



**WFP EVALUATION**



**World Food  
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# **Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition**

Centralized evaluation report – Volume II annexes

OEV/2021/017  
Office of Evaluation

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## Disclaimer

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

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# Annex I. Summary Terms of Reference

*Policy evaluations focus on a WFP policy and the guidance, arrangements, and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.*

## Subject and focus of the evaluation

1. Strengthening resilience has become an increasing priority across development and humanitarian programming, and building resilience is considered a critical step towards achieving the 2030 Agenda for Sustainable Development. Resilience is also a common thread across the three United Nations (UN) pillars of development, human rights, and peace and security- and is reflected in many important global policy agendas and frameworks that acknowledge that risks and their manifestation can hinder the implementation of the 2030 Agenda and the Sustaining Peace Agenda.
2. WFP's Policy on Building Resilience for Food Security and Nutrition (hereinafter referred to as Resilience Policy), approved by Executive Board (EB) in May 2015, articulates WFP's resilience building role as centred around food security and nutrition. Resilience is not an end objective, but a means to achieving and sustaining food security and nutrition in the face of shocks and stressors. The Policy intends to guide a resilience-building approach to programming by: i) providing coherence for WFP's actions to reduce vulnerability; ii) aligning WFP with global policy on resilience; and, iii) ensuring that WFP's activities complement the resilience-building programmes of other actors.

## Objectives and users of the evaluation

3. Evaluations serve the dual objectives of accountability and learning.
4. **Accountability** - The evaluation will assess the quality of the 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.
5. **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 actions since the policy was approved. It will also consider the current context of the WFP Strategic Plan 2017-2021 as well as the future through the Strategic Plan 2022-2025.
6. An assessment of the policy from a GEWE and inclusion perspective more broadly will also be undertaken.
7. The target users of the evaluation are: i) the Resilience & Food System Service and within that the Livelihoods, Asset Creation and Resilience Unit; ii) other HQ Units with a role in the policy's discussion and support in its implementation; iii) WFP senior management; iv) policy-makers and programme designers and implementers at HQ, Regional Bureau, and CO-level; v) Executive Board members; v) humanitarian and development actors, academics and networks; vi) UN agencies; vii) donors; viii) host governments of countries where WFP operates; ix) local community members/leaders where resilience initiatives are being implemented, as well as beneficiaries of these initiatives.

## Key evaluation questions

8. The evaluation will address the following three key questions:
9. **QUESTION 1: How good is the Resilience Policy?** The evaluation will assess to what extent the Resilience policy meet the criteria for policy quality in WFP. It will also assess to what extent the policy is 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's position and approaches within the nexus.

10. **QUESTION 2:** What are the results of the Resilience policy?

11. The evaluation will assess the extent to which the Resilience Policy contributed to strengthening resilience to shocks through specific corporate activity categories.

12. **QUESTION 3:** What has enabled or hindered results achievement from the Resilience policy?

13. The evaluation will assess the extent to which: i) the policy receives support and prioritization by senior management and have clear corporate responsibilities and assigned accountabilities; ii) the policy was adequately disseminated resulting in sufficient staff awareness and ownership; iii) the policy had adequate financial resources for its implementation; iv) the policy had robust results frameworks, monitoring and reporting systems in place; v) guidance to implement the policy was developed and used; vi) appropriate and sufficient human resource capacities and competencies were in place at different WFP levels. It will also ask what external factors and drivers of change were in place to promote resilience.

## Scope, methodology and ethical considerations

14. The evaluation will cover the period from 2015 when the WFP Resilience Policy was approved to October 2022, with an emphasis on the 2017-2022 period.

15. The evaluation will build on the Strategic Evaluation on Resilience (2019) and where appropriate use it as a baseline for further analysis so as to not repeat analysis already undertaken.

16. The scope of the evaluation will be further elaborated during the inception phase and will be informed by a detailed evaluability assessment, as part of the overall evaluation design to be developed by the evaluation team.

17. The methodology will adopt a mixed approach combining qualitative and quantitative data. Within this approach, the evaluation will employ multiple methods of data collection including:

- literature review of resilience internal documents
- synthesis of evaluations, audits and lessons learned
- analysis of WFP administrative data
- key-informant interviews
- focus group discussions

18. Systematic data triangulation across different sources and methods will be carried out to validate findings and minimize bias in the evaluative judgement.

19. While having a strategic, global outlook, the evaluation will zoom in to a purposefully selected number of countries that represent the wide spectrum of resilience activities being carried out by WFP. Country missions will offer evidence from different contexts that will be triangulated with other sources to present relevant and useful findings.

20. The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

## Roles and responsibilities

21. **EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with strong capacity in undertaking complex global, policy evaluations. Additionally, the team will have familiarity with resilience concepts in both humanitarian and development contexts as well as experience with evaluations in the UN system.

22. **OEV EVALUATION MANAGER:** The evaluation is managed by WFP Office of Evaluation with Catrina Perch as evaluation manager and Arianna Spacca providing research and data analysis support. Second-

level quality assurance will be provided by Deborah McWhinney, Senior Evaluation Officer, while the Deputy Director of Evaluation, Anne Claire Luzot, will approve the final evaluation products and present the Summary Evaluation Report to the WFP Executive Board for consideration.

23. An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels has been established. The Internal Reference Group will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

24. **STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, cooperating partners and other UN agencies will be consulted during the evaluation process.

## Communication

25. The Evaluation Manager will consult with stakeholders during each of the evaluation phases. Preliminary findings will be shared with WFP stakeholders in Headquarters, the Regional Bureaus and the Country Offices, during a debriefing session at the end of the data collection phase in September 2022. A stakeholder workshop will be held in January 2023 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by stakeholders. Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

- **Inception Phase:** January-June 2022
- **Data collection:** June-September 2022
- **Debriefing:** September 2022
- **Analysis and reporting:** October 2022 –March 2023
- Stakeholder Workshop: January 2023
- Executive Board: June 2023

# Annex II. Evaluation timeline

Key action		By Whom	Dates
<b>Phase-1 – Preparation</b>			<b>Aug – Dec. 2021</b>
	DDoE clears TORs and sends to stakeholders for comments	DDoE	3 - 17 Nov 2021
	Draft ToR shared with LTAs to start preparing their proposals	EM	3 Nov 2021 (due Nov 25)
	Revise TORs following stakeholder comments	EM/Quality Assurance (QA) 2	17-19 Nov 2021
	ToR approval	DDoE	23 Nov 2021
	Final TOR shared with stakeholders and posted	EM/QA2	24 Nov 2021
	Team selection & Decision Memo submitted	EM/QA2	29 Nov 2021
	PO finalization	Procurement	30 Dec 2021
<b>Phase-2 – Inception</b>			<b>Jan 2022 – Jul 2022</b>
	Team preparation prior to HQ briefing (reading docs)	ET	20 – 30 Jan 2022
	HQ briefing – remote	EM & Team	31Jan – 4 Feb 2022
	Inception phase interviews and missions	EM &Team	21-Feb – 14 Mar 2022
<b>IR D0</b>	<b>Submission Draft Inception Report (IR) to OEV</b>	TL	<b>1 Apr 2022</b>
	EM quality assurance and feedback on IR D0	EM	1 -5 Apr 2022
	ET revision	ET	6-10 Apr 2022
	EM review on revised IR D0	EM	11-12 Apr 2022
	QA2 quality assurance and feedback on revised IR D0	QA2	13-14 Apr 2022
	ET revision	ET	19-22 Apr 2022
<b>IR D1</b>	<b>Submission D1 to OEV</b> (after LTA firm Quality Assurance review)	TL	<b>22 Apr 2022</b>
	EM and QA2 quality assurance on IR D1	EM/QA2	23-26 Apr 2022
	DDoE quality assurance and feedback on IR D1	DDoE	27 Apr – 10 May 2022
	Submit revised IR, addressing DDoE' comments	TL	11-16 May 2022
	EM and QA2 quality assurance on revised IR D1	EM/QA2	17-18 May 2022
	Submit revised draft IR (D2)	ET	18-20 (morning) May 2022
	Review IR D2	DDoE	24-30 May 2022
<b>IR D2</b>	<b>Share D2 IR with Internal Reference Group (IRG) for comment</b>	EM	<b>31 May 2022</b> <b>(Deadline 10 Jun)</b>
	Consolidate and share comments received	EM/RA	14 Jun 2022
<b>IR D3</b>	<b>Submission of revised IR (D3) to OEV</b>	TL	<b>16 Jun 2022</b>
	EM and QA2 quality assurance on IR D3	EM/ QA2	17-20 Jun 2022
	Seek clearance of final IR (D3)	DDoE	21-28 Jun 2022
	Circulates final IR to stakeholders; post a copy on intranet.	EM	29 Jun 2022
<b>Phase-3 - Evaluation data collection phase</b>			<b>Jul-Sep 2022</b>
	Data collection, including missions/country studies & desk review.		18 Jul - 7 Oct 2022
	Overall debriefing with HQ, RB and COs (ppt) – online session	TL	14 Oct 2022
<b>Phase-4 – Reporting</b>			<b>Oct 2022 – Feb 2023</b>
<b>ER Draft 0</b>	Submit draft Evaluation Report to OEV (D0)	TL	17 Nov 2022
	EM quality assurance and feedback on ER D0	EM	18-22 Nov 2022
	Evaluation Team revisions	ET	23-28 Nov 2022
<b>ER Draft 1</b>	<b>Submit draft ER (D1)</b>	TL	<b>28 Nov 2022</b>
	EM quality assurance on ER D1	EM	29-30 Nov 2022
	DDoE quality assurance and feedback on ER D1	DDoE	1-8 Dec 2022
	Submit revised ER, addressing DDoE comments	TL	8-13 Dec 2022
	EM and QA2 quality assurance on revises ER D1	EM	14-15 Dec 2022

Key action		By Whom	Dates
	Clearance to circulate revised ER for IRG comments	DDoE	16-23 Dec 2022
	<b>Stakeholder comments on the draft ER</b>	<b>IRG</b>	3-16 Jan 2023
	Consolidate and share comments with TL	EM	18 Jan 2023
	<b>Stakeholder workshop</b>		1-3 Feb 2023
<b>ER Draft 2</b>	<b>Submit revised draft (D2) ER</b>	TL	<b>10 Feb 2023</b>
	EM quality assurance on ER D2	EM	13-14 Feb 2023
	Begin SER preparation	ET	<b>16 Feb 2023</b>
	DDoE quality assurance on ER D2	EM/RA	17 Feb 2023
<b>ER Draft 3</b>	<b>Submit final draft ER (D3)</b>	EM	<b>Feb 3, 2023</b>
	Submit final draft (D3) ER for approval	DDoE	20-24 Feb 2023
	DDoE D3 ER review and approved	TL	1 Mar 2023
<b>SER D0</b>	<b>Submit D0 SER</b>	EM	<b>2-3 Mar 2023</b>
	Submit D0 SER	DDoE	3-8 Mar 2023
	Review D0 SER	EM	3 Mar 2023
<b>SER D1</b>	<b>Submit D1 SER following DDoE comments</b>	DDoE	<b>3-8 March</b>
	D1 SER to DDoE for clearance to share with OPC	EM	10 Mar 12023
	OPC comment window	TL	14-16 Mar 2023
<b>SER D2</b>	<b>Submit final draft SER (D2) following OPC comments</b>	DDoE	<b>14-16 Mar 2023</b>
<b>FINAL SER</b>	<b>Review of final SER</b>	OPC	<b>16 Mar – 2 Apr 2023</b>
	Clarify last points as needed DDOE +EM	EM/QA2	30 -31 Mar 2023
	Submission of SER to EB Secretariat	DDoE	3-4 Apr 2023
	Submission of approved ER for editing		3-5 Apr 2023
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	Submit SER/rec to CPP for MR + SER for editing and translation	EM	6 Apr 2023
	Formatting and posting approved ER	EM/Comms	
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	DDoE	June 2023
	Presentation of management response to the EB	CPP	June 2023

# Annex III. Methodology

26. This annex provides more detailed information on the approach, data collection methods and analysis including literature and document review, primary data collection, data collection in missions and country desk reviews, comparator organizations, and synergies with other evaluations.

## Approach

27. The evaluation workplan built directly on the ToC, structured by the evaluation questions. Each evaluation question interrogated a different aspect, or level, of the ToC to deepen the understanding of the team of change processes.

### EQ1: Policy quality

28. The team explored the quality of WFP's Resilience Policy to understand its coherence and relevance to WFP criteria, priorities and approaches. In order to do this, the team analysed the quality of the Policy against WFP's own criteria and broader frameworks and plans, and then benchmarked it against similar policies and approaches of external agencies. This gave a holistic overview of policy quality and contributes to the overall policy quality assessment. Key activities were:

- In-depth review and assessment against policy quality criteria
- Assessment against WFP plans, policy, frameworks and so on
- Mapping of policy scope and comparison between policies
- Comparison of WFP policy against tools and approaches of external organizations

### EQ2: Policy results

29. The evaluation identified the results of WFP's resilience activities by using the field mission and desk review countries as examples to examine how effective the Policy has been in contributing to those results, including through the supporting tools, strategies and guidance associated with the Resilience Policy. The evaluation focused on country level, exploring country strategic plans (CSPs) and results reporting to identify resilience results, especially through (integrated) resilience programming, and other programmes reporting resilience outcome indicators. These included: FFA, SAMS, R4 and other programmes, and – where possible – application of 3PA as a key resilience programming tool. A global review analysed WFP achievements across indicators related directly to specific resilience programmes and outcomes.<sup>1</sup> The 12 country studies (field missions and desk reviews) were used to understand factors contributing to those results, as well as tracking further resilience outcomes captured through a wider country-specific set of indicators identified for each country study. This resulted in 12 country "input reports", which fed into the overarching analysis and synthesis. Key activities were:

- A global review of resilience outcomes from across key resilience programme areas: FFA, SAMS, R4 and other resilience-focused programmes
- Country studies, encompassing field missions and desk reviews (including gender and diversity-balanced consultations with relevant stakeholders)
- Literature review and key informant interviews (KIIs) at headquarters, regional and country level
- Theory of change analysis, including group "theory of change" sessions with field mission country office staff to define scope and integration of WFP resilience-strengthening programming in-country

### EQ3: Implementation context

30. The evaluation explored the implementation context of policy delivery – largely within WFP (sub-evaluation questions (SEQs) 3.1-3.6), but also with cognisance of external factors (SEQ 3.7), using realist-

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<sup>1</sup> Taking as a starting point programmes related to: Asset creation and livelihood support activities; Climate adaptation and risk management activities; Smallholder agricultural market support activities; and Emergency preparedness activities. This was combined with programming across other activity areas with a resilience strengthening objective (such as nutrition, social protection, capacity building and support to national governments).

style questions on how and why change happens, for whom and in what contexts, and applying a realist lens to document review to draw out key contextual factors and associated mechanisms that support implementation pathways and alternative explanations.

- Analysis of WFP administrative and monitoring data, building on the analysis carried out as part of the Strategic Evaluation of WFP Support for Enhanced Resilience, under the categories of guidance, systems, programmes, people, and information.
- KIIs at headquarter, regional and country level
- Field missions and desk reviews (cross-cutting EQ2) – focusing on processes and mechanisms for change

## Data collection methods

31. Data for the evaluation were drawn from a variety of sources. They included both secondary data, such as WFP documentation, resilience literature, and results reporting; and primary data collection through KIIs, and workshops. All primary data collection aligned with ITAD's ethics and safeguarding considerations.

### Literature and document review

32. The document review for all EQs included WFP documents (evaluations, audits, lessons learned); WFP country-level results reporting; external agency documentation, including United Nations and other intergovernmental systems; documents of benchmarking institutions, and other related documents for the exercise, such as United Nations SDGs/UN Common Guidance on Helping Build Resilient Societies; and academic literature on resilience. The evaluation also used the most recent integrated risk management (IRM) analytics to update and build on the focus area tagging exercise carried out under the SE Resilience (2019), to look at how activities have been tagged compared to how they have been reported over the period 2020-2022. The team liaised with WFP at head office, regional and country levels for access to WFP documentation, collating documents early in the process to ensure they were accessible for our timely review.

### Primary data collection

33. *Key informant interviews:* In the main mission, the team delivered KIIs at headquarter, regional and country level, engaging the relevant people from the stakeholder mapping and others identified as relevant to the evaluation activities. The main mission interviews included up to 27 KIIs for each field mission, 4 for each desk study, and approximately 30 interviews at headquarter and regional level and 30 external stakeholders (excluding FGDs with beneficiaries).

34. The team delivered KIIs remotely as standard, using Teams, and in person in the field missions. The sampling technique to impartially select stakeholders for the KIIs was based on a two-stage sampling strategy, purposively sampling further new KII using a 'snowball approach' through suggestions from stakeholders. Sampling was closely linked to the ToC and stakeholder analysis, and was iterative, allowing for changes and additions during data collection, as we expected the sample to evolve throughout the data collection process. It also sought to maximize triangulation of sources: the evaluation triangulated evidence across a range of different stakeholders, by comparing insights from WFP stakeholders with insights from knowledgeable "outsiders" and external partners, and through accessing secondary documentation where available.

35. *Focus group discussions:* Within the field missions the evaluation facilitated focus group discussions with in-country teams and, where relevant, beneficiaries of WFP resilience programming. These were groups of 6-8 people, with whom the team broadly explored the Theory of Change for the Resilience Policy and how results have been achieved. These enabled the team to understand the multiple factors that contributed to a certain result, which could be explored in more detail through subsequent KIIs. Beneficiaries were sampled by the in-country experts under the direction of the evaluation team and some anticipated guidance from country offices and/or cooperating partners.

36. An outline of KII and focus group discussion (FGD) semi-structured questionnaires is provided in Annex V, each KII guide is structured against the stakeholder group and most relevant evaluation question.

## Data collection missions and country desk reviews

37. The evaluation team carried out six country field missions and six country desk reviews, focused largely on EQ2. The evaluation was designed with the assumption that COVID-19 pandemic restrictions would continue to affect data collection and international travel by the evaluation team. In order to mitigate this, the core evaluation team was supported by a pool of in-country experts who were responsible for supporting the team with data collection and analysis as part of the six country field missions. This local knowledge in the form of language, traditions, and context-specific skills and expertise was invaluable during the field-based data collection phase, and the experts' presence in country provided opportunities to liaise closely with key stakeholders periodically during implementation. The evaluation team carried out three of the six country field missions in person, working closely with and supported by the in-country experts.

38. *Country selection:* The evaluation team, with guidance from the Office of Evaluation, built on the country selection criteria provided in the ToR to include an indicator for characteristics of integrated resilience programming – the data for this was provided mostly by regional bureaux or through inception interviews. This was used to create a longlist for selecting the 12 country studies that represented a range of characteristics, including geographic spread, diverse income brackets, and degree of fragility, a selection of “degrees” and “types” of integrated resilience programming, and complementarity with the DRR and Climate Change Policy Evaluation longlist. Below is a list of key criteria :

- Integrated programming (layering, sequencing, including with specific cross-cutting areas related to gender, nutrition, school feeding)
- Multi-sector approach (cross-sectoral partnerships that integrate, layer and sequence interventions)
- Partnerships (type/level/nature of engagement, for example with RBAs; civil society, private sector and so on, from a resilience perspective or not?)
- Different institutional levels: individuals / households / communities / institutions / systems / government / country / regional (target groups implicit)

39. In addition, the presence of a gender officer in the country office was used as an indicator for gender-focused programming, and as a potential proxy for transformative elements with resilience programmes.

**Table A 1: Countries selected for in-country missions and desk reviews**

Country	Region	DR R longlist	Suggested in interviews	Resilience Evaluation Shortlist	ET notes	Gender Officer	Resilience summary
Burkina Faso	RBD	y	y	Country Study		Vacant	Eval IE, FFA, SAMS, HGSF, 3PA, RBA, G5
Honduras	RBP		y	Country study	food systems	Y	FFA, SAMS, HGSF, 3PA (SLP, CBPP), partial R4, partial RBA, (good integration examples)
Kenya	RBN		y	Desk study	food systems, mkt access, food, nutrition management, SER	Y	Eval SER, ODI, FFA, SAMS, HGSF, 3PA (ICA, SLP), RBA,
Lebanon	RBC		y	Country Study	RBB pilot	N	Eval SER, RBBP, FFA, 3PA (CBPP), CLEAR, EU, (integrated MADAD project)
Madagascar	RBJ	y	y	Country study	working across the board on res activities (3PA, RBA, R4)	N	FFA, SAMS, HGSF, 3PA(ICA, CBPP) RBA, R4 (integration with climate services)
Malawi	RBJ		y	Inception + desk study	lots of evidence already	Y	Eval SER, FFA, SAMS, HGSF, 3PA (ICA, SLP,

							CBPP) R4 (integration with climate services)
<b>Mozambique</b>	RBJ		y	Country study	EWS	Y	FFA, SAMS, 3PA(ICA), RBA, R4 (good integration examples given)
<b>The Niger</b>	RBD	y	y	Desk Study	proposed by RBD	Y	Eval IE Eval SER ODI, FFA, HGSE, 3PA (ICA, SLP, CBPP) RBA, G5,
<b>Pakistan</b>	RBB			Desk study	Was a case study in SER – potential desk study for follow up	Y	Eval SER, FFA, 3PA (ICA, SLP, CBPP), (good integration examples given)
<b>South Sudan</b>	RBN		y	Country study	gender officer, resilience in a changing climate; PRIME	Y	RBBP, Eval IE, FFA, SAMS, HGSE, 3PA(ICA)
<b>Sri Lanka</b>	RBB		y	Desk study	Strong resilience focus	Y	ODI, RBBP, FFA (small), HGSE, 3PA (SLP, CBPP), integration examples
<b>Yemen</b>	RBC		y	Desk study	two SLPs done, and a draft ICA underway; One of the largest programmes corporately for FFA in terms of number of beneficiaries	N	FFA, 3PA, RBA,

40. Note : countries in black are countries where a desk review took place, countries in green are those where an in-country mission took place.

### **Resilience policy review of comparator organizations**

41. The evaluation conducted a comparative exercise to support EQ1.4: To what extent does the Policy represent international good/best practice (in 2015/current)? In particular, this measured the coherence and complementarity of the WFP Resilience Policy with comparator organizations with respect to policy design, strategic approach, resilience architecture, resilience capacity and tools, accountability, and oversight.

42. The review involved contrasting WFP's Resilience Policy, and its associated implementation mechanisms, including guidance, tools, technical capacity and resourcing, against the resilience tools, approaches and policies of three comparator organizations, operating at global level.

43. Three comparator agencies were selected: FAO, BMZ and Oxfam. The team reviewed their relevant documentation and conducted interviews with key representatives of the resilience work within each organization, speaking with two people per organization.

### **Synergies with other ongoing evaluations**

44. Several evaluations were conducted in parallel to this evaluation. Notably, the evaluation of the climate change and DRR policies, and CSPEs in countries of interest to this evaluation, including Malawi, Burkina Faso, Madagascar and Kenya. In addition, the World Bank DIME climate resilience impact evaluation (IE) window is currently open, with baseline evaluations conducted in Mali, the Niger, Rwanda, and South Sudan during 2022. The evaluation team was mindful of the potential burden on country offices of multiple evaluations happening within close or concurrent timeframes when selecting countries for long and shortlists for field mission and desk study. The evaluation team, in collaboration with the Office of Evaluation, explored options for achieving synergies and efficiencies. For example:

- Sharing the Resilience Policy theory of change and the finalized evaluation inception report with the team leader of the Climate Change and DRR PE.
- Joint development of a glossary of terms and clarity on activities/activity components at the country level with the Climate Change and DRR PE team.
- For the Climate and DRR PE, the evaluation teams shared relevant coded data specifically relating to that evaluation, given the common ground between the policies but keeping in mind the different focuses of the respective evaluations and the distinct samples for the field missions and

desk studies. This evaluation looked at DRR and climate change programming as work that explicitly focuses on building resilience, focusing on how has the Resilience Policy specifically supported this work, if at all. In this respect it differed from the other PE, which examined climate change and DRR work in relation to those specific policies. The evaluation deep dives in the country and desk studies were in different countries to the other PE so there was no overlap in that respect.

- The evaluation team responding to any questions that other evaluation teams may have in relation to resilience-related information or insights on specific countries
- Malawi, Madagascar, Kenya and Burkina Faso were countries undergoing CSP evaluations during the same timeframe as this evaluation, and so coordinated outreach to the country offices with the CSP evaluation team was done, so as to avoid overburdening staff and country partners with too many requests at the same time.

### Data coding

45. The KII transcripts and interview notes, case studies and desk studies, were loaded into and coded in MAXQDA, a computer-assisted qualitative data analysis program.

46. The foundation of the coding system was informed by the evaluation ToC, including assumptions, as well as the EQs and sub-EQs. These were used to generate an initial list of codes (see Table A 4). Two team members then coded the text of all documents using an iterative process, with further codes added as the need arose. One text excerpt was typically coded against multiple codes, which meant that data could be readily examined in depth during subsequent analysis.

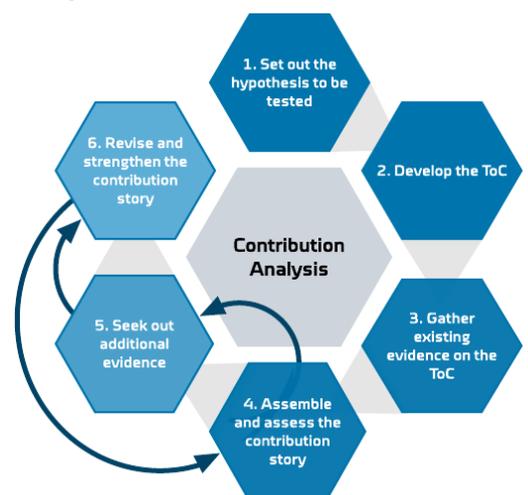
47. To ensure inter-coder reliability, the team conducted a coding peer-review meeting along with regular email and teams check-ins, with the team leader reviewing randomly selected codes to check and support consistent application of the coding structure.

### Data analysis

48. Data analysis layered methods at different stages of the analysis: contribution analysis was applied in country studies; comparative case study analysis was applied across country and desk studies, the comparator organization benchmarking exercise and desk review of evaluations; thematic analysis was applied throughout, including overarching synthesis.

49. **Contribution Analysis:** In the country studies, the team assessed the degree of confidence in the extent of contribution of the Resilience Policy, and other factors where relevant, to resilience results on the ground, in combination with strength of underlying evidence (EQ2). The country teams used the overarching evaluation theory of change for the Resilience Policy to sketch out a TOC for the countries (for the Policy), continuing through steps 3 to 6 to produce contribution stories for the Policy for each country. Contribution 'stories', underpinned by thematic analysis, were used to define and illustrate policy pathways to resilience outcomes and alternative explanations (mainly in the country studies but also where possible in the desk studies). The team used the stories to try to highlight where particular pathways have led to good resilience 'results' in terms of support given by the Policy to resilience capacities built (emphasizing how and why change happens, for whom and in what contexts).<sup>2</sup> These resilience outcomes included application of a "resilience lens", processes such as layering and linking of activities, and also strengthened resilience capacities (secondary outcomes), analysing the evidence to determine the contribution of the Policy towards these (and where things may not have worked so well – building cases and examples of positive and negative "deviance"). The evaluation also highlighted alternative explanations for outcomes, where factors other than the Policy have influenced

Figure A 1: Six steps of contribution analysis



<sup>2</sup> By applying a realist lens, thinking about change in terms of interaction between context and mechanism, in response to an "activity" that leads to outcomes. Westhorp, G. 2014.

change. These assessments were moderated and triangulated through initial analysis by the team members leading and conducting the studies, followed by discussion across cases in the team analysis workshop to synthesize the evidence and re-examine the evaluation theory of change for the Policy.

50. **Thematic analysis:** The overall analysis is based on a thematic analysis of the data, within case studies and in the synthesis across all data sources (EQ1-3). This involved identifying, examining, and recording patterns (or 'themes') within the data, which are important to describe what is happening on the pathway between Policy and programming on the ground (see parent/child codes in table A 4 and other synthetic themes applied in comparative case study analysis below).

51. **Comparative case study analysis approach** (Goodrick, 2014): the evaluation analysed and synthesized similarities, differences and patterns across the country case studies to produce generalizable knowledge particularly to respond to EQ3, with a light content analysis of the emerging themes in line with the teams' approach to assessing strength of evidence. As well as the data codes, synthesized themes included: the country office role in resilience as stated in the CSP; type of resilience programming (for example FFA, integrated, capacity building with government and so on – different entry points and activities); resilience outcomes; tools and guidance used for resilience programming; partnerships in resilience programming; aspects of Resilience Policy reflected in programming (for example, policy keywords such as resilience lens, integration, layering, linking, capacities and so on evident in programming). Comparative case study analysis was also applied to: 1) document review of the CSPEs, selected for degree of focus on resilience programming, on the following themes: integrated resilience programming, resilience outcomes from integrated programming, capacity building, resilience measurement, tools for resilience programming; partnerships present within resilience building work (EQ2 and EQ3); and 2) benchmarking exercise (EQ1).

