </ul>	EM	April/May 2023
	Newsflash	<ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP country/regional office/local stakeholders</li> <li>- IRG members</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>- Email</li> </ul>	CM	April/May 2023
	Business cards	<ul style="list-style-type: none"> <li>- Evaluation community</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>- Cards</li> </ul>	CM	April/May 2023
	Brief	<ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP country/regional office/local stakeholders</li> <li>- IRG members</li> <li>- WFP Technical and Programme staff</li> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>- Web and social media,</li> <li>- KM channels</li> <li>- Evaluation Networks</li> </ul>	EM	April/May 2023

# Annex IV. Preliminary stakeholder analysis

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
<b>Programme and Policy Development Department:</b>		
<ul style="list-style-type: none"> <li>- Climate &amp; Disaster Risk Reduction Programmes Unit (PROC)</li> </ul>	<p>Primary stakeholder, policy owner WFP Policy on Disaster Risk Reduction and Management and Climate Change.</p> <p>PROC has a primary stake in the evaluation and will be one of the primary users of its results. Such primary role is linked to the Unit's role in drafting policy and strategies and supporting the rollout of normative and programming guidance in the DRR/M and climate change areas.</p>	<p>Representants from PROC will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.</p>
<ul style="list-style-type: none"> <li>- Resilience and Food System Service (PROR)<sup>83</sup> <ul style="list-style-type: none"> <li>- Livelihoods, Asset Creation and Resilience Unit (PROR-L)</li> <li>- SAMS and Food Systems Unit (PROR-F)</li> </ul> </li> </ul>	<p>PROR-L has a direct stake in the evaluation and will be one of the primary users of its results. Such primary role is linked to the Unit's role in drafting policy and strategies and supporting the rollout of normative and programming guidance in the resilience-related area.</p> <p>PROR-F has a role in the policy discussion and support to implementation, for the work on building resilient food systems and on Smallholder Agricultural Market Support (SAMS), including in the field of climate-resilience.</p>	<p>Representants from PROR-L will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.</p> <p>Representants from PROR-F will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.</p>

<sup>83</sup> The Resilience and Food Systems Service (PROR) combines two units: the Livelihoods, Asset Creation & Resilience Unit (PROR-L) and SAMS & Food Systems Unit (PROR-F).

<ul style="list-style-type: none"> <li>- Technical Assistance and Country Capacity Strengthening Service (PROT)</li> </ul>	<p>PROT has a role in the policy discussion and support to implementation, for the work in expanding country capacity on resilience of food systems and for working with national and local government institutions to achieve capacity to face future shocks.</p>	<p>Representants from PROT will be key informants and interviewed during the inception and main mission.</p>
<ul style="list-style-type: none"> <li>- Analysis and Early Warning Unit (AEW)</li> <li>- Geospatial Support Unit (GIS)</li> <li>- Preparedness Unit (EPU) (under the Emergency Operations Division (EME))</li> </ul>	<p>AEW has a role in both policies for providing early warning analysis that PROC and PROR-L plans and acts upon. The GIS and EPU units have interest in the evaluation for their roles in providing for food security, climate and weather forecast (GIS Unit) and analysis of levels of preparedness against risks (EPU Unit)</p>	<p>Representants from AEW will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.</p>
<ul style="list-style-type: none"> <li>- Gender Office (GEN)</li> <li>- Nutrition Division (NUT)</li> <li>- School-Based Programmes (SBP)</li> </ul>	<p>As stated in the WFP Policy on Building Resilience for Food Security and Nutrition the gender, nutrition and school feeding are cross-cutting policies that contribute to WFP's resilience-building approach. For this reason, these Divisions has a direct stake in the evaluation.</p>	<p>Representants from GEN, NUT and SBP will be key informants and interviewed during the inception and main mission.  Representants from GEN will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.</p>
<ul style="list-style-type: none"> <li>- Research, Assessment &amp; Monitoring Division (RAM)</li> <li>- Emergency and Transitions Unit (PROP)</li> <li>- Social Protection Unit (PROS)</li> </ul>	<p>These Divisions and Units have a role in cross-cutting policy areas relevant to resilience and DRR.</p>	<p>Representants from RAM, PROP and PROS will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.</p>
<ul style="list-style-type: none"> <li>- African Risk Capacity (ARC)</li> </ul>	<p>This Unit has a role in supporting the policy implementation</p>	<p>They will be key informants and interviewed during the inception and main mission.</p>
<ul style="list-style-type: none"> <li>- Strategic Partnerships Division (STR)</li> </ul>	<p>This Unit has a role in supporting the policy implementation. The Division will have a specific stake, for RBA's role in resilience approaches and work on methodology for the measurement of resilience.</p>	<p>They will be key informants and interviewed during the inception and main mission.  A representant from STR will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.</p>
<p>WFP senior management, including the Oversight and Policy Committee and the Policy Cycle Task Force</p>	<p>Interest given its role in deciding on the organization's policies and strategic directions.</p>	<p>They will be key informants and interviewed during the inception and main mission. They will have an opportunity to review and comment on the evaluation deliverables.</p>

The Executive Board	Accountability role, but also interest given its role in policy consideration and approval.	Presentation of the evaluation results at the June 2023 session to inform Board members.
Regional Bureaux and Country Offices	Interest given their primary role in advancing policy-related objectives.	Representants from the six regional bureaux and from the countries selected as case studies will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
<b>External stakeholders</b>		
<b>Country-level stakeholders</b>		
<ul style="list-style-type: none"> <li>- Host governments with their relevant Ministries in countries where WFP operates;</li> <li>- Local community members/leaders where resilience and DRR initiatives are being implemented</li> <li>- Beneficiaries of resilience and DRR initiatives.</li> </ul>	As the ultimate recipients of policy-related objectives, host governments, local communities and beneficiaries have a stake in WFP determining whether the policies evaluated are relevant, effective and sustainable.	Host governments, will be interviewed and consulted during the field missions.
<ul style="list-style-type: none"> <li>- Non-State actors <i>To be further developed at inception</i></li> </ul>		
<ul style="list-style-type: none"> <li>- Local organisations <i>To be further developed at inception</i></li> </ul>		
<b>Global stakeholders</b>		
<b>Humanitarian and development actors</b> <ul style="list-style-type: none"> <li>- United Nations Office for Disaster Risk Reduction ((UNDRR), formerly UNISDR)</li> <li>- United Nations Office for Coordination (OCHA)</li> <li>- Interagency Standing Committee (IASC)</li> <li>- Rome-based United Nations agencies (FAO and IFAD)</li> <li>- United Nations Development Programme (UNDP)</li> <li>- United Nations Environment Programme (UNEP)</li> <li>- United Nations Children’s Fund (UNICEF)</li> <li>- World Meteorological Organization (WMO)</li> <li>- Inter-Agency Standing Committee</li> <li>- World Bank</li> </ul>	Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.

<ul style="list-style-type: none"> <li>- Swiss Development Cooperation</li> <li>- USAID</li> <li>- BMZ</li> <li>- Global Affairs Canada</li> </ul>		
<p><b>National and regional institutions</b></p> <ul style="list-style-type: none"> <li>- African Union</li> <li>- Permanent Interstate Committee for Drought Control in the Sahel (CILSS)</li> <li>- Central American Integration System (SICA)</li> <li>- Southern African Development Community (SADC)</li> </ul>	<p>Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.</p>	<p>They will be key informants and interviewed during the inception and main mission.</p>
<p><b>Leading institutions and research centres</b></p> <ul style="list-style-type: none"> <li>- Overseas Development Institute</li> <li>- International Development Research Center</li> <li>- International Institute for Climate and Society of Columbia University</li> <li>- United Kingdom Met Office Hadley Centre</li> </ul>	<p>Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.</p>	<p>They will be key informants and interviewed during the inception and main mission.</p>

# Annex V. Preliminary evaluability assessment

## Internal reporting

PROC monitors the implementation of the Climate change and DRR/M policies through some corporate and internal tools.

Internally, the Unit uses a Policy Implementation Plan to monitor the implementation of the three Climate change policy pillars.<sup>84</sup> For each pillar PROC has set specific indicators and measured them throughout 2017–mid-2021. The indicators are mainly process indicators, and do not focus on the programmatic side and outcome results. The Policy Implementation Plan has few limitations: i) monitoring is not done against planned/target values, so it is not possible to measure the level of achievement; and, ii) methodology for calculating some of the indicators has changed over time (i.e. proportion of CSPs having climate action integrated) leading to more precision in the later years, but making comparison across years not always possible.

PROC has published several reports and studies which can be useful source of secondary data and evidence for the evaluation. These publications often go beyond reporting on WFP corporate indicators, they are often donor driven and focus on specific projects and indicators. Table 7 includes a list of the main studies recently published.

**Table 7: Climate change and DRR policies related studies**

Forecast-based Financing and Anticipatory Action	
2018	Forecast-based Financing in Nepal, A Return on Investment Study
2021	Forecast-based Financing in eastern Africa
2021	Acting Before a Flood to Protect the Most Vulnerable, An Independent Review of WFP's Anticipatory Cash Transfers in Bangladesh
Climate Risk Insurance	
2014-2020	R4 Annual Reports
2014-2020	R4 Quarterly Reports
2015	Impact Evaluation for the R4 Rural Resilience Initiative in Senegal (2013-2015) – Evaluation Summary
Ongoing	Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe (2018–2021)
Planned to start in 2022	Evaluation of the R4 programme, Rural Resilience Initiative in Ethiopia
Climate Information Services	
2021	The GFCS– APA programme in Malawi and Tanzania

In addition, the Unit has developed several internal dashboards on output (beneficiaries, transfers and other outputs) and outcome indicators. The dashboards pull data from WFP corporate systems, but methodology for some calculations (i.e. number of beneficiaries) has been evolving over time, making trend analysis not always possible.

