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# Planning and monitoring Country Capacity Strengthening for Anticipatory Action

Short guidance for WFP practitioners  
(Addendum to the [AA M&E Guide](#))



World Food  
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## I. Introduction: Anticipatory Action, Country Capacity Strengthening, and M&E

### A. Anticipatory Action and Country Capacity Strengthening: Purpose of this guide

The climate crisis poses a significant risk to food systems, disproportionately affecting the most food-insecure people around the world. Anticipatory Action (AA) is a key pillar in WFP's shift from reactive response to a more proactive risk management approach.

The WFP AA strategy 2022-2025 aims to strengthen national capacities and systems for AA to ensure that impactful AA is implemented sustainably and at scale. The objective is to enable country-level actors and institutions to anticipate and take effective action before extreme climate events.

This short guidance document seeks to assist WFP country offices (COs) in planning and tracking their efforts to contribute to country capacity strengthening (CCS) for AA. It complements the [existing guidance on monitoring and evaluating \(M&E\) the effectiveness of AA](#) for fast and slow-onset hazards at household and community level.

### B. Importance of planning and M&E of Country Capacity Strengthening for AA

The adoption and ongoing scale-up of AA across WFP has been accompanied by a strong push for evidence generation. With AA being considered an innovative approach and a relatively recent addition to the humanitarian sector, it is important to assess whether AA is effective, also compared to conventional humanitarian response, and to learn what works and how to do better.

Similarly, it is necessary to take a systematic approach to anchoring AA in national systems and to generate evidence on whether WFP's efforts in this direction are bearing fruit. WFP has a long tradition of investing in Country Capacity Strengthening (CCS) in various thematic areas. Therefore, the M&E approach and indicators presented here are closely aligned with [WFP's corporate CCS framework and toolkit](#), and the corresponding [Corporate Results Framework \(CRF\) indicators](#), while being tailored to the context of AA.



#### CCS policy update 2022 and upcoming changes to the CCS toolkit

In June 2022, the WFP board approved a [country capacity strengthening policy update](#). The CCS framework and toolkit are being revised; an update is expected for 2023.



## Country Capacity Strengthening for AA

The new policy proposes an adaptive and systemic approach to CCS that is driven by the national and local context. It presents a strategic framework for working with a range of actors across mutually reinforcing entry points to develop impactful, localised solutions.

This guidance document is already aligned to the principles of the CCS policy update. It also incorporates adaptations of useful tools from the existing CCS toolkit. The 2023 update of the CCS toolkit may bring changes and innovations that are different from what is proposed in this document.

Therefore, light-touch revisions of the approach and tools proposed in this document may be expected for 2023.

Planning and monitoring capacity strengthening for AA is not different from planning and M&E of capacity development for other thematic areas. Therefore, this document does not need to introduce novel methods. Instead, it mainly provides an overview of important analytical dimensions to consider when planning and tracking capacity strengthening efforts.

## II. Programming capacity strengthening for AA

### A. What is Country Capacity Strengthening? Whose capacity?

**WFP defines CCS as** ‘the process through which individuals, organisations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions’.

WFP recognises that CCS is all about supporting national systems and services. The achievement of national development targets hinges on **capacities of individuals, organisations and societies** to transform in order to reach development objectives.

The 2022 CCS policy update acknowledges that capacity strengthening has shifted from the layering of separate, one-way transfers of knowledge and expertise to an increasingly systems-based, integrated approach. Capacity strengthening is an endogenous process in which external agencies support nationally owned change initiatives. Also, WFP embraces a *Whole of Society* approach which means it engages with – and supports capacity strengthening of – a range of state and non-state actors, as relevant to context.

In the sphere of AA, this means that WFP will work to strengthen the capacities of **diverse governmental and non-governmental, local, national, and international stakeholders** relevant to institutionalising AA in each country context. For example, in fragile contexts, in addition to working with the government, it may be advisable to engage the humanitarian cluster system, cash working group, and local and international civil society organisations with presence on the ground to establish and institutionalise a working AA mechanism.



## Country Capacity Strengthening for AA

It is crucial to take a **holistic perspective** on where and how AA is implemented. When a WFP country office plans capacity strengthening initiatives for AA, the centre of attention may naturally gravitate towards **national level** actors, policies, and processes. However, AA that is guided by impact-based forecasts is bound to be much broader than this:

- Implementation inevitably happens at the **community level**. Actions will be most effective when the population at risk is engaged and well informed in advance. Moreover, local level actors often have important roles to play, for example, in identifying the most vulnerable households in the community to be prioritised for AA targeting.
- **Sub-national level actors and institutions**, for example, at the district or regional level, typically occupy key functions, such as liaising between the national and the local level, facilitating community engagement, contingency planning, dissemination of early warnings, and implementation logistics.
- Beyond the national level, **international** actors may come in where forecast triggers have been co-designed with different stakeholders. Anticipating an extreme climate event, other international actors beyond WFP may want to take their own AA based on the agreed trigger and will need to align and interact with national systems and processes.





### Feature 1: Recap of WFP's corporate CCS framework<sup>1</sup>

#### Three domains in which country capacities are strengthened

Stakeholders cannot effectively plan, implement, and review their efforts to deliver results without (a) supportive laws, policies, strategies and procedures (**enabling environment**), (b) well-functioning organisations (**organisational domain**), and (c) educated, skilled people (**individual domain**).

- a) **Enabling environment:** The enabling environment describes the broader system within which individuals and organisations function. It may refer to the broader macro-context, or a narrower environment or system within an organisation or sector. This domain determines the 'rules of the game' and sets the context for capacity strengthening.
- b) **Organisational domain:** This domain encompasses the internal policies, systems and strategies, arrangements, procedures and frameworks – including programme design and delivery – that allow an organisation to operate and deliver on its mandate. It enables the coming together of individual capacities to achieve goals.
- c) **Individual domain:** This domain relates to the skills and knowledge that are vested in people (individuals, communities, groups, teams). Capacities at this level are acquired through formal education, through training, learning by doing and experience, and increasingly through coaching and mentoring, networks, communities of practice and platform mechanisms.

**Effective CCS support must therefore address all three domains**, recognising the interdependencies between them. Single interventions (e.g., trainings) are not likely to make a significant difference unless they represent a key leverage point that can shift the performance of the entire system.

#### Five critical pathways for capacity strengthening

Across the three domains, WFP distinguishes five critical pathways along which capacities are strengthened.

- 1) Policies and legislation
- 2) Institutional effectiveness and accountability
- 3) Strategic planning and financing
- 4) Stakeholder programme design, delivery & M&E
- 5) Engagement and participation of communities, civil society and private sector

## B. Objectives of CCS for AA: main outcomes and parameters

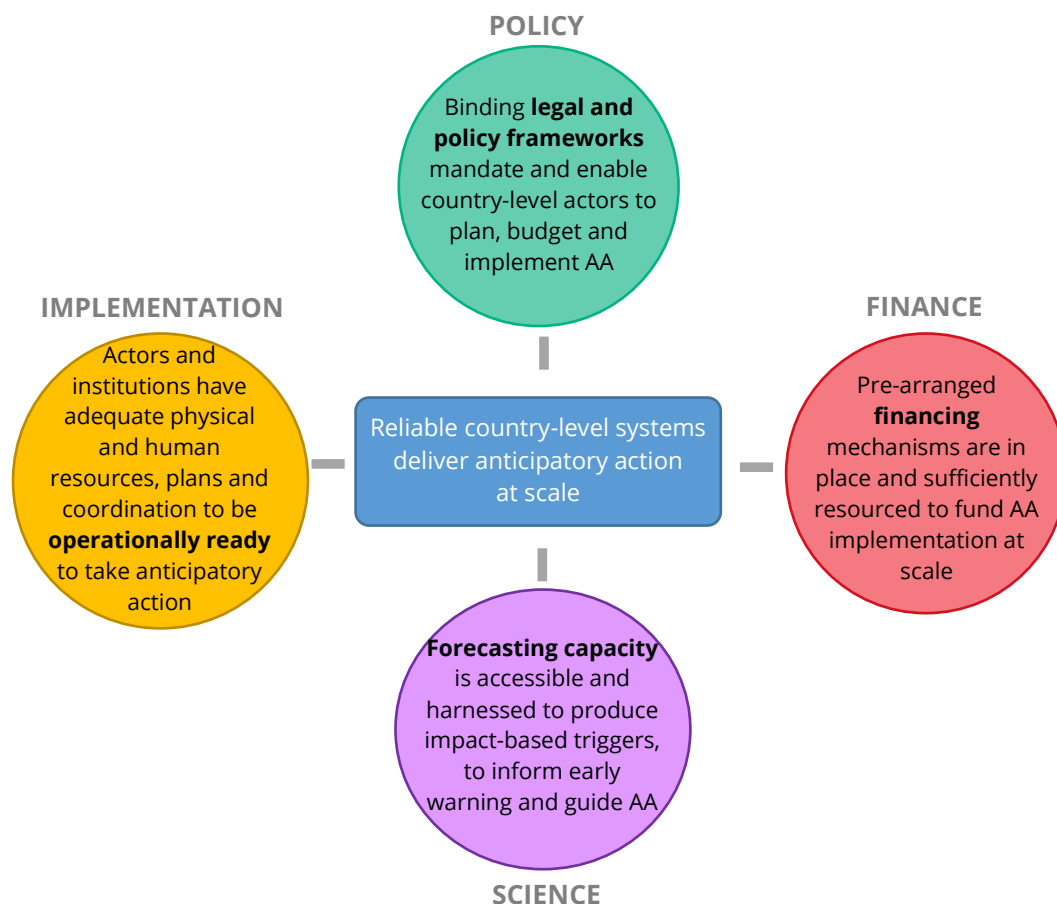
The objective of CCS for AA is to enable country-level actors and institutions to act decisively, sustainably and at scale in anticipation of extreme climate events. This means that they can draw on requisite systems, processes, resources, and information to deliver anticipatory action every time the prevailing hazard conditions and outlook command an activation.