52. Broadly, the analysis and synthesis process followed these steps, drawing on the entire dataset encompassing documents, KII transcripts and notes, data from field missions and desk reviews:

- Documents were reviewed and the insights summarized, structured to align with the relevant EQs and pathways of the theory of change using both deductive and inductive themes (see coding structure).
- The evaluators wrote up interview notes in standard templates using recordings to support them, providing sufficient detail to support the analysis, but not verbatim transcripts.
- Evidence from documents and interviews was compiled and coded in MAXQDA, with codes aligning to EQs and the theory of change to enable thematic analysis of the data across all EQs.
- An analysis workshop included a team process to assess the influence of WFP's Resilience Policy at each step of the ToC.

## Assessing strength of evidence

53. The team assessed the strength of evidence using three characteristics:<sup>3</sup>

- The extent of triangulation across stakeholders and/or data sources
- A consideration of the position, knowledge, analytical capacity, reflexivity, and potential biases of primary informants, based on stakeholder analysis and evaluation team judgement cross-checking with OEV.
- A consideration of the broader context

54. Once data were compiled, a red-amber-green (RAG) rating was used to assess the overall strength of the evidence of findings. The rating scale in Table A2 sets out how the data were triangulated to strengthen the evidence base. This also forms the basis for the assessment of degree of contribution of the Policy to observed outcomes and/or processes in the country studies.

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<sup>3</sup> Drawing on criteria developed by the BCURE Evaluation team. This was a learning and accountability evaluation which had robust evidence at the heart of its purpose and design, evaluating the effectiveness of capacity-building approaches to support evidence-informed policy. Vogel, I. & Punton, M. 2018. <http://itad.com/reports/annexes-final-evaluation-building-capacity-use-research-evidence-bcure-programme/> (accessed 14/6/18).

**Table A 2: Strength of evidence rating**

Ranking	Strength of evidence
1	Evidence comprises multiple data sources (good triangulation), which are of high quality. Where fewer data sources exist, the supporting evidence is more factual than subjective.
2	Evidence comprises multiple data sources (good triangulation) of lesser quality, or the findings are supported by fewer data sources (limited triangulation) of high quality that are perhaps more perception-based than factual.
3	Evidence comprises few data sources (limited triangulation) and is perception-based, or generally based on data sources that are viewed as being of lesser quality.
4	Evidence comprises very limited evidence (single source) or incomplete or unreliable evidence.

**Assessing extent of contribution**

55. In the country studies, the team assessed the degree of confidence in the extent of contribution of the Resilience Policy, and other factors where relevant, to outcomes (focused on resilience outcomes from FFA, SAMs, R4 and other resilience programmes, as well as programming across other areas with resilience objectives such as nutrition and social protection), in combination with strength of underlying evidence, using the matrix below (Table A 3). These assessments were moderated and triangulated through initial analysis by the team members leading and conducting the studies, followed by discussion across cases in the team analysis workshop.

**Table A 3: Degree of confidence in extent of contribution of the Resilience Policy to programme outcomes<sup>4</sup>**

		Extent of contribution				
		Vital contributor (change would not have happened otherwise)	Important contributor (one of the most important factors but there were others too)	Co-contributor (was part of, but not the most important factor in, an array of factors that influenced change)	Marginal contributor (shifted things slightly but other factors were much more important)	No contribution
Evidence Confidence	High confidence	Very confident that the Resilience Policy made a critical contribution to the outcome	Very confident that the Resilience Policy made an important contribution to the outcome	Very confident that the Resilience Policy made some contribution to the outcome, alongside other factors, but was not the most important cause	Very confident that the Resilience Policy's contribution to the outcome was negligible	Very confident that the Resilience Policy made no contribution
	Sufficient confidence	More confident than not that the Resilience Policy made a critical contribution to the outcome	More confident than not that the Resilience Policy made an important contribution to the outcome	More confident than not that the Resilience Policy made some contribution to the outcome, alongside other factors, but was not the most important cause	More confident than not that the Resilience Policy's contribution to the outcome was negligible	More confident than not that the Resilience Policy made no contribution
	Limited confidence	Limited confidence that the Resilience Policy made a critical contribution to the outcome	Limited confidence that the Resilience Policy made an important contribution to the outcome	Limited confidence that the Resilience Policy made some contribution to the outcome, alongside other factors, but was not the most important cause	Low confidence that the Resilience Policy's contribution to the outcome was negligible	Low confidence that the Resilience Policy made no contribution

## Synthesis

56. The evaluation synthesized the findings within and across the different EQs. The aim was to respond to the overarching EQs 1-3, and to integrate across these to offer higher-level insights into the coherence, relevance and effectiveness of the Resilience Policy and recommendations going forwards. The synthesis drew on the SEQ findings, also drawing further data from the evidence base as required. Similarly to the

<sup>4</sup> Developed by Melanie Punton, Itad.

analysis stage, the team assessed strength of evidence and degree of contribution at synthesis stage, as part of the validation of the findings.

**Table A 4: Thematic Analysis Coding tree - parent and child codes**

<b>Thematic Analysis Code System</b>	
<b>Evaluation Focus</b>	
<b>Context</b>	
Context > External	
Context > Internal	
Context > History of the Policy	
<b>Stakeholders</b>	
<b>Gender</b>	
<b>Resilience Definition</b>	
Resilience Definition > Resilience Definition/Programming	
Resilience Definition > Resilience Definition/Policy	
<b>Activities &amp; Programmes</b>	
Activities & Programmes > urban	
Activities & Programmes > Food Systems	
Activities & Programmes > Sahel	
Activities & Programmes > fundraising	
Activities & Programmes > integrated resilience programme	
Activities & Programmes > R4	
Activities & Programmes > FFA/ Asset creation and livelihood support	
Activities & Programmes > Food assistance for training (FFT)	
Activities & Programmes > SAMS	
Activities & Programmes > Social protection	
Activities & Programmes > School feeding	
Activities & Programmes > Nutrition	
Activities & Programmes > Capacity development for emergency preparedness	
Activities & Programmes > Institutional capacity strengthening	
Activities & Programmes > Climate adaptation and disaster risk management	
Activities & Programmes > Analysis, assessment and monitoring	
Activities & Programmes > Asset creation and livelihood support	
<b>Implementation</b>	
Implementation > Resilience Academy	
Implementation > future Resilience Policy direction	
Implementation > Other policies	
Implementation > Strategic Plan	
Implementation > Tools	
Implementation > Measurement	
Implementation > Partnerships	
Implementation > Strategic Evaluation (SER)	

Implementation > Integration
Implementation > Scalability
Implementation > WFP Mandate
Implementation > Saving Lives Changing Lives
Implementation > Nexus
Implementation > HQ
Implementation > Regional
Implementation > CSP
Implementation > Results Framework
Implementation > IE window (DIME)
<b>Resilience Policy Quality (EQ1)</b>
Resilience Policy Quality (EQ1) > Accountability framework
Resilience Policy Quality (EQ1) > Clear roadmap/ strategy
Resilience Policy Quality (EQ1) > Relevance
Resilience Policy Quality (EQ1) > Quality - best practice
Resilience Policy Quality (EQ1) > Policy Coherence
Resilience Policy Quality (EQ1) > Strategic and programme planning
Resilience Policy Quality (EQ1) > support resilience lens
Resilience Policy Quality (EQ1) > Policy goals and objectives
<b>Primary Outcomes: Processes (EQ2)</b>
Primary Outcomes: Processes (EQ2) > Entry point to policy space
Primary Outcomes: Processes (EQ2) > Adaptive and responsive programming
Primary Outcomes: Processes (EQ2) > Multi-year funding
Primary Outcomes: Processes (EQ2) > Integrated programming
Primary Outcomes: Processes (EQ2) > Resilience lens
Primary Outcomes: Processes (EQ2) > Strategic partnerships
Primary Outcomes: Processes (EQ2) > Programme support
Primary Outcomes: Processes (EQ2) > Programme design and implementation
<b>Resilience Outcomes (EQ2)</b>
Resilience Outcomes (EQ2) > Structural vulnerability/root causes
Resilience Outcomes (EQ2) > Graduation
Resilience Outcomes (EQ2) > Transition
Resilience Outcomes (EQ2) > Sustainability
Resilience Outcomes (EQ2) > Shocks and stressors
Resilience Outcomes (EQ2) > Transformation
Resilience Outcomes (EQ2) > Anticipatory capacity
Resilience Outcomes (EQ2) > Absorptive capacity
Resilience Outcomes (EQ2) > Adaptive capacity
Resilience Outcomes (EQ2) > Contribution to increased capacities (for whom)
Resilience Outcomes (EQ2) > Other policies
<b>Barriers and Enablers (EQ3)</b>

Barriers and Enablers (EQ3) > Siloed thinking
Barriers and Enablers (EQ3) > Support from management
Barriers and Enablers (EQ3) > Ownership
Barriers and Enablers (EQ3) > Dissemination
Barriers and Enablers (EQ3) > Staff awareness
Barriers and Enablers (EQ3) > Financial resources
Barriers and Enablers (EQ3) > Robust results frameworks
Barriers and Enablers (EQ3) > Guidance
Barriers and Enablers (EQ3) > Human resources
Barriers and Enablers (EQ3) > Internal coordination mechanisms
Barriers and Enablers (EQ3) > External factors
Barriers and Enablers (EQ3) > Strategic partnerships
Barriers and Enablers (EQ3) > Humanitarian-development coherence
<b>Theory of Change</b>
Theory of Change > Change pathways
Theory of Change > Risks
Theory of Change > Assumptions
<b>Resilience Policy Contribution Pathway</b>
<b>Alternative Pathway</b>
<b>Recommendations</b>

# Annex IV. Theory of change

57. The evaluation team constructed an **evaluation theory of change for the Policy in order to map the scope of the evaluation**, including underlying assumptions. This is an evaluative tool rather than a theory of change for resilience programming throughout the organization.<sup>5</sup> It drew on the policy content and related documentation, as well as interviews and three group theory of change discussions held during the inception missions with Malawi (Lilongwe), Bangladesh (Dakar and Cox's Bazar). The underlying activities and processes embodied in the Policy were mapped into an overall picture of how and why the Policy was expected to lead to change. The theory of change also helped to identify the Policy's likely spheres of control, influence and interest, in order to define and refine the scope and focus of the evaluation and indicators of progress. It formed the basis for data analysis tables and frameworks.

58. Spheres of influence (Box A 1) were embedded in the Resilience Policy theory of change in order to help define the scope of the evaluation.

59. The Resilience Policy provided a normative framework to support WFP's work on resilience, guiding WFP's efforts to enable the most vulnerable people to absorb, adapt, and transform in the face of shocks and stressors in order to achieve sustainable food security and nutrition (the overarching hypothesis, related to the policy objective). The Policy outlined WFP's engagement in support to resilience through five key areas:

- Strategic (CSP) and programme planning
- Programme design and implementation
- Enabling actions to support programming
- Strategic partnerships
- Financial mechanisms (finance and resources)

Assumption A2. There is an understanding in WFP of the humanitarian-development nexus, moving away from the 'continuum' approach towards integration. Assumption A3. The Resilience Policy positions WFP resilience programming vis-à-vis the United Nations system (RBAs) and donors.

## Box A 1: Spheres of influence to define scope of evaluation

The concept of spheres of influence, developed by the Canadian International Development Research Centre – Sphere of Control, Sphere of influence, Sphere of Interest – provides a good basis on which to think about the extent of the policy's influence in the change process and on the achievement of its results. The Three Spheres framework helps to enable:

- a realistic formulation of envisaged results (realistic ambition and expectations)
- clarity about the question of attribution and contribution of results to the policy
- the responsibility the policy can and should take for the achievement of intended results
- realistic planning of the process in time.

The Three Spheres can be used to distinguish between parts of the pathway(s) that can be controlled or influenced, and parts that are beyond influence.

- *Sphere of control*: the policy can be held accountable. What the policy does, with whom, how they respond and react. The building blocks of later change.
- *Sphere of direct influence*: the policy can be held accountable to some extent.
- *Sphere of indirect influence*: harder for the policy to be held accountable for change
- *Sphere of interest*: longer-term changes the policy contributes to.

Hivos. 2015. *Theory of Change Thinking in Practice: A Stepwise Approach*

<sup>5</sup> A resilience conceptual model and a set of resilience TOCs for WFP's resilience programming work (as opposed to the overarching policy) have been developed and included in the Resilience Toolkit (test version) as a first step to respond to the 2019 SE Resilience and OD'I's 2021 synthesis on guiding resilience measurement in WFP's monitoring and evaluation. This series of programmatic theories of change go from programmatic activity to resilience outcomes (capacities), whereas the policy theory of change begins before this, starting at the policy and linking it explicitly to normative frameworks and guidance and CSPs, with programmatic activities-to-outcomes effectively nested in the 'top' end of the policy theory of change.

60. The Policy is being implemented through several policy implementation mechanisms that are grouped under these five areas. These are tangible processes, activities and support (sphere of control – EQ1, with EQ3 providing supporting explanations), encompassing: guidance and tools used to disseminate the Policy and support programming; provision of financial and human resources; partnerships (shown in the coloured boxes); and support from HQ and through regional resilience strategies. These contribute to putting into practice the normative standards and guidance that support implementation of the Policy (EQ2), including providing a common understanding of what resilience means, to contribute to guiding the delivery of CSPs in a streamlined and simplified way.

Assumption A4. There is a clear line of sight from policy to CSP to country-level programming and support to resilience

61. A further implementation role is played by the CSPs, which guide the formulation of country strategies and the nature and direction of resilience programming (sphere of direct influence – EQ2). At country office level, this may be through livelihoods-focused programmes such as FFA and SAMS, climate adaptation and DRR programming, R4 and other resilience-focused programming, (for example through integrating activities related to nutrition and social protection),<sup>6</sup> as well as support to and capacity building for national governments in resilience programming and policy. This contributes ultimately to improved resilience capacities (the ability to absorb, adapt, and transform in the face of shocks and stressors), as a result of support provided by the Policy (or otherwise) (sphere of indirect influence – EQ2), and to higher-level outcomes (sphere of interest).

Assumption A5. There is buy-in/commitment to resilience from WFP country partners [for example, manifested by: a) a conducive policy environment including Resilience Policy priorities and/or HDP priorities like in the context of protracted crises (for example, the Middle East); b) RBAs, or RBAs and UNICEF, joint programming and planning to accompany country resilience priorities; and c) donor willingness to fund a resilience programme package as part of their dialogue with governments and WFP]

Assumption A6. There has been an evolution from 'siloed' programming to more integration

Assumption A7. Other relevant WFP policies engage directly and explicitly with the Resilience Policy to enable integrated approaches

Assumption A8. WFP staff are supported to apply other policies (such as nutrition, gender and school-feeding) to resilience initiatives, and these policies support resilience programming, supported by the strategic plan.

Assumption A9. WFP programming approaches are compatible with systems thinking inherent in applying a resilience lens.

62. The direct effect of the Policy relates to the degree to which it supports implementation, and the factors that enable or hinder this (EQ3). Foundational to this is that the Policy meets the criteria for policy quality in WFP (EQ1), assessed against criteria/standards drawing on the 2022 Synthesis of Evidence and Lessons from WFP's Policy Evaluations, including relevance, and the assumption that there is commitment and buy-in to resilience across WFP.

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<sup>6</sup> Initial core activities through which resilience outcomes may be achieved have been identified by the evaluation team as a starting point to define relevant programmes in the CSPs that contribute to building resilience capacities, with further activities to be defined through 'mapping backwards' from resilience outcomes (including support to national resilience priorities). Key programmes relate directly to specific activity areas and associated mandatory outcome indicators: Asset creation and livelihood support activities; Climate adaptation and risk management activities; Smallholder agricultural market support activities; and Emergency preparedness activities (CRF 2017-2021). These have been selected through: review of the Annual Performance Reports (APR), CRF 2017-2021, CRF 2022-2025, Programme Indicator Compendium of the revised CRF (October 2020 update); drawing also on WFP interventions mapped according to resilience-related capacities in the WFP (2019). Strategic Evaluation of WFP Support for Enhanced Resilience (p.35); the mapping of activity, sub-activity and outcome areas related to resilience in selected CSPs carried out by the ET to feed into TOC development (Annex VIII); and CRF and PRMF outcome indicators explored as part of the evaluability assessment.

Assumption A10. Resilience results can be defined through application of a resilience lens and tools such as 3PA, implementation of integrated resilience programming, and resilience objectives and related outcomes of (combinations of) programmes and activity areas

Assumption A11. Resilience programming at country level includes assessment of risk, including climate-related disasters and other risks

Assumption A12. Resilience programming is relevant to national governments and local communities.

63. Assumptions underlying strategic thinking about the Policy and its change pathways have been investigated in the evaluation through inclusion as sub-questions, particularly under EQ2 and EQ3.

Assumption A1. There is commitment and buy-in to resilience across WFP.

# Annex V. Evaluation matrix

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
<b>Evaluation question 1: How good is the Policy?</b>				
<p><b>Policy quality:</b></p> <p>1.1 To what extent does the Resilience Policy meet the criteria for policy quality in WFP?</p> <p>1.1 i) Do the Policy and Programming Guidance provide a clear and shared pathway of change for WFP vision on resilience building? How?</p>	<p>Extent of knowledge of the definition(s) within and across the levels</p> <p>Existence of a comprehensive analysis of the resilience agenda context to ensure timeliness and wider relevance</p> <p>Extent to which the Policy is based on substantive, comprehensive and sound evidence from internal and external sources</p> <p>Extent to which the Policy results from an internal consultation process involving the regional bureaux and country offices.</p> <p>Extent to which the Policy appropriately defines its scope and its sectoral and cross-cutting priorities</p> <p>Stakeholder perceptions on clarity (definition, pathways of change, assumptions, and risks) and overall relevance of the Policy at the time of its development</p>	<p>Document review including:</p> <ul style="list-style-type: none"> <li>- Resilience Policy document</li> <li>- 2019 SE Res</li> <li>- Management response to 2019 SE Res</li> <li>- (Assessment of) Progress towards addressing SE Res 2019 recommendations (excel extraction); Review of the Implementation of Recommendations from Global Evaluations (Jan 2022)</li> <li>- RBBP annual report</li> <li>- Notes from BMZ/GIZ tech meetings with RBBP team</li> <li>- Inception/HQ Briefing Interviews</li> </ul> <p>KIIs:</p> <p>Interviews with WFP management and staff at HQ, RB CO and field office levels, and selected partners in country study countries</p>	<p>Qualitative analysis of KII data triangulated with document assessment</p> <p>Policy TOC analysis of assumptions</p>	<p>Strong</p>
<p>1.1 ii) To what extent does the Resilience Policy and programming guidance provide a sound and actionable accountability framework, taking into account gender equality and women's empowerment</p>	<p>Extent to which the Policy provides guidance on timelines, institutional arrangements, and accountabilities for its implementation</p> <p>Extent to which the Policy identified financial and human resources required for its implementation</p>	<p>Document and data review including:</p> <ul style="list-style-type: none"> <li>- Resilience Policy document</li> <li>- 2019 SE Res</li> <li>- Management response to 2019 SE Res</li> <li>- (Assessment of) Progress towards addressing SE Res 2019 recommendations</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Strong</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	<p>Existence/quality of a monitoring and reporting frameworks and systems for the Policy</p> <p>Existence/quality of (an) implementation plan(s) and/or of guidance for different parts of the organization</p> <p>Extent to which the Policy and subsequent guidance and tools highlight gender and women's empowerment, intersectionality, disability and indigenous people and other marginalized groups' considerations</p> <p>Perceptions regarding clarity of the Policy's accountability expectations, and degree to which it was feasible and actionable</p>	<ul style="list-style-type: none"> <li>- Review of the Implementation of Recommendations from Global Evaluations</li> <li>- Regional Resilience Strategies</li> <li>- CSPs</li> <li>- SRF; CRFs</li> <li>- Guidance and Tools (including 3PA; RBBP)</li> <li>- RBBP annual report</li> <li>- Notes from BMZ/GIZ tech meetings with RBBP team</li> <li>- Evaluation of the CSPs pilot</li> <li>- CSPEs</li> </ul> <p>KIIs: Interviews with WFP management &amp; staff at HQ, RB CO and field office levels, and selected partners in country study countries; RBBP Resilience Toolkit (testing version) Pilot Countries.</p>		
<p><b>Policy coherence:</b></p> <p>1.2 To what extent is the Policy coherent with:</p> <p>i) WFP strategic plans and other relevant WFP corporate policies or normative frameworks (in particular, does it cohere with the Disaster Risk Reduction Policy and the Climate Change Policy) [internal coherence];</p> <p>ii) inter-governmental and United Nations system-wide changes, in particular RBAs [external coherence];</p> <p>iii) WFP's position and approaches within the nexus</p>	<p>Complementarity with global United Nations normative standards and SDG statements and commitments (SDG 2 and SDG 17)</p> <p>Coherence and coverage in WFP frameworks including Integrated Road Map, CRF, and CSPs (keeping in mind that the Integrated Risk Map was approved by the EB in 2016)</p> <p>Complementarity and coherence with WFP regional resilience strategies.</p> <p>Coherence with, and relevance to, national policies and frameworks including SDG 2 Zero Hunger</p> <p>Complementarity, alignment, and consistency in definition across DRR, climate, nutrition, safety nets, school feeding, capacity development, and gender policies.</p>	<p>Internal benchmarking (corporate):</p> <ul style="list-style-type: none"> <li>- WFP Strategic Plans (2014-2017; 2017-2021; 2022-2025), SRF and CRFs</li> <li>- WFP policies including nutrition, gender, school feeding, CC, DRR</li> <li>- Integrated Road Map</li> </ul> <p>Internal benchmarking (Regional and Country):</p> <ul style="list-style-type: none"> <li>- Regional Strategies</li> <li>- Regional Resilience Strategies/Plans</li> <li>- Country Strategic Plans</li> </ul> <p>Document review:</p> <ul style="list-style-type: none"> <li>- SE Res</li> <li>- SDG 2 Zero Hunger including national Zero Hunger Strategic Reviews</li> <li>- Country desk review: government resilience policy commitments; etc</li> </ul>	<p>Qualitative analysis of KII data triangulated with document and data assessments</p> <p>Timeline analysis</p>	<p>Strong</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
iv) WFP gender equality and women empowerment mandate [internal coherence]?	Evidence of shared understanding informing collaborative approaches to resilience between WFP and its partners (focus on RBAs).	Assessment of coherence with Gender Policy 2015-2020; 2022–2026 KIIs: <ul style="list-style-type: none"> <li>- Country office employees</li> <li>- Regional bureau employees</li> <li>- HQ thematic leads</li> <li>- Programme Staff</li> <li>- Field Office staff</li> <li>- Resilience advisors/focal points</li> <li>- Host government resilience focal points</li> <li>- Donors</li> <li>- RBA counterparts</li> </ul>		
<p><b>Policy Relevance:</b></p> <p>1.3 To what extent is the Policy still valid and relevant?</p>	<p>Clear understanding and interpretation of the Policy in WFP (HQ, RB, CO)</p> <p>Level of buy-in to resilience conceptualization within WFP.</p> <p>Evidence of use of policy documents in programme design, implementation and monitoring (HQ, RB and CO levels).</p> <p>Evidence of programme and organizational employees adopting the Policy conceptually and practically in their work (e.g. What is the relevance of the Resilience Policy in urban contexts? Does the Policy properly support urban programming? Does the Policy properly support resilience building in urban context where migrants are a significant part of the target population? How does the Policy reflect on a diversity of livelihoods, that are not always agricultural in nature?)</p> <p>Evidence of shared understanding informing collaborative approaches to resilience between WFP and its partners.</p>	<p>Document and data review including:</p> <ul style="list-style-type: none"> <li>- Resilience Policy document</li> <li>- 2019 SE Res and management response</li> <li>- Zero Hunger Strategic Reviews</li> <li>- Corporate Results Framework (CRF)</li> <li>- Communications strategy</li> <li>- CSPs; annual country reports, evaluations</li> <li>- Relevant resilience programming reports, inc. DEs, audit, WFP. 2020 Approaches to and Principles of WFP’s Resilience Building Programmes – and its case study summaries</li> <li>- Strategic Plan 2022</li> </ul> <p>KIIs with:</p> <ul style="list-style-type: none"> <li>- Deputy Executive Director, Assistant Executive Directors, Director of Policy and Programme;</li> <li>- Regional Bureau programme leads</li> <li>- RB Regional Resilience Advisers</li> <li>- CD-DCDs</li> <li>- CO resilience focal point/adviser</li> <li>- CO activity leads</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p> <p>TOC analysis (contribution analysis: primary pathways)</p> <p>Timeline analysis</p> <p>Triangulation of KII data at different levels within WFP</p>	Strong