<sup>84</sup> Capacity Development, Programme & Policy Support to Governments, and Scaling Up Innovations.

## Corporate reporting and indicators

The strategic direction of WFP is guided by its Strategic Plans. Whereas a new Strategic Plan (2022-2025) has just been approved,<sup>85</sup> this evaluation will focus on the Strategic Plans (2008 – 2013, 2014 – 2017 and 2017–2021) period, which coincides with the policies implementation period.

The Strategic Plan 2008–2013 marked a historical shift from WFP as a food aid to food assistance agency. The 2008–2013 Strategic Plan focused on five Strategic Objectives (SO), with SO2 (Prevent acute hunger and invest in disaster preparedness and mitigation measures) covering disaster risk reduction. SO2 outcome indicators included: Household Food consumption Score (FCS), Disaster preparedness index, Household asset score and Community Asset Score (CAS).

The Strategic Plan 2014-2017 consolidated the shift to food assistance. It was complemented by two results frameworks: the Strategic Results Framework (SRF) and the Management Results Framework (MRF). The SRF was the performance measurement tool for project design, monitoring and reporting while the MRF articulated WFP's internal management approach to planning, measuring and reviewing organizational performance. In the 2014-2017 Strategic Results Framework, the disasters risk reduction-related Strategic Objectives were SO2<sup>86</sup> and SO3.<sup>87</sup> The SRF 2014 – 2017 dropped two outcome indicators related to disaster risk reduction (Disaster preparedness index, Household asset score), maintained FCS and CAS, and added four outcome indicators: Daily average dietary diversity (DD), Coping Strategy Index (CSI), Proportion of targeted communities with improved capacities to manage climate shocks, and Emergency Preparedness Capacity Index. More details on the evolution of performance indicators is available in Table 8 below.

The Strategic Plan (2017–2021) is aligned with the 2030 Agenda, and the review of WFP's financial framework presented an opportunity for better integration of strategic results and management performance into a Corporate Results Framework (CRF) (2017-2021). The CRF includes disaster risk reduction-related Strategic Objectives under SO1,<sup>88</sup> Strategic Result 1,<sup>89</sup> SO3,<sup>90</sup> Strategic Results 3<sup>91</sup> and 4<sup>92</sup>, and SO 5<sup>93</sup>, Strategic Result 7.<sup>94</sup> The CRF (2017-2021) includes a climate-change related Strategic Outcome category, under Strategic Objective (SO) 3,<sup>95</sup> Strategic Result 4:<sup>96</sup> Strategic outcome categories 4.1.<sup>97</sup> However, looking only at the SOs and Strategic results mentioned above can be limiting as climate action and DRR often supports programmes falling under other strategic objectives and results.

The CRF dropped two outcome indicators related to disaster risk reduction (the CAS and the DD), enhanced one indicator (**Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks**), and introduced four new DRR and climate-related measurements: (i) Food expenditure share; (ii) **Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base (ABI)**; (iii) Food Price Index; (iv) **Effectiveness of resilience-enhancing and risk management financial instruments**. Out of these, three have a particular focus on climate action and DRR and are in bold.

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<sup>85</sup> WFP/EB.2/2021/4-A/1/Rev.2

<sup>86</sup> Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.

<sup>87</sup> Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.

<sup>88</sup> End hunger by protecting access to food.

<sup>89</sup> Everyone has access to food.

<sup>90</sup> Achieve Food Security.

<sup>91</sup> Smallholders have improved food security and nutrition through improved productivity and incomes.

<sup>92</sup> Food Systems are sustainable.

<sup>93</sup> Partner for SDG results.

<sup>94</sup> Developing countries access a range of financial resources for development investment.

<sup>95</sup> Achieve food security.

<sup>96</sup> Food Systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality. WFP/EB.2/2016/4-A/1/Rev.2\* page 22.

<sup>97</sup> Improved household adaptation and resilience to climate and other shocks.

Two of the CRF output categories are particularly related to PROC work: output category D. Assets created and output category G. Linkages to financial resources and insurance services facilitated. Under these two categories fall seven output indicators. The other output categories (A, B, C and E) may be relevant for monitoring DRR and climate actions, depending on whether these are tagged under Climate Adaptation and Risk Management activities.

In 2018, a revised version of the CRF was published. Under this framework, the CRF dropped an outcome indicator related to climate change (Effectiveness of resilience-enhancing and risk management financial instruments), and added one outcome indicator: **USD value of funds raised with a climate risk reduction objective**. Output indicators were also affected by the CRF revision, four indicators were dropped, three were added and three had their statement revised.

In October 2020, the 2017–2021 CRF Indicator Compendium was updated. The new package of indicators includes four new output indicators and one new cross-cutting indicator, which replaces the one added in 2018: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks.

Reporting across the CRF has been consistent for outcome indicators but less so for output indicators. Overall the number of countries including DRR and climate action indicators in their logframes and reporting on them has been increasing over time, in particular the number of countries reporting on ABLand CCS has been growing and their performance rating improving between 2017-2020. Output indicators saw many changes between 2016 and 2021 and data is often not available. For few output indicators (i.e. on number of assets built or number of tools developed) Annual Performance Reports (APRs) provided aggregated figures in 2017–2018 and started providing detailed figures in 2019 (i.e. by type of asset built or tool developed); output data was not reported in the 2020 APR. Table 11 provides an overview of the climate change and DRR-related corporate outcome and output indicators and their level of reporting and performance as per 2017-2021.

In 2020, WFP commissioned a mid-term review (MTR) of the CRF, expected to inform midway correction and contribute to the formulation of the next Corporate Results Framework. The review focused on the effectiveness of the CRF in supporting the design, monitoring and reporting of the Country Strategic Plans (CSPs). The review highlighted that while indicators used in emergency and protracted context were considered satisfactory, “inadequate outcome measurement remains, particularly in development contexts and in middle-income countries, including in areas like resilience”.<sup>98</sup> The MTR added that most frequent support requested by country offices covered several areas, including climate change.

The mid-term review also highlighted few issues with the use of activity categories. Two issues are of particular relevance when measuring DRR and climate action results: (i) activities’ definitions being used in different ways, leading similar interventions to be categorized under different activities (i.e. a similar intervention could be categorized as Asset creation and livelihood support or Climate adaptation and risk management); (ii) activity-bundling by intentionally combining activities to respond to context-specific factors, leading to complications in results-based management and reporting.<sup>99</sup> This explains why it is not straightforward to link DRR and climate action results to specific SOs or to Climate adaptation and risk management activities.

One of the internal dashboards developed by PROC shows that 49 I-/CSPs included climate and disaster risk reduction programmes in their logframes. Out of these I-/CSPs, the majority tags DRR and climate action under Asset creation and livelihood support (ACL), followed by Institutional capacity strengthening (CSI), Unconditional resource transfers to support access to food (URT), Climate adaptation and risk management (CAR), Smallholder agricultural market support (SMS), Analysis, assessments and monitoring activities (AAA), Individual capacity strengthening (CSB), School meal activities (SMP), and Emergency preparedness (EPA). To overcome the tagging of DRR and climate action under categories other than CAR and activity-bundling, when

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<sup>98</sup> WFP. 2020. *Mid-Term Review of the Revised Corporate Results Framework*. Page 18.

<sup>99</sup> WFP. 2020. *Mid-Term Review of the Revised Corporate Results Framework*. Page 15.

reporting on DRR and climate action results, PROC looks at a combination of activity tagging (CAR) and the use of PROC specific indicators - ABI and CCS outcome indicators, and category D and G output indicators.

The WFP Strategic Plan (2022 – 2025) renews the global commitment to the 2030 Agenda for Sustainable Development, with Outcome 3<sup>100</sup> related to climate change.<sup>101</sup> Table 12 presents the outcome and output indicators related to DRR and climate change.

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<sup>100</sup> People have improved and sustainable livelihoods.

<sup>101</sup> WFP/EB.2/2021/4-A/1/Rev.2.

**Table 8: 2008–2021 changes in outcome and output indicators related to climate change and DRR**

Corporate-level indicators	Baseline	End of CSP/ project target	Annual target	SRF (2008 - 2013)	SRF (2014 -2017)	CRF (2017-2021)			CRF (2022 – 2025)
						2016 <sup>102</sup>	2018 <sup>103</sup>	2020 <sup>104</sup>	
<b>Outcome indicators</b>									
Disaster preparedness index		≥ 7		X					
Household food consumption score	To be set within 3 months before/ after starting activity implementation	Reduction in hhs with poor food consumption		X	X		X		X
Household asset score		Reduction in hhs with poor & borderline food consumption							
Community asset score		Threshold set to capture increase in household disaster mitigation assets over base level		X					
Daily average dietary diversity		80% of targeted communities exhibit an increase in CAS		X	X				
Coping strategy index		80% of targeted households consume an average of at least 4 food groups per day				X			
CSI Food		Reduction in average rCSI	Stabilized/ reduction in average rCSI			X		X	X
CSI Livelihoods		Reduction in hhs applying crisis and emergency strategies				X		X	
Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP		Reduction in hhs applying emergency strategies.							
Emergency Preparedness Capacity Index		50% But can be refined by the CO.	CO specific but to show gradual improvement towards CSP target.			X		X	
Food expenditure share		An increase by at least 1 from the established baseline in each of the selected variables.				X		X	
Proportion of the population in targeted communities reporting benefits from an enhanced asset base (ABI)	0	Programmes focusing on: Community assets: 50%-70%. Household assets: To be set at a lower level.	Linear projection towards the CSP-end target.				X		X
Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks (CCS)	To be set before or at the start of activity implementation.	50% But can be refined depending on the context.	Gradual improvement towards the CSP end target.				X		
Food Price Index	No guidance available					X			
Effectiveness of resilience-enhancing and risk management financial instruments	No guidance available					X			
USD value of funds raised with a climate risk reduction objective	Amount of funding from Adaptation Fund and Green Climate Fund at the CSP start.	To be set based on the context and CSP framework.					X		
Climate adaptation benefit score	No guidance available								X
Climate resilience capacity score	No guidance available								X

<sup>102</sup> Corporate Results Framework (2017–2021).