Achieving readiness for reliable anticipatory action at scale typically requires capacity in four critical, interconnected dimensions, as illustrated in Figure 1.

<sup>1</sup> This section draws on the WFP Corporate Framework and Toolkit for CCS: <https://newgo.wfp.org/documents/two-minutes-country-capacity-strengthening> and <https://capacitydevelopment.manuals.wfp.org/en/CCS/framework/>.

## Country Capacity Strengthening for AA

**Figure 1:** Main capacity outcomes required to achieve successful institutionalisation of AA



The four dimensions are inter-connected. Key functions and actors can be found in more than one outcome area, and there are cross-cutting capacity outcomes – such as the ability to coordinate effectively – that are relevant to each main outcome area, as can be seen in the overview below.

Each of the four main capacity outcomes comprises several **parameters (intermediate outcomes)** which can be adapted to context and need. They cover all three domains of the WFP CCS framework – the individual, organisation, and enabling environment – and require engagement on all five critical pathways (see Feature 1 above). Some outcomes entail behavioural changes, while others require specific institutional arrangements to realise self-sufficiency in implementing AA.

The following provides a brief overview of the key parameters within each main capacity outcome area.

To be truly sustainable, it goes without saying that each parameter should be developed, used, and where applicable updated by national stakeholders, as opposed to ‘supplied’ externally. However, WFP’s CCS policy update also acknowledges the role of temporary capacity substitution, that is, technical assistance temporarily filling gaps in local capacity. ‘This time-bound support can



## Country Capacity Strengthening for AA

be invaluable in enhancing the ability of a national system to deliver in the short term, provided the support is primarily designed to deliver specific predefined results; national or local expertise is missing yet needed urgently or specialised expertise is required on a temporary basis; and the immediate deliverables clearly fit into the broader national system, with opportunities to connect them to long-term CCS work' ([WFP CCS policy update](#)).

### Capacity parameters (intermediate outcomes) in each of the four main capacity outcome areas:

#### POLICY:

- **Requirement:** AA is integrated into disaster risk management (DRM) policies, strategies, and plans at all levels, making AA a requirement when anticipated hazard conditions demand it.
- **Responsibility:** Mandates, roles and responsibilities for AA are clearly defined and assigned to specific actors and institutions, at each relevant administrative level.
- **Accountability:** Feedback and participation mechanisms are established and ensure that the populations living in the most at-risk areas are involved in defining and evaluating anticipatory actions so that these are adequate and meet their needs and priorities.

#### FINANCE:

- **Budget planning:** A comprehensive budget for AA is developed based on an analysis of – and adequate for – the scale of actions to be taken in relation to the hazard context and at-risk population.
- **Allocation:** Financial resources are allocated to the AA budget and readily available in case of an activation.
- **Disbursement** mechanisms are well defined and ensure a rapid flow of resources to implementers in case of an activation.
- **Continuity:** Even in the absence of an activation, consistent availability of operational funding maintains essential ongoing activities, including updating forecasts, trigger models, and AA plans.
- **Resource mobilisation:** Sources of funding are diversified and linked with other sovereign climate and disaster risk financing instruments.

#### SCIENCE:

- **Analysis:** A comprehensive context, hazard and risk analysis informs the design of trigger mechanisms and the prioritisation of actions to be taken.
- **Forecasts:** Suitable forecasts are available or can be generated and meet requirements regarding timeliness, time scales, forecast skill, and granularity.
- **Triggers:** An impact-based trigger model is developed, or co-created with third-party experts, based on reliable, high-quality data.





## Country Capacity Strengthening for AA

- **Early warning:** An early warning system (EWS) is in place and links providers of forecast information with implementers of anticipatory action and at-risk communities.

### IMPLEMENTATION:

- **People:** Implementing agencies have the human resources to deliver AA at scale, and/or the capacity to inform and enable at-risk communities to take anticipatory actions themselves.
- **Assets & logistics:** Logistical capability and physical resources (e.g. vehicles) are available to implement AA at scale.
- **Finances:** Standard-based financial management and reporting enables rapid use of funds to drive an agile implementation while minimising the risk of misuse of funds.
- **Targeting:** Identification and assistance to beneficiaries based on clear targeting criteria ensures impact- and needs-based assistance.

### CROSS-CUTTING:

- **Stakeholder engagement, participation and inclusion:** All at-risk population groups are included in AA intervention design; formal and transparent mechanisms for civil society and community monitoring and feedback are in place at the local and national levels.
- **Planning** is evidence-based, risk-informed and underpins all investments of time or resources, for example, development of AA Standard Operating Procedures (SOPs), and integral to a 'way of working in anticipation', for example, in contingency planning.
- **Coordination** is institutionalised and routinely practiced among and between authorities, forecast providers, AA implementers and communities.
- **Risk management** is practiced where applicable, for example, to ensure safety and security of at-risk populations and implementers during implementation; financial risk management; operational risk management and business continuity planning.
- **Evidence generation and learning** are built into the programme planning and management cycle; AA implementation is accompanied by rigorous M&E to assess to what extent actions were effective and what can be improved.

## C. How to strengthen capacity for AA? Typology of interventions

Country capacity strengthening for AA is no different from capacity development initiatives in other thematic areas. Therefore, the **types of interventions** that WFP COs can deploy broadly fall into four common categories:

- **Individual capacity development**, for example, through training (in-person or online), coaching and mentoring, twinning arrangements, or knowledge sharing and learning platforms.



## Country Capacity Strengthening for AA

- **Process development and support**, for example, to put in place and institutionalise coordination mechanisms; organisational development efforts; regularising analysis and reporting functions; supporting partnership development and formalisation.
- **Product development and support**, for example, drafting plans and policies, SOPs, or forecast products.
- **Assets**, for example, equipment, supplies or construction.
- **Financial** mechanisms and budgetary support for AA.

For example, an important corporate metric to track WFP's investment in CCS for AA is CRF indicator G.7: 'Percentage of tools developed or reviewed to strengthen national systems for Forecast-based Anticipatory Action'.

The CRF lists six types of tools which fall into the process, product, and financial categories (see 2022-2025 WFP Indicator Compendium, p. 316):

- Feasibility & risk assessments;
- Forecasts & triggers;
- Implementation tools;
- Financing mechanisms;
- M&E resources;
- Anticipatory Action SOPs.

The types of interventions listed above are expected to contribute to the following types of generic **capacity outputs** among people and/or organisations:

- Awareness and knowledge, which are the basis for buy-in and support;
- Ability to do something (differently);
- Availability of new or improved processes;
- Availability of new or improved products;
- Availability of new or improved assets;
- Availability of new or improved financial mechanisms, or ability to afford something.

We refer to these types of results as 'outputs', not yet as 'outcomes' because (a) they are in WFP's sphere of control but (b) whether the capacities are *used* and translate into practical advances for AA is beyond WFP's control.

## D. From action to outcome: a theory of change for AA capacity strengthening

The choice of indicators to track progress and measure CCS AA results should be guided by an appreciation of how change is expected to happen. A theory of change (ToC) is the starting point for understanding and visualising the causal linkages between an intervention and the intended outcomes. It helps answering the question of what lies between the types of capacity development



## Country Capacity Strengthening for AA

interventions listed in section C and the intended capacity outcomes in the policy, financing, science and implementation spheres shown in section B.