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	<p>Evidence the Policy influenced or guided decisions on resilience-related programming/ applying a resilience lens.</p> <p>Evidence of targeting based on thorough understanding of vulnerable groups (e.g. disabled and indigenous people), their risks, their needs (including nutrition needs) and their agency potential within specific contexts.</p> <p>Evidence of gender-lens informed targeting</p> <p>Policy is still coherent with resilience strengthening good practice on the ground being implemented by country offices.</p> <p>Policy supports delivery of resilience programming that is at scale and sustainable</p>	<ul style="list-style-type: none"> <li>- Donors/UN/government NGO representatives</li> </ul>		
<p>1.4 To what extent does the Policy represent international good/best practice? i) in 2015 ii) current?</p>	<p>Comparison of WFP's concept(s) with best practice on resilience</p> <p>Integration of new concepts and approaches to conceptualizing resilience</p> <p>Examples of innovation in Resilience Programming that can be plausibly linked to having resulted from the Policy</p> <p>Coherence and complementarity with benchmark organizations with respect to policy design, strategic approach; resilience architecture; resilience capacity and tools; accountability and oversight</p> <p>Coherence and complementarity with international good practice and standards</p> <p>Evidence the Resilience Policy was informed by trends in learning and experience from national and international external sources</p> <p>Relevance of the Policy to current concepts and approaches (e.g. transformative;</p>	<p>External benchmarking Document Review (FAO, BMZ and Oxfam)</p> <p>Document Review, including:</p> <ul style="list-style-type: none"> <li>- Recent resilience literature, evaluations</li> <li>- Overseas Development Institute (ODI) 2020 Synthesis paper</li> <li>- SE Res 2019</li> </ul> <p>KIIs with:</p> <ul style="list-style-type: none"> <li>- Country office resilience advisors/focal points</li> <li>- Regional bureau resilience advisors/focal points</li> <li>- HQ resilience advisors/focal points</li> <li>- Benchmarking partner resilience leads</li> <li>- Donors</li> </ul>	<p>Benchmarking analysis: review of core documents and external KIIs</p> <p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Strong</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	complexity and interdependencies; social-ecological systems; interconnectedness and risk landscapes; justice)			
<p><b>Relevance of mechanisms and processes established to implement the Policy:</b></p> <p><b>CSP and related programme planning</b></p> <p>1.5 How does the Resilience Policy support strategic and programme planning, for example through:</p> <p>i) Systematic application of a resilience approach (partnerships; long term planning; context analysis including specific shocks and stressors; multi-stakeholder engagement) to strategic and programme planning</p> <p>ii) Development of analysis and planning tools that incorporate/support a resilience approach.</p> <p>iii) Supporting countries in developing monitoring systems that facilitate early action?</p>	<p>CSPs and annual country reports:</p> <ul style="list-style-type: none"> <li>• identify and foster the partnerships required to address vulnerability and build resilience</li> <li>• provide a long-term planning framework for programmes</li> </ul> <p>Tools developed and used to support planning and programme development to be based on sound situation and risk analyses that are context-specific</p> <p>Supports country offices to develop resilience measurement tools/methods (e.g. measurement of resilience capacities and resilience response) using a longitudinal data collection approach for multiyear programmes)</p> <p>Processes and tools for country-level engagement use consultative and multi-stakeholder approaches to analysis and planning.</p> <p>Resilience design support tool created, piloted, used – extent to which this contributes to ensuring that activities are: multisectoral, multilevel, multi-stakeholder, multi-year, and incorporate resilience building principles as articulated in WFP's 2015 Resilience Policy and the United Nations Common Guidance on Resilience.</p> <p>Increases since 2016 in e.g. application of 3PA over time; application of a resilience lens;</p>	<p>Document Review, including:</p> <ul style="list-style-type: none"> <li>- RBBP toolkit</li> <li>- 3PA guidance</li> <li>- Recent resilience programming reports e.g. R4, FFA etc and evaluations</li> <li>- SE Res 2019 recommendations, management response and progress</li> <li>- CSPs, Annual Country Reports</li> </ul> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Country office resilience advisors/focal points</li> <li>- Regional bureau resilience advisors/focal points</li> <li>- HQ resilience advisors/focal points</li> <li>- RBBP</li> </ul>	<p>Qualitative analysis of KII data, country field missions and desk reviews, triangulated with document assessments</p> <p>Web survey</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	<p>increased number of integrated resilience programmes; use of resilience definition set out in the Policy and so on.</p> <p>Existence of monitoring systems to facilitate early action and evidence of use and effectiveness</p> <p>Policy supports wide range of relevant context analyses such as value chain analysis and climate analysis</p>			
<p>1.6 To what extent has the Policy supported WFP's efforts to apply a resilience lens across programmes? At different institutional levels what have been effective entry points, processes, and tools?</p>	<p>Understanding of effective entry points, tools, processes and activities for Resilience Policy support to applying a resilience lens at different institutional levels (including strengthening resilience in urban as well as rural areas; and in relation to food systems approaches).</p> <p>Evidence of Policy's contribution to improved coordination, oversight, leadership, and resource mobilization (HQ, RB, CO processes)</p> <p>Evidence of tools and guidance documentation implicitly or explicitly inspired by the Resilience Policy (HQ, RB, CO level)</p> <p>Internal and external factors contributing or hindering the development of these processes and tools.</p> <p>Extent to which regional bureaux and country office can draw a clear relationship between the Resilience Policy / resilience tools and so on, a resilience lens and delivery of resilience-related programming objectives/ outcomes</p>	<p>Datasets and reports:</p> <ul style="list-style-type: none"> <li>- CRF data</li> <li>- Annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- Outcome and results level reporting through SPRs, ACRs and APRs</li> <li>- CSPs</li> <li>- CO and RB context analyses and assessment documents</li> <li>- Regional strategies</li> <li>- WFP CO and RB partner agreements</li> <li>- CO programme budgets</li> <li>- CO programme context analysis</li> <li>- CO Field Level Agreements</li> <li>- CO Programme partnership agreements</li> <li>- Programme concept notes/TOC and APRs</li> <li>- Centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency)</li> <li>- Other (non-WFP commissioned) programme evaluations</li> <li>- COMET reports</li> </ul> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Regional Bureau employees</li> <li>- HQ and RB resilience leads</li> </ul>	<p>Qualitative analysis of KII data, country field missions and desk reviews, triangulated with document assessments</p> <p>TOC analysis – change pathways</p> <p>Contribution analysis</p> <p>Web Survey</p> <p>Updated focus area tagging exercise</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
		<ul style="list-style-type: none"> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- Field Office staff</li> <li>- Beneficiary and Field partner reps</li> </ul>		
<b>Evaluation question 2: <i>What are the results of the Resilience Policy?</i></b>				
<p><b>Design and implementation</b></p> <p>2.1. How does the Resilience Policy support and enable resilience programming to: i) Prioritize gender equality and women's empowerment</p> <p>ii) Prioritize disaster risk reduction as a prerequisite for sustainable development</p> <p>iii) Prioritize the prevention of undernutrition and promotion of healthy diets to support resilience, enable quality nutrition-sensitive programming and support to design the national nutrition-sensitive strategies and systems?</p> <p>iv) Increase support to social protection and safety nets</p> <p>v) Prioritize climate resilience.</p> <p>vi) Create productive assets and strengthen livelihoods, especially those related to productive safety nets.</p>	<p>i) <b>Gender:</b> Resilience-building approaches disaggregate beneficiaries by gender and age, and ensure that women, men, girls and boys benefit from WFP's assistance according to their needs, and that their safety, dignity and rights are respected. Focus on the protection and empowerment of women and girls.</p> <p>ii) <b>DRR:</b> WFP disaster risk reduction activities support national disaster management authorities' resilience-building efforts</p> <p>iii) <b>Undernutrition and healthy diets:</b> Humanitarian: Ensuring adequate nutrition among vulnerable groups during an emergency. Nutrition is a cross-cutting element in resilience programming; nutrition programming uses a resilience lens.</p> <p>iv) <b>Social protection:</b> Delivering services to support countries with capacity and resource constraints so they can operate safety-net programmes. Providing technical support and cooperation, capacity development and policy support to governments in establishing safety-net mechanisms of their own.</p> <p>v) <b>Climate:</b> Cutting edge tools from climate science and finance incorporated in national safety net programmes and WFP food</p>	<p>Document Review, including:</p> <ul style="list-style-type: none"> <li>- Recent resilience programming reports eg R4, FFA</li> <li>- SE Res 2019 recommendations, management response and progress</li> <li>- CRF data (ACRs, comet extractions, APRs)</li> <li>- CO CSP- Evaluation reports, CO annual reports.</li> </ul> <p>KIIs with:</p> <ul style="list-style-type: none"> <li>- Country office resilience advisors/focal points; gender officer</li> <li>- Country office activity managers (DRR, nutrition, Social protection, climate)</li> <li>- Regional Bureau Resilience advisors/focal points</li> <li>- HQ resilience advisors/focal points</li> <li>- Gender Advisers/Officers</li> </ul>	<p>Qualitative analysis of KII data, country field missions and desk reviews, triangulated with document assessments</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	<p>assistance programmes. Evidence of country-specific climate risk analyses Evidence of expertise in disaster risk reduction supporting climate policy dialogue</p> <p>vi) <b>Livelihoods and Assets.</b> Programmes that create productive assets, diversify livelihood strategies and rehabilitate natural resources are tailored to specific contexts, taking into account shocks and stressors; programmes form part of productive safety nets that contribute to government initiatives.</p>			
<p>2.2 To what extent has the Resilience Policy supported and contributed to WFP efforts to enable the most vulnerable people to strengthen their <b>resilience capacities</b> in the face of shocks and stressors? <i>[Resilience Results]:</i></p> <p>(i) absorptive; ii) adaptive; iii) transformational change</p> <p>What have been effective entry points, tools, processes and activities? In what contexts?</p>	<p>CRF resilience outcome, cross-cutting and output indicators (disaggregated by sex and age)</p> <p>Coherence of CRF indicators to policy objectives</p> <p>Mandatory and other outcome indicators for key programmes (FFA, SAMS, R4) and activity areas 1.6-1.9, plus mapping of any additional indicators to programmes (see PRMS shortlist proposed CRF outcome indicators), evidence of application of 3PA.</p> <p>Extent to which country offices can draw a clear relationship between resilience tools and so on and delivery of resilience programming objectives/outcomes at individual, household, community, subnational, national levels</p> <p>Extent to which country offices can draw a clear relationship between gender analysis and delivery of resilience programming objectives/ outcomes at individual, household, community, subnational, national levels</p> <p>Understanding of effective entry points, tools, processes and activities for Resilience Policy</p>	<p>Datasets and reports:</p> <ul style="list-style-type: none"> <li>- CRF data (ACRs, COMET extractions, APRs)</li> <li>- CO annual reports</li> <li>- Outcome and results-level reporting through SPRs, ACRs and APRs</li> <li>- CSPs</li> <li>- CO and RB context analyses and assessment documents</li> <li>- WFP CO and RB partner agreements</li> <li>- CO programme budgets</li> <li>- CO programme context and gender analysis</li> <li>- Integrated context analysis for COs, Seasonal Livelihood Programming for COs, CBPP (3PA)</li> <li>- CO Field Level Agreements</li> <li>- CO Programme partnership agreements</li> <li>- Programme concept notes/TOC and APRs</li> <li>- OEV-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency)</li> <li>- Other (non-WFP commissioned) programme evaluations</li> <li>- COMET reports</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p> <p>TOC analysis – change pathways</p> <p>Contribution analysis</p>	<p>Varying Medium to Weak depending on country office</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	support to programming, across a range of contexts	KIIIs: <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- Field office staff</li> <li>- Beneficiary and field partner reps</li> </ul>		
2.3 How does the Resilience Policy support the way activities are integrated and layered to contribute to enhance resilience? How? In what contexts?	<p>Extent to which COs can draw a clear relationship between resilience thinking/ tools and so on and delivery of programme objectives / outcomes in other activity areas, articulated in terms of resilience strengthening (building resilience capacities in relation to the long-term impacts of shocks and stressors).</p> <p>Evidence of integration across diverse programming areas (such as integration of nutrition, social protection, CC, DRR and so on in programmes with resilience strengthening objectives).</p> <p>Proportion of CSPs that demonstrate integrated approach to resilience.</p>	Datasets and reports: <ul style="list-style-type: none"> <li>- CO annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- CSPs</li> <li>- CO and RB context analyses and assessment documents</li> <li>- CO programme context and gender analysis</li> <li>- Programme concept notes/TOC and APRs</li> <li>- Integrated context analysis for COs, Seasonal Livelihood Programming for COs, CBPP (3PA)</li> <li>- OEV-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency)</li> <li>- Other non-WFP programme evaluations</li> </ul> KIIIs: <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- Field office staff</li> <li>- Beneficiary and field partner reps</li> </ul>	Qualitative analysis of KII data triangulated with document assessments  TOC analysis – change pathways	Varying Strong to Weak depending on CO
2.4 How does the Resilience Policy support resilience programming to be	Evidence of context-analysis underpinning programme design and implementation (including frequency) such as 3PA; gender analysis	Documents <ul style="list-style-type: none"> <li>- CO annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- Programme concept notes/TOC and APRs</li> </ul>	Qualitative analysis of KII data triangulated with	Medium

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
<p>adaptive and responsive to evolving requirements of each context?</p>	<p>Evidence of adaptive resilience programming in response to evolving contexts</p>	<ul style="list-style-type: none"> <li>- OEV-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency)</li> <li>- Other non-WFP programme evaluations</li> <li>- CO programme context and gender analysis</li> <li>- CO and RB context analyses and assessment documents, including application of 3PA: ICA; seasonal livelihood planning; community-based participatory planning</li> <li>-</li> <li>KIIs:               <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- Field office staff</li> <li>- Beneficiary and field partner reps</li> </ul> </li> </ul>	<p>document assessments</p>	
<p><b>Evaluation question 3: What has enabled or hindered results achievement from the Resilience Policy?</b></p>				
<p><b>Enabling actions to support programming</b></p> <p>3.1 To what extent did the Policy receive support from, and prioritization by, senior management, and have clear corporate responsibilities and accountabilities been assigned?</p>	<p>Staff perception of changes in architecture for resilience at HQ, regional bureaux and country office level</p> <p>Extent of senior managers' awareness, commitment, accountability and incentives for resilience (programming lens)</p> <p>Evidence of implicit/explicit drivers influencing the prioritization of resilience programming at headquarters, regional bureaux and country offices.</p>	<p>Datasets and Reports:</p> <p>Executive Board transcripts relevant to formulation of the Resilience Policy</p> <p>Documents illustrating WFPs resilience position over time</p> <p>Documentation on coordination and management for policy implementation</p> <p>Memos, emails, presentations from WFP senior managers on Resilience (HQ, RB, CO level)</p> <p>KIIs:</p>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
		<ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> </ul>		
<p>3.2 To what extent was the Policy adequately disseminated resulting in sufficient staff awareness and ownership? How? In what contexts?</p>	<p>Evidence of incentives at HQ, RB, CO level to engage in/support policy dissemination</p> <p>Evidence of policy and programmatic guidance tools and information developed and disseminated throughout the organization.</p> <p>Extent to which the policy and programming guidelines are known and being used throughout WFP</p> <p>Evidence of organizational processes and financial resources available for policy implementation</p>	<p>Datasets and Reports:</p> <p>Executive Board transcripts relevant to monitoring of the Resilience Policy</p> <p>Documents illustrating resilience position in WFP organizational structure over time, and resilience staffing at HQ, RB, and CO levels</p> <p>Documentation on financial resources available for policy implementation (PRO regular budget, investment cases)</p> <p>Review of the quality of the referencing in newer policies / strategies</p> <p>Memos, emails, presentations from WFP senior managers on Resilience (HQ, RB, CO level)</p> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>
<p>3.3 To what extent were there adequate financial resources to implement the Policy?</p>	<p>CO needs-based plan compared with actual funding (resilience programming)</p> <p>Resilience Trust Fund and other resources</p>	<p>Datasets and reports:</p> <ul style="list-style-type: none"> <li>- SRF, CRF</li> <li>- CO annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- Trust fund reports</li> </ul> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Regional Bureau employees</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
		<ul style="list-style-type: none"> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> </ul>		
<p>3.4 To what extent were robust results frameworks, monitoring and reporting systems including appropriate indicators to monitor progress, in place?</p>	<p>Indicators and methodologies for measuring resilience integrated into the corporate results framework.</p> <p>Minimum standards for outcome and impact measurement, with underlying assumptions developed, and an actionable roadmap for better measuring resilience outcomes.</p> <p>investment in evaluation to generate rigorous evidence of impacts, effectiveness and value for money over time.</p> <p>Focus area tagging exercise from the SER built on and updated: how and to what extent has focus area tagging supported integrated resilience programming and reduced the tendency towards ‘silos’?</p>	<p>Datasets and reports:</p> <ul style="list-style-type: none"> <li>- SRF, CRF</li> <li>- CO annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- Integrated Road Map Analytics</li> <li>- RBBP annual report</li> <li>- Notes from BMZ/GIZ tech meetings with RBBP team</li> </ul> <p>KIIs:</p> <p>Regional Bureau employees  HQ and RB resilience leads  HQ and RB Programme leads  CO resilience advisors/focal points</p>	<p>Qualitative analysis of KII data triangulated with document assessments</p> <p>Focus area tagging exercise update</p>	<p>Medium</p>
<p>3.5 To what extent were frameworks and guidance to implement the policy developed and used? (see also EQ1, EQ2, EQ3.2)</p>	<p>Presence of policy guidance for applying concept, guidance and tools for implementation.</p> <p>Use of policy guidance for applying concept, guidance and tools for implementation.</p>	<p>Documents and datasets:</p> <ul style="list-style-type: none"> <li>- Country office ACRs and APRs and regional bureau reports</li> <li>- CSP guidelines</li> <li>- Programme-level guidance and tools</li> <li>- Country portfolio evaluations and decentralized evaluations</li> </ul> <p>KIIs:</p> <p>Regional bureau employees  HQ and RB resilience leads  HQ and RB programme leads  CO resilience advisors/focal points</p>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>
<p>3.6 To what extent were appropriate and sufficient i) human resource capacities and competencies and ii) internal coordination mechanisms in WFP at HQ, RB, and CO levels in place?</p>	<p>Evidence of human resources, capacity building, technical assistance for resilience programming</p>	<p>Documents and datasets:</p> <ul style="list-style-type: none"> <li>- Capacity development courses and materials</li> <li>- ACRs and APRs</li> </ul>	<p>Qualitative analysis of KII data triangulated with</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
	<p>Changes in number of dedicated resilience staff/advisers in WFP HQ, regional bureaux and country offices, by grade and type and duration of contract</p> <p>Appropriate and sufficient capacity building and technical assistance for resilience programming</p> <p>Changes in the number and type of WFP capacity building provided (such as online materials, guidelines and direct training)</p> <p>Changes in number of users of capacity building at field, country office and regional bureau levels by sex and grade or staff</p> <p>Percentage take-up of online staff capacity development by year by country office, region and contract type. Viable understanding of country office staff on clarity of resilience concepts, guidance and capacity development support</p> <p>Evidence that staff in WFP programmes have undertaken resilience capacity development</p> <p>Extent to which internal coordination and management mechanisms are effective in enabling planning and operational collaboration across programme areas and levels, on i) analysis, ii) implementation, and iii) reporting.</p>	<ul style="list-style-type: none"> <li>- Country portfolio evaluations and decentralized evaluations</li> </ul> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Headquarters human resource lead</li> <li>- Regional bureau employees</li> <li>- Regional bureau human resource lead</li> <li>- HQ (PROR) and RB resilience leads</li> <li>- RAMM</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- CO activity leads</li> <li>- CO human resource staff</li> </ul>	document assessments	
3.7 To what extent were external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience in place? How? In what contexts?	<p>Evidence of external drivers of change, such as well-functioning partnerships for resilience: external and internal</p> <p>Evidence of mechanisms (enablers/behaviours) underlying drivers of change. In what contexts?</p>	<p>Documents and datasets:</p> <ul style="list-style-type: none"> <li>- ACRs and APRs</li> <li>- Country portfolio evaluations and decentralized evaluations</li> <li>- SER</li> </ul> <p>KIIs:</p>	Qualitative analysis of KII data triangulated with document assessments	Medium

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
		<ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- External stakeholders: donors, RBAs/United Nations, NGOs and so on</li> <li>- Government actors</li> </ul>		
<p><b>Partnerships</b></p> <p>3.8 To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors?</p>	<p>Evidence of a range of partnerships at multiple levels for resilience.</p> <p>Evidence of Partnerships for capacity development related to resilience</p> <p>Flourishing RBA partnerships for resilience: Joint implementation of resilience programming at all levels.</p> <p>Evidence of long-term relationships with communities, and community participation in articulating their resilience needs (such as through CBPP)</p> <p>WFP contribution to multi-stakeholder dialogue on resilience, risk, vulnerability and hunger</p> <p>Incorporation of private sector innovation in resilience programming.</p> <p>Updated partnership action plan guidance to include guidance on the identification of and follow up on thematic funding opportunities at the country office level.</p> <p>Partnerships with external academic and research institutes to deepen the existing evidence base.</p>	<p>Datasets and reports:</p> <ul style="list-style-type: none"> <li>- Transcripts, documents, minutes, memos from fora for multistakeholder dialogue on resilience</li> <li>- CO partnership strategies</li> <li>- CBPP</li> <li>- Programme concept notes and reports from RBA partnerships for joint implementation</li> </ul> <p>KIIs:</p> <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO and RB partnership officers</li> <li>- CO resilience advisors/focal points</li> <li>- External stakeholders: donors, RBAs/United Nations, NGOs and so on</li> <li>- Government actors</li> <li>- Multistakeholder partners, such as Scaling Up Nutrition; United Nations clusters</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>

Evaluation main questions	Indicators/measures of progress	Main sources of information	Data analysis methods/ triangulation	Expected evidence availability and reliability
<p><b><i>Humanitarian-Development nexus:</i></b></p> <p>3.9 To what extent does the Resilience Policy support humanitarian responses and long-term development to be mutually reinforcing and responsive to evolving needs, including improved coherence between development and humanitarian financing?</p>	<p>Support to integration of development and humanitarian financing mechanisms to secure flexible multi-year commitments to support resilience-building.</p> <p>Evidence of integrated development and humanitarian financing <b>mechanisms</b> to secure flexible multi-year commitments to support resilience-building</p> <p>Evidence of flexible, multi-year commitments for resilience.</p>	<p>Datasets and Reports:</p> <ul style="list-style-type: none"> <li>- CO annual country reports (ACRs) and annual performance reports (APRs)</li> <li>- Programme concept notes / TOCs and APRs</li> <li>- Donor reports</li> </ul> <p>KII:</p> <ul style="list-style-type: none"> <li>- Regional bureau employees</li> <li>- HQ and RB resilience leads</li> <li>- HQ and RB Programme leads</li> <li>- CO resilience advisors/focal points</li> <li>- External stakeholders: donors, RBAs/United Nations, NGOs and so on</li> </ul>	<p>Qualitative analysis of KII data triangulated with document assessments</p>	<p>Medium</p>

# Annex VI. Data collection tools

64. Interview protocols were refined and piloted during the first country study data collection, with further refinements made as required. For WFP staff interviews, the protocols were viewed as 'topic guides' with question areas selected dependent on the respondent, including whether or not they have already been interviewed during inception.

## COMMON INTRODUCTORY REMARKS:

WFP Office of Evaluation has commissioned a centralized evaluation of the Policy on Building Resilience for Food Security and Nutrition (2015), covering the period from 2015 to 2022, with particular focus on the period after 2017. It is looking at the three key elements of the Policy: 1) How good is the Policy (policy quality)? 2) What are the results of the Policy? 3) What has enabled or hindered results achievement from the Resilience Policy?

This exercise is not a performance evaluation of the outcomes of resilience programmes. It is rather looking at how well the Policy supports WFP to achieve its resilience-related goals, and as such we are evaluating the results of the Policy in terms of support to achieving resilience outcomes. It builds on and complements the 2019 Strategic Evaluation of WFP's Contributions to Enhanced Resilience.

Thank you agreeing to this interview. It should take approximately 60 minutes and will be facilitated by [name of evaluation team member]. Everything you tell us will be confidential, and your name will not be used in any of our reports. However, we would like to use your thoughts and some anonymized quotes from the interview in our findings, if you consent to this.

Do you mind if we audio record the interview? This is for our reference, it will automatically produce a transcript of the interview for our analysis and will allow us to check that we have recorded your views correctly. Do you consent to us using the information you give in our research and reports? Your name will not be used.

Do you have any questions about the process evaluation or concerns you would like to raise before we start?

## INTRODUCTION

1. What is your exact current position and responsibilities? How long have you been in this position? (for WFP staff have been employed in another unit(s) in WFP?)

This interview will focus on your experience in resilience building.

2. How would you describe resilience building [in your context]? How are you defining resilience? [Probe: What is your understanding of the terms 'resilience (building) approach' and 'resilience lens?']

3. What resilience-related work in WFP/ facilitated by/ related to WFP have you been involved in?

4. Are you familiar with WFP's Resilience Policy?

## CLOSING

Looking ahead:

What do you think the trajectory is for WFP's work on resilience moving forward? What would you like to see as priorities [for your country]?

What will/should be the key focus of a potential updated Policy?

Thank you for your time today.

1. Is there any additional information you would like to share, or do you have any further comments?
2. What would you expect from this evaluation exercise?

## QUESTIONS FOR EXECUTIVE BOARD (EMAIL AND FGD)<sup>7</sup>

**SECTION 1: Related question (DO NOT READ ALOUD): How would you define WFP's role in: i) disaster risk reduction; ii) resilience building; and iii) climate change adaptation? Do these roles differ depending on the context (e.g. emergency response, protracted crises, development)?**

1. Let us start with talking about WFP's mandate and role with regard to DRR, climate change and resilience. There are some quite different views among stakeholders on this topic. It has been said that WFP lacks clear definitions around these three concepts, and that this negatively affects its role. Some stakeholders feel that WFP does not adequately complement the roles of other key players in these fields, while others are of the opinion that WFP's role should be in emergency response rather than in longer-term development or risk reduction.

To what extent do you agree or disagree with these views, and why?

2. In your view, is WFP's role/mandate on (resilience, DRR, climate change) known and understood internally?  
  
(AFTER EACH RESPONSE, ASK...) What has influenced this level/lack of awareness/understanding?
3. In your view, is WFP's role/mandate on (resilience, DRR, climate change) known and acknowledged by other key international humanitarian and development stakeholders?

(AFTER EACH RESPONSE, ASK...) What has influenced this level/lack of awareness/acknowledgement?

**SECTION 2: Related question (DO NOT READ ALOUD): Are the WFP policies on Disaster Risk Reduction and Management (2011), Building Resilience for Food Security and Nutrition (2015) and Climate Change (2017) all relevant? Do you see any complementarities and/or overlaps between them?**

1. Some stakeholders have said that all three policies (DRR/M, resilience, climate change) are still relevant to WFP's strategic approach, while others think there are too many overlaps. What is your view, and what would be your recommendation for these three policies to be more relevant?
2. Is delivery of these three policies equally essential for achievement of the WFP vision/mandate of "changing lives" (not just saving them)? Is one more important than the others?

**SECTION 3: Related question (DO NOT READ ALOUD): Has each policy delivered results on the ground? If yes, what has enabled results achievement? If not, what has hindered results achievement?**

1. Let us move on to discuss the results of the policies on the ground. To your knowledge, what activities does the Resilience Policy promote? And the Climate Change Policy? And the DRR/M Policy? What activities are common to two or all three of the policies? Why?
2. In your experience, what has made each policy successful (or not) in terms of results on the ground?
3. What has hindered delivery of results of any or all these policies?
4. Do the EB agree that WFP's policy quality criteria have been met in regard to these three policies? What, if anything, do they do (or expect WFP to do) if these criteria are not fully met?

**SECTION 4: Related question (DO NOT READ ALOUD): Looking ahead, what updates or changes to these policies would enable WFP to reach the goals set out in the Strategic Plan 2022-2025? What would you like to see as priorities in an updated DRR/M, Resilience and/or Climate Change Policy?**

1. Going forward, some stakeholders have recommended merging the policies, or having a single strategy to support implementation of the three policies.

Do you agree or disagree with either of these suggestions? What would be the implications of doing so?

<sup>7</sup> Questions developed and finalized in collaboration with the evaluation team conducting the Evaluation of the policies on disaster risk reduction and climate change.

## **INTERVIEW WITH WFP EMPLOYEES – HEADQUARTERS (HQ)**

### ***Senior Management***

In your opinion, what are/were the main implicit/explicit drivers influencing the shaping of WFP's resilience agenda?

What are the main incentives and barriers to achieving integrated resilience programming/application of a resilience lens and objectives in WFP's programmes?

How has the Integrated Road Map helped the coherence/focus of countries' portfolios in relation to resilience?

What innovative approaches have been observed across WFP's resilience work?

Looking ahead, what do you think the trajectory is for WFP's work on resilience moving forward?

What would you like to see as priorities?

What will/should be the key focus of a potential updated Policy?

### ***Pilot Resilience Toolkit (testing version) Questions<sup>8</sup>***

*EQ 3.5 To what extent were frameworks and guidance to implement the policy developed and used? (see also EQ1 and EQ2)*

1. Can you please talk us through the guidance and tools you have been using to help you to address resilience needs in your work?
2. Do you think these tools, strategies, skills and resources are adequate? [how; why/why not; for whom; in what contexts]

*[Focusing specifically on the Resilience Toolkit (testing version)]:*

3. What parts of the Toolkit have you been using?
4. What has it helped you to do? [probe: can you provide any examples of changes you have made to your resilience programming as a result of the guidance? What has the value/is the expected value of this been for your local staff/ implementers/ beneficiaries?]
5. i) What has been working well? ii) What could be done better? iii) What have been the main barriers you have faced? [Probe: what are the major issues? Can these issues be overcome internally? Or through partnerships? Etc.]
6. In what ways have you been capturing and reporting feedback and learning on the toolkit?

<sup>8</sup> Developed and finalized in consultation with the WFP Resilience team in PRO-L.

## Other Interviews with WFP employees

### Topic Guides by EQ

*EQ1.1a Does the Policy and Programming Guidance provide a clear and shared pathway of change for WFP's vision on resilience building?*

Interviewees: Policy and Programme Division: Thematic leads including Resilience; regional bureau programme leads/ RB Regional Resilience Advisers; CO Resilience Advisers/CO Activity leads; Gender Advisers/officers; WFP employees - field office level

What is WFP's/your team's/your understanding of the concept of resilience [as applied to your programming area]? What supports your understanding (how? with what tools/guidance etc.)?

*EQ 1.1b To what extent do the Resilience Policy and Programming Guidance provide a sound and actionable accountability framework taking into account gender equality and women's empowerment?*

Interviewees: Policy and Programme Division: thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads; WFP employees - field office level

Which WFP guidance documents/set of policies frame and/or support resilience building? In what ways? Why? What resources (financial/capacity) support you in your resilience work? In what ways?

*EQ 1.2 To what extent is the Policy coherent with: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks (in particular, does it cohere with the Disaster Risk Reduction Policy and the Climate Change Policy); ii) intergovernmental and United Nations system-wide changes, in particular RBAs; iii) WFP's position and approaches within the nexus ; and iv) WFP's commitment to GEWE objectives?*

Interviewees: Policy and Programme Division: thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads

How coherent is the Resilience Policy with the [INSERT NAME OF] Policy?  
To what extent is the Policy aligned with the Gender Policy and the Nutrition Policy?  
Is there [among XX staff] a shared understanding of what resilience is/should be to address vulnerable group's needs - including gender and nutrition needs? What factors enable or prevent that shared understanding?  
Is WFP's concept of resilience consistent with how its partners/other actors understand resilience regionally?

*EQ1.3 To what extent is the Policy still valid, shared and relevant?*

Interviewees: regional bureau programme leads ; RB regional resilience advisers; CD-DCDs; CO resilience advisers/CO activity leads

To what extent is the Resilience Policy (vision, purpose, outcomes, outputs and activities) still valid, and relevant to broader resilience programming and considerations?

*EQ 1.4 To what extent does the Policy represent international good/best practice?*

Interviewees: Policy and Programme Division: thematic leads including resilience; regional bureau programme leads ; RB regional resilience advisers; CD-DCDs; CO resilience advisers/CO activity leads

What innovative approaches have been observed across WFP's resilience work?

Where do you see WFP in terms of its approach to resilience in comparison to other similar organizations, and international/national demands?

Where do you see WFP in terms of its approach to resilience in relation to United Nations agency partners?

- Looking ahead, what do you think the trajectory is for WFP's work on resilience moving forward? What would you like to see as priorities [for this region]?
- What will/should be the key focus of a potential updated Policy?

*EQ 1.5 How does the Resilience Policy support strategic and programme planning (focusing on FFA, SAMS, R4), for example through: i) Systematic application of a resilience approach to strategic and programme formulation; and ii) Development of analysis and planning tools that incorporate a resilience-building approach.*

Interviewees: Regional bureau programme leads/RB regional resilience advisers

Are you familiar with the Resilience Policy (2015)? If yes, has it been useful for ensuring the inclusion of resilience lens in regional/country strategic and programme formulation? In what ways? To what extent has it been utilized at the RB and at the CO levels?

Has the RB received support from the HQ in providing guidance on capturing resilience in VAM analysis and CO-level monitoring? Who has provided this support?

Has the RB provided guidance to the COs on how to ensure the inclusion of resilience indicators in needs assessments, data collection processes and analysis of the work of VAM/monitoring systems? If yes, what type of support? How well has this been achieved? What have been the supporting and constraining factors?