<sup>103</sup> Revised Corporate Results Framework (2017–2021).

<sup>104</sup> 2017-2021 Programme Indicator Compendium - Revised Corporate Results Framework.

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support	No guidance available					X
Number of national policies, strategies, programmes and other system components contributing to zero hunger enhanced with WFP capacity strengthening support	No guidance available					X
<b>Output</b>						
D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure				X		X
D.2 Number of people provided with direct access to energy assets, services and technologies				X		X
G.1 Number of people insured through risk management interventions (statement revised in 2019)				X		
G.1 Number of people covered by an insurance product through risk transfer mechanisms supported by WFP						X
G.2 Total premiums paid through asset creation			X			
G.2 Total USD value of premiums paid under risk transfer mechanisms supported by WFP						X
G.3 Total sum insured through risk management interventions (statement revised in 2019)				X		X
G.4 Number of commercially viable financial products and services developed			X			
G.4 Number of participants of financial inclusion initiatives promoted by WFP						X
G.5 Number of food-insecure and nutritionally vulnerable people accessing financial products and services			X			
G.5 Amount of loans accessed by participants of financial inclusion initiatives promoted by WFP						X
G.6 Number of public, private and public-private partnerships for financing hunger solutions			X			
G.6 Amount of savings made by participants of financial inclusion initiatives promoted by WFP						X
G.7 Number of tools developed to strengthen national systems for forecast-based early action				X		
G.7 Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action						X
G.8 Number of people provided with direct access to information on climate and weather risks				X		X
G.9 Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks				X		X
G.10 Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities				X		X
G.11 Number of people benefiting from insurance pay-outs of risk transfer mechanisms supported by WFP				X		X
G.12 Total USD value disbursed as pay-outs of risk transfer mechanisms supported by WFP				X		X
HLT*: Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance						X
HLT*: Number of people that benefit from resilience building initiatives, which strengthen the livelihood asset base including ecosystems						X
HLT*: Number of people with financial protection from climate hazards						X
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities and climate actions						X
Quantity of food provided to people and communities through livelihood skills training activities and climate actions						X
The number of women WFP has sent money to, into an account in their name, disaggregated by account type (bank, mobile money, others)						X
Total value of money sent to people						X
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)						X
Number of people covered by an insurance product through risk transfer mechanisms supported by WFP						X

Number of participants who completed vocational/livelihood skills training activities					X
Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action					X

Source: 2008-2013 Strategic Results Framework, 2014-2017 Strategic Results Framework, 2017-2021 revised Corporate Results Framework (November 2018); 2017-2021 Programme Indicator Compendium of the revised CRF (October 2020 update); WFP corporate results framework (2022-2025).

\*HLT: High-level targets

**Table 9: 2008-2013 Strategic Results Framework – reporting against outcome indicators related to climate change and DRR**

	Corporate-level outcome indicators	# of relevant projects			# of projects reporting sufficient data and performance rating <sup>105</sup>		
		2011	2012	2013	2011	2012	2013
SRF (2008-2013)	<b>Strategic Objective SO2: Prevent acute hunger and invest in disaster preparedness and mitigation measures</b>						
	Outcome 2.1: Early-warning systems; contingency plans; food security monitoring systems: in place and enhanced with WFP capacity development support						
	2.1.1 Disaster preparedness index	10	23	Not available	2	10	6
	Outcome 2.2: Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger						
	2.2.1 Household food consumption score	21	18	Not available	15	15	11
	Outcome 2.3: Hazard risk reduced at community level in targeted communities						
	2.3.1 Household asset score	7	10	Not available	5	4	3
2.3.2 Community asset score	14	15	Not available	7	9	14	

Source: 2008-2013 Strategic Results Framework

<sup>105</sup> Green: WFP either “achieved” or made “strong” progress towards yearly average outcome targets. Amber: WFP made “some” progress towards yearly average outcome targets. Red: WFP made “little or no” progress towards yearly average outcome targets. Grey: Available data are insufficient to allow the monitoring of organization-wide progress.

**Table 10: 2014-2017 Strategic Results Framework – reporting against outcome indicators related to climate change and DRR**

Corporate-level outcome indicators	# of relevant projects				# of operations reporting sufficient data and performance rating <sup>106</sup>			
	2014	2015	2016	2017	2014	2015	2016	2017
<b>Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b>								
<b>Strategic Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households</b>								
2.1.1 Food consumption score, disaggregated by sex of household head (key outcome indicator)	26	34	24	21	17	20	20	16
2.1.2 Daily average dietary diversity, disaggregated by sex of household head (key outcome indicator)	27	33	24	22	12	19	20	16
2.1.3 Coping strategy index, disaggregated by sex of household head	12	18	14	13	8	7	11	8
<b>Strategic Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure</b>								
2.2.1 Community asset score	25	32	22	19	7	9	14	13
<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>								
<b>Strategic Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience<sup>13</sup> and reduced risks from disaster and shocks faced by targeted food-insecure communities and households</b>								
3.1.1 Community asset score (key outcome indicator)	35	48	39	30	9	21	21	19
3.1.2 Food consumption score, disaggregated by sex of household head (key outcome indicator)	38	50	41	34	22	32	32	25
3.1.3 Daily average dietary diversity, disaggregated by sex of household head (key outcome indicator)	38	48	38	32	18	33	29	24
3.1.4 Coping strategy index, disaggregated by sex of household head (key outcome indicator)	38	48			16	29		
CSI Assets			22	23			15	16
CSI Food			37	32			28	23
<b>Strategic Outcome 3.3 - Risk reduction capacity of countries, communities and institutions strengthened</b>								
3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	13	19	19	17	0	4	4	7

Source: 2014-2017 Strategic Results Framework; 2014-2017 Strategic Results Framework Indicator Compendium (2015 update); 2015, 2016 and 2017 Annual Performance Reports

<sup>106</sup> Green: WFP either “achieved” or made “strong” progress towards yearly average outcome targets. Amber: WFP made “some” progress towards yearly average outcome targets. Red: WFP made “little or no” progress towards yearly average outcome targets. Grey: Available data are insufficient to allow the monitoring of organization-wide progress.

**Table 11: 2017-2021 Corporate Results Framework – reporting against outcome indicators related to climate change and DRR**

Corporate-level indicators	Relevant countries				Countries reporting sufficient data				Performance rating*			
	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020
<b>Strategic Objective 1: End hunger by protecting access to food</b>												
<b>Strategic Result 1: Everyone has access to food</b>												
Strategic outcome 1.1: Maintained/enhanced individual and household access to adequate food												
1.1.1 Food Consumption Score, disaggregated by sex of household head	21	62	56	63	11	54	52	58				
1.1.2 Coping Strategy Index	21	44			10	38						
1.1.2.2 Consumption-based CSI (average)			46	50			43	43				
1.1.2.3 Livelihood-based CSI (percentage of households using coping strategies)			20	27			16	24				
1.1.2.4 Livelihood-based CSI (average)			9	-			8	-				-
1.1.3 Food expenditure share	10	30	31	-	5	24	31	-				-
1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	6	10	17	17	5	8	12	12				
Strategic outcome 1.2: Stabilized/improved availability and affordability of appropriate foods in markets												
1.2.1 Food Price Index - discontinued in 2018	-	-	N/A	N/A	-	-	N/A	N/A	-	-	N/A	N/A
Strategic outcome 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity												
1.3.2 Emergency Preparedness Capacity Index	1	5		1	0	1		1				
<b>Strategic Objective 3: End hunger by protecting access to food</b>												
<b>Strategic Result 4: Food systems are sustainable</b>												
Strategic outcome 4.1 Improved household adaptation and resilience to climate and other shocks												
4.1.1 Food Consumption Score, disaggregated by sex of household head	5	15	16	21	2	12	14	20				
4.1.2 Coping Strategy Index	5	12			2	10						
4.1.2.2 Consumption-based CSI (average)			10	18			8	16				
4.1.2.3 Livelihood-based CSI (% of hhs using coping strategies)			8	11			7	11				
4.1.2.4 Livelihood-based CSI (average)			7				5					
4.1.3 Food expenditure share	3	5	11	-	2	4	8	-				-
4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base (ABI)	5	9	17	17	3	8	12	13				