Figure 2 outlines a simplified ToC for capacity strengthening in the policy outcome area. It illustrates how training and support to policy development and coordination can generate the necessary knowledge, awareness and buy-in to establish and maintain momentum that ultimately leads to integrating AA into national policy frameworks. Examples of ToCs for the remaining three main outcome areas (finance, science, implementation) are included in Annex 2

There are six **principles of engagement** that apply to all AA capacity domains, based on WFP's experience with CCS initiatives:<sup>2</sup>

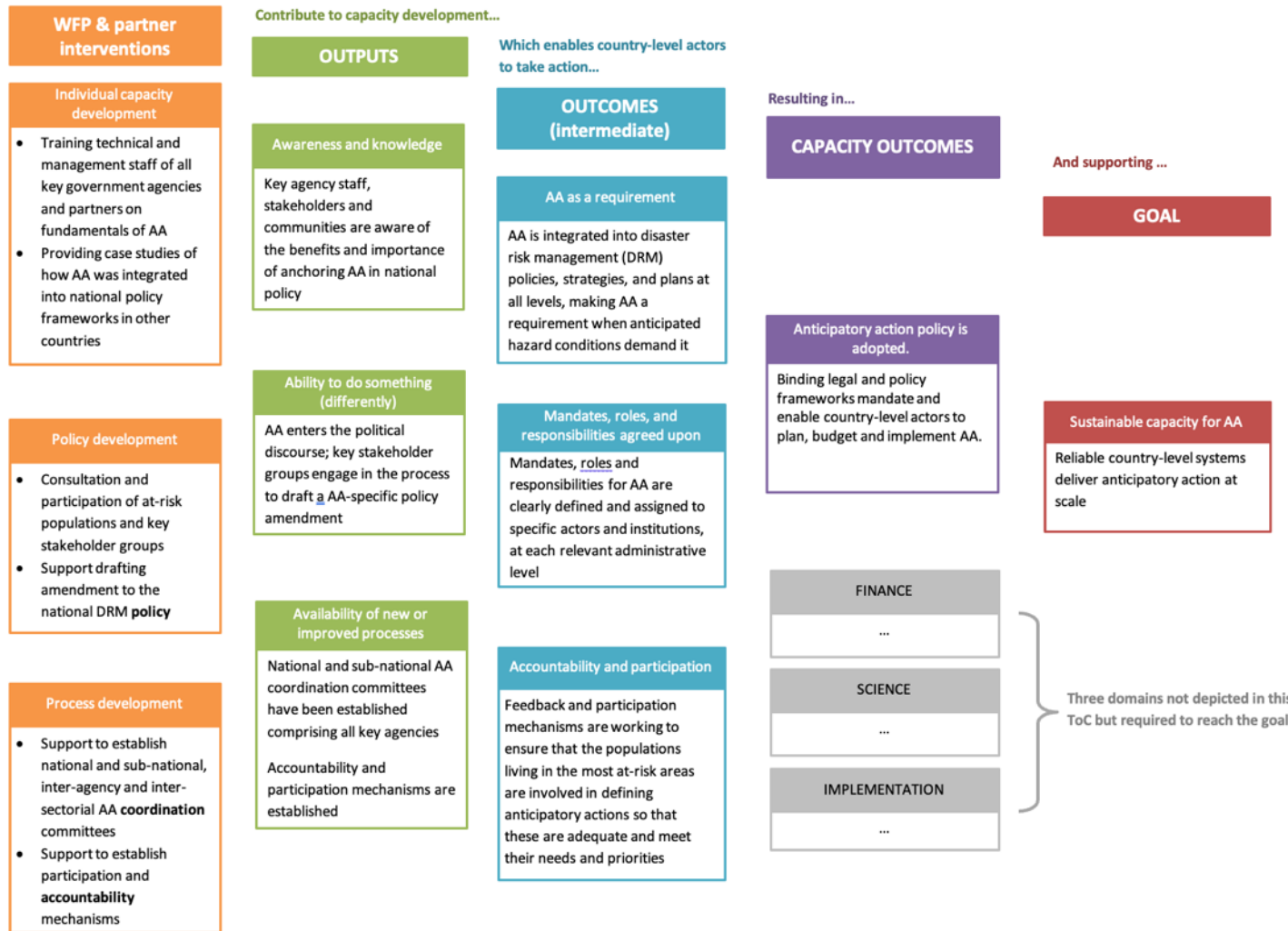
- **Partnerships:** No single organisation or government can address complex climate risks alone. Likewise, capacity strengthening for AA requires maximizing the expertise of different actors and building on the capacity of national systems.
- **Ownership:** Capacity strengthening cannot be imposed from the outside. CCS for AA must be rooted in national and local ownership to create effective change. Stakeholder demand and consensus are critical for facilitating constructive approaches that achieve capacity goals and sustainable results.
- **Recognition:** Recognizing existing capacity assets is essential to effective CCS. CCS interventions that ignore or do not build on existing capacities risk compromising the integrity of development achievements, which can remain rootless, short-lived and illusionary.
- **Time:** CCS requires patience, commitment and continuity in engagements to build mutual trust among partners and create lasting change. At the same time, WFP must adopt an agile, time-sensitive approach to capitalise on opportunities when they arise, such as by identifying transition strategies that foster sustainability and reduce the need for long-term interventions.
- **Adaptability:** CCS must be flexible and able to adapt in order to provide reliable and locally relevant responses in increasingly complex contexts.
- **Learning:** Effective CCS that is context-specific and responds to needs requires systemic, collective, and incremental learning from both failure and success. CCS interventions must draw on lessons learned, underpinned by an evidence-based appraisal of benefits, trade-offs and possible risks, to minimise adverse impacts.

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<sup>2</sup> CCS policy update 2022 ([https://executiveboard.wfp.org/document\\_download/WFP-0000138084](https://executiveboard.wfp.org/document_download/WFP-0000138084)), building on the WFP Corporate CCS framework (<https://newgo.wfp.org/topics/country-capacity-strengthening-ccs>).

## Country Capacity Strengthening for AA

**Figure 2:** Simplified Theory of Change (ToC) of Country Capacity Strengthening for Anticipatory Action. Outcome area: POLICY





### III. Assessing, planning, and monitoring CCS for AA

This section describes the process and methods for assessing, monitoring, and reviewing progress on CCS for AA. It is recommended to approach this as a shared task that brings together expertise from the programme and M&E sides, rather than seeing it as the sole responsibility of one or the other.

Building on existing experiences with existing tools and good practices, this section draws on and adapts the WFP [CCS toolkit](#) and the updated WFP [Emergency Preparedness Capacity Indicator \(EPCI\) methodology](#).

The process, methods and tools provided in this document are not prescriptive. They should be treated as an offer of options. Every element of the methodology can be adapted or amended as appropriate to the local context.

#### A. Designing the process: participatory, flexible, cyclical

##### ***Participation***

It is recommended to plan, implement, and monitor CCS for AA using a participatory approach with government and other relevant stakeholders. This means that the 'users' of the assessment (the government or non-governmental entities) are involved in adapting the tools to the context (if required), in gathering of data and the analysis of the results.

There may be circumstances under which it can be desirable to implement a leaner AA-CCS approach, for example, because of time constraints, resource limitations, or different levels of existing stakeholder relationships.

The EPCI methodology distinguishes three 'routes' which also apply to AA-CCS:

- **'Explorative'**: Limited time and resources; WFP-driven; minimal or no government and other stakeholder involvement; limited or no adaptation of tools to local context.
- **'Strategic and diagnostic'**: Moderate time and resource investment; with government and stakeholder involvement, but reporting is led by WFP; tools are customised to context.
- **'Government integrated'**: No time or resource limitation; fully owned by national stakeholders; tools are customised to context; reporting is done jointly between WFP and the government and links to regular government monitoring.

##### ***Flexibility***

There is flexibility regarding which capacity parameters are assessed and addressed. The AA-CCS tools can be used for a holistic review of capacity for AA, or to review only prioritised strategic areas.

- **Holistic**: This involves assessing all or most of the parameters (intermediate outcomes) within each of the four main capacity outcomes (policy, finance, science, implementation) and the cross-cutting outcome area. The advantage of this approach is that it allows for a

## Country Capacity Strengthening for AA

complete review of AA capacity and will generate a well-rounded understanding of current strengths, weaknesses, and gaps. The main limitation of this approach is that it requires more time and effort to review the larger number of parameters.