*EQ 1.6 To what extent has the Policy supported WFP's efforts to apply a resilience lens across programmes? At different institutional levels what have been effective entry points, processes, and tools?*

Interviewees: regional bureau programme leads ; RB regional resilience advisers; CO resilience advisers/CO activity leads ;CO resilience Advisers; WFP employees - field office level

What does it mean to apply a resilience lens? How do you apply a resilience lens in your work? What helps you to do this? How/Why? What are the barriers? How/Why?

*EQ 2.1*

Interviewees: CO resilience advisers/CO activity leads; gender advisers/officers

*EQ 2.1* Can you please tell us about what you are doing to:

- i) Prioritize gender equality and women's empowerment
- ii) Prioritize disaster risk reduction as a prerequisite for sustainable development
- iii) Prioritize the prevention of undernutrition and promotion of healthy diets to support resilience, enable quality nutrition-sensitive programming and support to design the national nutrition-sensitive strategies and systems?
- iv) Increase support to social protection and safety nets
- v) Prioritize climate resilience
- vi) Create productive assets and strengthen livelihoods, especially those related to productive safety nets. For each area ask:

What kinds of support/tools guidance do you get for this work? [probe for links to WFP policies and strategies]

What works well (guidance/tools/processes)? What is less effective? Gaps? Where and when, how, why, for whom/contexts. [context, types of programme, resources needed] [what does it mean to work well – what does it enable?]

Are there any resilience programmes that explicitly seek to promote gender equality and women's empowerment? / that explicitly seek to build transformative capacities?

Are there strategies/tools in place to facilitate gender equality and women's empowerment in resilience programming?

### **EQ2.1 Resilience Theory of Change: Interviewees: CO resilience advisers/CO activity leads**

#### **TOC questions:**

What are you doing to strengthen resilience? (activities, programmes, programming area, even those that aren't called or tagged resilience, how are they linked?) What needs to happen for these results to be delivered? [probe for processes/mechanisms related to the Resilience Policy] What are the key assumptions and risks? What kinds of guidance/tools/approaches and so on do you use for resilience analysis and planning in support to resilience programming? [probe for policy entry-points] [probe for policies and strategies that are guiding activities]

What kinds of support do you get for resilience programming? From whom/where? Entry points?

What works well (guidance/tools/processes)? What is less effective? Gaps? Where and when, how, why, for whom/contexts. [context, types of programme, resources needed] [what does it mean to work well – what does it enable?]

*EQ 2.2 To what extent has the Resilience Policy supported and contributed to WFP efforts in enabling the most vulnerable people to strengthen their resilience capacities in the face of shocks and stressors? (i) absorptive; ii) adaptive; iii) transformational change?*

Interviewees: Policy and Programme Division: Thematic leads including resilience; CO resilience advisers/CO activity leads

Can you describe examples of resilience results? As a result of which interventions? For whom?

Have there been any incidents where WFP and/or partners work on resilience has resulted in negative impacts on men, women, boys or girls?

*EQ 2.3 How does the Resilience Policy support the way activities are integrated and layered to contribute to enhance resilience? In what contexts?*

Interviewees: CO resilience advisers/CO activity leads ; WFP employees - field office level

Can you tell us about the ways in which you integrate your activities/programmes to strengthen resilience?

What resources (financial/capacity) support you in integration? In what ways?

What kinds of other support (eg tools/guidance) do you get for this work?

What works well (guidance/tools/processes)? What is less effective? Gaps? Where and when, how, why, for whom/contexts. [context, types of programme, resources needed] [what does it mean to work well – what does it enable?]

Are gender analyses informing the resilience planning, programming, implementation, and monitoring processes? How?

*EQ 2.4 How does the Resilience Policy support resilience programming to strengthen resilience capacities (to absorb, adapt, and transform), to be adaptive and responsive to evolving requirements of each context?*

Interviewees: regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads; WFP employees - field office level

Is the support (guidance, toolkits, capacity building) you get for resilience programming still effective in different/changing contexts? How/why/why not? How might it be improved?

*EQ3 What has enabled or hindered results achievement from the Resilience Policy?*

*EQ3.1 To what extent did the Policy receive support from, and prioritization by, senior management, and have clear corporate responsibilities and accountabilities been assigned?*

Interviewees: Policy and Programme Division: thematic leads including Rrsilience; regional bureau programme leads / RB regional resilience advisers

In your opinion is there adequate support for resilience programming and applying a resilience lens? What kinds of internal coordination and/or management mechanisms are in place for planning and operational collaboration across programme areas/ levels? [probe for analysis; implementation; reporting]. What works well? What is less effective? Gaps? Where and when, how, why, for whom/contexts?

*EQ3.2 To what extent was the Policy adequately disseminated resulting in sufficient staff awareness and ownership? How? In what contexts?*

Interviewees: Policy and Programme Division: Thematic leads including resilience; CD-DCDs

Are you familiar with WFP Resilience Policy 2015?

How successful do you think WFP has been in honouring its commitment to, and work on resilience? What have been the main successes and failures?

*EQ3.3 To what extent were there adequate financial resources to implement the Policy?*

Interviewees: Policy and Programme Division: Thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers ; CO resilience advisers/CO activity leads; CD-DCDs

What funding does WFP provide to support the Resilience Policy? PROR? Resilience activities at RB and CO level? What are the sources? Trends?

How is resilience funding tracked and reported? What systems and processes are used? How efficient and effective are they? How well are they understood? (CRF and operational budgeting)

What examples of resource mobilization for resilience can you describe? What was this for? Led by whom?

What role does focus area tagging play in relation to funding for resilience programming?

Questions about focus area tagging:

The Integrated Road Map aims to facilitate the coherence/focus of countries' portfolios. As lines can be blurred between root causes and resilience building areas, how has the focus area tagging been used by WFP? Does it matter that there is this ambiguity?

How and to what extent has focus area tagging supported integrated resilience programming and reduced the tendency towards 'silos'? What are the implications for funding resilience programming?

*EQ 3.4 To what extent were robust results frameworks, monitoring and reporting systems including appropriate indicators to monitor progress, in place?*

Interviewees: VAM/RAM/Performance Monitoring; CO, RB M&E staff

What do you understand resilience to mean? Do you use a particular definition?  
 Which kinds of assessment/measurement tools/indicators do you think best enable an understanding of resilience in the face of a shock? Why?  
 What monitoring surveys currently capture information related to vulnerability to shock and/or resilience, including quantitative and qualitative methodologies? Which indicators?  
 Can you describe the ways in which [Assessment name/indicator name] captures information related to vulnerability to shock and/or resilience? (quantitative and qualitative)  
 How does WFP promote the uptake or use of its information on resilience? (Internally and externally) a. What are the factors that support its use? b. What are the factors that detract or hinder its use?  
 How does WFP use the information of others? E.g. Government data; RBA/UN; community information; NGO data?  
 Can you think of a way in which WFP holds or applies information about resilience that is not captured in its monitoring? For example, in the working knowledge of its field staff or in written field reports?  
 If you were to recommend changes to WFP's assessments to enable it to better understand vulnerability to shock and resilience, what would they be?

1. What do you understand resilience to mean? Do you use a particular definition?
2. How well do you think the SRF indicators reflect the resilience building WFP has been doing since 2017?
  - a. What indicators best reflected the work?
  - b. What do you think was weak or missing?
  - c. Does the CRF address these gaps or create other problems? [Ask about CRF 2017-2021 and CRF 2022- 2025]
3. How did people actually use the resilience-related indicators in SRF and for what purpose?
  - a. What did people find most usable?
  - b. What did people struggle with?
  - c. What effect do you think this had on WFP's resilience reporting during the SP 2014-2017?
  - d. Has the CRF addressed these challenges or created new ones? [Ask about CRF 2017-2021 and CRF 2022- 2025]
4. What are the strengths and weakness in the ways that the information for corporate reporting on resilience is generated?
5. Can you think of a way in which WFP holds or applies information about resilience that is not captured in its monitoring? For example, in the working knowledge of its field staff or in written field reports?
6. If you were to recommend changes to WFP's monitoring to enable it to better understand resilience what would they be

Did the strategic results framework (2014 – 2017)/ corporate results framework (2017 – 2021) capture, in a relevant and robust manner, what the CO achieved in terms of resilience building and the effectiveness of the resilience outcomes from 2017 to 2022?  
 Does the corporate results framework address any gaps in resilience-related outcomes measurement that you noticed in the SRF? Or does it create any new ones?  
 How has resilience been integrated into programme monitoring and reporting systems – use of resilience capacity indicators, CRF indicators etc.?  
 What has been done to ensure the inclusion of resilience data (and indicators) in data collection processes and analysis in WFP performance monitoring data?  
 Have you received support in this regard? How well has this been achieved? What have been the supporting and constraining factors?  
 What does PROR (Resilience and Food Systems Service) and others do to support the analysis and production of resilience data? Who else supports this? What are some of the constraining/supporting factors and issues with data?  
 How does WFP use the resilience data to inform programming? (examples) Is it linked to budgeting and or programme design? (examples)

*EQ 3.5 To what extent were frameworks and guidance to implement the Policy developed and used? (see also EQ1 & EQ2)*

Interviewees: Policy and Programme Division: Thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads; WFP employees - field office level

Which WFP guidance documents/set of policies frame and/or support resilience building? In what ways? Why?  
What resources (financial/capacity) support you in your resilience work? In what ways?  
Which WFP guidance documents/set of policies frame and/or support resilience building? In what ways? Why?  
What resources (financial/capacity) support you in your resilience work? In what ways?  
What are the main incentives and barriers to achieving integrated resilience programming/ application of a resilience lens and objectives in WFP's programmes?

*EQ 3.6 To what extent were appropriate and sufficient i) human resource capacities and competencies; and ii) internal coordination mechanisms in WFP at HQ, RB, and CO levels in place?*

Interviewees: human resources; regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads;; CD-DCDs; WFP employees - field office level

What is the status of human resource capacities for resilience in WFP/ the region/ CO?  
Have you received requests from RBx or COs for personnel to head up their resilience initiatives, or to upgrade the skills of personnel already in place? How do you handle such requests?

*Competencies/ capacity building:*

What courses on resilience have you completed? (probe for internal and external courses) How did these change the way you approach resilience programming? Which capacity development initiatives have you found most useful? (if relevant ask for a comparison with other orgs)  
What capacity development and learning activities have you completed and how has this influenced your work?  
Who supports you when you need technical assistance on a resilience issue (and how)?

*EQ 3.7 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience were in place 2015-2022? How? In what contexts?*

Interviewees: regional bureau programme leads/ RB regional resilience advisers; CD-DCDs; CO resilience advisers/CO activity leads

What are the important external factors in place that enable effective resilience programming? (all levels)  
Has there been any observable change in the way WFP approaches its work on resilience since 2019? What are these changes?  
Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

*EQ 3.8 To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors?*

Interviewees: Policy and Programme Division: thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers; CO resilience advisers/CO activity leads

In your opinion, is WFP engaged in the right partnerships to enhance resilience through policy dialogue? And through joint analysis and planning, programming and monitoring and resilience measurement?  
To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors? Who are your main partners in resilience programming?  
What innovative approaches to partnerships have you observed across WFP's resilience work?

How many, if any, corporate partnerships supporting resilience have been established at HQ level? (What type of partnerships)? With whom?/Has the HQ provided support/guidance to the RB on establishing resilience partnerships at regional level?  
What have been the drivers behind them and the constraints in establishing such partnerships?  
Which internal departments have been the driving force?  
What have been the resilience outcomes of these partnerships, if any?  
In your opinion, is there potential to broaden partnerships for resilience in the country? What enabling/preventing factors would impact this broadening?

*EQ3.9 To what extent does the Resilience Policy support humanitarian responses and long-term development to be mutually reinforcing and responsive to evolving needs, including improved coherence between development and humanitarian financing?*

Interviewees: Policy and Programme Division: thematic leads including resilience; regional bureau programme leads/ RB regional resilience advisers ;CO resilience advisers/CO activity leads; CD-DCDs

In what ways has the Resilience Policy supported/assisted in securing flexible multi-year commitments to support resilience-building, if at all? What kinds of funding? Sources? In what contexts?  
How do structures hinder/support humanitarian responses and long-term development to be mutually reinforcing and responsive to evolving needs? (for example organigramme, other structures in programming)  
What are other obstacles/support for this? How/in what ways/ for whom/ in what contexts?

## EXTERNAL INTERVIEWS

### INTERVIEW WITH BENEFICIARIES

*EQ 2.2 To what extent has the Resilience Policy supported and contributed to WFP efforts in enabling the most vulnerable people to strengthen their resilience capacities in the face of shocks and stressors? (i) absorptive; ii) adaptive; iii) transformational change?*

1. What does it mean to you to be resilient? To what shocks and stressors?
2. Which activities does WFP perform to help you to be more resilient?
3. Can you describe examples of resilience results (question to be tailored to the intervention)?
4. Have there been any incidents where WFP's and/or partners' work on resilience has resulted in negative impacts on men women, boys or girls?

## INTERVIEW WITH HOST GOVERNMENT RESILIENCE FOCAL POINTS

*EQ 1.2 To what extent is the policy coherent with: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks (in particular, does it cohere with the Disaster Risk Reduction Policy and the Climate Change Policy); ii) intergovernmental and UN System wide changes, in particular RBA; iii) WFP's position and approaches within the nexus?; iv) WFP's commitment to GEWE objectives?*

1. What is your country strategy for resilience building? How important is WFP to your overall strategy? And why? What are the main features of your funding and support to WFP for resilience programming?
2. Resilience concept: Is WFP concept of resilience consistent with how its partners understand resilience at the national level?
3. Resilience programming: How well-aligned is WFP with the government in terms of resilience building [in this country]? What enables this alignment / how could it be improved?

*EQ 1.3 To what extent is the Policy still valid, shared and relevant?*

1. Where do you see WFP in terms of its approach to resilience in comparison to other similar organizations, and international/national demands?
  2. Is WFP's resilience targeting based on a thorough understanding of people's needs - including nutrition and needs based on gender differences?
  3. Looking ahead, what do you think the trajectory is for WFP's work on resilience moving forward? What would you like to see as priorities [for your country]?
1. *3.8 To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors? In your opinion, is WFP engaged in the right partnerships to enhance resilience through policy dialogue? And through joint analysis and planning, programming and monitoring and resilience measurement?*
  2. Which innovative approaches to partnerships have you observed across WFP's resilience work?
  3. In your opinion, is there potential to broaden partnerships for resilience in the country? What enabling/preventing factors would impact this broadening?

*EQ 3.7 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience were in place 2015-2022? How? In what contexts?*

1. What are the important external factors in place that enable effective resilience programming in your country? (at all levels)
2. Has there been any observable change in the way you approach/WFP approaches work on resilience since 2015? What are these changes?
3. Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

## INTERVIEW WITH DONORS

*EQ1.2 To what extent is the Policy coherent with: ii) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental and UN System wide changes, in particular RBA; iii) WFP's position and approaches within the nexus?; iv) WFP's commitment to GEWE objectives?*

1. What is your strategy for resilience building? How important is WFP to your overall strategy? And why? What are the main features of your funding and support to WFP for resilience programming?
2. Is WFP's concept of resilience consistent with how its partners understand resilience at the global/regional/national level?
3. How well-aligned is WFP with other development partners in terms of resilience building [in this country]? What enables this alignment / how could it be improved?

*EQ 1.3 To what extent is the Policy still valid, shared and relevant?*

1. To what extent is the Resilience Policy (vision, purpose, outcomes, outputs and activities) still valid, and relevant to broader resilience programming and considerations?
2. Is WFP's resilience targeting based on a thorough understanding of people's needs - including nutrition and needs based on gender differences?

*EQ 1.4 To what extent does the Policy represent international good/best practice?*

1. What innovative approaches have been observed across WFP's resilience work?
2. Where do you see WFP in terms of its approach to resilience in comparison to other similar organizations, and international/national demands?

*EQ 3.8 To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors?*

1. In your opinion, is WFP engaged in the right partnerships to enhance resilience through policy dialogue? And through joint analysis and planning, programming and monitoring and resilience measurement?
2. What innovative approaches to partnerships have you observed across WFP's resilience work?
3. Do WFP partnerships leverage your positioning in the country resilience agenda? How?
4. In your opinion, is there potential to broaden partnerships for resilience in the country? What enabling/preventing factors would impact this broadening?
5. Do you think that donors (including you) are influencing WFP's resilience agenda? If so how? What drivers are contributing to this influence? Are they implicit/explicit?
6. What are the priorities for Resilience within WFP partnerships?

*EQ 3.7 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience were in place 2015-2022? How? In what contexts?*

1. What are the important external factors in place that enable effective resilience programming? (all levels)
2. Has there been any observable change in the way you/WFP approach work on resilience since 2019? What are these changes?
3. Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

*Looking ahead*

1. What do you think the trajectory is for WFP's work on resilience moving forward? What would you like to see as priorities?
2. What should be the key focus of a potential updated Policy?

## INTERVIEW WITH UN/RBA COUNTERPARTS

*EQ1.2 To what extent is the Policy coherent with: ii) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental and United Nations system-wide changes, in particular RBA; iii) WFP's position and approaches within the nexus;; iv) WFP's commitment to GEWE objectives?*

What is your strategy for resilience building? How important is WFP to your overall strategy? And why? What are the main features of your funding and support to WFP for resilience programming? Resilience concept: Is WFP's concept of resilience consistent with how its partners understand resilience at the global/regional/national level?

Resilience programming: How well-aligned is WFP with the government, other United Nations actors and other development partners in terms of resilience building [in this country]? What enables this alignment / how could it be improved?

*EQ 1.3 To what extent is the Policy still valid, shared and relevant?*

To what extent is the Resilience Policy (vision, purpose, outcomes, outputs and activities) still valid, and relevant to broader resilience programming and considerations?

Has the Policy remained relevant and forward looking in the face of evolving resilience concepts at national and global levels?

*EQ 1.4 To what extent does the Policy represent international good/best practice?*

What innovative approaches have been observed across WFP's resilience work?

Where do you see WFP in terms of its approach to resilience in comparison to your organization, and international/national demands?

*3.8 To what extent has the Resilience Policy supported WFP staff to take a strategic view on partnerships to achieve multi-stakeholder impacts across sectors?*

In your opinion, is WFP engaged in the right partnerships to enhance resilience through policy dialogue? And through joint analysis and planning, programming and monitoring and resilience measurement?

What innovative approaches to partnerships have you observed across WFP's resilience work?

Do WFP partnerships leverage your positioning in the country resilience agenda? How?

In your opinion, is there potential to broaden partnerships for resilience in the country? What enabling/preventing factors would impact this broadening?

What are the priorities for resilience within WFP partnerships?

*EQ 3.7 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience were in place 2015-2022? How? In what contexts?*

What are the important external factors in place that enable effective resilience programming? (at all levels)

Have there been any observable changes in the way WFP approaches its work on resilience since 2019? What are these changes?

Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Looking ahead:

What do you think the trajectory is for WFP's work on resilience moving forward? What would you like to see as priorities [for your country]?

What will/should be the key focus of a potential updated Policy?

## **INTERVIEW WITH NGO REPRESENTATIVES**

*EQ 1.3 To what extent is the Policy still valid, shared and relevant?*

Where do you see WFP in terms of its approach to resilience in comparison to other similar organizations, and international/national demands?

Is WFP's resilience targeting based on a thorough understanding of people's needs – including nutrition and needs based on gender differences?

*EQ 1.4 To what extent does the Policy represent international good/best practice?*

What innovative approaches have been observed across WFP's resilience work?

*EQ 3.7 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working in resilience, including RBAs) to promote resilience were in place 2015-2022? How? In what contexts?*

What are the important external factors in place that enable effective resilience programming? (all levels)

Have there been any observable changes in the way WFP approaches its work on resilience since 2019? What are these changes?

Do you have any examples of emerging lessons and successful approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

## Annex VII. Fieldwork agenda

67. Key informant Interviews and focus group discussions in the six case studies were conducted remotely between 15 July and 16 September. The interview schedule was agreed with the country offices, taking into account their priorities and workloads. The case studies generally included interviews with internal and external stakeholders in the capital city and up to four site visits. Most of the key informant interviews and focus group discussions were undertaken during one week agreed with the country office, however due to unavailability of some key informants, additional interviews were conducted in the following days and weeks. Table A 5 shows the breakdown of the fieldwork agenda in the country studies.

**Table A 5: Fieldwork agenda by country**

Country	Date	Visits
Burkina Faso	15 July-16 September	Ouagadougou, Louda, Kaya and Dori
Lebanon	08 -12 August	Beirut, Northern Akkar Governorate
Madagascar	08-30 August	Antanarivo, Ampanihy, Ambarata, Agnivorano and Fotadrevo
Mozambique	15-20 August	Maputo, Tete, Luenha, Chicomphende, Carata
Honduras	15-24 August	Tegucigalpa, El Encinal, Cerro Verde, San Lorenzo and Nance Dulce.
South Sudan	22-29 August	Juba, Rumbek

# Annex VIII. Analytical framework

68. The conceptual framework for the evaluation was the theory of change. The analytical framework built on the theory of change and the evaluation matrix to ensure that all data collected addressed the evaluation questions and subquestions, while also enabling analysis of change pathways and the assumptions underlying the theory of change. A data coding system was developed with themes that aligned directly with the evaluation matrix and theory of change (see Annex III).

69. For the country and desk studies analysis frameworks/tables were used to pull evidence from across all documents reviewed and interviews and focus group discussions conducted, supported by the coding system. The frameworks (and interview protocols) were structured by evaluation question and subquestion. This allowed the identification of gaps and early triangulation across data sources during data collection so that teams were able to follow up and probe further.

70. Ongoing coding of HQ KII transcripts and country and desk study analytical frameworks against the themes tied to the evaluation questions, combined with the coded data from the inception period (interview transcripts, notes and document review) allowed the team to generate matrices to align data sources with the lines of enquiry / evaluation questions addressed. Gaps could be identified and evidence triangulated to inform the direction of subsequent KIIs and document review. This also enabled analysis across the different levels of data collection activity.

71. Findings were developed through triangulation and assessment of the strength of evidence. Findings were then checked, discussed and aligned internally within the evaluation team, through an emerging findings workshop, and externally with WFP stakeholders through the global debrief presentations.

72. The internal emerging findings workshop was led by the team leader and attended by the core team members. The purpose of the workshop was to present and discuss emerging findings from the synthesis against the evaluation questions, to provide a preliminary set of emerging findings. This provided the opportunity to add depth and consistency and to deliver a further check on the strength of evidence and strength and extent of contribution of the Policy to observed outcomes.

73. The global debrief presentations were conducted over two sessions with a range of WFP stakeholders from WFP, most of whom had participated in the KIIs either at inception or during the main data collection phase. Preliminary findings for evaluation questions were summarized with opportunity for feedback and discussion following each Evaluation Question, to enhance and validate preliminary findings.

74. The evaluation team further analysed the data and synthesized the findings to respond to the evaluation questions, supported by daily check-ins across the team in an ongoing process of triangulation and validation. A further workshop was held to synthesize evidence for the theory of change assumptions, and to formulate conclusions and recommendations.

75. A joint stakeholder workshop with the Climate Change /DRRM Policy Evaluation team was held in Rome with the WFP evaluation manager based on the first draft report, to discuss findings and recommendations. It was attended by the Internal Reference Group (IRG) members, WFP technical staff, and representatives of regional bureaux and country offices consulted during data collection.

# Annex IX. Theory of change assumptions and evaluation findings

The evaluation interrogated the ToC assumptions as a key part of assessing policy results. Table A 6 below provides a synthesis of findings from the three evaluation questions against each assumption.

**Table A 6: Theory of change assumptions and evaluation findings**

Assumptions	Evaluation Finding
<b>A1:</b> There is commitment and buy-in to resilience across WFP	<b>Advanced in some countries, emerging in others but with some tensions.</b> This assumption was only partially supported as programming and Investments in resilience building vary greatly across regions and countries (finding 21)  Tensions exist over WFP’s mandate with some questioning WFP’s role in resilience programming defined through the ‘changing lives’ and ‘development’ agenda (finding 6)
<b>A2:</b> There is an understanding in WFP of the humanitarian-development nexus, moving away from the ‘continuum approach towards integration’	<b>Mixed evidence:</b> related to lack of consensus of WFP’s mandate in ‘development’ (finding 6, 26)
<b>A3:</b> Resilience Policy positions WFP resilience programming vis-à-vis United Nations system (RBAs) and donors	<b>Established but with tensions/risks.</b> The Policy positioned WFP in the context of RBA joint resilience conceptual framework and principles, which are broad enough that each agency was able to identify entry points for strengthening resilience (finding 1).  However, it does not clarify the potential overlap of mandates or WFP comparative advantage of priority programmatic areas. (finding 1). The perception from many WFP staff members at different levels is that the Policy has managed to negotiate a space for WFP in resilience, but evidence suggests that this space, or role, is contested especially by some external actors. (finding 6)
<b>A4:</b> There is a clear line of sight from Policy to CSP to country-level programming and support resilience	<b>Invalid.</b> There is a lack of a sound and actionable accountability framework for resilience programming, and it is not clear who is accountable or responsible. As a result resilience programming and investment vary greatly across units and countries (findings 2, 3, 8, 17, 22, 23)
<b>A5:</b> There is buy-in/commitment to resilience by WFP country partners	<b>Emerging evidence.</b> Case studies found CO and national partner alignment in agreement on the need to focus on structural vulnerabilities and strengthen resilience capacities. (finding 25)

	<p>However, 'resilience' programming tends to focus on business-as-usual asset creation, with some notable exceptions (R4, G5 Sahel, and work in specific countries such as Malawi and South Sudan, where there is a focused effort to integrate SAMS and food systems work with livelihoods. (finding 17)</p>
<p><b>A6:</b> There has been an evolution from 'siloed' programming to more integration</p>	<p><b>Limited evidence to sustain this assumption.</b> Although the Policy advocated integrated action across a number of activity areas and at multiple institutional levels, an often-repeated challenge highlighted at all levels of the organization is WFP's continued tendency to work silos. Overall, integrated efforts are primarily driven by individuals with a strong vision for resilience building in a particular context (finding 4, 7, 13, 16)</p>
<p><b>A7:</b> Other relevant WFP policies engage directly and explicitly</p>	<p><b>Limited evidence to sustain this assumption.</b> Although the Resilience Policy built directly on DRR/M Policy and conceptually links to the Climate Change Policy, in practice WFP staff find the policies do not speak to each other. While programming areas falling under other policies such as nutrition and social protection have clear links to resilience outcomes, there is no evidence to show direct and explicit engagement across the policies, although moves towards integrated programming that go beyond a narrow focus on livelihoods demonstrates some linking in practice (finding 5, 7)</p>
<p><b>A8:</b> WFP staff are supported to apply other policies (nutrition, gender, school-feeding) to resilience initiatives, and these policies support resilience programming, supported by the strategic plan</p>	<p><b>Weak, uneven evidence</b> (findings 10-16)</p> <p>There is weak evidence for staff applying policies directly to their work, with stronger evidence for the relevance of strategic plans to programming. There is some evidence that newer strategies (for example social protection) play a stronger role in implementation.</p>
<p><b>A9:</b> WFP programming approaches are compatible with systems thinking inherent in applying a resilience lens</p>	<p><b>Limited but emerging.</b> Evidence highlights that WFP's efforts toward resilience remain activity-focused, mostly at household and community level. However, interviews highlight that WFP's understanding of resilience is now evolving towards food systems perspective (findings 7, 9, 10, 13, 17)</p>
<p><b>A10:</b> Resilience results can be defined through the application of a resilience lens and tools such as 3PA, implementation of integrated resilience programming and resilience objectives and related outcomes of (combination of) programmes and activity areas</p>	<p><b>Unmet but emerging.</b> Monitoring and evaluation issues have been overlooked. The lack of clear articulation of what constitutes resilience outcomes and integrated programming limit knowledge generation about WFP's results, and this hampers advocacy and resource mobilization.</p> <p>The Pilot Resilience Measurement work under the Regional Building Blocks Project (RBBP) is ongoing to address this assumption (finding 13, 14, 18, 19, 20, 23)</p>
<p><b>A11:</b> Resilience programming at the country level includes assessment of risk, including</p>	<p><b>Limited but emerging.</b> Some evidence of use of context analysis in programme design, but weak evidence of systematic understanding and application of explicit resilience lens, including use of hazard</p>

climate-related disasters and other risks	data in measurement to contextualize wellbeing data. Some pilot work underway (finding 17, 18, 19, 23)
<b>A12:</b> Resilience programming is relevant to national governments and local communities	<b>Established.</b> Evidence from country case studies is positive about the relevance of a resilience agenda in the countries and communities where WFP operates. A tension remains, however, between addressing short-term and long term needs of the most vulnerable. (finding 7, 9, 10)

# Annex X. Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
<i>[in numerical order]</i>	<i>[by number(s) of conclusion]</i>	<i>[by number of finding]</i>
<p><b>Recommendation 1. WFP should update the Resilience Policy to reflect changes in the context since 2015, refine the definition, clarify terminology.</b></p>	Conclusion 1	1, 6, 7
	Conclusion 2	2, 4, 19
	Conclusion 3	8, 16, 23, 26 (10-14, 18)
<p>1.1 To inform the update of the policy, WFP should clearly articulate and institutionalize an organization-wide definition of resilience as an intermediate outcome, highlighting the importance of integrated resilience programming in the journey to get there, and the role of resilience across the nexus. This should be supported by a theory of change for the policy.</p>	Conclusion 4	3, 9
	Conclusion 6	15
	Conclusion 8	20, 24, 25
<p>1.2 Make gender and social inclusion dimensions explicit in the revised policy, and supporting costed implementation plan, emphasizing a clear articulation of what transformative capacities, as included in the resilience definition and WFP Gender Policy, mean to WFP, and underlining how to work towards this.</p>		
<p>1.3 To operationalize the policy, WFP should develop, in a consultative, coordinated manner, a costed implementation plan to describe how the updated Resilience Policy will be rolled out across the organization. It should include a clear definition of roles and responsibilities across the organization, and estimation of human resources required to roll out the policy. This will help to ensure comprehensive attention across all programming areas,</p>		

coherence with future-generation CSPs, and guide effective identification of resourcing and capacity needs

**Recommendation 2: Promote a culture of shared ownership of integrated resilience programming with particular emphasis on rolling out the forthcoming resilience guidance, and ensuring coherent, and consistent design and operationalization across the organization.**

Conclusion 2	2, 4,19
Conclusion 4	3, 9
Conclusion 7	5, 22
Conclusion 8	20, 24, 25

2.1 Define the role that the Resilience and Food Systems Service (and other resilience staff in regional bureau and country offices) will play in supporting other units of WFP at the headquarters, regional bureau and country offices.