4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks (CCS)	3	7	9	8	3	4	6	4				
4.1.35 USD value of funds raised with a climate risk reduction objective – new indicator added in 2018	N/A	N/A	-	1	N/A	N/A	-	1	N/A	N/A	-	
Strategic outcome 4.3 Improved availability of food system-strengthening public goods and services												
4.3.2 Emergency Preparedness Capacity Index	1	-	-	-	0	-	-	-		-	-	-
<b>Strategic Objective 5: Partner for SDG results</b>												
<b>Strategic Result 7: Developing countries access a range of financial resources for development investment</b>												
Strategic outcome 7.1 Increased government access to financial resources (through public, private and public-private partnerships)												
7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review) <sup>107</sup>	-	-	N/A	N/A	-	-	N/A	N/A	-	-	N/A	N/A
Output	Planned				Actual				% Achieved*			
	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020
Output Category: D. Assets created												
D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	61,574	Available by type of asset		-	27,937	Available by type of asset		-		Available by type of asset		-
D.2 Number of people provided with direct access to energy assets, services and technologies – new indicator added in 2018	N/A	N/A	64,577	-	N/A	N/A	60,743	-	N/A	N/A		-
Output Category: G. Linkages to financial resources and insurance services facilitated												
G.1 Number of people insured through risk management interventions (statement revised in 2019)	-	61,000	-	-	-	87,557	-	-	-		-	-
G.2 Total premiums paid through asset creation - discontinued in 2020	45,000	850,000	N/A	N/A	30,294	1,640,000	N/A	N/A			N/A	N/A
G.3 Total sum insured through risk management interventions (statement revised in 2019)	1,500,000	5,096,273	11,032,042	-	1,026,900	9,968,000	9,336,935	-				-
G.4. Number of commercially viable financial products and services developed - discontinued in 2020	2	N/A	N/A	N/A	1	N/A	N/A	N/A		N/A	N/A	N/A
G.5 Number of food-insecure and nutritionally vulnerable people accessing financial products and services - discontinued in 2020	-	N/A	N/A	N/A	-	N/A	N/A	N/A	-	N/A	N/A	N/A
G.6 Number of public, private and public-private partnerships for financing hunger solutions - discontinued in 2020	3	N/A	N/A	N/A	3	N/A	N/A	N/A		N/A	N/A	N/A
G.7 Number of tools developed to strengthen national systems for forecast-based early action – new indicator added in 2018	N/A	N/A	Available by type of asset	-	N/A	N/A	Available by type of asset	-	N/A	N/A		-
G.8 Number of people provided with direct access to information on climate and weather risks – new indicator added in 2018	N/A	N/A	110,670	-	N/A	N/A	123,110	-	N/A	N/A		-

<sup>107</sup> Ibid.

G.9 Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks – <i>new indicator added in 2020</i>	N/A											
G.10 - Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities – <i>new indicator added in 2020</i>	N/A											
G.11 Number of people benefiting from insurance pay-outs of risk transfer mechanisms supported by WFP – <i>new indicator added in 2020</i>	N/A											
G.12 Total USD value disbursed as pay-outs of risk transfer mechanisms supported by WFP – <i>new indicator added in 2020</i>	N/A											

\*Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: Available data are insufficient to allow the monitoring of organization-wide progress.

N/A: Not applicable

Source: 2017-2021 revised Corporate Results Framework (November 2018); 2017-2021 Programme Indicator Compendium of the revised CRF (October 2020 update); 2017, 2018, 2019 and 2020 Annual Performance Reports.

**Table 12: 2022-2025 Corporate Results Framework – outcome and output-related indicators related to climate change and DRR**

<b>Outcome 3: People have improved and sustainable livelihoods</b>	
Outcome indicators	<ul style="list-style-type: none"> <li>▪ Percentage of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base</li> <li>▪ Climate adaptation benefit score</li> <li>▪ Climate resilience capacity score</li> </ul>
<b>Output 3.1 - People and communities have access to productive assets and mechanisms to better cope with shocks and stressors</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance</li> </ul>
<b>Output 3.2 - People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance</li> <li>▪ Number of people that benefit from resilience building initiatives, which strengthen the livelihood asset base including ecosystems (HLT indicator)</li> <li>▪ Number of people with financial protection from climate hazards</li> <li>▪ Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities and climate actions</li> <li>▪ Quantity of food provided to people and communities through livelihood skills training activities and climate actions</li> <li>▪ The number of women WFP has sent money to, into an account in their name, disaggregated by account type (bank, mobile money, others)</li> <li>▪ Total value of money sent to people</li> <li>▪ Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)</li> <li>▪ Number of people covered by an insurance product through risk transfer mechanisms supported by WFP</li> <li>▪ Number of people covered and assisted through forecast-based anticipatory actions against climate shocks</li> <li>▪ Number of people provided with direct access to energy products or services</li> <li>▪ Number of participants who completed vocational/livelihood skills training activities</li> <li>▪ Total sum insured through risk management interventions</li> <li>▪ Number of people provided with direct access to information on climate and weather risks</li> <li>▪ Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action</li> </ul>
<b>Outcome 4: National programmes and systems are strengthened</b>	
<b>Output 4.1 – National actors have increased capacity and knowledge to enhance national policies and programmes contributing to achieve Zero Hunger</b>	
Outcome indicators	<ul style="list-style-type: none"> <li>▪ Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support</li> <li>▪ Number of national policies, strategies, programmes and other system components contributing to zero hunger enhanced with WFP capacity strengthening support</li> </ul>
<b>Output 4.2 – National emergency preparedness, response, resilience building systems, including food systems, are strengthened with architecture, programmes and knowledge building blocks</b>	
Output indicators	<ul style="list-style-type: none"> <li>▪ Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels (QCPR)</li> </ul>

# Annex VI. Preliminary criteria for country selection/country selection matrix

Country studies, including in person missions (if feasible) and desk reviews, will enable a range of data collection to take place in a range of countries that represent the wide spectrum of activities being carried out and support by WFP in DRR and climate change. It is anticipated that there would be a total of 12 country studies: 6 in-country missions and 6 desk reviews. The country(ies) visited during the inception phase may be included in the list of twelve.

The criteria identified to define the range of countries include the following:

- Balanced representation across regions (RBs)
- COs raising climate finance on behalf of governments
- COs with climate services
- COs with climate insurance
- COs with energy-related projects
- COs with forecast-based actions
- Coverage of all 6 regions
- COs of different sizes, stages of CSP
- Prevalence of disasters – climate and non-climate related (e.g. Dry Corridor)
- Centralised evaluations carried out in the past year or planned in the next 6 months

An analysis of countries according to these criteria has identified a long list of countries that represent the broad spectrum of WFP-supported activities in these areas. A summary of the data for the proposed countries is presented below and will be reviewed, discussed and finalised with the evaluation team during the inception phase.

N	Country	Region	Climate finance raised by WFP on behalf of gov'ts	ARC replica	Forecast-Based Finance	Risk management and financing tools deployed to the field		Climate Insurance (beneficiaries)	Centralized Evaluations carried out in 2021 or planned in the next 6 months
						Climate Services	Energy		
1	Kyrgyzstan	RBB	8.5 million			Yes - 2020	Yes - start 2020		
2	Nepal	RBB			Yes - start 2017	Yes - 2020	Yes - start 2020	1,332	• Evaluation of RBA Collaboration
3	Philippines	RBB			Yes - start 2017		Yes - start 2020		
4	Tajikistan	RBB	9.3 million			Yes - 2020			
5	Armenia	RBC							
6	Egypt	RBC	3 million				Yes - start 2020		<ul style="list-style-type: none"> <li>▪ Policy Evaluation of Peacebuilding in Transition Settings;</li> <li>▪ Evaluation of RBA Collaboration</li> </ul>
7	Burkina Faso	RBD		Yes - start 2019				127,444	<ul style="list-style-type: none"> <li>▪ Evaluation of RBA Collaboration;</li> <li>▪ Evaluation of Peacebuilding in Transition Settings</li> </ul>
8	Mali	RBD		Yes - start 2018			Yes - start 2020	744,786	
9	Mauritania	RBD		Yes - start 2018			Yes - start 2020	107,518	
10	Lesotho	RBJ	10 million Adaptation Fund		Yes - start 2018		Yes - start 2017		
11	Zimbabwe	RBJ	8.9 million Green Climate Fund	Yes - start 2019	Yes - start 2019	Yes - 2020	Yes - start 2020	299,438	• Policy Evaluation of Peacebuilding in Transition Settings
12	Burundi	RBN			Yes - start 2019		Yes - start 2017		• Policy Evaluation of Peacebuilding in Transition Settings
13	Ethiopia	RBN			Yes - start 2019		Yes - start 2017		• Policy Evaluation of Peacebuilding in Transition Settings
14	Uganda	RBN			Yes - start 2019		Yes - start 2017		• Strategic Evaluation of Nutrition and HIV/AIDS
15	Caribbean Community	RBP		Yes	Yes		Yes		
16	Ecuador	RBP	14 million						• Policy Evaluation of Peacebuilding in Transition Settings

# Annex VII. Evaluative evidence on DRR and climate change from recent centralized and decentralized evaluations

Evaluation	Findings
<p><b>Decentralized Evaluation: Final Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund in the Philippines</b></p> <p>May 2011 - September 2017 (2017)<sup>108</sup></p>	<p><b>Finding:</b> The relevance of the programme is high. The degree of relevance is higher for the Local Government Unit needs, and lower (but still positive) for community needs. The programme is generally well aligned with the policies and priorities of stakeholder groups.</p> <p><b>Finding:</b> Factors supporting successful programme outcomes include legislative aspects at national and local level, good coordination and strong local leadership. Key factors undermining successful programme outcomes include weak or inappropriate WFP systems, poor listening and weak contextual analysis.</p>
<p><b>Strategic Evaluation of WFP Support for Enhanced resilience</b></p> <p>(2019)<sup>109</sup></p>	<p><b>Finding:</b> Country offices have experienced and dedicated staff; however, with notable exceptions, there is a need to broaden the skill sets available.<sup>110</sup></p>
<p><b>Decentralized Evaluation: Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019</b></p> <p>(2019)<sup>111</sup></p>	<p><b>Finding:</b> The IRMP are coherent with and aligned to a range of national policies and strategies in Malawi. IRMP is consistent with WFP's policies.</p> <p><b>Finding:</b> All planned activities have been implemented as appropriate. Despite difficulties in assessing achievement of outputs and outcomes indicators, good progress has been achieved across Climate services information and the insurance-for-assets (IFA) approach. The main factor affecting achievement is the annual use of short-term contracts (Field Level Agreements) for implementing partners, leading to delays in the implementation of activities in each agricultural season.</p> <p><b>Finding:</b> There is an emerging demand for climate services among smallholder farmers. Continued increased demand is dependent on the perceived reliability of seasonal forecasts which, in turn, will require continued capacity development for weather forecasting within the Department for Climate Change and Meteorological Services. Demand for insurance will depend on farmers' trust in</p>

<sup>108</sup> WFP Country Office Philippines. 2017. *Final Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund in the Philippines May 2011 to September 2017*. Manual, WFP.