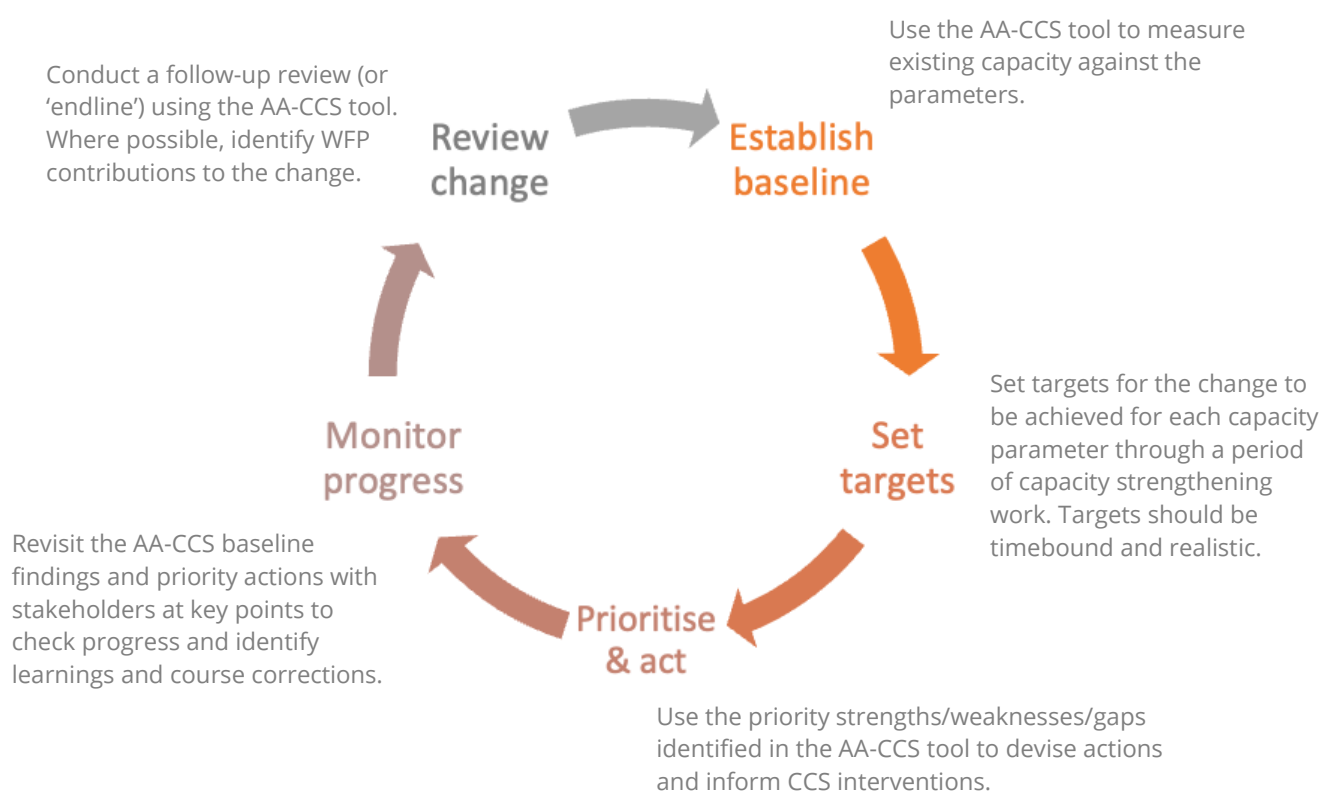
- Prioritised or strategic selection:** This involves prioritising and selecting fewer parameters under the main outcome areas that are agreed to be the most relevant or strategic. The main strength of this approach is that it can be lighter, more manageable and allow for more time to be spent reviewing each parameter. The main limitation of this approach is that it can miss out areas that have not previously been considered and result in a less complete review of AA capacity.

Before beginning the AA-CCS assessment and monitoring process, it should be decided whether a holistic or selective approach is taken and therefore which parameters will be measured.

### **Cyclical, iterative process**

Figure 3 illustrates that assessment, planning and monitoring of CCS for AA is a cyclical, iterative process of assessing the status quo (baseline), setting realistic targets for which capacity rating should be achieved in a given time frame, prioritising gaps to be addressed with capacity strengthening interventions, monitoring progress, and conducting a follow-up review ('endline'), which can serve as a new baseline for a new cycle of further capacity strengthening.

**Figure 3:** CCS for AA monitoring cycle







## Country Capacity Strengthening for AA

The following section provides step-by-step guidance on how to work through the AA-CCS tool (see snapshot in Figure 4 and full tool in Annex 1) to assess, plan, and monitor capacity strengthening for AA.

### B. Step-by-step guidance on using the AA-CCS assessment, planning and monitoring tool

#### 1. Define the capacity outcome statement

Country capacity strengthening for AA should start with a clear definition of the intended objective(s), i.e. the capacity outcome(s) to be achieved.

This is done for each of the four main outcome areas: policy, finance, science, and implementation, or a prioritised subset.

For example, for the policy outcome area, the overall outcome statement can be adopted from Figure 1: 'Binding legal and policy frameworks mandate and enable country-level actors to plan, budget and implement AA.'

**Figure 4:** AA-CCS assessment, planning and monitoring tool

Outcome area 1: POLICY						
Capacity Outcome Statement						
[Enter the Capacity Outcome Statement this CNM will speak to, for example:]						
Binding legal and policy frameworks mandate and enable country-level actors to plan, budget and implement AA: AA is integrated into relevant national policies and strategies, with clear definition of roles, responsibilities, and accountability mechanisms.						
Assessment, prioritisation, action planning, and monitoring by parameter						
Parameters (intermediate outcomes): POLICY	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritized, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
1.1 AA is <b>integrated</b> into disaster risk management (DRM) policies, strategies, and plans at all levels, making AA a <b>requirement</b> when anticipated hazard conditions demand it						
1.2 <b>Mandates, roles and responsibilities</b> for AA are clearly defined and assigned at all levels						
1.3 <b>Accountability</b> and participation mechanisms are established and ensure that at-risk populations are involved in defining and evaluating AA						
Add or edit capacity outcomes as needed and relevant for your country context...						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



## 2. Baseline assessment: set parameter rating; identify strengths & weaknesses

For each of the four main AA capacity outcome areas, assess the status of all parameters (intermediate outcomes) that are considered relevant to the context. This requires assigning and justifying a colour-coded parameter rating on a scale from 1 to 3 (see below).

It is recommended to be as concise as possible while covering the key details and noting what evidence supports the rating.

For example, parameter 1.1 ('AA is integrated into policies and made a requirement') may be rated at '1 – Parameter not met' with the explanation that 'AA is not integrated into any national or sub-national policy, strategy or plan, and it is not a requirement even when extreme weather conditions are anticipated'.

### **Parameter ratings:**



**1 = Parameter is not met:** There is no evidence of the required elements that need to be in place nor are there ongoing initiatives that would change this.



**2 = Parameter is partially achieved:** Some efforts to achieve the parameter are observed, although they are inconsistent. Additional work is planned and/or being implemented to ensure consistency.



**3 = Parameter is achieved:** There is consistent evidence that the parameter has been successfully reached.

Once a parameter rating has been assigned and explained, outline key strengths and weaknesses relevant to the respective parameter.

For example, a strength under parameter 1.1 could be that 'A comprehensive national DRR policy exists which is regularly updated and transposed into sub-national DRR policies and plans'. The weakness could be identified as 'Anticipation is not considered in the DRR policy as a concept and therefore not a requirement'.

An average parameter rating can be calculated for each outcome area. For example, if the ratings for outcome area 1 (policy) are 1, 1, and 3, the average would be 1.67. Although the number of parameters varies by outcome area and individual parameters are not weighted, the average scores can give a general indication of where most capacity strengthening effort will be needed.

## 3. Prioritise weaknesses and plan capacity strengthening interventions

For each parameter rating lower than 3, explore whether it is priority for country stakeholders and/or whether it should be prioritised.



## Country Capacity Strengthening for AA

For each prioritised issue, define what needs to be done to strengthen this area. Also map out any potential partners and/or other initiatives that could yield synergies. This helps to plan capacity strengthening interventions efficiently. It is also useful to be conceptually clear about the type of capacity intervention to be undertaken and the type of target, as outlined in section II.C (individual/human potential, process, product, financial, or assets).

Interventions should be defined as being time-bound; the following questions must be answered:

- When are actions to be undertaken, and for how long?
- When are capacity outcomes expected to emerge?
- Which partners, or initiatives, can help in achieving these outcomes?

### 4. Monitor progress and review change

Tracking of capacity strengthening progress and results should start as soon as the implementation of capacity development interventions begins. Monitoring CCS results should be done at least annually, in line with corporate reporting requirements.

The AA-CCS tool should be revisited at least annually, or when change is expected to occur. The narrative field should be used to summarise the main changes (if any) that occurred since the baseline or since the last assessment, and an updated parameter rating should be assigned based on the current situation.

Keeping a timeline of events can help in constructing a plausible narrative of change of how WFP and partner capacity strengthening interventions contributed to achieving AA country capacity results.

The Progress Monitoring and Change Log provided in Annex 3 helps to monitor AA-CCS progress by keeping a timeline of WFP capacity strengthening interventions and noteworthy developments that show the emergence of AA capacity. Results should be monitored with a view of the capacity outcome statements formulated in the AA-CCS tool. The Progress Monitoring and Change Log lets stakeholders record whether and how the weaknesses identified in the AA-CCS tool have been closed. Relevant CRF indicators (see table below) should be referenced in the Log.

## C. Corporate results reporting

The existing CRF indicators related to capacity strengthening are standardised and may not appear to be specific to AA. However, '**activity tags**' can be used in WFP's reporting system to ensure that an indicator is appropriately tracked and associated with AA (there is an 'FBA' tag available to flag forecast-based anticipatory action-related indicators). Also, COs are able to create country-specific indicators if they find existing indicators insufficient.



## Country Capacity Strengthening for AA

The indicators listed in table 1 capture most of the capacity strengthening efforts and results undertaken by the majority of WFP COs. Special attention must be paid to **CRF indicator G.7** because it captures key building blocks of a functioning AA system.

In summary, the indicators generically cover key elements of the four AA capacity domains.