2.2 Ensure any forthcoming PROR resilience guidance explains how resilience programming should be integrated across relevant SOs and support units in PD developing messaging on resilience for coherent design and operationalization across the organization.

2.3 Widely disseminate any forthcoming guidance to staff across the organization.

**Recommendation 3: Drawing from the recent Policy and Programme strategic workforce planning exercise, prioritize and implement a set of actions which will ensure that sufficient staffing, capacities and skills are in place at global, regional and country office levels and across functional areas in line with the requirements of the updated Resilience Policy.**

Conclusion 3	8, 16, 23, 26 (10-14, 18)
Conclusion 8	20, 24, 25

3.1 At the headquarters level, ensure adequate number of staff members focused on resilience are in place. At regional and country office level advocate for resilience building staff.

3.2 Identify and address organizational learning needs of relevant staff across the organization so as to improve staff

capacity, and in turn, improve the design and implementation of resilience building programmes.

3.3 Review the contract types and assess rotation requirement to foster the retention of people with appropriate and adequate skillsets on specialist's positions.

**Recommendation 4: Prioritize and advocate for resources for resilience monitoring measurement and learning from WFP-supported resilience-focused interventions.**

Conclusion 5 17

Conclusion 7 5, 22

4.1 Advocate for resources and roll-out the corporate resilience monitoring and measurement (RMM) approach across country programmes to support effective capturing and reporting on resilience.

4.2 Continue work to include resilience indicators in CRF, further develop resilience monitoring and measurement at all levels and assign accountabilities for reporting on progress towards resilience outcomes in collaboration with other units.

4.3 Ensure that approaches to generating evidence, and fostering learning on resilience, draw from both qualitative and quantitative monitoring and analysis and reporting.

4.4 Develop evaluation guidance on how resilience can be integrated into centralized and decentralized evaluations. In particular, WFP should ensure that the framework and guidance for evaluations of country strategic plans incorporate clear guidance for the assessment of WFP's resilience outcomes.

4.5 Synthesize evidence on what works, how and why, in different contexts to boost the evidence base for resilience programming in WFP. Particular emphasis should be paid to conflict and protracted crises critical for addressing evidence gaps across the nexus.

**Recommendation 5: Take steps to increase access to more diversified and multi-year funding for resilience programming through resource mobilization, advocacy and partnerships, built on clear articulation of WFP's role in resilience. This should be done in close coordination with similar efforts undertaken for disaster risk reduction/management and climate change.**

Conclusion 3	8, 16, 23, 26 (10-14, 18)
Conclusion 9	21

5.1 Based on rec 1.1 develop consistent messages for fundraising (benefits of different resilience investments and the role of food security and nutrition in resilience building), partnerships and advocacy purposes, working with multiple stakeholders, including other United Nation agencies and the global resilience community.

5.2 Map donors and strategic partners' (public and private) financing priorities and funding streams related to different components of the integrated resilience concept, access modalities, thematic and geographic interests, as well as relevant events. Communicate the results with relevant HQ units, RBx and COs to guide resource mobilization for resilience programming; this work will build on the Partnership action Plans developed by COs and supported by RBx and HQ

5.3 Depending on context increase effective engagement with partners actively engaged in resilience building (UN, IFIs, GVT, CSO, Private sector, Academia, donors etc.) to identify and capitalize on opportunities for instance on joint programming.

# Annex XI. Policy Quality Assessment

Policy quality criteria	Assessment of Resilience Policy	Justification
Policy appropriately defines its scope and priorities	Met	The scope is spelled out as well as programming priorities. The Policy states that resilience building stems from both climate change and disaster risk reduction agendas (reference to 2011 DRR policy developed by the Office for Climate Change, Environment and Disaster Risk Reduction) and delineates a wide landscape for resilience in terms of contexts (humanitarian and development) and sectors (nutrition, social protection and safety nets, and disaster risk management capacity), as well as gender as a cross-cutting priority.
Policy development included internal consultations	Met	There is evidence that the policy was developed in consultation with internal stakeholders. KII suggested the approach to formulating the policy was to "look as widely as possibly" outside of the institution while "drawing on some of our own internal lessons and experiences". The policy was described as coming out of "internal practice and external consultation and engagement"; the evaluation team found evidence of specific consultations through which WFP experiences and practices in COs were brought into the policy.
Internal and strategic coherence	Met	The policy builds on WFP's policy frameworks related to DRR, safety nets, and capacity development. It also underlines its linkages with cross cutting themes (gender, nutrition and school feeding are cited) and emphasizes these sectors and themes in the design in resilience programming.
Existence of a context analysis to ensure timeliness and wider relevance	Partially met	The policy was timely in relation to the growing focus on resilience externally by international humanitarian and development organizations and specifically the Rome-based United Nations Agencies, and the desire to position and align WFP within this context. It states three different types of shocks (natural disaster, food price crises, and conflict) as well as stressors (climate change, environmental degradation, water scarcity and economic uncertainty). It was developed in a global context of two consecutive major food price crises (2008 and 2012) with protracted concurrent Level 3 and Level 2 emergencies becoming the norm (WFP Annual Report 2015) and conflicts and insecurity likely to evolve and remain the main drivers of food crises. In this context, why and how is resilience relevant to each type of shock has not been emphasized in the policy document.

Incorporation of gender consideration into the design of the policy	Met to limited extent	The Policy points to the need to prioritize gender equality and women's empowerment. It recognizes that conflicts, natural hazards and protracted crises often aggravate gender inequalities and affect the food security and nutrition of women, men, girls and boys differently. However, the Policy does not reflect on the structural causes of vulnerability and marginalization and includes minimal articulation of social inequalities. It commits to integrating gender but does not provide clear guidance or understanding of how gender should be incorporated into resilience programming. This is not addressed either in the gender policies (2015-2020; 2022) or gender action plan. The Resilience Policy points to the need to disaggregate beneficiaries by gender and age and to ensure that women, men, girls and boys benefit from WFP's assistance according to their needs and that their safety, dignity and rights are respected. The policy specifies that empowerment should lead to "positive changes in systems, structures and livelihoods", but it does not apply the gender policy's focus on "transforming unequal [...] relations to promote shared power, control of resources and decision-making."
Clear conceptual framework	Met to limited extent	As underlined by the SE Resilience (2019), resilience terminology remains unclear as well as what underlies each capacity described in the definition. The resilience definition does not extend to systems and the structural causes of vulnerability and their implications for WFP's work along the humanitarian-development nexus, although these are mentioned elsewhere as important. It is unclear what the Policy means by a resilience lens, and what this looks like in practice. There is some evidence that the resilience definition still resonates at regional and country office levels.
Policy develops a vision and a theory of change	Met to limited extent	The Policy does not present a vision including mid- and long-term goals, but positioned WFP in the context of a joint RBA resilience conceptual framework and principles which are broad enough that each agency was able to identify entry points for strengthening resilience; the fundamental shift being made is in "how programming is designed, implemented and managed" (policy quote). This sets a pragmatic framework providing for an implicit intervention logic but does not build on a theory of change or include key assumptions.
Policy based on reliable evidence	Met to limited extent	The Policy relies on a limited set of comprehensive evidence from internal sources and includes very few references to academic studies supporting its rationale. The Policy draws on some evidence to highlight the importance of food security and nutrition for resilience and vice-versa, and on limited evidence for the importance of resilience programming approaches in early response to mitigate the effects of shocks and stressors.
External coherence	Met to limited extent	The Policy provides an assessment of the external environment but does not position WFP vis à vis international benchmarks. However, it fits within RBA common approach to building resilience to improve food security and nutrition. It does not clarify potential overlap of mandates but states guiding principles from the joint conceptual framework. Both the WFP Resilience Policy and the RBA joint conceptual framework were released in April 2015.
External dissemination	Met to limited extent	The Policy was developed following 18 months of collaboration with FAO and IFAD, working at Director level to develop a common foundation and approach to resilience. Key external partners interviewed for the evaluation had a generally low level of awareness of the Policy, suggesting low external dissemination beyond WFP's EB. There was also dissemination among RBAs and the EU and EU member states, although this is not well documented. Internal dissemination is arguably more important given the purpose of policy to guide divisions, RBx and COs in more effective working. Country and desk studies suggest low levels of policy awareness at the CO and Field Office (FO) levels.

The policy outlines clear institutional arrangements and defines accountabilities and responsibilities	Not met	Policy implementation was not accompanied by a costed action plan or implementation strategy including a results framework with targets and milestones. The Resilience Policy does not provide a sound and actionable accountability framework for resilience programming, and it is not clear who is accountable or responsible. The 2019 strategic evaluation on WFP support to resilience includes recommendations related to organizational and accountability structures to clarify roles and responsibilities and enhance coordination, oversight, leadership, and resource mobilization. These recommendations are slowly being put in place.
Policy identifies the financial and human resources required for its implementation	Not met	Funding and human resources requirements (for example in terms of technical expertise required) and related issues are not addressed in the policy document, though the SE Resilience (2019) includes recommendations related to these topics. Some measures have been implemented to try to address human resource needs, for example the recent recruitment of a resilience 'FIT Pool' (also the aforementioned establishment of a resilience team to implement some of the recommendations of the SE Resilience, and the new PROR).
Presence of a robust results framework; Existence/quality of a monitoring and reporting framework and systems for the policy	Not met	The policy refers to a results framework relating to WFP work with the Food Security Information Network (FSIN) in resilience measurement systems in a context where efforts have been made by RBAs in resilience measurement to address donor requirements in this area. The policy refers to WFP's 2014-2017 Strategic Plan and – by extension – its strategic results framework. The SE Resilience (2019) includes a specific recommendation related to the consolidation of performance measurement data from resilience-related initiatives for corporate reporting and sharing with national partners. Pilot Resilience Measurement work under the Regional Building Blocks Project (RBBP) is ongoing to improve resilience measurement and reporting within WFP. Monitoring and evaluation issues have been overlooked. The Policy does not develop a monitoring and evaluation plan facilitating the measurement, analysis, reporting and evaluation of results and increasing awareness of the policy in country offices and with partners. It provides a general reference to the Strategic Plan where resilience objectives are clearly linked to stability and self-reliance. Linkages to these last two dimensions are not clarified by the policy document and thus do not contribute to enhancing consistency in approach.

# Annex XII. Comparator organization benchmarking

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
Policy design	<p>Resilience conceptualized in 2013 strategic framework<sup>9</sup> and aims to protect, restore, and improve livelihoods systems in the face of threats that impact agriculture, nutrition, food security and food safety (and related public health).<sup>10</sup></p> <p>This definition enabled an integrated approach linking development and humanitarian thinking but with the risk of being a catch-all concept difficult to operationalize, notably considering the lack of clarity about whose resilience FAO intended to strengthen.<sup>11</sup></p>	<p>In 2013, the Federal Ministry for Economic Cooperation and Development's (BMZ) Strategy on Transitional Development Assistance defined resilience as the "ability of people and institutions to withstand acute shocks or chronic stress caused by fragile situations, crises, violent conflict, or extreme natural events, and to adapt and recover quickly without compromising their medium and longer-term prospects".</p> <p>This concept relies on definitions previously developed by DFID<sup>15</sup> and the European Commission<sup>16</sup> and has evolved in 2020 following a revision of the Transitional Development Assistance aiming to address</p>	<p>The 2013-2019 Strategic Plan underlines Oxfam's role as a convenor and catalyst for transformational change in: i) building capacity; ii) opening political space; and iii) building resilience to disasters and conflicts.</p>
Underlying concept			<p>The 2013-2019 Strategic Plan underlines Oxfam's role as a convenor and catalyst for transformational change in: i) building capacity; ii) opening political space; and iii) building resilience to disasters and conflicts.</p>
Core guiding documents			<p>Oxfam aims to enhance the absorptive, adaptive, and transformative capacities of people and institutions to address the causes of risk, fragility, vulnerability, and inequality.<sup>17</sup></p>
Goals and objectives			<p>By working on: i) improving disaster preparedness and DRR (Goal 3 Saving Lives); ii) promoting agricultural production</p>
External relevance of approach			

<sup>9</sup> The Framework defines resilience as "the ability to prevent disasters and crises as well as to anticipate, absorb, accommodate, or recover from them in a timely, efficient and sustainable manner".

<sup>10</sup> FAO. 2015. C 2013/7 - Reviewed Strategic Framework (p. 25).

<sup>11</sup> Evaluation of FAO Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. Thematic Series Evaluation. FAO. October 2016.

<sup>15</sup> Defining Disaster Resilience: A DFID Approach Paper. 2011.

<sup>16</sup> The EU approach to resilience: learning from food security crises. COM (2012) 586 final.

<sup>17</sup> Resilience concept extracted from the Oxfam Framework and Guidance for Resilient Development. 2016.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
	<p>This definition evolved in RBA 2015 framework for cooperation adding a transformative dimension.<sup>12</sup> ...</p> <p>...But isn't widespread in all areas of work: e.g., the Resilience Index Measurement and Analysis Model uses a more static definition focused on the absorptive capacity.<sup>13</sup></p> <p>2022-2031 Strategic Framework and 2022-2025 Medium-Term Plan refer to a large scope of objectives (e.g., resilient rural and urban agri-food systems; livelihoods and ecosystems; cities and human settlements; and infrastructures and industry) showing adherence to the United Nations Resilience Guidance framework (2020).<sup>14</sup></p>	<p>in a balanced manner stabilization, adaptation, and transformation capacity.</p>	<p>systems (Goal 4 Sustainable Food); and iii) supporting better risk sharing, including improved policies and practice on risk mitigation and social protection (Goal 5 Fair Sharing of Natural Resources).</p> <p>Applying a “feminist lens”, the new 2020-2030 strategy aims to lift people out of poverty, address inequalities, and build the resilience of communities affected by conflicts and disasters.</p> <p>Oxfam’s approach will “emphasize how power relations, systems and identities intersect and interact in driving inequalities, poverty and injustice”.</p>
Strategic approach	The Strategic Framework 2010-2019 delineated five cross-cutting Strategic Objectives (SO) <sup>18</sup> including Resilience to threats and crises (SO5) focused on:	The 2013 Strategy on Transitional Development Assistance (TDA) implemented a Linking Relief, Rehabilitation, and Development approach	Oxfam’s Framework and Guidance for Resilience Development (OIFRD) was released in April 2016 and followed by a series of companion guides, learning
Implementation strategy			

<sup>12</sup> Resilience building was the first thematic area for which the RBAs formally developed a common conceptual framework. Resilience definition is stated as “the inherent capacities of individuals, groups, communities, and institutions to withstand, cope, recover, adapt, and transform in the face of shocks”.

<sup>13</sup> Resilience being considered as “the capacity of a household to bounce back to a previous level of well-being after a shock”.

<sup>14</sup> Definition of the United Nations Resilience Guidance framework (2020): resilience is the ability of individuals, households, communities, cities, institutions, systems and societies to prevent, resist, absorb, adapt, respond and recover from (...) a wide range of risks, while maintaining an acceptable level of functioning and without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all.

<sup>18</sup> FAO Conference, June 2013.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
Collaborative delivery Beneficiaries	<p>governance and DRR; support to information and early warning systems; risks and vulnerability at individual level; and crises preparedness and response.</p> <p>A series of evaluations<sup>19</sup> emphasized the soundness of FAO's framework and its delivery model aiming to develop at global, regional, and country level, cross-sectoral approaches addressing food security, nutrition, livelihoods, resilience, environmental and natural-resource sustainability<sup>20</sup>.</p> <p>FAO's 2022-2031 Strategic Framework presents a revised narrative contributing to SDG 1 (No poverty), SDG 2 (Zero hunger), and SDG 10 (Reduced inequalities) via four overarching objectives: <i>"Better Production, Better Nutrition, Better Environment, and Better Life"</i>.</p> <p>Two programmes specifically aim to achieve resilience objectives: the "Resilient Agri-food Systems" programme supports multi-risk analysis and governance at</p>	<p>in fragile states, protracted crises, and countries highly exposed to natural hazards and climate change.</p> <p>TDA objectives evolved around food and nutrition security, the reconstruction / rehabilitation of basic social and productive infrastructures, the (re)integration of refugees and internally displaced persons into host communities, and DRM.</p> <p>This strategy was revised in 2020 to emphasize BMZ's willingness to focus on countries facing conflicts, disasters, and epidemic crises based on strategic partnerships with the United Nations agencies, and increased support for peace and inclusiveness - including through sustainable income generation.</p> <p>BMZ's 2030 strategy has streamlined its work around food security; peacebuilding; training and sustainable growth; climate and energy; and environment and natural resources.</p>	<p>packages,<sup>23</sup> and knowledge sharing digital platforms.</p> <p>The OIFRD supports programming design and influencing work. It builds on six social change processes promoting gender justice and empowerment, sustainable livelihoods, accountability.</p> <p>A one programme approach brings together humanitarian, development and influencing objectives with resilience entry points including support to DRR early warning systems; natural capital; remittance transfers mechanisms and social protection schemes (e.g., insurance), health and education systems, and access to nutrition.</p> <p>Each Oxfam affiliate has its own activities and initiatives. The flagship Rural Resilience Initiative (R4) for example was initially implemented by WFP and Oxfam America in ten countries<sup>24</sup> to achieve food security and build the resilience of the most vulnerable smallholders against climate</p>

19 Evaluation of FAO Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. Thematic Evaluation Series. FAO. 2016. and Synthesis of findings and lessons learnt from the Strategic Objective evaluations. 236th Session FAO Programme Committee. March 2019.

20 FAO Evaluation Results Framework.

23 See for example the 2019 Resilient Development Learning Package.

24 Ethiopia, Kenya, Malawi, Senegal, Zambia and Zimbabwe, Bangladesh, Burkina Faso, Madagascar, and Mozambique.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
	<p>different level including producer and workers on and off-farm; businesses; food supply chains actors; domestic food networks; and agri-food systems and ii) the “Climate change mitigating and adapted agri-food systems” programme seeks to develop climate-smart agriculture and access to climate data and financing while supporting global dialogue and governance mechanisms.</p> <p>In 2019, an evaluation of FAO Strategy on Climate Change (2017)<sup>21</sup> invited FAO to embed food systems in the corporate narrative, strategy, and mainstream climate change in all areas of work. The ten-year <a href="#">climate change strategy</a>, expected to be endorsed in June 2022, should support climate-resilient and low-emission agri-food systems based on the resilience approach developed by the United Nations Resilience Guidance framework.</p>	<p>The strategy has also reduced the number of partner countries from 85 to 60 and focused on least-developed African countries. Contributing to its Marshall Plan with Africa,<sup>22</sup> BMZ is implementing a <a href="#">Sahel Resilience Initiative</a> (SRI) providing for a multisectoral package of measures designed to assist people, households, and local/national structures.</p> <p>The SRI supports the same communities over a five-year period in G5 Sahel countries to ultimately improve food security and nutrition, disaster risk management, social security and strengthen social cohesion in Chad, Mali, Mauritania, Burkina Faso, and the Niger.</p>	<p>and weather shocks, through a risk management and market-based approach.</p> <p>R4 links labour-based safety nets that provide cash or food in exchange for work on community projects. To ensure long-term sustainability, it promotes inclusion of insurance into government safety nets schemes and contributes to the creation of rural financial markets, by gradually transitioning farmers to pay for insurance in cash.</p> <p>R4 success stories are well documented at country level such as in Ethiopia, however, from a global perspective, mid-term assessments pointed out to factors hindering the full participation of women including lower access to land, inputs, and equipment, and practices, discriminatory social norms, power imbalance, and high illiteracy rates.<sup>25</sup></p>
<p>Resilience architecture</p> <p>Support systems for delivery</p>	<p>During the period reviewed resilience building was guided by the decentralization process, the expansion of areas of work</p>	<p>Within BMZ - resilience interventions specifically implemented by WFP are dealt with by the Directorate “Displacement and</p>	<p>As part of a global movement for social justice, Oxfam is a confederation of 21</p>

21 Evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017). FAO Thematic Evaluation Series. 2021.

22 BMZ 2030 Strategy detailing special initiatives funded by Germany and Marshall Plan with Africa – Review and Outlook 2021.

25 Evaluation of the Oxfam Strategic Plan 2013-2019. Where Oxfam is adding value (or not). OSP Evaluation. Oxfam, July 2019.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
Organizational mechanisms for delivery	(natural disasters, food chain crises and protracted crises), regional initiatives, and the Country Programming Framework.	migration; crisis prevention and management”.	affiliates sharing a common vision and working under a Global Strategic Plan.
Institutional responsibilities	<p>To achieve cross-sectoral objectives, resilience teams worked opportunistically with other Units in charge for example of analysis in conflict-affected contexts, DRR and climate-change adaptation global policy processes, responsive social protection, and small-scale processing, transforming, and marketing.<sup>26</sup></p> <p>Challenging implementation of three-tier (from global to national) delivery model mainly due to weak operational capacity and challenges in operating the so-called ‘focus countries’ strategy (set up notably to demonstrate rapid results) which was characterised by a lack of clarity around country selection criteria, expected results, and transaction costs.</p> <p>Lack of clarity between DRR and long-term adaptation. Despite some positive examples, country offices with limited</p>	<p>GIZ<sup>28</sup> plays a prominent role in delivering on BMZ objectives thanks to a large presence in developing countries (over 22,000 staff in 120 country offices) whereas BMZ is usually represented with one or two representatives in few embassies.</p> <p>Developing synergies between BMZ and the FO has proved to be challenging as there were no institutional mechanisms for consultation and coordination in place which has led to overlaps in activities addressing humanitarian aid/stabilization and transitional support<sup>29</sup>.</p> <p>During the period 2014-2021, Germany funded almost 40 per cent of WFP activities Investing EUR 2 billion each year in global food security Germany has increasingly placed WFP as a strategic</p>	<p>Affiliates with the most important budget envelops are Oxfam Great Britain, Oxfam Novib (Netherlands), Oxfam America, and Oxfam Australia.<sup>35</sup></p> <p>The Oxfam Secretariat provides strategic leadership with a budget of EUR 35.9 million (2019-2020). It moved from Oxford to Nairobi in 2018 and employs 241 staff, of whom 62 are hosted by other affiliates.</p> <p>A series of papers present case studies on Oxfam approaches on Gender Justice and Resilience either globally (see <a href="#">case studies</a> from Africa, South Asia, and Central America) or in specific regions (see <a href="#">cases studies</a> supported by Oxfam Australia)</p>

26 The Leader of the Resilience Team was also the Director of the Emergency and Rehabilitation Division which allowed to mobilize resources and support country offices.

28 Deutsche Gesellschaft für Internationale Zusammenarbeit.

29 DIE review p 63

35 Oxfam Financial Statements 2015 to 2020.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
	capacity could not benefit from FAO support or engagement in resilience and DRR platforms and technical coordination.	partner to support relief and long-term strategies <sup>30</sup> .	
	Long-term climate change adaptation has been mainstreamed into FAO's emergency response and climate related DRR interventions only to a limited degree.	Germany has gained importance as a donor, channelling in 2021 US\$1.4billion. <sup>31 32</sup>	
	The Technical Cooperation Programme (TCP) has contributed to resilience with (on average) 20 percent of its funding supporting food-chain crises, protracted crises, and natural hazards <sup>27</sup> and rapidly addressing technical issues, implementing training, conducting studies, or developing project proposals.	In this framework, the transitional development assistance portfolio comprises 39 ongoing projects with a total budget of over EUR 692 million. Half of this funding support WFP interventions <sup>33</sup> . Among them, a few are jointly implemented by RBA such as in the Democratic Republic of Congo and Somalia <sup>34</sup> .	
Resilience capacity and tools	Country programming frameworks have contributed to delineate areas of work with	BMZ has developed a series of documents guiding the implementation of TDA	According to the evaluation of the 2013-2019 strategic plan, Oxfam needs to better

<sup>27</sup> Evaluation of the FAO Technical Cooperation Programme. Thematic Evaluation Series. FAO. December 2020. A TCP project has a budget of up to US\$500 000 and should be completed within 36 months. Projects with a budget of less than US\$100 000 have simplified procedures

<sup>30</sup> European Commission 2022. Evaluation of the European Union External Action – EU Support to Sustainable Agri-Food Systems in Partner Countries 2014-2020, page 125

<sup>31</sup> [https://donortracker.org/policy\\_updates?policy=germany-increases-core-support-world-food-programme-us46-million](https://donortracker.org/policy_updates?policy=germany-increases-core-support-world-food-programme-us46-million).

<sup>32</sup> Most of this funding is earmarked and a substantial portion is to be spent in one year or less. See WFP annual performance reports and Earmarking in the multilateral development system: Many shades of grey. Silke Weinlich Max-Otto Baumann Erik Lundsgaarde Peter Wolff. German Development Institute

<sup>33</sup> Sahel Resilience Initiative Factsheet: <https://www.bmz.de/resource/blob/105216/35b7bdfd733245c4728f54ca2900c8c2/strukturbildende-uebergangshilfe-sahel-EN.pdf>

<sup>34</sup> Update on collaboration among Rome-Based Agencies. WFP Executive Board Second regular session Rome, 16–20 November 2020

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
Institutional capacity	the government and to capture donor's attention however their development could have benefitted from an intermediate programming tool allowing thematic programmes, for example, to be grouped around different projects, facilitating thereby a more flexible funding.	following a multi-sectoral approach spanning the four areas of action of food and nutrition security, rebuilding basic infrastructure and services, disaster risk management and peaceful and inclusive communities <sup>40</sup> .	articulate and to promote transformational partnership approaches. Beyond papers and frameworks, the evaluation invites Oxfam to be a knowledge-based organization open to new voices and forms of valuing knowledge - finding the evidence for transformation through experimentation, piloting, strategy creation, systems-enabling.
Individual learning	Evaluations found that FAO has struggled to meet countries' increasing demand for DRR, DRM, and conflict/political analysis. Most of the personnel are consultants working often with short-term and successive contracts in country offices heavily dependent on centralized decision-making processes and lengthy administrative and contractual procedures which negatively affected the effectiveness of the interventions. <sup>36</sup> Training, lessons learning, and knowledge dissemination received insufficient attention.	BMZ's partners submit their projects proposals based on strategic guidelines and quality criteria introduced with "BMZ 2030"; these projects benefit then from a massively shortened funding process (four to six weeks).	Launched in 2017, the Resilience knowledge hub shares knowledge and ideas with policy papers, research reports, technical briefs, case studies, and journal articles for affiliates and their stakeholders.
Instruments to support delivery	Training supports the uptake of standards, guidelines, and practices for areas ranging from hazard and emergency preparedness		An Asia Resilience Hub, funded by Oxfam Australia as well as an 'how to' Companion Guide, provides practical support to the design and implementation of projects contributing to Oxfam <a href="#">Asia Resilience Strategy</a> 2015- 2020. The latter is a framework focused on the poorest of the poor in areas ranging from agriculture, water, and natural resource management to urban resilience.  Oxfam carried out research to better build resilience at scale and address inequality of risk and vulnerability by shifting from

<sup>36</sup> Evaluation of FAO Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. Thematic Evaluation Series. FAO. 2016.