<sup>109</sup> WFP. 2019. *Strategic Evaluation of WFP Support for Enhanced resilience*. Rome, WFP. OEV/2017/003

<sup>110</sup> Informants noted that WFP needs to build and retain expertise (as opposed to hiring short-term consultants) to strengthen institutional capacity in sectors such as agriculture, social protection, climate change and others.

<sup>111</sup> WFP Country Office Malawi. 2019. *Decentralized Evaluation: Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019*. Lilongwe, WFP.

	<p>the insurance provider, the cost and type of insurance provided, and farmers' ability to pay for the premiums. There is reported evidence to suggest that weather-based index insurance might be a "bad buy" for smallholder farmers in Malawi.</p> <p><b>Finding:</b> Very little explicit attention was given to gender dimensions in the IRMP design, yet women play a considerable role in the project as beneficiaries. Available evidence appears to show that Participatory Integrated Climate Services for Agriculture might be more effective among men than women.</p>
<p><b>Evaluation of Indonesia WFP Country Strategic Plan 2017-2020</b><sup>112</sup></p> <p>(2020)<sup>113</sup></p>	<p><b>Finding:</b> Throughout the period of the country strategic plan, the strategic position of WFP remained mostly the same. The CSP shift to climate change adaptation changed to a more general focus on food security because of WFP concerns at the time that the country office did not have sufficient capacity to focus on climate change adaptation.</p>
<p><b>Strategic Evaluation of Funding WFP's Work</b></p> <p>(2020)<sup>114</sup></p>	<p><b>Finding:</b> WFP has made good progress in clarifying how financing will be maximized to deliver organizational change on key topics such as gender and climate change. Up to now, however, the organization has been hampered by a lack of clear methodology on how to track financing against thematic/cross-cutting objectives and a lack of specialized capacity to attract and manage additional financing linked to specific themes or cross-cutting issues.</p> <p><b>Finding:</b> WFP has demonstrated an interest in experimenting with innovative financing, particularly in the area of climate risk financing. However, other organizations have gone further in exploring innovative financing and are already generating results in some cases. WFP is at risk of playing "catch-up". A more deliberate and coherent approach to innovative financing is required, including a clear strategy, leadership and dedicated resources to provide overall direction.</p>
<p><b>Decentralized Evaluation: Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka</b></p> <p>(2021)<sup>115</sup></p>	<p><b>Finding:</b> CCAP is consistent with national priorities, and appropriate to the local context.</p> <p><b>Finding:</b> There are several examples of activities indicating that CCAP was effective in providing new cash sources, notably for women. Most irrigation-related works were very effective in providing more secure water access, increasing the farming intensity and the cultivation extent. The objective to build farmers' capacities and bring change in their practices was relevant, but CCAP initial timeframe (3 years) was too short. The overall project efficiency was found to be low, mainly due to multiple layers of implementation.</p> <p><b>Finding:</b> Economic sustainability is questionable for some of the alternate livelihoods promoted. Most community enterprises face sustainability issues such as inadequate managerial experience, the lack of working capital and varying levels of success in the selected market strategies.</p> <p><b>Finding:</b> The project was relatively ambitious. Following the midterm review, it would have been useful to take specific steps to realign the project and revise its targets, especially as regards the cash-for-work component.</p> <p><b>Finding:</b> The project is strongly aligned with the objectives of the Adaptation Fund and remained in line with national priorities on climate change adaptation. The involvement of a large number of government stakeholders led to a good level of information sharing on adaptation strategies. Overall, beneficiary farmers are more knowledgeable about adaptation measures and specifically water</p>

<sup>112</sup> Climate change adaptation and the forecasting of slow onset disasters is a particularly important emergent theme raised by both government and WFP stakeholders.

<sup>113</sup> WFP. 2020. *Evaluation of Indonesia WFP Country Strategic Plan 2017-2020*. Rome, WFP. OEI/2019/008

<sup>114</sup> WFP. 2020. *Strategic Evaluation of Funding WFP's Work*. Rome, WFP. OEI/2019/018

<sup>115</sup> WFP Sri Lanka Country Office. 2021. *Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka*. Colombo, WFP.

	<p>saving techniques, but CCAP did not take clear steps or specific activities to promote wider dissemination.</p> <p><b>Finding:</b> CCAP was characterized by an overall lack of human resources and financial means for M&amp;E. The monitoring system of the UNDP component was stronger, but there was no joined process of periodic data collection other than the annual reports to Adaptation Fund.</p> <p>Components of the logical framework are clear. However, the disconnect between indicators and outputs/outcomes made the indicator measurements inconsistent throughout CCAP implementation.</p>
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# Annex VIII. Climate-related initiatives

## 1. Forecast-based financing

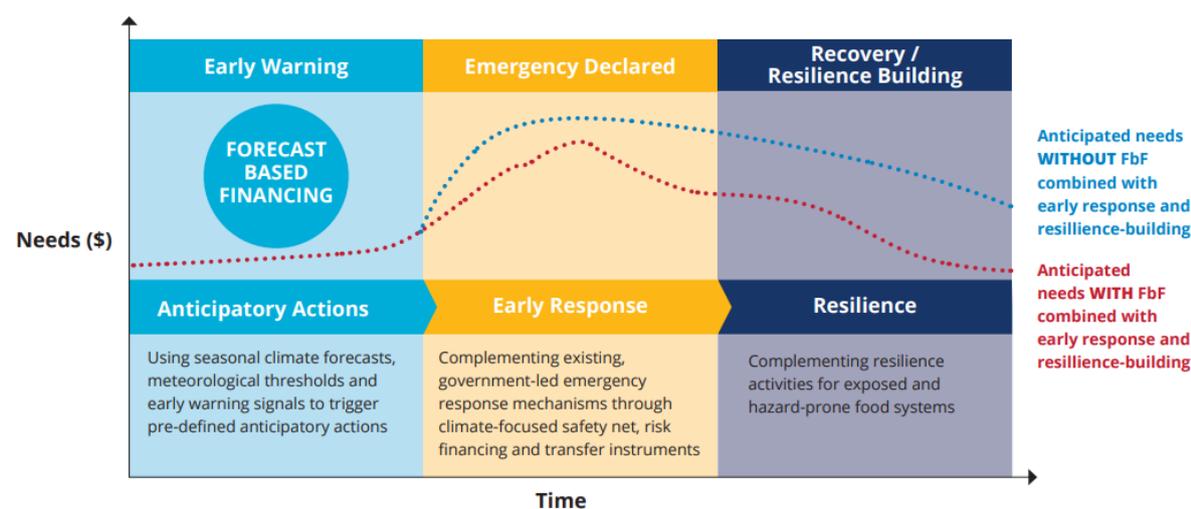
Extreme weather events and conflict are two of the gravest global risks to food security in the world today. More than 80 percent of the world's food-insecure people live in countries prone to natural hazards that further aggravate food insecurity and malnutrition by destroying land, livestock, crops, livelihoods and food supplies. Despite significant increases in donor funding that reflect the growing need for humanitarian responses to new emergencies and protracted crises, there is a persistent funding gap of around 40 percent in support of most humanitarian appeals. This forces organizations such as the World Food Programme (WFP) to make hard decisions about the prioritization of assistance.

Thankfully, solutions exist. To support countries in the mitigation and management of climate risks, WFP is implementing innovative programme approaches to reduce losses and damages in the livelihoods of people who are faced with increasing climate extremes. The approach that has the biggest potential of closing the humanitarian funding gap is Forecast-based Financing (FbF).

Forecast-based Financing enables anticipatory actions for disaster mitigation at the community and government level using credible seasonal and weather forecasts. These forecasts are linked to predetermined contingency plans, actors and funding instruments which are used to reduce the humanitarian caseload in the critical window between a forecast and an extreme weather event. This mechanism is changing the way the humanitarian system responds to climate-related disasters: it complements the existing readiness of humanitarian actors to respond to humanitarian needs with an anticipatory system to reduce the scale of these needs before they materialize.

Acting early allows governments, communities and households to take actions days, weeks and sometimes even months before a climate shock occurs, and helps affected populations to avoid negative coping strategies. At the same time, humanitarian and government institutions who work on disaster risk management can reduce the scale of humanitarian needs and achieve significant efficiency gains.