### Enabling environment and organisational results:

- Changes in policies, programmes and other system components

### Organisational and individual results:

- Number of national institutions engaged in WFP capacity strengthening activities
- Number of individuals engaged in capacity strengthening initiatives
- Cash-based AA transfers through national social protection systems

### Activities/outputs:

- Number of capacity strengthening initiatives facilitated by WFP
- Number of tools or products developed or revised to enhance national systems
- Cash-based AA transfers through national social protection systems
- Value of assets and infrastructure handed over to national stakeholders

**Table 1:** CRF indicators relevant to capacity strengthening for AA.

CRF ref. #	Indicator title	AA relevance	Example	Mandatory ?
<b>Outcome indicators</b>				
tbc	<b>Number of national policies, strategies, programmes and other system components</b> contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support	Anticipatory action programmes should be embedded as part of national policies to ensure that AA is <b>sustainable</b> . This outcome gives an indication of the level of which the concept of anticipation is embedded within national institutions.	WFP has facilitated the development of a <b>national DRM policy</b> that includes anticipatory action as one of its core components.	Yes
tbc	<b>Number of national policies, strategies, programmes and other system components</b> contributing to zero hunger and other SDGs enhanced with WFP-facilitated <b>South-South and triangular cooperation support</b>	See above.  In addition, <b>regional support</b> has been promoted as key to the effectiveness, local ownership, and sustainability of anticipatory action.	WFP has facilitated the development of a <b>memorandum of understanding between the regional and national hydro meteorological agencies</b> for data sharing and technical support.	No
tbc	<b>Proportion of cash-based transfers</b> channeled through <b>national social protection</b>	In some contexts, AA assistance is channelled through existing national	<b>85% of all anticipatory action cash transfers</b> in [year] have been channelled through the	No



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	systems as result of WFP capacity strengthening support	social protection systems.	national social protection system.	
<b>Output indicators</b>				
G.7	Percentage of <b>tools</b> developed or reviewed to strengthen national systems for <b>Forecast-based Anticipatory Action</b>	This is one of the most important indicators for AA because it captures key building blocks of a functioning AA system.	As explained in the CRF indicator compendium, G.7 covers six core AA tools: 1. Feasibility & risk assessments 2. Forecasts & Triggers 3. Implementation tools (such as Map Rooms) 4. Financing mechanisms 5. M&E resources 6. Anticipatory Action SOPs	Yes for AA
C.6	<b>Number of people</b> engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger and other SDGs	This indicator refers to <b>individuals in professional or organisational settings</b> who participate in WFP capacity strengthening activities (as “recipients” of capacity strengthening support), and who will in turn provide services to local or national populations (or possibly other institutional stakeholders).  Note that this indicator does <u>not</u> capture beneficiaries of capacity strengthening transfers (those whose capacity is being strengthened to improve their own food security and nutrition status).	WFP has been engaged strategically with the National Disaster Management Agency (NDMA). WFP has jointly with the NDMA facilitated capacity strengthening initiatives around early warning mechanisms for <b>350 sub-national level NDMA representatives</b> overseeing x, y and z counties. Almost all (90 percent) of the trainees demonstrated practical ability to take appropriate and timely action.	No
C.7	<b>Number of capacity strengthening initiatives</b> facilitated by WFP to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs	This indicator refers to <b>trainings and on-the-job learning</b> facilitated by WFP to create specific capacities within individuals and organisations as well as fostering abilities to retain, maintain, manage and utilise acquired knowledge and expertise, in this instance for anticipatory action.  Note that this indicator does <u>not</u> capture the breadth or intensity of engagement and should	WFP has trained a <b>focal person in the national hydromet agency</b> in the downscaling of the regional seasonal forecasts. The focal person has demonstrated capacity to access, manipulate, and interpret the forecast which can then be used to trigger anticipatory action for drought.	No



## Country Capacity Strengthening for AA

		be used with complementary outputs and narrative analysis.		
C.8	<b>Number of tools or products</b> developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening	This indicator refers to <b>specific and usually knowledge-based deliverables</b> completed as part of capacity strengthening support on anticipatory action.	Only use for tools or products not already captured under indicator G.7, which is specific to AA.	No
C.9	<b>Number of national institutions</b> engaged in WFP capacity strengthening activities at national and subnational level	This indicator refers to <b>domestic stakeholders</b> who have participated in capacity strengthening activities on anticipatory action.  Note that this is an “umbrella” indicator covers both national and sub-national level institutions, and should be disaggregated.	WFP has contributed to setting up an inter-institutional working group on AA with regular participation from <b>10 key disaster risk management institutions</b> at national and provincial levels.	No
C.10	<b>Value of assets and infrastructure</b> handed over to national stakeholders as part of WFP capacity strengthening support	This indicator refers to the <b>aggregated monetary value of all tangible assets, infrastructure, and platforms</b> provided to domestic stakeholders with the intention that they will manage, maintain, and utilise them independently of WFP support.  For anticipatory action, this can include early warning infrastructure, forecast and monitoring products, communication equipment, and more.	WFP has supported the transfer of a <b>USD 1.5 million early warning system platform</b> to the national disaster management authority.	No

## D. Periodic review and learning

Periodic, strategic moments of reflection and learning, at least once per year, help to obtain a holistic view of the country capacity strengthening process and progress. Building on the information from the AA-CCS tool as outlined above, in-depth conversations with partners and key stakeholders can reveal opportunities, challenges, and gaps to be addressed for the capacity strengthening effort to be successful. This information is not mandatory to collect based on WFP corporate indicators but can be very informative to steer WFP capacity development and AA institutionalisation efforts.





## Country Capacity Strengthening for AA

Annex 4 provides a short questionnaire that should be adapted to the respective country context, designed to generate mostly qualitative data about the AA-CCS progress, opportunities, challenges, and lessons learned. It is recommended to collect this data from a range of partners and stakeholders at different levels. This will ensure that diverse voices are heard and can inform WFP's CCS efforts for AA.

The intention is not to gather representative, quantitative information that would allow for an authoritative assessment of AA-CCS support or buy-in, but to generate subjective yet helpful insights that can inform AA-CCS planning and implementation.

The questionnaire seeks to provide information on items like the following:

- Are we seeing **buy-in and engagement** from the institutions that are critical for institutionalising AA?
- Are the **tools, resources and support provided by WFP** considered **useful** to institutionalising AA?
- What do WFP's partners see as the main **challenges, barriers and opportunities** to institutionalising AA?

Once the information has been collected, the AA M&E focal point should prepare a synthesis of the key issues that emerge from the data. Based on this, a reflection meeting can be organised by WFP and include all key stakeholders relevant for strengthening country capacity for AA.



## Annex

### Annex 1: AA-CCS tool

#### I. AA-CCS baseline assessment, prioritisation, action planning, and progress monitoring

**Instructions:**

*As indicated in section III.A, the assessment, planning, and monitoring process is ideally done in a participatory, flexible and iterative manner. However, it is entirely up to the CO to determine how and with whom to organise the process.*

**Step by step:**

- *For each AA capacity domain, define an overarching capacity outcome statement that is relevant to your country context.*
- *Select, add or adapt the capacity parameters (intermediate outcomes) that are relevant to the country context.*
- *Do the baseline assessment of each capacity parameter by*
  - *Assigning a colour-coded parameter rating (from 1 to 3, see below);*
  - *Justifying the rating, describing the situation/evidence that supports the rating;*
  - *Outlining key strengths and weaknesses relevant to the parameter.*
- *For all parameters rated lower than 3, determine if addressing the weakness(es) is a priority. If an issue is prioritised, describe what should be done about it, being as specific as possible about the planned capacity strengthening interventions. Explore if there are partners or ongoing initiatives that can provide synergies.*
- *Periodically, (it is recommended to do this annually, or latest when a change is expected to have emerged) review and record whether changes are observable, and update the parameter rating (it is possible that no change occurred, in which case the rating should remain unchanged).*

**Parameter ratings:**



**1 = Parameter is not met:** There is no evidence of the required elements that need to be in place nor are there ongoing initiatives that would change this.

**2 = Parameter is partially achieved:** Some efforts to achieve the criteria are observed, although they are inconsistent. Additional work is planned and/or being implemented to ensure consistency.

**3 = Parameter is achieved:** There is consistent evidence that the criterion has been successfully reached.

*Average parameter scores can be calculated (a) for each of the four main outcome areas (policy, finance, science, implementation), and (b) across all four main outcome areas to arrive at one average score. The average scores can help to identify priority areas requiring attention. Changes in average scores over time can indicate improvement or deterioration. However, overall it must be noted that the ratings are not weighted, and the number of parameters varies by outcome area. Therefore, average scores should be seen as crude estimates to be interpreted with caution.*



Country Capacity Strengthening for AA

**Outcome area 1: POLICY**

**Capacity Outcome Statement**

[Enter the Capacity Outcome Statement this AA-CCS tool will speak to, for example:]  
 Binding legal and policy frameworks mandate and enable country-level actors to plan, budget and implement AA: AA is integrated into relevant national policies and strategies, with clear definition of roles, responsibilities, and accountability mechanisms.

**Assessment, prioritisation, action planning, and monitoring by parameter**

Parameters (intermediate outcomes): <b>POLICY</b>	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
1.1 AA is <b>integrated</b> into disaster risk management (DRM) policies, strategies, and plans at all levels, making AA a <b>requirement</b> when anticipated hazard conditions demand it						
1.2 <b>Mandates, roles and responsibilities</b> for AA are clearly defined and assigned at all levels						
1.3 <b>Accountability</b> and participation mechanisms are established and ensure that at-risk populations are involved in defining and evaluating AA						
<i>Add or edit capacity outcomes as needed and relevant for your country context...</i>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



Country Capacity Strengthening for AA

**Outcome area 2: FINANCE**

**Capacity Outcome Statement**

[Enter the Capacity Outcome Statement this AA-CCS tool will speak to, for example:]  
 Pre-arranged financing mechanisms are in place and sufficiently resourced to fund AA implementation at scale.