<sup>40</sup> Available here: <https://www.bmz.de/en/development-policy/transitional-development-assistance>.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
	<p>to livestock management in fragile contexts.<sup>37</sup></p> <p>FAO knowledge products are recognized for their quality, although: i) the extent to which they have contributed to improve national policies or programmes remains unclear;<sup>38</sup> and ii) there is a need to increase countries' access to knowledge products better tailored to their needs.</p> <p>A wide range of publications and tools aim, for example, at supporting more resilient pastoral communities, mainstreaming DRR and climate resilience in agriculture and food sectors, or supporting the formulation of risk reduction and crisis management policies and programmes (e.g., support for the regional Capacity for Disaster Reduction Initiative training on damage and loss methodology or on agricultural risk management) including in conflict-sensitive contexts.<sup>39</sup></p>		<p>achievements in change discreet outcomes towards contributions to systems-level change and accountable governing.</p> <p>In 2018,<sup>41</sup> three analytical 'lenses' were identified to better address resilience: i) governance levels: representing <i>where</i> Oxfam is seeking to influence and strengthen governance; ii) domains of change: understanding <i>what</i> outcomes might contribute to resilient development; and iii) influencing tactics helping to understand <i>how</i> Oxfam can bring about systemic change for improved governance within resilient development programmes.</p>

<sup>37</sup> Livestock Emergency Guideline and Standards (LEGS) and Good Emergency Management Practices (GEMP).

<sup>38</sup> Multilateral Organization Performance Assessment Network (MOPAN) 2017-18 Assessment. Food and Agriculture Organization. February 2019.

<sup>39</sup> Corporate Framework to Support Sustainable Peace in the Context of Agenda 2030. FAO. 2018.

<sup>41</sup> Research funded by OXFAM Australia and the Government of Australia based on four country programs Solomon Islands, Bangladesh, Pakistan, and Vanuatu.

Comparator organization benchmarking factors	FAO	BMZ	OXFAM
<p>Accountability and oversight</p> <p>Accountability and oversight mechanisms</p> <p>Process for understanding progress</p>	<p>Evaluations<sup>42</sup> pointed out weaknesses in FAO's resilience theory of change which did not allow the underlying implementation strategy of FAO's resilience approach and inter-disciplinarity across different SOs to be fully grasped.</p> <p>Moreover, outcome indicators were found to be complicated and difficult to interpret, output indicators heavily focused on activity/process rather than effects/results and the connection of field programmes to the corporate results framework (was) relatively simplistic – while “aggregating results at each level separately made it largely impossible to discern connections/causality between levels of results”.<sup>43</sup></p>	<p>An OECD-DAC peer review (2020) highlighted BMZ's efforts towards “reducing bureaucracy, engaging more flexibly with partners, and steering more effectively cooperation notably through integrated planning and allocation system”. Teams based at country level are usually recognized for their skills and solid (risk) management approach and are expected to further share knowledge and strengthen evidence-based management especially in fragile settings (as stated in the revised TDA).</p>	<p>A study carried out by ODI to review the effectiveness of its work in building resilience<sup>44</sup> was released prior to the implementation of the guidance and framework document. It is unclear how this guidance document builds on the findings of the study, which pointed to lack of a clearly articulated approach to support measure and evaluate transformative capacity and gaps in programme design to capture system-level dynamics.</p> <p>Oxfam carried out research to better understand formal and informal accountable governance structures (2019). They underlined the need to develop a system thinking approach, to better capture what is transformative change.</p> <p>The findings also underlined the need to set accountability as a key feature of governance and consider governance as a system that isn't power-neutral but stems from of a “large range of actors, information flows, patterns of influence and incentives”. In this regard, Oxfam and its partners need a shared understanding</p>

42 Evaluation of FAO Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. Thematic Evaluation Series. FAO. 2016. and Synthesis of findings and lessons learnt from the Strategic Objective evaluations. 236th Session FAO Programme Committee. March 2019.

43 Multilateral Organization Performance Assessment Network (MOPAN) 2017-18 Assessment. Food and Agriculture Organization. February 2019.

44 See Effectiveness in Building Resilience: Synthesis report for Oxfam's Resilience Outcome Area. Overseas Development Institute, London, UK. February 2016.

Comparator organization  
benchmarking factors

FAO

BMZ

OXFAM

of what 'accountable governance' means in  
risk and resilient development contexts

# Annex XIII. Resilience terms in the Resilient Food Systems Guidance

A **resilient food system** “is one which is capable of providing sufficient, acceptable, and accessible food and healthy diets to all in the long-term, even in the face of multiple shocks and stressors”. Applying a **food systems lens** means taking the full food system into consideration when defining the context in which people live and how relevant institutions operate, with an emphasis on fully understanding and strengthening every aspect of the “food journey” from production to consumption.

**Integrated resilience-building programmes** bring together multiple activities and partners into an aligned and sequenced integrated programme. They would be implemented in the same location (e.g., community) for consecutive years, with activities focusing on different target groups e.g. (vulnerable households, farmers, women, and children, and so on), and working on multiple levels (planning processes, land restoration, social cohesion, and so on). They also encompass coordinated efforts to support the various institutional players with relevant resilience-related mandates operating at the national, sub-national and local levels where community-level interventions are taking place, whether supported by WFP, the government, or other partners.

Applying a **resilience focus** means asking how each activity or programme can contribute to strengthening the capacities of people – and relevant institutions – to manage and mitigate the impact of context-specific shocks and stressors, and how they can widen the range of options for people and institutions to meet both immediate and longer-term development needs and aspirations

Source: WFP’s Contribution to Resilient Food Systems in vulnerable and shock-prone settings A Practical Framework and Orientation Note for WFP Programme Teams (November 2022)

# Annex XIV. Gender and Age Marker

76. WFP Gender and Age Marker (GaM) is a corporate tool that codes – on a 0 to 4 scale – the extent to which gender and age are integrated into the design and monitoring of a WFP programme (primarily a Country Strategic Plan). A GaM score of 4 denotes full integration of gender and age in the CSP and its activities, 3 denotes full integration of gender, 2 indicates that only age is integrated, 1 indicates partial integration of gender and age, and 0 means that neither gender nor age is integrated. Table A 7 shows the scores for the country and desk study countries in this evaluation.

**Table A 7: Gender and Age marker of Resilience activities**

Country	CSP Resilience 'Activity'	2021	2020	2019
Kenya	Facilitate access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers	3	3	3
	Create assets and transfer knowledge, skills and climate risk management tools to food-insecure households	4	4	4
Malawi	Provide resilience-building support, education and systems-strengthening services to smallholder farmers and value chain actors	4	3	3
The Niger	Provide livelihood support to food insecure and at-risk men, women, boys and girls, including the development or rehabilitation of natural and productive assets (FFA), climate risk management measures, and value chains (Activity category 2: Food & CBT, CS)	3	4	-
Pakistan	Strengthen the governments and communities' capacity for disaster risk reduction.	3	3	3
	Support all levels of the Government and communities in adopting and operationalizing an integrated climate risk management system.	3	4	3
Sri Lanka	Support nutrition-sensitive and gender-transformative livelihood diversification and income generation through integrated resilience-building activities	4	4	4
	Provide technical assistance for emergency preparedness and response operations to the Government	1	0	1
	Provide technical assistance to government and related agencies in the building of improved, unified, shock-responsive safety-net systems	3	1	1
Burkina Faso	Provide livelihood and asset support including value chain development, agricultural insurance schemes, and innovative production technologies and practices to targeted groups	1	-	3
Honduras	Provide food assistance for assets to food-insecure households complemented by capacity strengthening for decentralized government authorities in the management of resilience building and climate change adaptation programmes.	3	3	3
Lebanon	-	-	-	-
Yemen	-	-	-	-
Madagascar	Strengthen smallholder farmers' skills and ability to access and use productive assets, climate information, financial services and markets, to improve their livelihoods and resilience to climatic shocks	-	3	4
Mozambique	-	-	-	-
South Sudan	Provide livelihood support and build resilience for rural households	3	3	3

# Annex XV. Gender evidence in evaluations

Table A 8: Gender evidence in evaluations: a summary of findings

Policy Evaluation Findings	
Gender Policy Evaluation (2015-2020)	The evaluation concluded that WFP is missing opportunities to ground the design of programmes around a comprehensive contextual analysis of the needs and interests of women, men, girls and boys. Consequently, country offices often struggle to translate GEWE concepts into clear actions tailored to each of their CSP strategic outcomes. Overall, WFP has strengthened the enabling environment for gender equality and women's empowerment. However, attention to GEWE is variable, and reliant on the individual decisions of regional and country directors to lead gender mainstreaming.
Update of WFP's Safety Nets Policy Evaluation (2019)	The evaluation concluded that there is little evidence that WFP's work in safety nets and social protection contributed to gender-transformative outcomes, specifically identified or addressed the needs of people with disabilities or enhanced accountability to affected populations in the cases studied.
CSP Evaluation Findings	
CSPE Sri Lanka	The evaluation concluded that:  <i>"A gender-sensitive approach was included in the design and monitoring phases of the R5n and resulted in the inclusion of a cash-for-work component that catered to women and those with disabilities. Women received equal wages to men for that work. These are important elements and indicate WFP's commitment, but the CSPE and Mid Term Review found that these activities cannot yet be considered gender transformative as called for in the aspirational CSP. More work is needed to improve the monitoring of gender issues and to ensure all activities are gender-responsive. <b>While some CSP initiatives clearly target the most vulnerable, the resilience interventions (SO4) were typically designed for more established farmers.</b>"</i>
CSPE South Sudan	The evaluation concluded that ICSP delivery took into account gender equality and women's empowerment issues, although further work is needed to support progress towards the delivery of a gender-transformative approach.
CSPE Pakistan	The evaluation concluded that:  <i>"...the CSP placed specific attention on supporting women and girls as they were more vulnerable within larger target groups. However, this alone is not a demonstration of a gendered approach. A deeper analysis of the underlying causes of vulnerability is necessary to promote gender equality. Targeting using WFP and government tools focused on vulnerability (socioeconomic status). However, issues such as age, gender, and disability have not been systematically used as parameters in the identification of the most vulnerable. The approach taken thus far by WFP, in relation to beneficiaries, would benefit from going beyond targeting to supporting positive changes for women (for example, in relation to access to goods and services)."</i>
CSPE Honduras	The evaluation concluded that:  <i>"Gender equality and women's empowerment have been integrated into CSP activities. However, they do not reflect a gender-transformative approach based on an analysis of different needs and vulnerabilities, and WFP staff lacked a coherent vision for the implementation of activities that promoted gender transformation. This made it difficult to achieve effects that favoured the transformation of gender relations. The quantitative achievements of the CSP in relation to women and girls are not accompanied by similar results in favour of empowerment, with the positive exception of the participation of women in the decision-making process of the rural savings banks."</i>
CSPE Lebanon	The evaluation concluded that:

	<p><i>“Gender and protection were integrated within the country strategic plan but were still frequently treated as extra activities rather than as cross-cutting issues to be mainstreamed operationally [...] There has been an increase in the number of women beneficiaries for all country strategic plan activities since implementation began, with their numbers equal to or greater than men beneficiaries. [However] the apparent focus on gender parity has overshadowed or even constituted a barrier to gender equality and women’s empowerment. Addressing parity is essential, but it is not necessarily the same as equity. Equitable activities require identifying the specific needs, interests and challenges faced by women, men, girls and boys and their effective targeting. There is a need to move from a gender-sensitive approach to a gender-transformative one.”</i></p>
<p><b>Programme specific evaluations</b></p>	
<p>FFA Evaluation in Malawi (2021)</p>	<p>The evaluation concluded that:</p> <p><i>“...the FFA programme has created multiple entry points strengthening gender equality work and women’s empowerment initiatives, building on the existing asset base, in which women have been playing a significant role, and on women-driven interventions in the areas of nutrition and backyard gardens, VSL, small livestock keeping and marketing and maintenance of key assets. The continued participation by women has contributed to the visibility, credibility and enhanced sustainability of assets created by the FFA programme. However, men continue to control resources and income generated through women-focused activities such as backyard gardening, VSL schemes and the ownership and management of livestock, pointing to a need to take account of intra-household dynamics in control over resources.</i></p> <p><i>As a result, households headed by women continue to lag behind male-headed households in terms of outcomes. Addressing strategic and structural barriers to GEWE requires challenging the social, cultural and power relations in both patriarchal and matrilineal communities in which the social and economic status of women remains subordinate to that of men at household and community levels. As a long-term stakeholder in Malawi’s development, WFP needs to continue to embed gender equity and women’s empowerment throughout its programming.”</i></p>
<p><b>Strategic Evaluations</b></p>	
<p>Strategic evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals</p>	<p>The evaluation concluded that interventions have tended to focus on numerical targets for the equal inclusion of women and men and girls and boys and have not identified, prioritized, or adequately monitored opportunities to achieve gender-transformative results</p>
<p>Strategic evaluation of the Pilot Country Strategic Plans (2018)</p>	<p>The evaluation recognized the complexity of these efforts and highlighted various areas for further attention: “the CSP process has often strengthened WFP’s alignment with national policies and priorities. CSPs have not yet made WFP more effective in achieving its gender equality goals and tackling other cross-cutting issues”.</p>
<p><b>Synthesis reports</b></p>	
<p>Findings from Review of the implementation of recommendations from thematic evaluation (OEV 2020/068)</p>	<p>The evaluation concluded that inclusion and focus on gender equality in WFP’s operations remains incomplete because of gaps in human and financial resources and limited capacity of staff to understand and meet organizational commitments, including transformative change in gender equality. The lack of resources and the high workload due to understaffing in the gender office were confirmed by informants to be hindering factors. In addition, due to the lack of internal leadership and seniority, the process on integrating gender into the next strategic plan was hindered.</p>

# Annex XVI. Global review of resilience outcome indicators

77. This annex focuses on a review of resilience outcomes through analysis of WFP achievements across indicators related directly to specific resilience-related outcomes. The evaluation team recognized it would not be possible to review resilience outcomes across the breadth of the entire WFP programme portfolio, given the range of programming areas that aim to strengthen resilience, and especially in the absence of a resilience theory of change and associated indicator and measurement system. The scale of the exercise is beyond the scope of this evaluation.

78. In order to define boundaries and structure for the analysis, four programme areas were identified in the inception report for review, selected as those considered to be the key entry-points for resilience in WFP programming: Asset creation and livelihood support activities (ACL); Climate adaptation and risk management activities (CAR); Smallholder agricultural market support activities (SMS); Emergency preparedness activities (EPA). Performance has been analysed using monitoring data at various levels (SRF/CRF and CSP), as well as a review of resilience achievements reported in the CSPEs and other resilience focused evaluations:

79. Reporting rates and performance ratings for resilience-related corporate level outcome indicators – mandatory indicators for the selected activity areas.

80. Performance Analysis in four selected activity areas – deep dive for the six country studies using logical framework data for the selected activity areas for CSPs covering the period relevant to the evaluation.

81. Review of resilience achievements : i) reported in the CSPEs ii) from resilience-focused evaluations

## 1. Reporting rates and performance ratings for resilience-related corporate level outcome indicators<sup>45</sup>

82. Figures 1 and 2 provide an overview of the main trends and changes that occurred regarding the relevant corporate indicators from 2014 to 2021 (SRF 2014-2017 and CRF 2017-2021). Because many indicators have been modified or added between the two results frameworks in operation since the policy was published in 2015, analysis of time series of the resilience-related corporate-level outcome indicators across the entire period is not possible. In addition, the indicators refer to different strategic outcomes and figures collected/reported by projects in 2014-2017 and by countries in 2018-2021. Even if links are seemingly possible between some strategic outcomes these are not fully comparable.

- Significant numbers of resilience-related indicators were added from the beginning of the 2017-2021 CRF. The SRF contains just four resilience-related indicators, whereas the CRF contains 14.
- Indicator 1.3.4 Community Asset Score was included in the SRF but dropped from the CRF.
- Indicator 2.1.2 Diet Diversity Score was included in the SRF but dropped from the CRF. However, similar resilience-related indicators were included: 1.1.5 Minimum Dietary Diversity – women, 2.1.5 Minimum Dietary Diversity – women, 3.1.10 Minimum Dietary Diversity – women, and 4.1.7 Minimum Dietary Diversity – women.

### 1.1 Analysis of resilience-related indicators under SRF 2014-2017

83. Analysis of the four relevant resilience-related indicators presented in the SRF 2014-2017 does not show any clear trends. The number of projects reporting sufficient data against each indicator remains relatively consistent from 2014-2017, except for indicator 3.3.2 'Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP', which

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<sup>45</sup> Outcome indicators related to resilience, compiled from various sources: 2014-2017 Strategic Results Framework; the corresponding Indicator Compendium (2015 update); the 2014, 2015, 2016, 2017, 2018, 2019, 2020 and 2021 Annual Performance Reports; 2017-2021 revised Corporate Results Framework (November 2018); and the Indicator Compendium of the revised CRF (October 2020 update).

increases steadily from 0 in 2014, to 7 projects in 2017. More projects report on Dietary Diversity Score (2.1.2) and Coping Strategy Index (3.1.4), with means of 19 (min 16, max 22) and 23 (min 15, max 28) respectively, compared to Community Asset Score (indicator 1.3.4) and the improved capacity to manage climatic shocks and risks indicator (3.3.2) (means of 5 and 4 respectively). The mean number of projects reporting sufficient data against resilience outcomes by year are broadly similar, as demonstrated in Table A 9.

84. Reporting rates vary for the four indicators between 2014 and 2017, although all four indicators show some improvement during the period from a common starting point of 'insufficient data' in 2014. Coping Strategy index increases steadily from 42 percent in 2014 to 70 percent in 2017, while Diet Diversity Score similarly increases from 58 percent in 2014 to 83 percent in 2016 and 73 percent in 2017. This allows an assessment of organization-wide progress in these indicators – which are rated green from 2015-2017, denoting WFP either “achieved” or made “strong” progress towards yearly average outcome targets. Available data are insufficient to allow the monitoring of organization-wide progress in the 'improved capacity to manage climatic shocks and risks' indicator. Community asset score is rated Amber: WFP made “some” progress towards yearly average outcome targets.

## **1.2 Analysis of resilience-related indicators under CRF 2017 – 2021**

85. Overall, there is a consistent trend towards increased numbers of countries reporting sufficient data to allow the monitoring of organization-wide progress in indicators related to resilience between 2017 and 2021 (Table A 10). The team has discounted figures from 2017 as although these are included in the CRF, they are not comparable to subsequent years due to a change in the level of reporting from projects to countries in line with the introduction of CSPs. The reporting rate increased across all indicators presenting data from 2018 to 2021, except for indicator 4.1.7 Minimum dietary diversity – women, which decreased by 20 percentage points from 100 percent in 2018 to 80 percent in 2021.

86. Performance ratings, however, have generally decreased over the period 2018 to 2021. In 2018, seven indicators had a green performance rating, two rated amber and three presented a red performance rating (with eight indicators lacking sufficient data and four without rating). By 2021, only one indicator presented a green rating, 12 presented a yellow rating, with 11 indicators without a performance rating. It is important to note that the reporting period 2017-2021 includes the COVID-19 pandemic. This is likely to have affected results as access to the field was significantly restricted and reduced from 2019 onwards and could account for missing data between 2019 and 2021. Some indicators were also removed from the CRF: Food Price Index; Zero Hunger Capacity Scorecard; Percentage reduction of supply chain costs in areas supported by WFP; and Effectiveness of resilience-enhancing and risk management financial instruments.

Table A 9: 2014-2017 Strategic Results Framework – reporting against outcome indicators related to resilience

Corporate-level outcome indicators	Resilience capacity	# projects reporting sufficient data				Reporting rate and performance rating <sup>46</sup>							
		2014	2015	2016	2017	2014	2015	2016	2017				
<b>Strategic Objective 1: Save lives and protect livelihoods in emergencies</b>													
<b>Strategic Outcome 1.3: Restored or stabilized access to basic services and/or community assets</b>													
1.3.4 Community asset score	N/A	7	6	4	2	28%	86%	50%	67%				
<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>													
2.1.2 Diet diversity score <sup>47</sup>	Absorptive	22	19	20	16	58%	59%	83%	73%				
<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition need</b>													
<b>Strategic Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households</b>													
3.1.4 Coping strategy index	Absorptive, Adaptive, Transformative	16	29	15	16	42%	60%	68%	70%				
- Assets										28	23	76%	72%
- Food													
<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	Absorptive Anticipatory	0	4	4	7	0%	21%	21%	44%				

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

<sup>46</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.

<sup>47</sup> Under Annual Performance Report 2014, this is indicator no. 3.1.3 under Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households

Table A 10: 2017-2021 Corporate Results Framework – reporting against outcome indicators related to resilience

Corporate-level outcome indicators	Resilience capacity	# projects reporting sufficient data 2017	# countries reporting sufficient data					Reporting rate and performance rating <sup>48</sup>				
			2018	2019	2020	2021	2017	2018	2019	2020	2021	
<b>Strategic Objective 1: End hunger by protecting access to food</b>												
<b>Strategic Outcome 1.1: Maintained/enhanced individual and household access to adequate food</b>												
1.1.3 Food expenditure share	Absorptive, Adaptive potential	5	24	31	Missing	Missing	50%	80%	100%	Missing	Missing	
1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	Absorptive	2	8	12	12	19	33%	80%	71%	71%	100%	
1.1.5 Minimum Dietary Diversity – women	Absorptive	2	10	7	11	12	50%	67%	64%	100%	86%	
1.1.6 Food consumption score - nutrition	Absorptive, Adaptive potential	5	17	26	23	30	63%	77%	87%	88%	100%	
<b>Strategic Outcome 1.3: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity</b>												
1.3.1 Zero hunger capacity scorecard	N/A	1	1	Missing	Missing	Missing	100%	33%	Missing	Missing	Missing	
1.3.2 Emergency preparedness capacity index	Absorptive Anticipatory	0	1	Missing <sup>49</sup>	1	Missing <sup>50</sup>	0%	20%	Missing	100%	Missing	
<b>Strategic Objective 2: Improve nutrition</b>												
<b>Strategic Outcome 2.1: Improved consumption of high-quality, nutrient-dense foods among targeted individuals</b>												
2.1.5 Minimum Dietary Diversity – women	Absorptive	2	18	25	26	26	50%	75%	93%	87%	90%	
<b>Strategic Outcome 2.3: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations</b>												
2.3.1 Zero hunger capacity scorecard	N/A	1	3	Missing	Missing	Missing	100%	100%	Missing	Missing	Missing	

<sup>48</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.

<sup>49</sup> Indicator missing from 2019 report. Emergency Preparedness Capacity Index is reported under indicators 4.1.13 and 5.1.3 in 2019 APR

<sup>50</sup> Indicator missing from 2021 report. Emergency Preparedness Capacity Index is reported under indicators 1.1.18, 4.1.13 and 5.1.3 in 2019 APR

### Strategic Objective 3: Achieve food security

#### Strategic Outcome 3.1: Increased smallholder production and sales

3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems	Adaptive Transformative potential	4	13	13	11	10	80%	76%	100%	100%	100%
3.1.2 Rate of post-harvest losses	Adaptive	0	2	3	7	6	0%	29%	75%	88%	86%
3.1.3 Value and volume of pro smallholder sales through WFP supported aggregation systems	Adaptive, Transformative potential	2	15	Missing <sup>51</sup>	Missing <sup>52</sup>	Missing <sup>53</sup>	50%	75%	Missing	Missing	Missing
3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes	Adaptive potential	3	N/A	13	7	7	75%	N/A	100%	100%	100%
3.1.7 Food expenditure share	Absorptive	1	14	7	Missing	Missing	50%	74%	75%	Missing	Missing
3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	Adaptive, Transformative potential	1	5	3	4	7	33%	71%	75%	80%	88%
3.1.10 Minimum dietary diversity - women	Absorptive	N/A	3	3	3	4	N/A	43%	75%	75%	100%
3.1.12 Food consumption score - nutrition	Absorptive	1	3	5	6	6	100%	38%	83%	100%	100%

#### Strategic Outcome 3.2: Increased efficiencies in pro-smallholder aggregation in food value chains

<sup>51</sup> Indicator missing from 2019 report. Value and volume of pro smallholder sales through WFP supported aggregation systems is reported under indicators 1.1.44, 1.3.42, 2.3.27, 3.1.22, 3.2.21, 3.3.24, 4.1.22 and 4.2.23 in 2019 APR

<sup>52</sup> Indicator missing from 2020 report. Value and volume of pro smallholder sales through WFP supported aggregation systems is reported under indicators 1.1.44, 1.3.42, 2.3.27, 3.1.22, 3.1.39, 3.2.21, 3.3.24, 4.1.22, 4.2.23 and 4.3.24 in 2020 APR

<sup>53</sup> Indicator missing from 2021 report. Value and volume of pro smallholder sales through WFP supported aggregation systems is reported under indicators 1.1.44, 1.3.42, 2.3.27, 3.1.22, 3.2.21, 3.3.24, 4.1.22, 4.2.23 and 4.3.24 in 2021 APR

3.2.1 Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system	Adaptive potential	N/A	N/A	Missing <sup>54</sup>	Missing <sup>55</sup>	Missing <sup>56</sup>	N/A	N/A	Missing	Missing	Missing	
<b>Strategic Outcome 3.3: Improved availability of key pro-smallholder public goods and services</b>												
3.3.1 Zero Hunger Capacity Scorecard	N/A	N/A <sup>57</sup>	N/A	Missing	Missing	Missing	N/A	N/A	Missing	Missing	Missing	
<b>Strategic Objective 4: Support SDG implementation</b>												
<b>Strategic Outcome 4.1: Improved household adaptation and resilience to climate and other shock</b>												
4.1.3 Food expenditure share	Absorptive	2	4	8	Missing	Missing	67%	80%	73%	Missing	Missing	
4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks	Adaptive potential	3	4	6	4	5	100%	57%	67%	50%	83%	
4.1.7 Minimum dietary diversity - women	Absorptive	1	1	2	4	4	100%	100%	50%	80%	80%	
4.1.8 Food consumption score - nutrition	Absorptive	3	2	9	8	7	100%	50%	75%	89%	88%	
<b>Strategic Outcome 4.3: Improved availability of food system-strengthening public goods and services</b>												
4.3.2 Emergency Preparedness Capacity Index	Anticipatory Absorptive	0	N/A	Missing <sup>58</sup>	Missing <sup>59</sup>	Missing <sup>60</sup>	0%	N/A	Missing	Missing	Missing	
<b>Strategic Objective 5: Partner for SDG results</b>												
<b>Strategic Outcome 5.1: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations</b>												
5.1.1 Zero hunger capacity scorecard	N/A	2	1	Missing	Missing	Missing	67%	25%	Missing	Missing	Missing	

Source: 2017-2021 Corporate Results Framework; 2017, 2018, 2019, 2020 and 2021 Annual Performance Report

<sup>54</sup> Indicator missing from 2019 report. Percentage of default rate of pro-smallholder farmer procurement contracts is reported under indicators 3.1.16 and 4.2.21 in 2019 APR

<sup>55</sup> Indicator missing from 2020 report. Percentage of default rate of pro-smallholder farmer procurement contracts is reported under indicators 3.1.16 in 2020 APR

<sup>56</sup> Indicator missing from 2021 report. Percentage of default rate of pro-smallholder farmer procurement contracts is reported under indicators 3.1.16 and 4.1.23 in 2021 APR

<sup>57</sup> Indicator 3.3.1 missing from 2017 report. Zero Hunger Capacity Scorecard is reported under indicators 2.3.1, 3.3.1, 4.3.2 and 5.1.1 in 2017 APR

<sup>58</sup> Indicator missing from 2019 report. Emergency Preparedness Capacity Index is reported under indicators 4.1.13 and 5.1.3 in 2019 APR

<sup>59</sup> Indicator missing from 2020 report. Emergency Preparedness Capacity Index is reported under indicators 1.1.18, 4.1.13 and 5.1.3 in 2020 APR

<sup>60</sup> Indicator missing from 2021 report. Emergency Preparedness Capacity Index is reported under indicators 1.1.18, 4.1.13 and 5.1.3 in 2021 APR

87. The CRF 2022-2025 contains the following mandatory indicators for the key programme areas reviewed for this evaluation (Table A 11). The new CRF contains a number of indicators related to climate adaptation and resilience, in addition to the wellbeing indicators related to food security, livelihoods and SAMS in the previous framework. At the time of this evaluation data was not yet available on these indicators.

**Table A 11: CRF 2022-2025 Mandatory Outcome Indicators related to resilience**

<b>Programme area</b>	<b>Mandatory outcome indicators</b>
Food security and essential needs (Ref. to activity cat. 1.1, 1.2, 1.6 and 1.7)	<ul style="list-style-type: none"> <li>➤ Food consumption score</li> <li>➤ Consumption-based coping strategy index, reduced CSI (rCSI)</li> <li>➤ Livelihood coping strategies for food security (LCS-FS)</li> <li>➤ Economic capacity to meet essential needs</li> <li>➤ Livelihood coping strategies for essential needs (LCS-EN)</li> <li>➤ Food consumption score – nutrition (not core; also nutrition sensitive)</li> </ul>
Community and household asset creation (ref. to activity cat. 1.6)	<ul style="list-style-type: none"> <li>➤ Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base</li> <li>➤ Percentage of Food Assistance for Assets (FFA) supported assets that demonstrate improved vegetation and soil conditions (not core)</li> <li>➤ Proportion of the population in targeted communities reporting environmental benefits (not core)</li> </ul>
Smallholder agricultural market support programmes (ref. to activity cat.1.8)	<ul style="list-style-type: none"> <li>➤ Value and volume of smallholder sales through WFP-supported aggregation systems</li> <li>➤ Average percentage of smallholder post-harvest losses at the storage stage (not core)</li> <li>➤ Percentage of targeted smallholder farmers reporting increased production of nutritious crops (not core; also nutrition sensitive)</li> <li>➤ Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems (not core)</li> </ul>
Actions to protect against climate shocks (ref. to activity cat. 1.9)	<ul style="list-style-type: none"> <li>➤ Climate adaptation benefit score</li> <li>➤ Climate resilience capacity score</li> <li>➤ Climate services score (not core)</li> <li>➤ Investment capacity index (not core)</li> </ul>

Source: CRF 2022-2025, Annex II

## 1. Performance analysis in selected activity areas for the six country studies

88. Table A 12 provides an overview of performance in 10 selected mandatory logical framework indicators, outlining the strategic outcome, the activity area and resilience capacity by indicator for country study countries from 2017 to 2021. Data were colour-coded, denoting 'Green' if WFP either achieved or made strong progress toward the end of the CSP target, 'Amber' if WFP made some progress, and 'Red' if WFP made little or no progress towards the end of the CSP outcome targets. However, the analysis has many limitations due to data availability (data not reported).