WFP has already invested heavily in supporting governments' emergency preparedness and response capacities. With climate change acting as a risk multiplier, WFP is strengthening this work with investments in Forecast-based Financing and anticipatory action across Asia, Africa and Latin America.



[FBF BROCHURE A5.indd \(wfp.org\)](#)

## 2. FOODSECURE

FoodSECURE is a comprehensive financial and programmatic approach that will trigger preventive action before, during and after climate disasters:

- Window I: Anticipatory action based on climate forecasts. The FoodSECURE approach uses seasonal climate forecasts, meteorological thresholds and early warning signals to trigger early action at community level. Forecast-based early actions and financing reduce losses and damages from impending climate hazards and lower the number of people requiring humanitarian assistance in their aftermath.
- Window II: Shock-responsive safety nets. The FoodSECURE approach complements existing, government-led emergency response mechanisms through climate-focused safety net, risk financing and transfer instruments. An example is the African Risk Capacity, which enables millions of Africans to benefit from climate risk insurance that enables early pay-outs based on climate indices.
- Window III: Community-based disaster risk reduction and resilience building. A key feature of FoodSECURE is to sustain community-based climate and disaster risk reduction activities, which require predictable multi-year funding after a climate disaster to increase the resilience of exposed and hazard-prone food systems.

## 3. ARC REPLICA

ARC Replica is an insurance product offered by ARC Ltd to WFP and other humanitarian partners as an innovative approach to expand climate risk insurance coverage to more people and improve the effectiveness of emergency humanitarian response in vulnerable African countries prone to climate risks. Under ARC's Replica Coverage, WFP and other partners (Replica Partners) can complement the insurance coverage of ARC Member States (Replicated Countries) by purchasing a 'Replica Policy'. ARC member countries can therefore access initial or additional protection for their vulnerable populations by policies acquired by WFP or other humanitarian agencies.

The Replica policy is a parametric (index) insurance contract which incorporates the terms and conditions determined by each individual country for the policy, including the total amount of coverage. A Replica policies uses the same Africa RiskView (ARV) thresholds and triggers as the government's ARC insurance policy, developed and customized by national technical working groups together with WFP. Contingency plans are developed in close consultation with and endorsed by the Replicated country government, outlining the complementary response measures to be implemented in case insurance pay-outs are triggered by a large-scale climate shock. Bolstering national response capacities, the contingency plans will also be integrated into WFP's Country Strategic Plans in close consultation with each government. WFP's Replica policy premiums are to be funded by donors, while more sustainable financing arrangements are being developed.

Piloted in: **Mali**, Mauritania, Senegal; **Burkina Faso, Gambia**, Madagascar, **Zimbabwe (bold = lead partner)**  
<https://docs.wfp.org/api/documents/WFP-0000108053/download/> (Sept 2019)

## 4. R4 Rural Resilience Initiative

More than **2.3 billion people live on less than US\$ 1.25 a day and depend on agriculture for their livelihoods**. Vulnerability to **climate-related shocks** – made more frequent and intense by climate change – is a constant **threat to their ability to secure enough nutritious food throughout the year**. In the face of these challenges, the World Food Programme (WFP) is developing **innovative tools and strategies to reduce and mitigate risks in order to overcome hunger, achieve food security and enhance resilience**.

WFP and Oxfam America launched the **R4 Rural Resilience Initiative (R4) in 2011** to enable vulnerable rural families to increase their food and income security by managing climate-related risks.

As of **2020, R4 reached nearly 180,000 farming household (55 percent women), benefitting approximately 900,000 people in Bangladesh, Burkina Faso, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Senegal, Zambia and Zimbabwe** through a combination of four risk management strategies: improved resource management through asset creation or improved agricultural practices (**risk reduction**); insurance (**risk transfer**); increased investment, livelihoods diversification and microcredit (**prudent risk taking**); and savings (**risk reserves**). The initiative is also currently expanding into the **Latin American and the Caribbean (LAC)** region.

Through its innovative integrated climate risk management approach, **R4 enables the poorest farmers to access crop insurance by participating in risk reduction activities**. Assets built through such activities – including WFP's [Food Assistance for Assets](#) programmes – promote the resilience of farmers and their families by steadily decreasing vulnerability to disaster risks over time.

## 5. Sovereign Climate Risk Financing and Insurance

Market-based disaster risk financing solutions, such as macro insurance policies purchased by governments to cover disaster losses, can enable faster, more cost-effective and predictable responses to climate and disaster shocks. A scale-up of climate and disaster risk finance and insurance solutions is urgently needed to enable governments and the humanitarian sector to strengthen safety nets for the most vulnerable and provide more timely financing and assistance to populations at risk. This factsheet provides a brief introduction to Sovereign Risk Finance and Insurance and how WFP is leveraging these innovative tools to better manage climate-related disaster risk.

## 6. Weather Risk Management Facility (WFP-IFAD Initiative)

The Weather Risk Management Facility (WRMF) is a joint initiative by the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD) established in 2008 to reduce smallholders' vulnerability to weather and other risks that limit agricultural production. It aims to encourage and protect investments in smallholder agricultural production and enhance food security.

## 7. Examples of complementary investment activities which strengthen the climate change adaptation benefits of FFA programmes<sup>116</sup>

- i. Spreading & reducing climate-related risks through agricultural diversification strategies**
  - Diversification of agricultural crops (e.g. mixed staple crop/horticulture systems, mixed cash crop/ agroforestry systems, etc.).
  - Expanding crop-based agricultural production systems with additional income options (e.g. mixed crop/aquaculture systems, mixed crop/livestock systems).
  - Testing and adoption of heat-/salinity-/submergence -tolerant crop or livestock varieties
- ii. Avoiding losses in production from climate-related pests and diseases**
  - Establishing early warning systems for climate-related pests and diseases.
  - Protecting crops from climate-related pests and diseases (e.g. through push-pull methods, integrated pest management).
  - Protecting livestock from climate-related pests and diseases (e.g. through additional vaccines, testing, better climate information). Rehabilitating and protecting soils from growing water stress and erosion
- iii. Conservation agriculture**
  - Agroforestry practices to improve soil quality (e.g. through the use of fertilizer trees, wind breaks, hedge rows)
  - Improved livestock management to enable soil regeneration.
- iv. Protecting productive lands and facilities from extreme climate events**
  - Creation of buffer zones to protect agricultural land & production infrastructure from extreme events (e.g. through restoration of wetlands, greenbelts, flood recession schemes).
  - Improving infrastructure to protect agricultural production from extreme events.
- v. Improving management of water resources to counter growing risk of water shortages**
  - Improving the reach and efficiency of irrigation systems.
  - Adopting freshwater conservation measures.
  - Promotion of water-efficient horticulture systems.
- vi. Enhancing and diversifying access to diversified and sustainable energy sources for agricultural production**
  - Transfer of renewable energy technologies (e.g. biogas, solar pumping) to increase environmental sustainability and economic efficiency.
  - Providing better weather information to help farmers be better prepared for climate shocks and stresses and to enable better crop choices and better choices in the type, timing and location of agricultural practices.

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<sup>116</sup> WFP. 2018. [Food assistance for assets and climate change adaptation: an overview](#).

- Analysis of climate models for improved policy and scenario-planning.
- Installation of early warning systems for climate-related hazards.

**vii. Making financial services available for climate risk management and transfer**

- Appraisal, development and implementation of weather index insurance schemes.
- Establishing small grant programmes for farmer innovation, climate risk management and disaster risk reduction.
- Building communal risk reserves through savings groups and better access to credit.
- Supporting the inclusion of vulnerable communities in sovereign risk financing schemes of governments.
- Developing shock-responsive safety nets for vulnerable and food-insecure communities.
- Establishing small business support schemes to incentivize climate risk management activities.

**viii. Strengthening the skills base of local institutions to analyze and tackle climate risks in agricultural production**

- Establishing institutional processes for participatory climate risk and vulnerability analysis.
- Inventorying and transferring indigenous options for climate risk management.
- Supporting the development of risk management plans at landscape level (e.g. for watersheds, rangelands).
- Increasing policy dialogue on climate risk management issues and connecting smallholder organisations with the policy process.
- Establishing structures for participatory and applied research at community level (e.g. through crop trials, study routes, farmer field schools).
- Strengthening extension services with access to additional know-how, technologies and information systems.
- Introducing climate risk management approaches into educational curricula (such as farmer field schools, extension trainings, university courses).
- Training community groups and local institutions on climate risk management and resilience issues.
- Training policy makers and government institutions on climate risk management and resilience issues.

**ix. Protecting processing, storage and market access infrastructure from extreme climate events**

- Designing and applying revised building codes to protect processing infrastructure in hazard-prone areas.
- Improved land-use planning to avoid damages of processing and storage infrastructure (e.g. slaughter houses, milk processing centers, processing centers) from extreme events.
- Improving water availability during dry periods through water harvesting and storage (e.g. rainwater harvesting, fog harvesting, reservoir management).
- Rehabilitating, improving or expanding existing storage facilities.
- Increasing storage capacities, and introducing new or alternative storage options.
- Upgrading and reinforcing existing market access infrastructure.
- Building protective infrastructure to mitigate interruptions of transport routes.

**x. Promoting clean production technologies to reduce human impact on climate-sensitive ecosystems**

- Introduction of energy-efficient processing and storage technologies (e.g. solar heating, -cooling, -drying, -milling, -lighting, solar PV, energy saving appliances).
- Increasing resource efficiency and reducing post-harvest losses through the reduction of waste and the reuse and recycling of by-products.