**Assessment, prioritisation, action planning, and monitoring by parameter**

Parameters (intermediate outcomes): <b>FINANCE</b>	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
2.1 <b>Budget planning</b> for AA is evidence-based and commensurate with the needed scale of AA						
2.2 Resources are <b>allocated</b> to the AA budget and available in case of an activation						
2.3 <b>Disbursement</b> mechanisms are established and ensure rapid flow of resources						
2.4 <b>Continuity</b> of operational funding maintains essential ongoing activities, e.g. updating forecasts, trigger models, and AA plans						
2.5 <b>Resource mobilisation</b> : Sources of funding are diversified and linked with other sovereign climate and disaster risk financing instruments						
<i>Add or edit capacity outcomes as needed and relevant for your country context...</i>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



**Outcome area 3: SCIENCE**

**Capacity Outcome Statement**

[Enter the Capacity Outcome Statement this AA-CCS tool will speak to, for example:]  
 Forecasting capacity is accessible and harnessed to produce impact-based triggers, to inform early warning and guide AA.

**Assessment, prioritisation, action planning, and monitoring by parameter**

Parameters (intermediate outcomes): <b>SCIENCE</b>	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
3.1 Comprehensive context, hazard and risk analysis informs the design of trigger mechanisms and the prioritisation of AA.						
3.2 Suitable forecasts are available or can be generated and meet requirements regarding timeliness, time scales, forecast skill, and granularity.						
3.3 An impact-based trigger model is developed, or co-created with third-party experts, based on reliable, high-quality data.						
3.4 An early warning system (EWS) is in place and links providers of forecast information with implementers of anticipatory action and at-risk communities.						
<i>Add or edit capacity outcomes as needed and relevant for your country context...</i>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



**Outcome area 4: IMPLEMENTATION**

**Capacity Outcome Statement**

[Enter the Capacity Outcome Statement this AA-CCS tool will speak to, for example:]

Actors and institutions have adequate physical and human resources, plans and coordination to be operationally ready to take anticipatory action.

**Assessment, prioritisation, action planning, and monitoring by parameter**

Parameters (intermediate outcomes): <b>IMPLEMENTATION</b>	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
4.1 Implementing agencies have the <b>human resources</b> to deliver AA at scale, and/or the capacity to inform and enable at-risk communities to take anticipatory actions.						
4.2 <b>Logistical</b> capability and <b>physical</b> resources (e.g. vehicles) are available to implement AA at scale.						
4.3 Standard-based <b>financial management</b> and reporting enables rapid use of funds to drive an agile implementation while minimising the risk of misuse of funds.						
4.4 Targeting: <b>Identification</b> and assistance to <b>beneficiaries</b> based on clear targeting criteria ensures impact- and needs-based assistance.						
<i>Add or edit capacity outcomes as needed and relevant for your country context...</i>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



**5. Cross-cutting capacity outcomes**

**Capacity Outcome Statement**

*[Enter the Capacity Outcome Statement this AA-CCS tool will speak to, for example:]*  
 Actors and institutions undertake evidence-based planning and routinely coordinate, manage risks and invest in evidence generation and learning to improve AA design and implementation.

**Assessment, prioritisation, action planning, and monitoring by parameter**

	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
<b>Parameters (intermediate outcomes): CROSS-CUTTING</b>						
5.1 Mechanisms for <b>stakeholder engagement, participation and inclusion</b> are established, formalised and transparent.						
5.2 <b>Planning</b> is evidence-based, risk-informed and underpins all investments of time or resources, for example, development of AA SOPs, and integral to a 'way of working in anticipation', for example, in contingency planning.						
5.3 <b>Coordination</b> is institutionalised and routinely practiced among and between authorities, forecast providers, AA implementers and communities.						
5.4 <b>Risk management</b> is practiced where applicable, for example, safety and security; financial risk management; operational risk management and business continuity planning.						



## Country Capacity Strengthening for AA

5.5 <b>Evidence generation and learning</b> are built into the programme planning and management cycle; AA implementation is accompanied by rigorous M&E.						
<i>Add or edit capacity outcomes as needed and relevant for your country context...</i>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	X					Y



**II. Aggregated AA-CCS assessment, planning, and monitoring results**

	Baseline assessment		Prioritisation & action planning		Monitoring / follow-up review	
	Rating (1-3)	Explain parameter rating & outline key a) strengths and b) weaknesses	For each weakness, should this be prioritised? (Y/N)	If prioritised, which actions should be taken (CCS)? Include what, when, for how long. Mention potential partners or synergies with other initiatives.	What has changed? What is done differently?	Rating (1-3)
<b>Outcome area 1: POLICY</b>						
1.1 AA <b>integration</b> in national policy frameworks						
1.2 <b>Mandates, roles and responsibilities</b>						
1.3 <b>Accountability</b> and participation						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	<b>X</b>					<b>Y</b>
<b>Outcome area 2: FINANCE</b>						
2.1 <b>Budget planning</b>						
2.2 Resources are <b>allocated</b> to the AA budget						
2.3 <b>Disbursement</b> mechanisms are established						
2.4 <b>Continuity</b> funding for ongoing activities						
2.5 <b>Resource mobilisation</b>						
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	<b>X</b>					<b>Y</b>
<b>Outcome area 3: SCIENCE</b>						
3.1 Context, hazard and risk <b>analysis</b>						
3.2 Suitable <b>forecasts</b> are available						
3.3 An impact-based <b>trigger</b> model is developed						
3.4 An <b>early warning system (EWS)</b> is in place						



Country Capacity Strengthening for AA

<b>AVERAGE RATING FOR OUTCOME AREA:</b>	<b>X</b>						<b>Y</b>
<b>Outcome area 4: IMPLEMENTATION</b>							
4.1 <b>Human resources</b> to deliver AA at scale							
4.2 <b>Logistical</b> capability and <b>physical</b> resources							
4.3 <b>Financial management</b> and due diligence							
4.4 Criteria-based <b>targeting</b> of beneficiaries							
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	<b>X</b>						<b>Y</b>
<b>Outcome area 5: CROSS-CUTTING</b>							
5.1 Stakeholder <b>engagement, participation &amp; inclusion</b>							
5.2 <b>Planning</b> is evidence-based & risk-informed							
5.3 <b>Coordination</b> is institutionalised							
5.4 <b>Risk management</b> is practiced consistently							
5.5 Routine <b>evidence generation and learning</b>							
<b>AVERAGE RATING FOR OUTCOME AREA:</b>	<b>X</b>						<b>Y</b>