89. Overall, WFP's work across the six countries strongly focuses on supporting beneficiaries to absorb the effects of the shocks, but there is limited work or indicators capturing other resilience capacities (adapt, anticipate and transform). WFP's work on resilience is delivered through asset creation, and livelihoods support activities (ACL) in four countries (Burkina Faso, Honduras, Lebanon and South Sudan), and through small agricultural market support areas (SMS) in two countries (Madagascar and Mozambique). Below we present our main findings by type of resilience capacity.

**Table A 12: Performance analysis for the six country studies – absorptive capacity indicators 2018-2021<sup>61</sup>**

Indicator	2018	2019	2020	2021
Food consumption score: % of households with Acceptable Food Consumption Score	Lebanon Burkina Faso	Lebanon		
		South Sudan		Mozambique
	South Sudan	Burkina Faso Madagascar	Burkina Faso Madagascar Mozambique South Sudan	Burkina Faso Madagascar Mozambique South Sudan
	Madagascar Mozambique	Mozambique	Lebanon	
Food Consumption Score: % of households with Borderline Food Consumption Score	Burkina Faso Lebanon	Madagascar South Sudan	Madagascar	Madagascar
		Lebanon		Mozambique
	South Sudan	Burkina Faso	Burkina Faso Mozambique South Sudan	Burkina Faso Lebanon South Sudan
	Madagascar Mozambique	Mozambique	Lebanon	
Food Consumption Score: % of households with Poor Food Consumption Score	Burkina Faso Lebanon South Sudan	Lebanon Madagascar	Madagascar South Sudan	
		South Sudan		Mozambique South Sudan
		Burkina Faso	Burkina Faso Mozambique	Burkina Faso Lebanon Madagascar
	Madagascar	Mozambique	Lebanon	

<sup>61</sup> Data for 2017 are either missing (Burkina Faso, Lebanon, Madagascar, Mozambique, South Sudan) or not in the logical framework (Honduras). Green: WFP either 'achieved' or made 'strong' progress towards the end of the CSP target. Amber: WFP made "some" progress towards the end of the CSP outcome targets. Red: WFP made "little or no" progress towards the end of the CSP outcome targets. Grey: no data reported/available for the indicator.

Indicator	2018	2019	2020	2021
Consumption-based coping strategy index CSI	Mozambique			
	Burkina Faso South Sudan	Lebanon South Sudan	South Sudan	Honduras South Sudan
		Burkina Faso Honduras Madagascar		Burkina Faso
	Honduras Lebanon		Burkina Faso Honduras Madagascar	Lebanon Madagascar
	Madagascar		Lebanon	
Economic capacity to meet essential needs <i>(new)</i>		Lebanon		
				Lebanon Madagascar
	Lebanon Madagascar South Sudan	Madagascar South Sudan	Lebanon Madagascar South Sudan	South Sudan
		Burkina Faso		
	South Sudan			Madagascar
Food expenditure share (FES)	Burkina Faso		Madagascar South Sudan	Burkina Faso South Sudan
	Madagascar	Madagascar South Sudan	Burkina Faso	
		Mozambique	Mozambique	Mozambique
		Madagascar		
		Burkina Faso	Burkina Faso Madagascar	Burkina Faso Madagascar
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	Burkina Faso Madagascar Mozambique South Sudan			
		Mozambique		
		Madagascar		
		Burkina Faso	Burkina Faso Madagascar	Burkina Faso Madagascar
Rate of smallholder post-harvest losses		Mozambique		
	Burkina Faso	Burkina Faso	Burkina Faso	Burkina Faso
	Madagascar Mozambique	Madagascar	Madagascar Mozambique	Madagascar Mozambique
	Mozambique	Burkina Faso	Mozambique	Mozambique
Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)		Madagascar Mozambique	Burkina Faso Madagascar	Burkina Faso Madagascar
	Madagascar South Sudan			
		Lebanon South Sudan		
Livelihood-based Coping Strategy Index	Lebanon		Madagascar	

Indicator	2018	2019	2020	2021
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	South Sudan			
		Honduras Madagascar	Honduras	Honduras Lebanon Madagascar South Sudan
	Honduras Madagascar		Lebanon South Sudan	
			Mozambique	Mozambique
		Burkina Faso	Burkina Faso	Burkina Faso
	Burkina Faso Mozambique	Mozambique		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using crisis coping strategies		Burkina Faso	Mozambique	Mozambique
			Burkina Faso	Burkina Faso
	Burkina Faso Mozambique	Mozambique		
			Mozambique	Mozambique
				Burkina Faso
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using emergency coping strategies			Burkina Faso	
	Burkina Faso Mozambique	Mozambique		
			Mozambique	Mozambique
				Burkina Faso
			Burkina Faso	
	Burkina Faso Mozambique	Mozambique		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using stress coping strategies			Mozambique	Mozambique
				Burkina Faso
		Burkina Faso	Burkina Faso	
	Burkina Faso Mozambique	Mozambique		
		Burkina Faso		Burkina Faso Lebanon
		Lebanon	Burkina Faso	
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	Lebanon South Sudan	South Sudan	South Sudan	South Sudan
	Burkina Faso		Lebanon	
		Burkina Faso	Burkina Faso	Burkina Faso Lebanon
Proportion of the population in targeted communities reporting environmental benefits	Burkina Faso Lebanon	Lebanon	Lebanon	Lebanon

**Table A 13: Performance analysis in four selected activity areas for the six country studies**

Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
<b>Food consumption score: % of households with Acceptable Food Consumption Score</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	14.9* 37.6**	Missing	93.2* 	48.7** 	21** 	52** 	>80
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	65	Missing	71 	67 	Missing 	23 	≥65
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	26.3	Missing	Missing	38.9 	33.8 	22.2 	≥63.13
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	81	Missing	Missing	Missing	76.36 	88.34 	≥90
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	27.8	Missing	49.2 	55.65 	50.3 	41 	>58
<b>Food Consumption Score: % of households with Borderline Food Consumption Score</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	31.6* 49.5**	Missing	5.60* 	38.02** 	43** 	34** 	<15
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	21	Missing	21 	23 	Missing 	39 	≤21
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	36.87	Missing	Missing	50.9 	61.9 	51 	≥18.44
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	18	Missing	Missing	Missing	21.82 	10.31 	≤9
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	34.95	Missing	34.2 	24.2 	35.6 	37 	<24

<sup>62</sup> Green: WFP either “achieved” or made “strong” progress towards the end of the CSP target. Amber: WFP made “some” progress towards the end of the CSP outcome targets. Red: WFP made “little or no” progress towards the end of the CSP outcome targets. Grey: Available data are insufficient to allow the assessment of the performance. ‘Missing’ means there are no data reported/available for the indicator; ‘n/a’: indicates that the indicator has not been included in the logical framework.

Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
<b>Food Consumption Score: % of households with Poor Food Consumption Score</b>									
<b>Resilience capacity:</b> Absorptive									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	53.5* 12.9**	Missing	1.20* 	13.27** 	36** 	14** 	<5
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	14	Missing	8 	10 	Missing	38 	≤14
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	36.87	Missing	Missing	10.2 	4.3 	26.8 	<18.44
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	1	Missing	Missing	Missing	1.82 	1.35 	≤1
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	37.25	Missing	16.65 	20.2 	14.1 	21 	<19
<b>Consumption-based coping strategy index CSI</b>									
<b>Resilience capacity:</b> Absorptive									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	46.20* 6**	Missing	5.63* 	6** 	13** 	6* 	<25* <3**
Honduras (Base year 2018)	Strategic Outcome 4	ACL	13.35	Missing	9.87 	11.52 	10.3 	12.9 	≥13
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	16.3	Missing	16.97 	11 	Missing	21.94 	≤11
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	16.3	Missing	Missing	9.9 	14 	20 	<8.15
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	14.83	Missing	10.31 	10.48 	5.35 	6 	<11
<b>Economic capacity to meet essential needs (new)</b>									
<b>Resilience capacity:</b> Absorptive									
Burkina Faso	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Baseline 2020)	Strategic Outcome 2	ACL	61	Missing	Missing	75 	Missing	58.1 	≥75

Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
Madagascar (Baseline 2020)	Strategic Outcome 4	SMS	72.7	Missing	Missing	Missing	Missing	34 ○	≥80
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Baseline 2021)	Strategic Outcome 3	ACL	0.3	Missing	Missing	Missing	Missing	Missing	≥5
<b>Food expenditure share (FES)</b>									
Resilience capacity: Absorptive									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	8.7* 60.4**	Missing	27* ○	54.9** ○	Missing	77** ○	<20.0* <60.4**
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	89	Missing	Missing	Missing	91.8 ○	46.6 ○	≤44.5
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Base year 2019)	Strategic Outcome 3	ACL	58.5	Missing	47 ○	Missing	67 ○	72 ○	<42
<b>Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems</b>									
Resilience capacity: Absorptive									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	10	Missing	Missing	10 ○	10 ○	10 ○	≥20
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	Strategic Outcome 2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	76	Missing	Missing	76 ○	9 ○	54 ○	≥80
Mozambique (Base year 2017) Resilience capacity: Adaptive	Strategic Outcome 5	SMS	21	Missing	Missing	58 ○	47.04 ○	30.18 ○	≥21
South Sudan (Base year 2017)	Strategic Outcome 3	ACL	20	Missing	Missing	20 ○	28 ○	22 ○	Missing
<b>Rate of smallholder post-harvest losses</b>									
Resilience capacity: Absorptive, Transformative potential (resilient food system)									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	5.3	Missing	4.3 ○	5.3 ○	5 ○	5 ○	<2

Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar	Strategic Outcome 4	SMS	Missing	Missing	Missing	Missing	Missing	Missing	Missing
Mozambique (Base year 2017)	Strategic Outcome 5	SMS	30	Missing	Missing	30	Missing	Missing	≤28
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2017)* (Baseline 2018)**	Strategic Outcome 4	ACL	458,182.* 433,000**	Missing	446,727* ○	8,505,593** ○	4,396,416** ○	2,678,068.97** ○	1,174,545* >7,875,000**
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	648,879	Missing	Missing	494,566 ○	100,300 ○	99,211.63 ○	≥980,000
Mozambique (Base year 2017)	Strategic Outcome 5	SMS	195,768	Missing	174,667 ○	20,266 ○	3,703,841 ○	1,610,492 ○	≥33,320
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	138,000	Missing	Missing	284,455.51 ○	494,020.32 ○	147,400 ○	Missing
<b>Livelihood-based Coping Strategy Index (Average)</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Honduras (Base year 2019)	Strategic Outcome 3	ACL	6.72	Missing	Missing	5.04 ○	5.16 ○	5.7 ○	=7
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	6.29	Missing	6.83 ○	6 ○	Missing	7.82 ○	≤6
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	2.6	Missing	Missing	3.3 ○	2 ○	5 ○	≤1.3
Mozambique (Base year 2019)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Base year 2019)	Strategic Outcome 3	ACL	2.5	Missing	1.64 ○	1.82 ○	Missing	3 ○	<1.82
<b>Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households not using livelihood-based coping strategies</b>									

Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	64.6	Missing	Missing	60.62 	10 	66 	>80
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	40	Missing	Missing	Missing	65.45 	64.57 	≥50
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using crisis coping strategies</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	4.2	Missing	Missing	0.2 	19 	14 	<4
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	20	Missing	Missing	Missing	4.55 	14.35 	≤15
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using emergency coping strategies</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	14.5	Missing	Missing	0 	45 	12 	<10
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	25	Missing	Missing	Missing	21.82 	12.11 	≤25
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using stress coping strategies</b>									
<b>Resilience capacity: Absorptive</b>									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	16.8	Missing	Missing	39.02 	26 	8 	<6
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

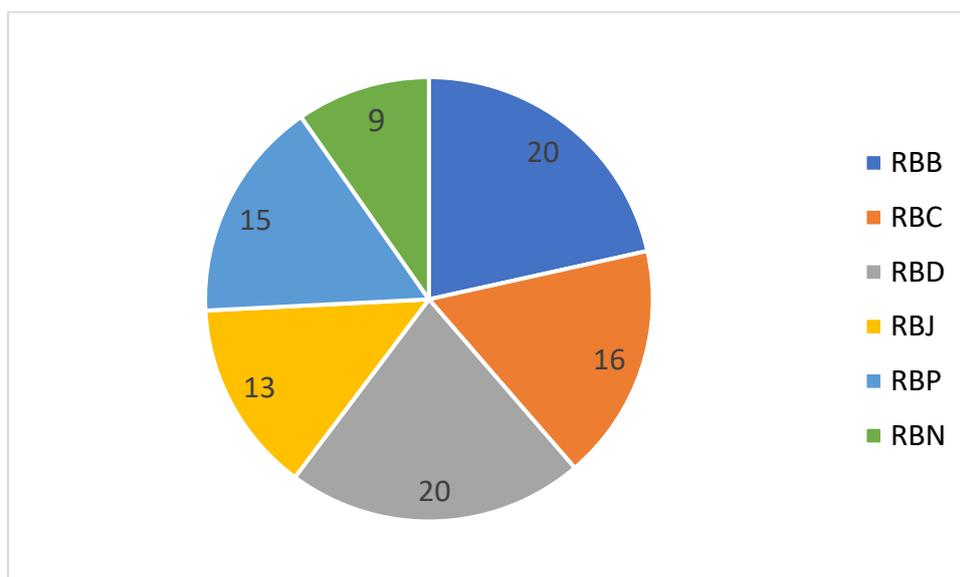
Country	Strategic Outcome	Activity area (ACL, SMS)	Baseline	Reporting rate and performance rating <sup>62</sup>					End of CSP target
				2017	2018	2019	2020	2021	
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique (Base year 2019)	Strategic Outcome 5	SMS	15	Missing	Missing	Missing	8.18 	8.97 	≤10
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base</b>									
<b>Resilience capacity:</b> Absorptive									
Burkina Faso (Base year 2018)	Strategic Outcome 4	ACL	94.6	Missing	Missing	94.6 	93 	98 	>94.6
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	36.5	Missing	84.5 	87.6 	Missing	97 	≥90
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Base year 2018)	Strategic Outcome 3	ACL	0	Missing	82.2 	83.6 	77 	85 	≥92
<b>Proportion of the population in targeted communities reporting environmental benefits</b>									
<b>Resilience capacity:</b> Absorptive									
Burkina Faso	Strategic Outcome 4	ACL	88.5	Missing	Missing	88.5 	90 	97 	>88.5
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon (Base year 2018)	Strategic Outcome 2	ACL	0	Missing	Missing	Missing	Missing	66 	>60
Madagascar	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks</b>									
<b>Resilience capacity:</b> Adaptive potential									
Burkina Faso	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Honduras	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lebanon	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Madagascar (Base year 2019)	Strategic Outcome 4	SMS	0	Missing	Missing	10 	Missing	Missing	≥80
Mozambique	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
South Sudan (Base year 2019)	Strategic Outcome 3	ACL	8.4	Missing	Missing	Missing	Missing	Missing	>8.4

# Annex XVII. Tagging exercise

## How are tags applied across country strategic plans?

90. This analysis examined 93 country strategic plans (including ICSPs and T-ICSPs) from 80 different countries. Figure A 2 shows the number of country strategic plans analysed per regional bureau. Of the 353 strategic outcomes proposed across the 80 country strategic plans, 126 (36 percent) were tagged as crisis response, 129 (36 percent) were tagged as resilience building, and 98 (28 percent) were tagged as root causes.

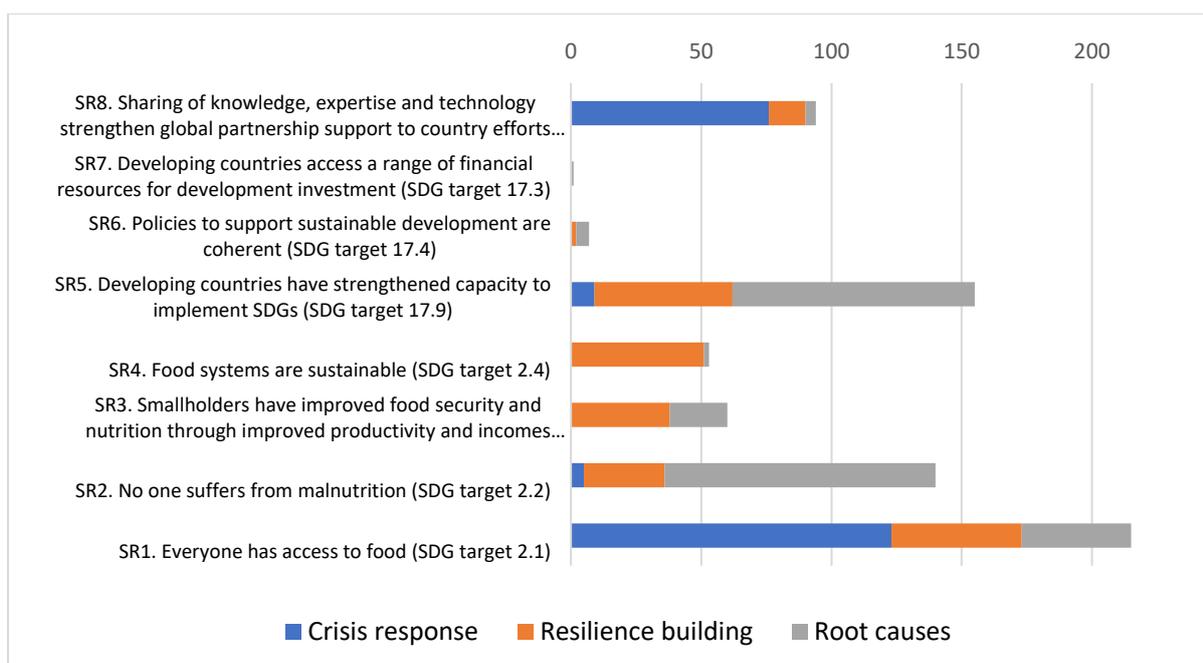
Figure A 2: Number of country strategic plans by region<sup>63</sup>



91. The WFP Corporate Results Framework 2017-2021 has eight strategic results (SR) and each of the strategic outcomes developed by country offices in their country strategic plans is linked to one of them. The distribution of the three focus-area tags across strategic results is shown in Figure A 3. This reveals that there is clear targeting of the crisis-response tag to only two strategic results (SRs 1 and 8), with minimal occurrence in only two others; while the resilience-building and root-causes tags are widely distributed across most of the strategic results, and in several cases in roughly equal numbers – suggesting that their definitions are not sufficiently distinct in relation to those strategic results. In three cases there is clear differentiation between them – SR2 (“No one suffers from malnutrition”) having notably more root-cause tagged outcomes, while SR3 (“Smallholders have improved food security...”) and SR4 (“Food systems are sustainable”) have more resilience-building tags.

Figure A 3: Focus-area tag count by strategic result, n=93

<sup>63</sup> Source: IRM Analytics, 2017-2022.



Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

92. The fact that most strategic results have more than one focus-area tag is understandable because of the range of contexts in which WFP works. For example, in Afghanistan’s Country Strategic Plan (2018-2022) two strategic outcomes fit under SR1 (“Everyone has access to food”).<sup>64</sup> One strategic outcome is that “vulnerable people in Afghanistan are able to meet their food and nutrition needs during and immediately after emergencies through 2022”, while the second is that “vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022”.<sup>65</sup> The former is tagged as crisis response while the latter is tagged as resilience building.

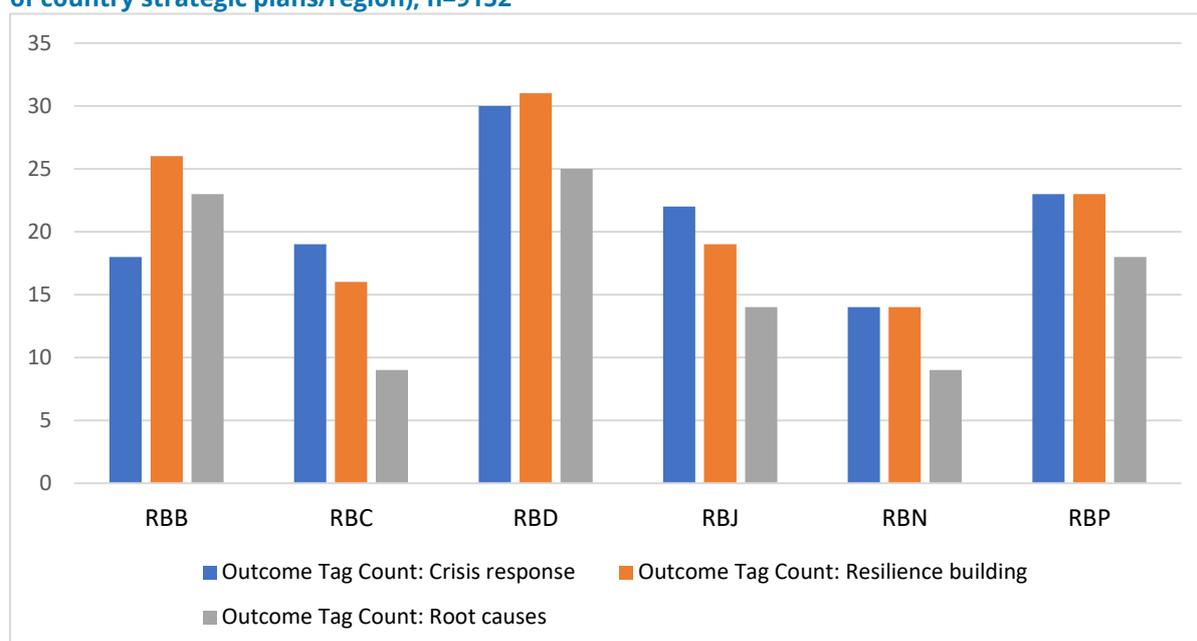
93. The presence of the resilience-building and root-causes tags is strong across all of the outcomes except those tied to SR7 and SR6. In SR4 resilience-building is the predominant tag, which suggests that differences in interpretation between the tags may be widespread, or that their interpretation is too similar and hence results in overlap. The distribution of the resilience-building tag (Figure A 3) is heavily concentrated on strategic outcomes associated with the first five strategic results. SRs 6 and 7 are underrepresented in all focus areas.

94. Figure A 4 shows the overall number of outcomes by focus-area tags for each region. Resilience-building tags exceed crisis response in 2 out of 6 regions. Only in RBJ and RBC do crisis-response tags exceed resilience-building tags. However, without budget figures brought in, this provides only a partially accurate indication of the relative budgets associated with each focus-area tag, nor does it account for country strategic plans that have different numbers of strategic objectives.

<sup>64</sup> Afghanistan Country Strategic Plan (2018-2022) (WFP/EB.A/2018/8-A/1).

<sup>65</sup> Ibid.

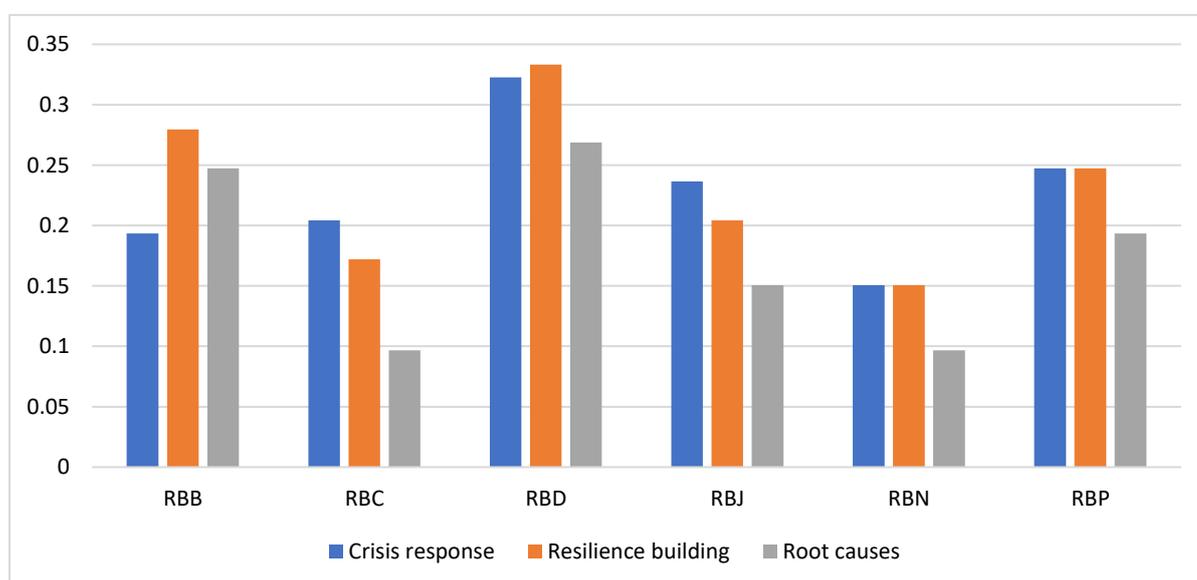
**Figure A 4: Total number of outcome tags by focus area by region (with no weighting for the number of country strategic plans/region), n=9152**



Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

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

**Figure A 5: Number of outcomes per country strategic plan by focus area and region, n=93**



Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

### How are activities distributed across tags?

96. The activities that are included in country strategic plans are naturally varied and context specific. The Corporate Results Framework lists a number of activity categories to which the country strategic plan activities are allocated. Neither the individual activities nor activity categories are exclusively associated with focus-area tags, but in each country strategic plan they are linked to distinct strategic outcomes. There may be multiple activities per strategic outcome and the 353 strategic outcomes in the database have a total of 828 activities. There are situations in which the same activity category (though not necessarily the same

activity) appears in more than one strategic outcome in the same country strategic plan, and these strategic outcomes may have different tags. The distribution of activity categories across focus-area tags may thus shed light on the manner in which resilience is being articulated in the country strategic plans.

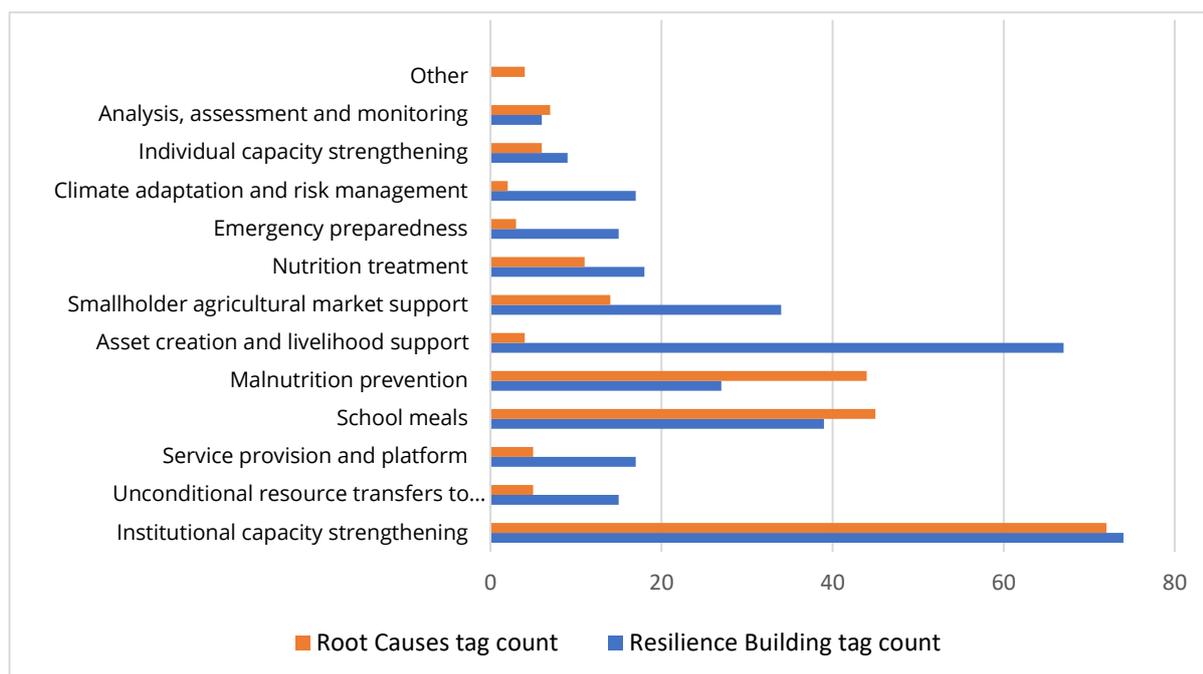
**Table A 14: Tag counts for activity categories, based on the focus areas of the strategic outcomes to which activities are assigned, n=93**

<b>Activity Category</b>	<b>Tag</b>	<b>Crisis Response</b>	<b>Resilience Building</b>	<b>Root Causes</b>	<b>Total</b>
<b>Institutional capacity strengthening</b>	CSI	11	74	72	157
<b>Unconditional resource transfers to support access to food</b>	URT	121	15	5	141
<b>Service provision and platform</b>	CPA	79	17	5	101
<b>School meals</b>	SMP	15	39	45	99
<b>Malnutrition prevention</b>	NPA	13	27	44	84
<b>Asset creation and livelihood support</b>	ACL	8	67	4	79
<b>Smallholder agricultural market support</b>	SMS	0	34	14	48
<b>Nutrition treatment</b>	NTA	12	18	11	41
<b>Emergency preparedness</b>	EPA	4	15	3	22
<b>Climate adaptation and risk management</b>	CAR	1	17	2	20
<b>Individual capacity strengthening</b>	CSB	3	9	6	18
<b>Analysis, assessment and monitoring</b>	AAA	1	6	7	14
<b>Other</b>	OTH	0	0	4	4
	<b>Total</b>	<b>268</b>	<b>338</b>	<b>222</b>	<b>828</b>

Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

97. As can be seen from Table A 14, Institutional capacity strengthening is clearly the most frequently used activity category in general, representing 157 activities, followed by Unconditional resource transfers to support access to food, with 141 activities. 11 of the 13 categories have been associated with all focus areas, although, as with strategic outcomes, two activities account for most of the crisis-response tagging.