# Annex IX. Key definitions<sup>123</sup>

- **Disaster Risk Reduction:** “the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events”.<sup>117</sup>
- **Disaster Risk Management:** “the systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster”.<sup>118</sup>
- **Weather** is the state of the atmosphere over a limited period of time. This means specific events happening over the next few hours to days, such as an upcoming storm, today’s rainfall, or the temperature for the next week.
- **Extreme weather** events are unexpected, unusual, unpredictable, severe or unseasonal weather. These might include, for example, droughts, floods or storms.
- **Climate** is the long-term and average weather conditions in a given area over a period of time, ranging from months to thousands or millions of years. Both climate variability and change fall into this definition.
- **Climate variability** involves climate fluctuations around average conditions. It includes, for example, shorter-term rainfall or temperature anomalies that occur within an expected range. Climate/weather extremes are considered a form of climate variability.
- **Climate change** is the change in the state of the atmosphere over decades or longer. This level of change is usually proved by statistical tests.
- **Climate change mitigation** refers to measures to reduce or prevent the release of greenhouse gas (GHG) emissions into the atmosphere.
- **Climate change adaptation** (CCA) is an “adjustment in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities” (IPCC). Put simply, adaptation is about helping people increase their capacities to manage and reduce the impacts of climate variability and change.
- **Climate resilience** refers to the capacity of a human, social or natural system to ensure that climate-related hazards do not have long-lasting adverse development consequences. It relates to the ability to withstand shocks, recover from their impact, and learn from adverse events.
- **Loss and Damage** (L&D) involves addressing the irreversible impacts of climate change caused by extreme weather events and slow onset change.
- **Forecast trigger:** A weather forecast stating that a future weather or climate-related phenomenon could exceed a pre-defined threshold.<sup>119</sup>
- **Shocks** are short-term events or deviations, such as drought or an earthquake. When combined with pre-existing vulnerabilities, a shock can lead to crises with substantial negative effects on people’s state of wellbeing, level of assets, livelihoods, safety or ability to withstand future shocks.<sup>120</sup>
- **Stressors** can be seen as long-term trends or pressures that undermine the stability of a system and increase vulnerability within it.<sup>121</sup> Stressors can also be seen as threatening conditions that have a slower onset.<sup>122</sup> They include conditions such as low water quality, poor sanitation, environmental degradation, and challenging household structures (e.g. high dependency ratios).

<sup>117</sup> WFP/EB.2/2011/4-A, Page 10.

<sup>118</sup> Ibid.

<sup>119</sup> WFP. April 2019. Forecast-based Financing – Anticipatory actions for food security.

<sup>120</sup> WFP. 2021. *Resilience Toolkit*. (Testing Version July 2021). Page 6.

<sup>121</sup> Zselezky and Yosef. 2014. *Are shocks becoming more frequent or intense? Resilience for Food and Nutrition Security*. Fan, Pandya-Lorch and Yosef. Washington, IFPRI.

<sup>122</sup> Conostas, d’Errico and Pietrelli. 2020. *Core Indicators for Resilience Analysis: Toward an Integrated Framework to Support Harmonized Metrics*. FAO, Rome. Page 10. (as cited in WFP. 2021. Resilience toolkit)

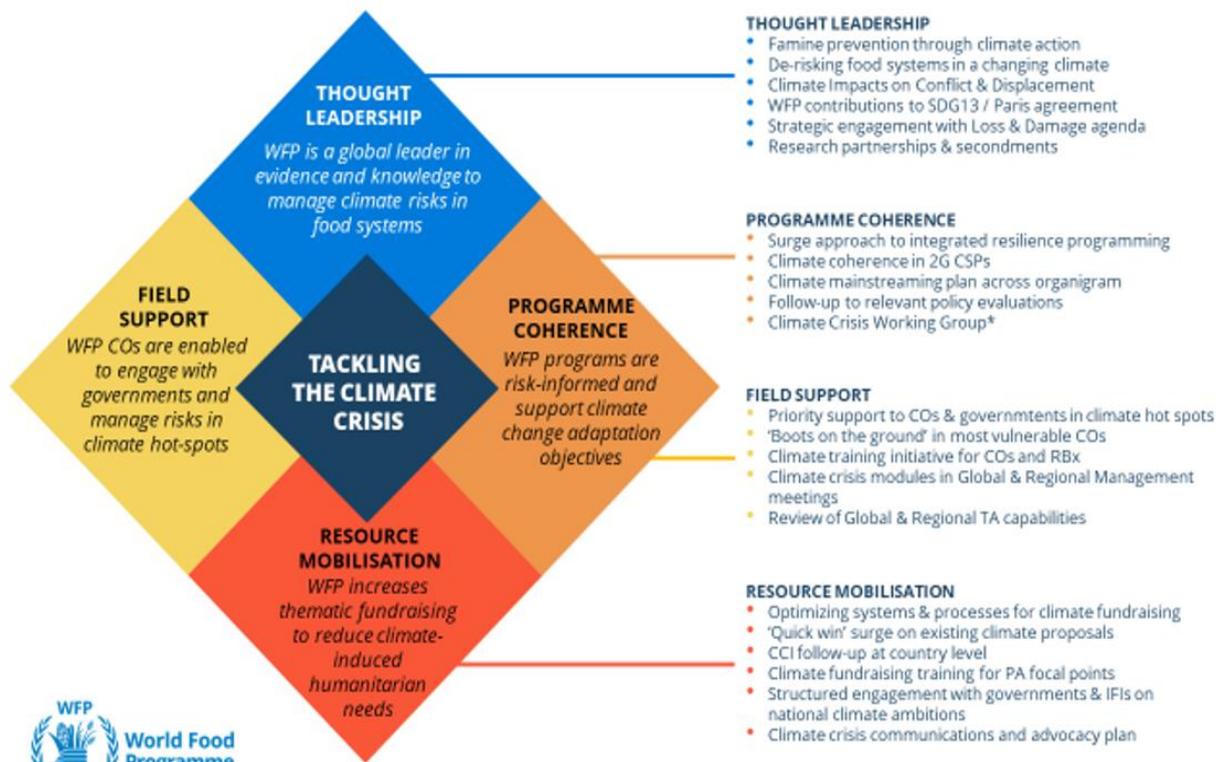
<sup>123</sup> WFP. Climate and Disaster Risk Reduction Terminology: A Quick Guide (November, 2020).

<https://docs.wfp.org/api/documents/WFP-0000119573/download/>

# Annex X. Climate Crisis Task Force

## CLIMATE CRISIS TASK FORCE – PROPOSED FOCUS AREAS

10 Jan 2022



\* Suggested composition: PROC, PROR, PROS, PROF, PROP, RAM, EME, NUT, GEN, SBP, STR, PPR, PPF, MSDI, CAM, SCO, RBx, COs

# Annex XI. WFP Criteria for Policy Quality

ASSESSMENT OF THE QUALITY OF WFP'S CLIMATE CHANGE POLIY	
Policy quality criterion	Does the Climate Change Policy meet the criterion?
Existence of a context analysis to ensure timeliness and wider relevance	
Clear and consistent use of terminology	
Policy appropriately defines its scope and priorities	
Policy develops a vision and a theory of change	
Policy development included internal consultations	
Policy provides guidance on timeliness, institutional arrangements and accountabilities for its implementation (inclusion of an action or implementation plan)	
Policy identifies the financial and human resources required for its implementation	
Presence of a robust results framework	
Existence/quality of a monitoring and reporting framework and systems for the policy	
Policy based on reliable evidence	
External coherence	
Internal and strategic coherence	
Incorporation of gender consideration into the design of the policy	

[“Top 10 Lessons for Policy Quality in WFP”](#) and [“Synthesis of evidence and lessons from WFP's policy evaluations \(2011–2019\)”](#).

# Annex XIII. Key external events

Several important global milestone events and reports have informed WFP's disaster risk reduction and climate change agendas.

- i. 1994 – The first World Conference on Natural Disasters led to the endorsement of ten principles of the Yokohama Strategy for a Safer World.<sup>124</sup>
- ii. 1994 – United Nations Framework Convention on Climate Change was adopted and entered into force. It has close to universal membership with 197 countries having ratified the Convention, whose aim is “preventing ‘dangerous’ human interference with the climate system”<sup>125</sup> by stabilizing the concentration of greenhouse gas emissions. The emphasis was placed on industrialized countries to lead by cutting emissions and to support climate change activities in developing countries with grants and loans managed through the Global Environment Facility.
- iii. 1997 – Kyoto Protocol adopted, which “operationalizes the United Nations Framework Convention on Climate Change by committing industrialized countries and economies in transition to limit and reduce greenhouse gases (GHG) emissions in accordance with agreed individual targets.”<sup>126</sup>
- iv. 1999 – Adoption of the International Strategy for Disaster Reduction<sup>127</sup> and establishment of interagency secretariat (later to become the United Nations Office for Disaster Risk Reduction) to lead the efforts of the UN system in this area.
- v. 2005 - The Second World Conference on Disaster Reduction marked a shift in emphasis from ‘natural disasters’ to ‘disaster risk reduction’ and resulted in the Hyogo Framework for Action (2005–2015);<sup>128</sup> the overarching goal of which was to build the resilience of nations and communities to disasters. The Conference was coordinated by the UN Office for Disaster Risk Reduction (UNISDR) and adopted plans to put in place an International Early Warning Programme (IEWP).<sup>129</sup>
- vi. 2015 - The Third World Conference on Disaster Risk resulted in the Sendai Framework for Disaster Risk Reduction 2015–2030.<sup>130</sup> It aimed at the reduction of disaster risk and losses at all levels and adopted a systemic view of the underlying factors related to risk management and the impact of disasters. Among the four identified priorities, for action following the conference, was i) understanding disaster risk; ii) strengthening disaster risk governance to manage disaster risk; iii) investing in disaster risk reduction for resilience; and iv) enhancing disaster preparedness for effective response and to “Build Back Better” in recovery.<sup>131</sup>
- vii. 2015 - All UN member states adopted the 2030 Agenda for Sustainable Development, including 17 Sustainable Development Goals (SDGs). These goals target poverty reduction, zero hunger, good health, quality education, gender equality, affordable and clean energy, climate action and partnerships, among others. SDG 13 focuses on taking action to combat climate change and its impacts given rising greenhouse gas emissions and increasing global temperatures.