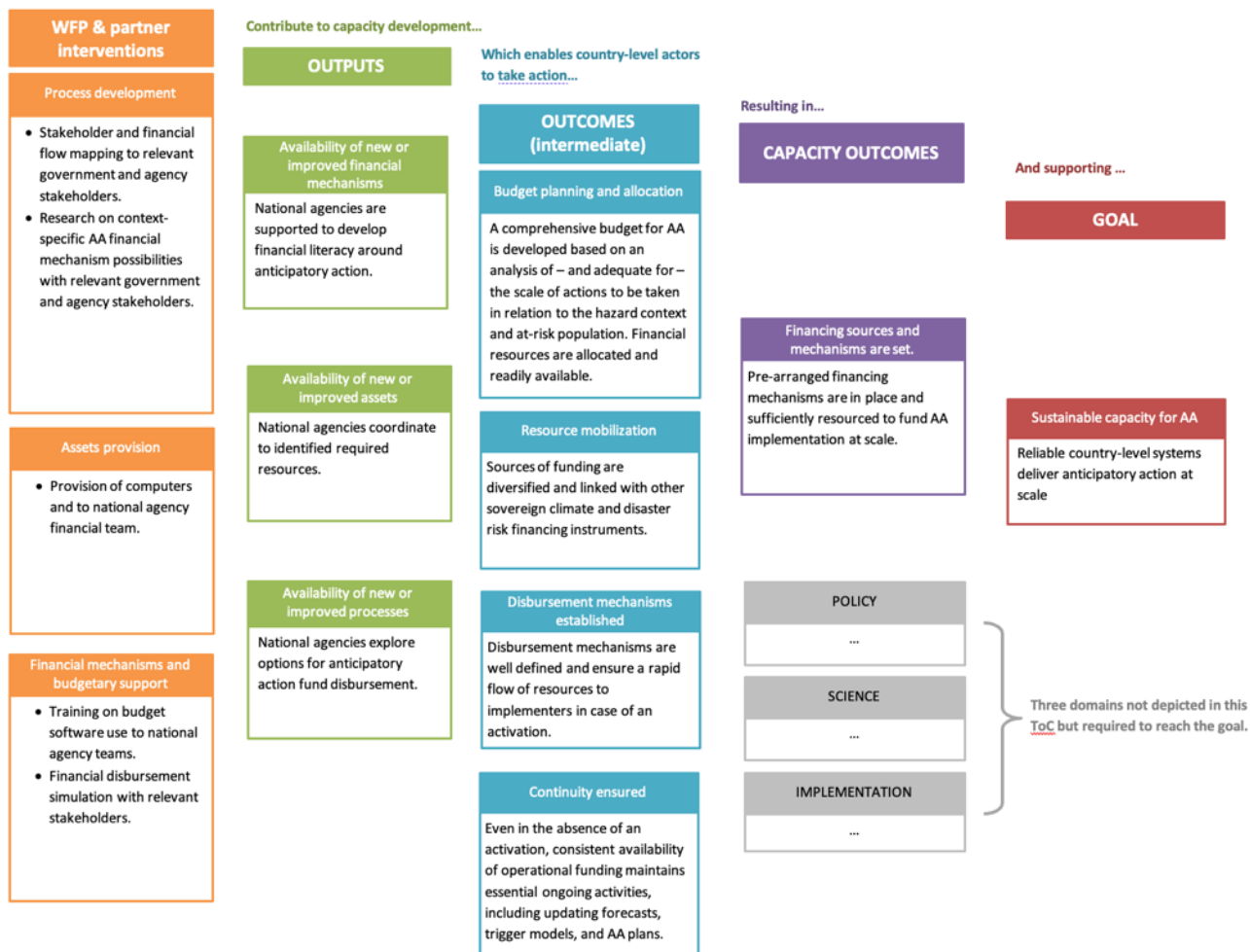


Country Capacity Strengthening for AA

## Annex 2: Theory of Change Examples

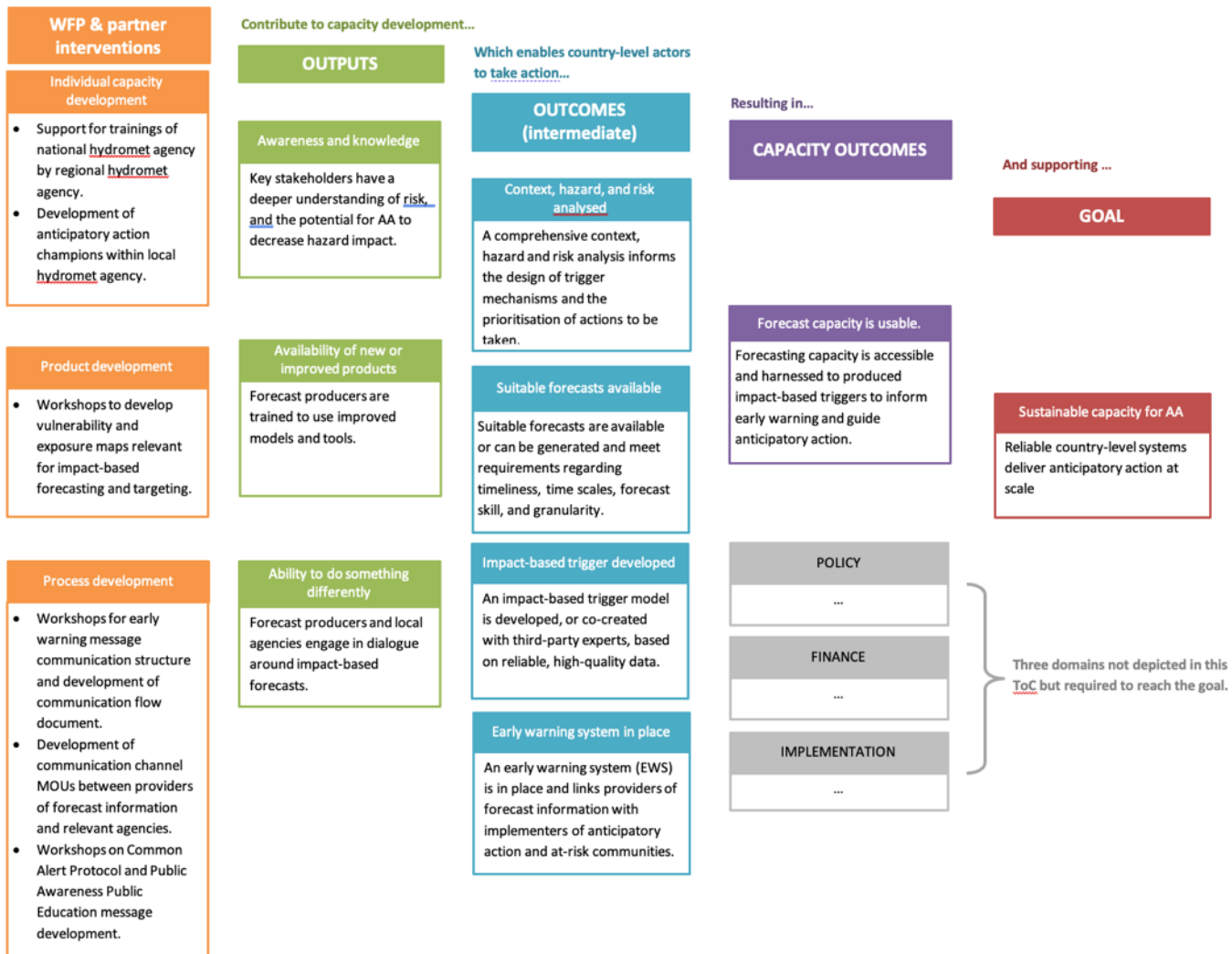
### I. Finance outcome area

# Country Capacity Strengthening for AA



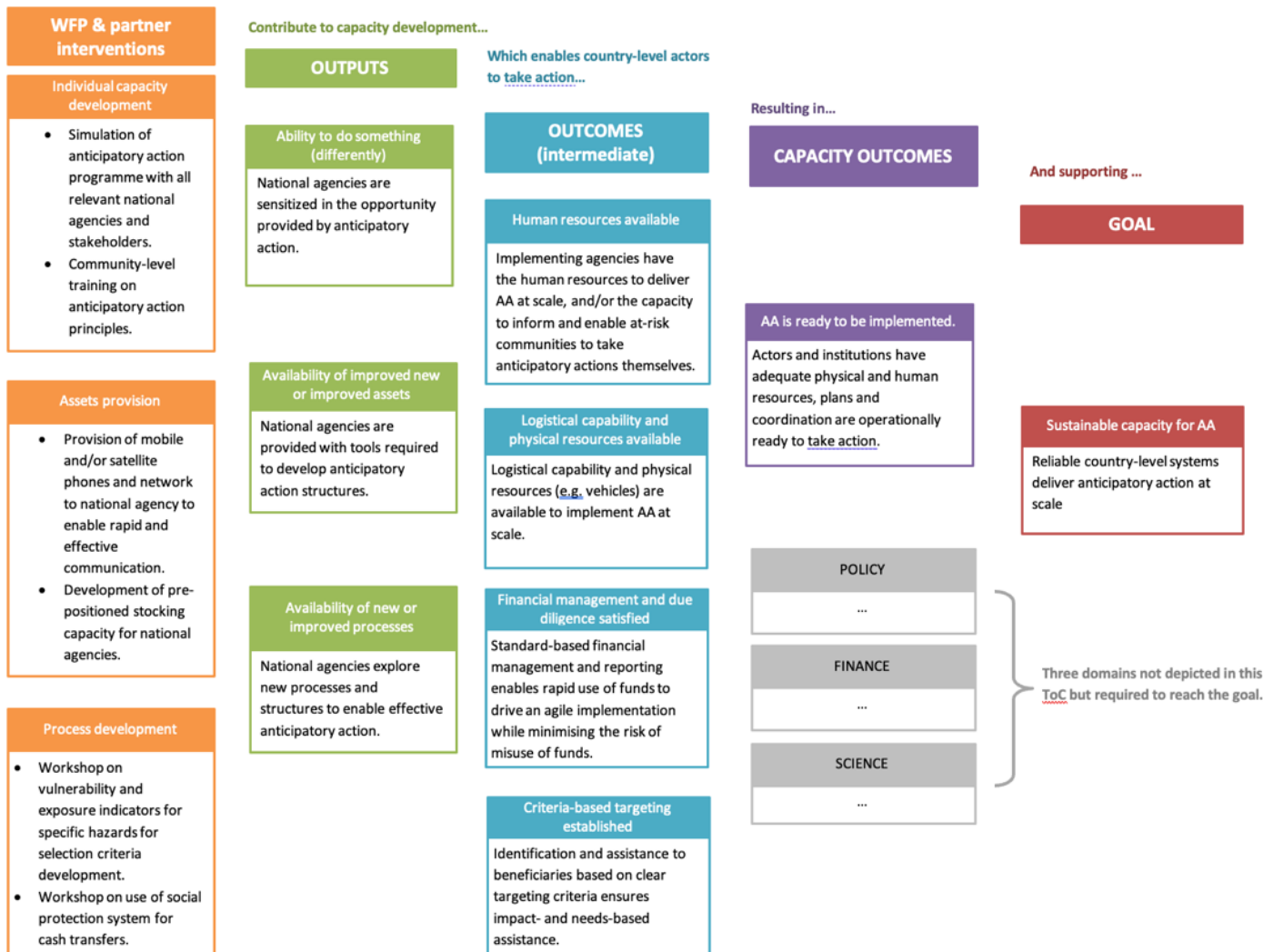
# Country Capacity Strengthening for AA

## II. Science outcome area



## Country Capacity Strengthening for AA

### III. Implementation outcome area







## Country Capacity Strengthening for AA

### Annex 3: Progress Monitoring and Change Log

#### **Instructions:**

- *Keeping a timeline of events can help in constructing a plausible narrative of change of how WFP capacity strengthening interventions contributed to achieving AA country capacity results.*
- *This table can be used to monitor AA CCS progress by keeping a timeline (column B) of
  - *WFP capacity strengthening interventions (column C), or*
  - *noteworthy developments (column D) that show the emergence of AA capacity (see example on next page).**
- *For corporate reporting, include CRF indicator reference numbers where applicable, for example, to monitor the number of capacity strengthening initiatives facilitated by WFP (CRF # C.7 in column C), and results such as the number of people trained (CRF # C.6) or institutions involved (CRF # C.9) or the policies developed (in columns F, G and H).*
- ***Important:*** *Make reference to the capacity outcome statement formulated in the AA-CCS tool and indicate in columns F through H whether and how the capacity gaps identified in the AA-CCS tool have been closed.*

*Table starts on next page.*



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		OR		Results Include CRF indicator ref. number where applicable			
A	B	C	D	E	F	G	H
Capacity Domain	Date	WFP intervention (include CRF indicator ref #)	Noteworthy event/ occurrence	# of people/ institutions involved (specify)	Output	Intermediate outcome	Outcome
POLICY							
FINANCE							
SCIENCE							
IMPLEMENTATION							
CROSS-CUTTING							



Country Capacity Strengthening for AA

Example of how the to populate the template

		OR			Results Include CRF indicator ref. number where applicable		
A	B	C	D	E	F	G	H
Capacity Domain	Date	WFP intervention	Noteworthy event/ occurrence	# of people/ institutions involved (specify)	Output	Intermediate outcome	Outcome
POLICY	Jan 2022	Consultation workshop on AA policy development (CRF # C.7)		27 staff from 6 key institutions (Ministry A; agency B; department C; NGO D; ...)	27 staff (CRF # C.6) from 6 institutions (C.9) sensitised about importance of integration of AA in national DRM policy		
	Mar 2022		Deputy Minister for Disaster Risk Mgmt. calls high-level meeting on AA	54 people from 12 agencies (including WFP): agency A, B, C, ...	CRF # C.6: 54 people CRF # C.9: 12 institutions	Key country-level stakeholders show buy-in, support and drive the AA agenda forward	
	...	...	...	...			
	Dec 2022		Cabinet approves revised DRM policy that integrates AA				CRF # tbc: National policy established which integrates and institutionalises AA, with WFP CCS support



**Country Capacity Strengthening for AA**

<b>FINANCE</b>							
<b>SCIENCE</b>							
<b>IMPLEMENTATION</b>							
<b>CROSS-CUTTING</b>							



## Annex 4: Strategic review and learning questionnaire for AA CCS

This short questionnaire is intended to be used by WFP COs to collect feedback from a range of AA partners and stakeholders at different levels. The more diverse the perspectives, the higher the likelihood of identifying hidden challenges and opportunities not to be missed to enhance WFP’s CCS efforts for AA.

The questionnaire should be adapted to the respective country context.

For some questions, pre-defined response options are provided to facilitate analysis. However, the respondent should be prompted to elaborate further on all questions to fully appreciate their insights. Therefore, conversations should be recorded and transcribed for in-depth analysis, with the permission of the interviewee.

The questionnaire is meant to be administered in person. However, it can also be modified to be deployed via a remote, online survey.

### Introduction:

Hello, my name is [name of interviewer]. I work for WFP and I am interested in your perspective on capacity strengthening for Anticipatory Action in this country. Participating in this interview is not required. You can decide to skip questions and you can end this conversation any time.

Do you agree to be interviewed?  Yes  
 No *[Thank the respondent and end the interview]*

I would like to record the audio of our conversation for analysis purposes only. The recording will not be shared with anyone outside of WFP.

Do you consent to this interview being audio-recorded?  Yes *[Turn on recording]*  
 No

### I. Background

I.1 Which organisation do you work for?

I.2 What is your role and function?

### II. Experience with Anticipatory Action

II.1 How familiar are you with the concept of Anticipatory Action or Forecast-based Financing?

0 – Not at all    1 – A little    2 – Somewhat    3 – Very familiar

Please elaborate: \_\_\_\_

*After the respondent has answered, irrespective of the response, briefly explain WFP’s work on capacity strengthening for AA. (One sentence each on: What is AA? What are WFP’s objectives regarding AA in this country? What does WFP do in the area of capacity strengthening for AA?)*



## Country Capacity Strengthening for AA

II.2 Are you aware of WFP's efforts to support country capacity strengthening for anticipatory action?

0 – Not at all    1 – A little    2 – Somewhat    3 – Very aware

Please elaborate: \_\_\_\_

*If the respondent is not at all or only a little familiar with the AA agenda, consider whether the insights of this respondent will be useful for informing WFP's CCS for AA initiatives. If not, consider thanking the respondent for their time and ending the interview here.*

### III. Views on country capacity strengthening for AA

III.1 How would you assess the **existing capacity** and readiness to implement anticipatory action sustainably and at scale in this country? *[As the respondent answers, tick one or multiple responses that correspond most closely to the answer]*

- 0 – Non existent
- 1 – Latent
- 2 – Emergent
- 3 – Moderate
- 4 – Self-sufficient

Please elaborate: \_\_\_\_

III.2 What **role** do you see **your organisation** play in strengthening capacity for, institutionalising or implementing anticipatory action in this country? What can your organisation contribute? *[As the respondent answers, tick one or multiple responses that correspond most closely to the answer]*

- a. Policy
- b. Finance
- c. Science
- d. Implementation
- e. Other (specify): \_\_\_\_\_

Please elaborate: \_\_\_\_

III.3 What do you see as the biggest **challenges** or barriers to strengthening capacity and institutionalising anticipatory action in this country? *[As the respondent answers, tick one or multiple responses that correspond most closely to the answer]*

- a. Lack of interest or understanding
- b. Political will
- c. Policy or legal issues
- d. Funding
- e. Science capacity
- f. Implementation capacity
- g. Communication or coordination



## Country Capacity Strengthening for AA

h. Other (specify): \_\_\_\_\_

Please elaborate: \_\_\_\_\_

III.4 What do you see as the biggest **opportunities** for strengthening capacity and institutionalising anticipatory action in this country?

Please elaborate: \_\_\_\_\_

III.5 **What can WFP do** to help strengthen capacity and institutionalise anticipatory action in this country? *[As the respondent answers, tick one or multiple responses that correspond most closely to the answer]*

- a. Policy
- b. Finance
- c. Science
- d. Implementation
- e. Other (specify): \_\_\_\_\_

Please elaborate: \_\_\_\_\_

### IV. Feedback on tools for Anticipatory Action (CRF # G.7)

IV.1 Are you **aware** of **WFP having provided support** to any of the following **tools** or processes? *[As the respondent answers, tick one or multiple responses that correspond most closely to the answer]*

- a. Feasibility & risk assessments
- b. Forecasts & triggers
- c. Implementation tools
- d. Financing mechanisms
- e. M&E resources
- f. Anticipatory Action SOPs

IV.2 *For each of the tools and processes that the respondent is aware of, ask:*

To what extent do you find each of these tools **useful** for your work regarding the anticipatory action agenda?

- a. Feasibility & risk assessments  
0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful  
Why? Please elaborate \_\_\_\_\_
- b. Forecasts & triggers  
0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful  
Why? Please elaborate \_\_\_\_\_
- c. Implementation tools  
0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful



## Country Capacity Strengthening for AA

Why? Please elaborate \_\_\_\_\_

d. Financing mechanisms

0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful

Why? Please elaborate \_\_\_\_\_

e. M&E resources

0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful

Why? Please elaborate \_\_\_\_\_

f. Anticipatory Action SOPs

0 – Not at all useful    1 – A little    2 – Somewhat    3 – Very useful

Why? Please elaborate \_\_\_\_\_





## Acronyms

AA	Anticipatory Action
AAPs	Anticipatory Action Plans
AATF	Anticipatory Action Task Force
CBT	Cash-based Transfers
CCS	Country Capacity Strengthening
CNM	Capacity Needs Mapping
CO	Country Office
CRF	Corporate Results Framework
CSP	Country Strategic Plan
DRM	Disaster Risk Management
EPCI	Emergency Preparedness Capacity Indicator
EWS	Early Warning Systems
FbF	Forecast-based Financing
FFA	Food for Assets
HQ	Headquarters
IFRC	International Federation of Red Cross Red Crescent Societies
M&E	Monitoring and Evaluation
REAP	Risk-informed Early Action Partnership
SOP	Standard Operating Procedure
SP	Strategic Plan