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<sup>124</sup> UN. 1994. World Conference on Natural Disaster Reduction. (A/CONF.172/9).

<sup>125</sup> [What is the United Nations Framework Convention on Climate Change? | UNFCCC](#)

<sup>126</sup> [What is the Kyoto Protocol? | UNFCCC](#)

<sup>127</sup> UN. 2002. International Strategy for Disaster Reduction. (A/Res/56/195).

<sup>128</sup> Hyogo Framework for Action 2005-2015.

<sup>129</sup> The IEWP brings together various organizations, including United Nations organizations and the German Disaster Reduction Committee. It aims to improve resilience to all types of natural hazards through wider information flow, it emphasizes the importance of community education about disaster preparedness.

<sup>130</sup> UNDRR. 2015. *Sendai Framework for Disaster Risk Reduction 2015 – 2030*.

<sup>131</sup> Ibid. Page 20.

- viii. 2016 – The United Nations Plan of Action on Disaster Risk Reduction for Resilience was updated, including the commitments and results to be achieved by the United Nations system in addressing disaster risk reduction. It included the concept of a risk informed approach in its new title “United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk informed and Integrated Approach for Sustainable Development”.
- ix. 2016 - The World Humanitarian Summit (WHS)<sup>132</sup> raised the importance of shrinking humanitarian needs over the long-term to contribute to the SDGs and affirmed the need to address the root causes of crisis, including through political diplomacy, and emphasized the integration of humanitarian, development, and peace-building efforts. One of four themes was ‘reducing vulnerability and managing risks’, with a clear link to natural disasters and climate change. Within the paradigm of addressing the disaster cycle from prevention to post recovery and “Building Back Better”, the organisations of the UN system were called on to integrate risk assessment into the design and planning of their work.
- x. 2020 - The Report of the Secretary General on the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030<sup>133</sup> highlights that the COVID-19 pandemic has laid bare the deficient understanding of the systemic nature of risk and interdependencies between actors. The report observes that the world has been unable to move away from a vicious cycle of disaster-respond-rebuild-repeat and that financing has historically been focused on post-disaster. Funding for DDR between 2005 and 2017 represented a marginal fraction (3.8%) of the total amount of overseas development assistance and post-shock assistance dominated (e.g., for disaster response, reconstruction, rehabilitation, and recovery) at the expense of funding dedicated to understanding the underlying vulnerabilities contributing to risk and to reducing them.<sup>134</sup>
- xi. 2021 - The United Nations Food Systems Summit “was borne out of a need to accelerate progress on the Sustainable Development Goals, which include delivering fundamental human rights, and this underpins all of the Summit’s efforts.aimed to transform the way the world produces, consumes, manages and thinks about food.”<sup>135</sup> WFP was the anchor agency for *Action track 5: Build resilience to vulnerabilities, shocks, and stress (AT5)*, which aimed to ensure that food systems which are affected by conflict, climate, environmental, natural, health and economic shocks and stresses, can anticipate, maintain functionality, and recover. AT5 focuses on integrated and cross-cutting systems and nexus approaches to reduce vulnerability to compounded risks, structural fragility and systemic causes, on risk reduction, and on multi-risk and crisis management across and within food systems.<sup>136</sup>
- xii. 2021 – The 26th UN Climate Change Conference of the Parties (COP26) resulted in the following commitments:
  - a. Mitigation: secured near-global net zero, new 2030 emissions targets from 153 countries and future strengthening of mitigation measures
  - b. Adaptation and loss and damage: boosted effort to deal with climate impacts
  - c. Finance: mobilised billions and trillions
  - d. Collaboration: worked together to deliver.<sup>137</sup>

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<sup>132</sup> See WHS thematic page accessible at: <https://agendaforhumanity.org/summit.html>

<sup>133</sup> General Assembly. 2020. *Implantation of the Sendai Framework for Disaster Risk Reduction 2015-2030*. (A/75/226)

<sup>134</sup> Ibid.

<sup>135</sup> UN Food System Summit (2021). [Action Tracks | United Nations](#)

<sup>136</sup> WFP. 2021. *Update on WFP's engagement in the 2021 United nations food systems summit* – informal consultation.

<sup>137</sup> COP26 – Achievements at a Glance. <https://ukcop26.org/wp-content/uploads/2021/11/COP26-Presidency-Outcomes-The-Climate-Pact.pdf>

# Annex XIII. Bibliography

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<b>1 0</b>	<b>CEQAS Guidance for Strategic Evaluations</b>
	<b>Process Guide</b>
	Policy Evaluations - Guidance for Process and Content
	<b>Technical Notes</b>
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	2016.08_TN on Using Logical Models in Evaluation
	2016.12_TN on Engaging with donors on evaluation
	2017.08_TN on Independence and Impartiality
	2020.11_TN Evaluation Matrix
	2020.11_TN Stakeholder Analysis
	2020_Gender Technical Note
	2020_Gender TN-Checklist for Integration
	2020_Gender TN-Quick Guide
	2021.01_TN Evaluation Questions and Criteria
	2021.02_TN Principles Norms and Standards for Evaluation
	2021.03_TN Evaluation Recommendations
	2021.04_TN Glossary of Terms
	2021_OEV Technical Note on Evaluative Products
	<b>Templates</b>
	Policy Evaluation - Evaluation Report Template
	Policy Evaluation - Inception Report Template
	Policy Evaluation - Summary Evaluation Report Template
	<b>Checklist</b>
	Policy Evaluation - Evaluation Report Quality Checklist
	Policy Evaluation - Inception Report Quality Checklist
	Policy Evaluation - Summary Evaluation Report Quality Checklist
<b>1 1</b>	<b>Preparation</b>
<b>1 2</b>	<b>Inception</b>
	<b>HQ Inception Briefing</b>
	<b>Recorded Briefings</b>
<b>1 3</b>	<b>Data Collection</b>
<b>1 4</b>	<b>Reporting</b>
<b>2</b>	<b>WFP Strategic Documents</b>
<b>2 1</b>	<b>WFP Strategic Plan (2008-2013) and related docs</b>
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<b>2 2</b>	<b>WFP Strategic Plan (2014-2017) and related docs</b>
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<b>2</b>	<b>5</b>	<b>Management Plans</b>
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<b>2</b>	<b>6</b>	<b>Annual Performance Reports</b>
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<b>2</b>	<b>7</b>	<b>WFP Fact sheets</b>
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<b>2</b>	<b>8</b>	<b>Organizational Charts and WFP Global Presence Map</b>
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		HIV and AIDS
		School Feeding
		Gender
		Capacity Strengthening
		South South Cooperation
		Triple Nexus
		CSPs & ICSPs
		COVID-19
		Safety Nets and Social Protection
		Protection & AAP
		Humanitarian Action & Principles
		Supply Chain
		Local and regional procurement
		Partnership
		Evaluation
		Emergency Preparedness Policy
		Corporate Monitoring Strategy 2018-2021
		Resilience
		Disaster Risk Reduction
		Environment
<b>4</b>		<b>WFP Climate Change guidance, manuals and supporting material</b>
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<b>4</b>	<b>1</b>	<b>Overview materials</b>
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<b>5</b>		<b>WFP Evaluations, audits and lessons learned</b>
<b>5</b>	<b>1</b>	<b>Evaluations</b>
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# Annex XIV. Acronyms and abbreviations

AEW	Analysis and Early Warning Unit
ARC	African Risk Capacity
CCA	Climate Change Adaptation
CEB	United Nations System Chief Executives Board for Coordination
CSP	Country Strategic Plan
DRR	Disaster Risk Reduction
DRR/M	Disaster Risk Reduction and Management
EM	Evaluation Manager
EPU	Emergency Preparedness Unit
IEWP	International Early Warning Programme
GEN	Gender Office
GEWE	Gender Equality and Women's Empowerment
IP	Implementation Plan
IRG	Internal Reference Group
OEV	Office of Evaluation
NBP	Needs Based Plan
NUT	Nutrition Division
ODI	Overseas Development Institute
PD	Programme and Policy Development Department
PRO	Programme Humanitarian and Development Division
PROC	Climate & Disaster Risk Reduction Programmes Unit
PROP	Emergency and Transitions Unit
PROR	Resilience and Food Systems Service
PROR-F	Food Systems and Smallholder Support Unit
PROR-L	Asset Creation, Livelihoods and Resilience Unit
PROS	Social Protection Unit
PROT	Technical Assistance and Country Capacity Strengthening Service
RAM	Research, Assessment & Monitoring Division
RBA	Rome-Based Agency
SBP	School-Based Programmes
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SER	Summary Evaluation Report

SO	Strategic Objectives
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNISDR	UN Office for Disaster Risk Reduction
USD	United States Dollars
WFP	World Food Programme
WHS	World Humanitarian Summit