**Figure A 6: Comparison of activity category assignment to resilience building and root causes focus-areas based on tagging of their associated strategic outcomes, n=93.**



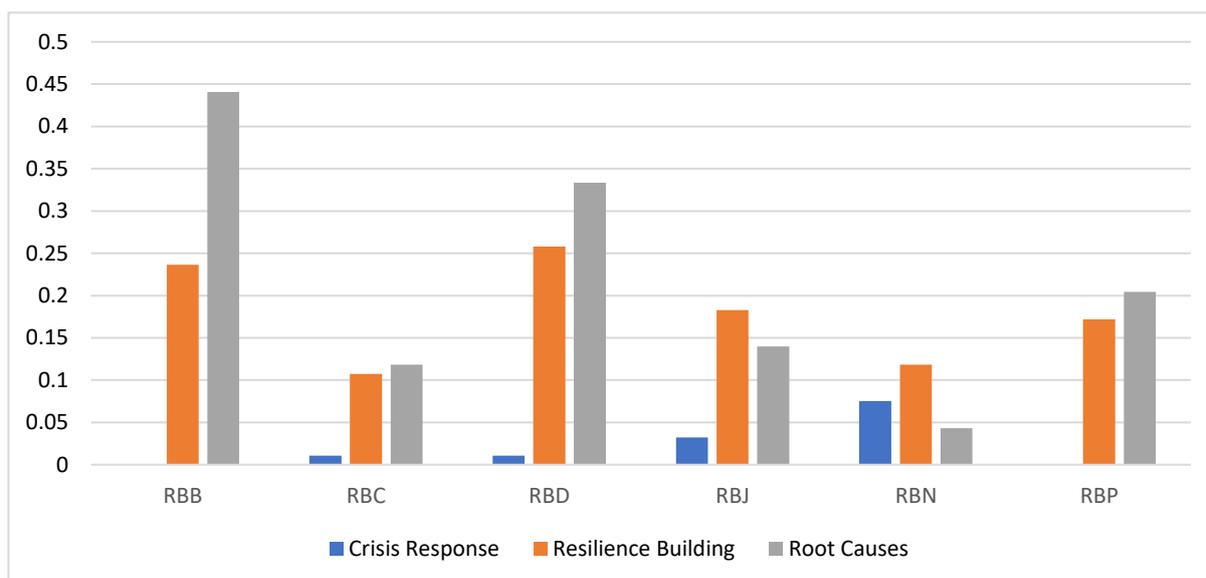
98. Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

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

100. The institutional capacity strengthening activity category has 74 activities associated with the resilience-building focus area and 72 with root causes. When disaggregated according to their strategic result ‘malnutrition prevention’, ‘school meals’ and ‘analysis, assessment and monitoring’ are all associated closer with root causes than resilience building. All the other strategic results are more closely associated with resilience building.

101. Data for the two activities most frequently associated with resilience building – institutional capacity strengthening and asset creation and livelihood support (74 and 67 tags respectively) – are presented by region in Figures A 7 and A 8. Because the regions cover varying numbers of country offices that have country strategic plans (ranging from 9 in RBN to 20 in RBB and RBD, see Figure A 2), the data are presented in terms of tags per country strategic plan to facilitate comparison.

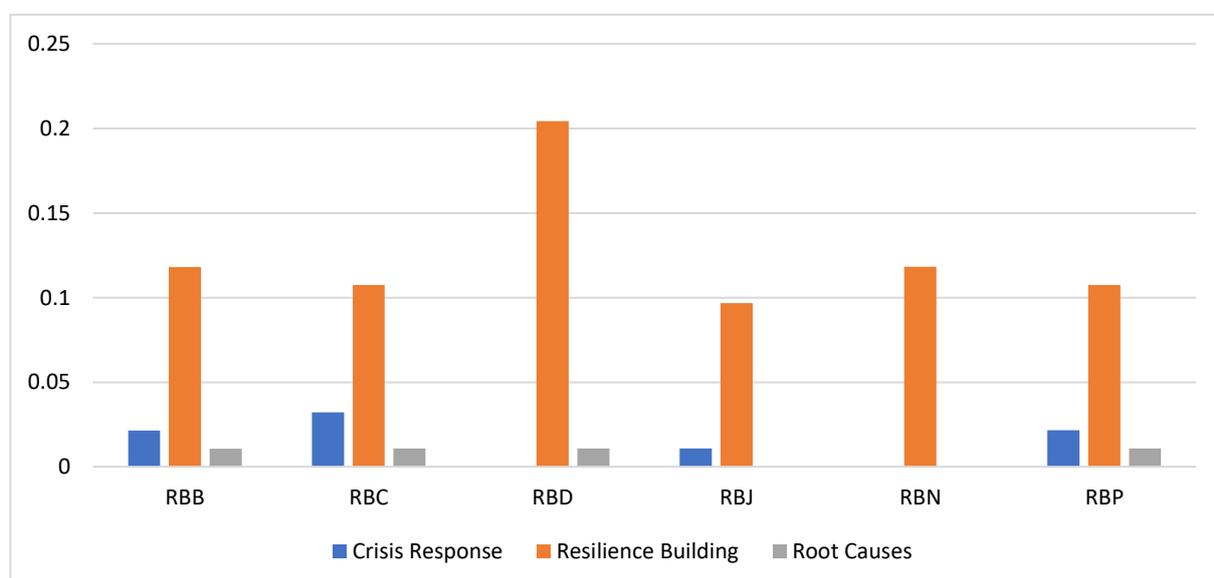
**Figure A 7: Regional data for activities categorized as institutional capacity strengthening (number of tags per country strategic plan), n=93**



102. Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

103. Figure A 6 is difficult to interpret because of the uncertainty described above over the accuracy of tagging institutional capacity strengthening as resilience building or root causes. However, it is clear that RBC has considerably lower values than other regions under the resilience-building tag, and if both the resilience building and root causes tags are aggregated then RBC and RBN have lower values than the others.

**Figure A 8: Regional data for activities categorized as asset creation and livelihood support (number of tags per country strategic plan), n=93**



104. Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

105. These data in Figure A 8 show that “asset creation and livelihood support” is being tagged predominantly as “resilience building” across all regions.

### ***What is the relationship between tags and budgets?***

106. WFP prepares the budgets for its activities on the basis of need assessments, which are carried out in collaboration with government counterparts and partners. The needs-based plan in a given country reflects

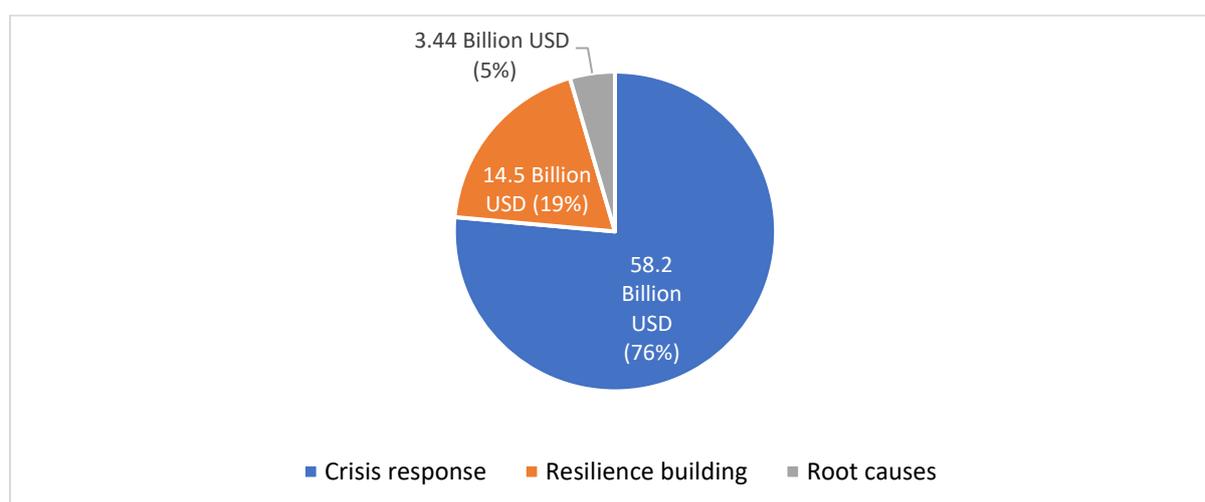
overall assessed needs and the total costs of delivering assistance to meet beneficiaries' requirements, together constituting an appeal for full funding.

107. However, as operational requirements consistently outstrip levels of funding, many WFP country offices currently address this gap by prioritizing assistance according to foreseen resources. As such, WFP has another standard scenario for reporting on a CSPs requirements, called the implementation plan. The implementation plan is derived from the needs-based plan to reflect the constraints that affect its full implementation (most commonly insufficient funding, but also other factors such as insecurity or logistical access difficulties).<sup>66</sup>

108. The WFP Financial Framework Review has three workstreams, the second of which on "resource-based planning" has the objective of standardizing implementation plans at country-office level, in order to clarify the distinction between "needs" and "plans" and thereby improve planning and performance management.<sup>67</sup>

109. Figure A 8 shows the proportion of the needs-based plan allocated to each focus area, for all country strategic plans active throughout the 2017-2022 database. The largest proportion of the budget was allocated to crisis response (76 percent), while the smallest was allocated to root causes (5 percent). Resilience building accounted for 19 percent of the requirements under the needs-based plan.

**Figure A 9: Needs-based plan by focus area in 2017-2022, n=93**



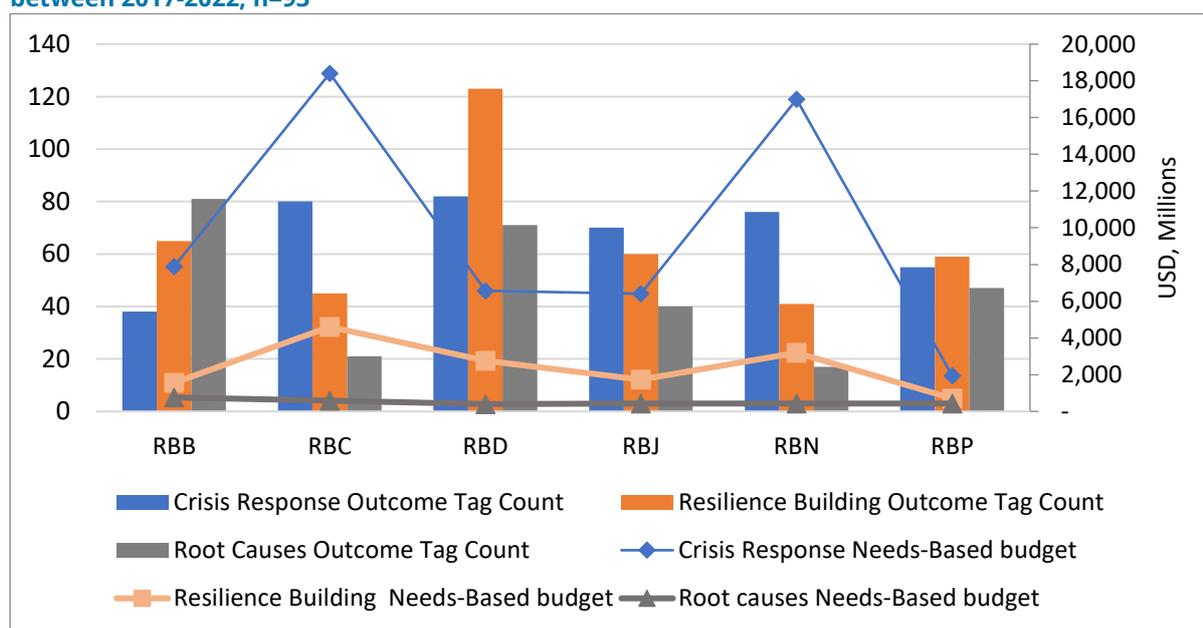
110. Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022]

111. Figure A 10 shows the needs-based plan by focus area for each region from 2017 to 2022, represented alongside the number of outcome tags in the same country strategic plans. This confirms that a high number of tags does not necessarily equate to a high budget or prioritization. For instance with RBB, crisis response has the lowest number of tags, but still has a larger allocated budget than other regions with higher crisis response tags. Similarly, while resilience building has the highest number of tags in RBD, it accounts for a comparatively lower proportion of the budget. While resilience building has a lower number of tags in RBC, this region has the highest budget for this focus area.

<sup>66</sup> WFP 2016, Budget and Programming Officer Manual, 8.3. Reporting on Planned Requirements.

<sup>67</sup> WFP 2016, Financial Framework Review, paras 88-92.

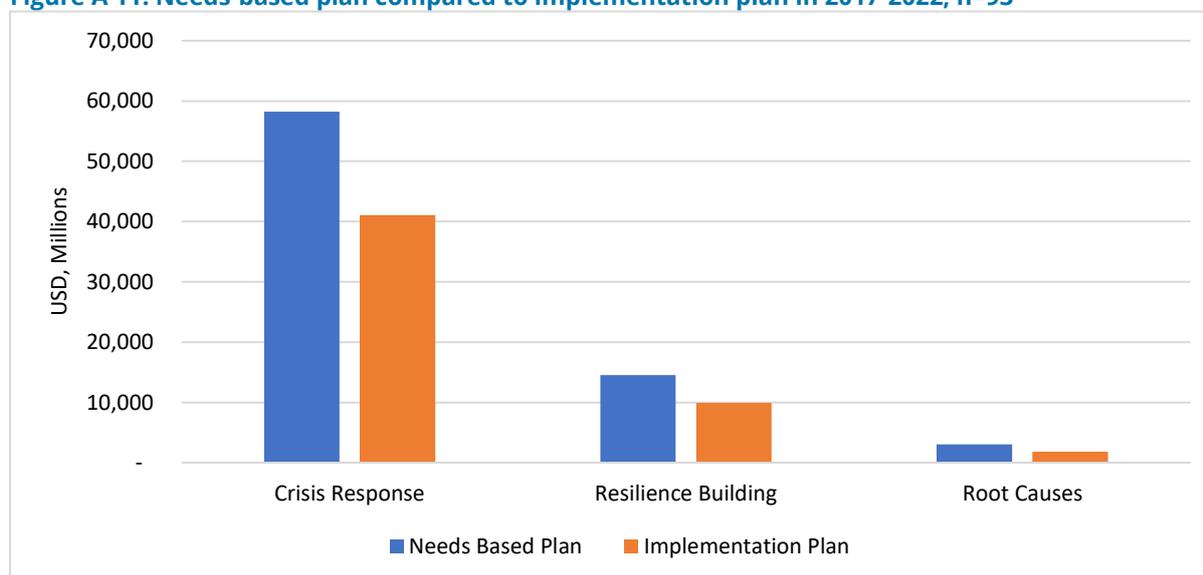
**Figure A 10: Total number of outcome tags by focus area by region and needs-based plan budget between 2017-2022, n=93**



112. Source: IRM Analytics, 2017-2022 [data extracted: 9 August 2022].

113. Figure A 10 compares the needs-based plan to the implementation plan for 93 country strategic plans between 2017 and 2022. Root causes has the highest gap at 49.5 percent, indicating the greatest funding constraints relative to the needs. Resilience has the second highest gap at 38.2 percent, and crisis response has the lowest at 34.9 percent. It is too early to say whether the use of focus areas has enabled improved alignment with donor funding lines.

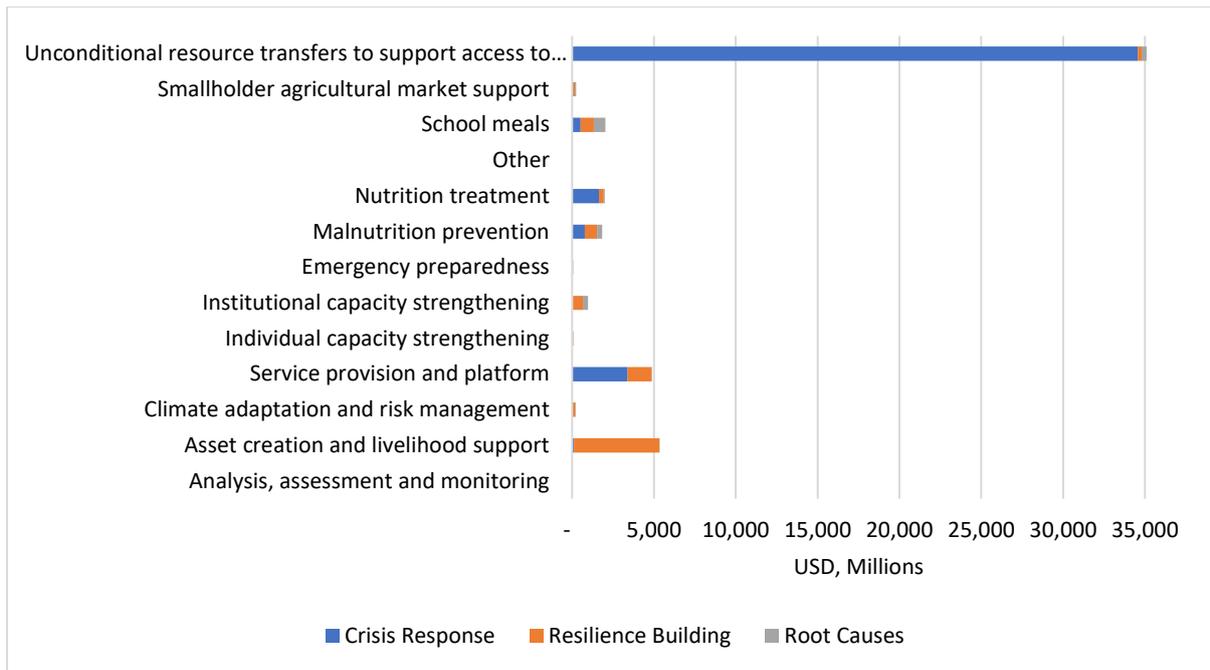
**Figure A 11: Needs-based plan compared to implementation plan in 2017-2022, n=93**



114. Source: IRM Analytics, 2017-2022 [data extracted: 09/08/2022].

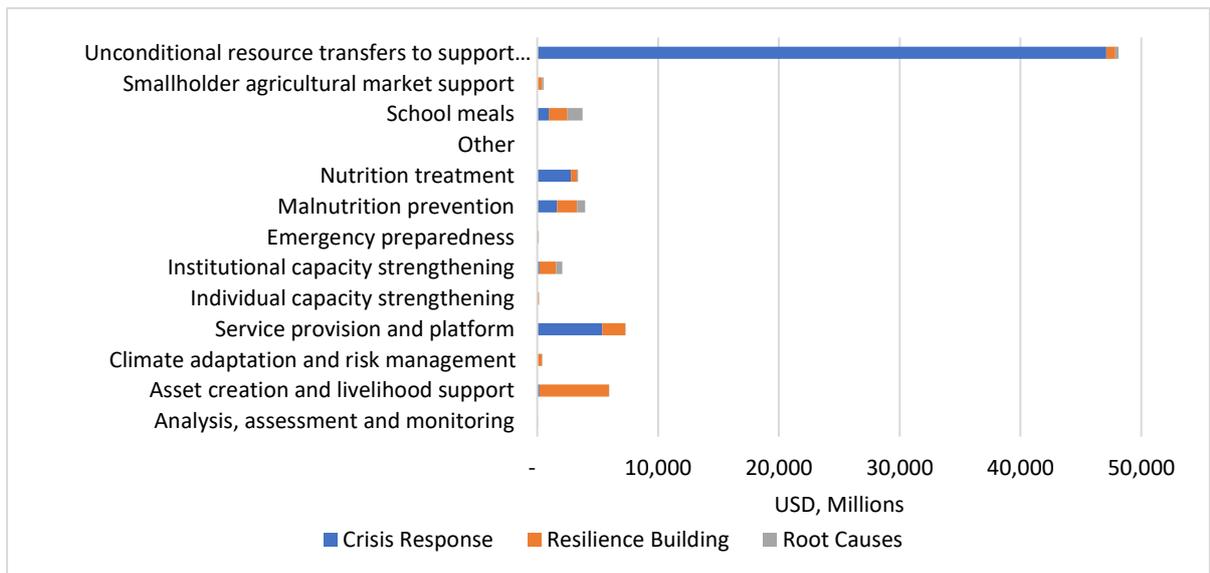
115. Figure A 11 and Figure A 12 show the implementation plan and needs-based plan by activity category within each focus area. While institutional capacity strengthening had the highest number of resilience-building tags (74 tags), asset creation and livelihoods support (67 tags) has the greatest proportion of the budget allocated to this focus area.

**Figure A 12: Implementation plan in 2018 by activity category, n=93**



116. Source: IRM Analytics, 2017-2022 [data extracted: 09/08/2022].

**Figure A 13: Needs-based plan in 2017-2022 by activity category, n=93**



117. Source: IRM Analytics, 2017-2022 [data extracted: 09/08/2022].

# Annex XVIII. Glossary

118. The Glossary supported coherence of terminology in this evaluation and between this evaluation and that of the climate change and DRR policies. This has been developed jointly with the climate change and DRR policy evaluation team. The included terms are relevant for both evaluations and agreement on their definitions facilitated cooperation between the teams during the evaluation phases.

Term	Definition
Adaptation (also referred to as “climate change adaptation”)	<p>The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects.</p> <p>Incremental adaptation: Adaptation actions where the central aim is to maintain the essence and integrity of a system or process at a given scale.</p> <p>Transformational adaptation: Adaptation that changes the fundamental attributes of a system in response to climate and its effects.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Anticipatory action/contingency planning	<p>A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Climate Change	<p>Climate change refers to a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forcings such as modulations of the solar cycles, volcanic eruptions, and persistent anthropogenic changes in the composition of the atmosphere or in land use. Note that the Framework Convention on Climate Change (UNFCCC), in its Article 1, defines climate change as: “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.” The UNFCCC thus makes a distinction between climate change attributable to human activities altering the atmospheric composition, and climate variability attributable to natural causes.</p> <p>Climate change impacts can manifest themselves as short-term extreme weather events (sometimes called “shocks”) and/or as long-term, or “slow onset,” events such as sea level rise, increasing temperatures, or ocean acidification.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Disaster	<p>A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.</p> <p>Annotations: The effects of the disaster can be immediate and localized but are often widespread and could last for a long period of time. The effects may test or exceed the capacity of a community or society to cope using its own resources, and therefore may require assistance from external sources, which could include neighbouring jurisdictions, or those at the national or international levels.</p>

	<i>(Source: UNDRR Online Glossary)</i>
(Disaster) Preparedness	<p>The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.</p> <p>Preparedness action is carried out within the context of disaster risk management and aims to build the capacities needed to efficiently manage all types of emergencies and achieve orderly transitions from response to sustained recovery.</p> <p><i>(Source: UNDRR Online Glossary)</i></p>
Disaster risk	<p>Disaster risk is the likelihood within a certain time period that a disaster will occur. Disasters are defined as severe alterations to the normal functioning of a community or a society due to hazardous physical events interacting with vulnerable social conditions, leading to widespread adverse human, material, economic, or environmental effects that require immediate emergency response to satisfy critical human needs and that may require external support for recovery.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Disaster risk management	<p>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. <i>(Source: "WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience" (WFP/EB.2/2011/4-A))</i></p>
Disaster risk reduction	<p>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.</p> <p><i>(Source: "WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience" (WFP/EB.2/2011/4-A))</i></p>
Early warning system	<p>The set of capacities (including systems, procedures, and resources) needed to generate and disseminate timely and meaningful warning information to enable individuals, communities, and organizations threatened by a hazard to prepare to act promptly and appropriately to reduce the possibility of harm or loss.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Exposure	<p>The presence of people, livelihoods, species or ecosystems, environmental functions, services, and resources, infrastructure, or economic, social, or cultural assets in places and settings that could be adversely affected.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Forecast-based financing	<p>Forecast-based action refers to action taken by a humanitarian or aid organization in advance of a disaster event based on a forecast of increased risk. Forecast-based financing releases humanitarian funding based on forecast information for planned activities which reduce risks, enhance preparedness and response, and make disaster risk management overall more effective.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Humanitarian-development-peace nexus	<p>The HDP triple nexus is the term used to capture the interlinkages between the humanitarian, development and peace sectors. It specifically refers to attempts in these fields to work together to more effectively meet peoples' needs, mitigate risks and vulnerabilities and move toward sustainable peace.</p> <p><i>(Source: Global Challenges Research Fund. 2020. The Triple Nexus (H-D-P) and Implications for Durable Solutions to Internal Displacement.)</i></p>

Integrated programming	<p>In WFP integrated (resilience) programming is where a combination of WFP's and partners' interventions contribute to building resilience to context-specific shocks and stressors. These programme approaches include interventions from across WFP's activity categories to build resilience capacities and address vulnerabilities at individual, household, community, institution, and/or system levels.</p> <p><i>(Source: WFP. 2021. Resilience Toolkit - Full guidance.)</i></p>
Integrated risk management	<p>Refers to a systematic approach to identifying, analysing, assessing and reducing risks associated with hazards and human activities. An integrated risk management (IRM) approach recognizes that there is a wide range of geological, meteorological, environmental, technological, socio-economic and political threats to society. Risks are located at the point where hazards, communities and environments interact; thus, effective risk management must address all of these aspects. Disasters are seen not as one-off events to be responded to, but as deep-rooted and longer-term problems that must be managed and planned for. Effective IRM generally involves a variety of different but related actions.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>
Livelihoods support	<p>A livelihood comprises a household's capabilities, assets and activities required to secure basic needs -food, shelter, health, education and income (drawing on DFID 1999: "A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base"). Livelihoods support activities are (multi-sectoral) development interventions that support and rehabilitate livelihoods and address the root causes of livelihoods vulnerability.</p> <p><i>(Source: WFP. 2016. Food Assistance for Assets (FFA) Manual. Annexes to Chapter 2)</i></p>
Resilience	<p>Resilience is the capacity that ensures adverse stressors and shocks do not have long-lasting adverse development consequences. <i>(Source: "Policy on Building Resilience for Food Security and Nutrition" (WFP/EB.A/2015/5-C)).</i></p>
Risk informed	<p>An approach to development that takes account of complex, interconnected risks. <i>(Source: ODI. 2019. Risk-informed development: from crisis to resilience)</i></p>
Shock	<p>A shock is the realization of a given risk, and can be covariate (affecting large number of people) or idiosyncratic (impacting more specific households or individuals).</p> <p><i>(Source: WFP. 2010. Revolution: From Food Aid to Food Assistance.)</i></p>
Vulnerability	<p>The propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.</p> <p><i>(Source: WFP. 2020. Climate Change Policy Glossary.)</i></p>

# Annex XIX. SE Resilience recommendations and progress

The 2019 SE Resilience made seven recommendations to WFP. They are summarized in table A 15.<sup>68</sup>

**Table A 15: Summary recommendations from the SE Resilience, and progress to date**

Recommendation	Recommended Actions	Status/Progress
<p>1. Establish an inter-divisional leadership team at senior management level, to develop an organizational strategy to enhance resilience to achieve zero hunger. The strategy was to define underlying principles to guide WFP's work and to set out the contributions of different units and divisions to enhancing resilience to different types of shock.</p>	<p>Responsibilities should include the following:</p> <ul style="list-style-type: none"> <li>• Define clear principles for WFP's work on enhancing the resilience of women, men, boys and girls against shocks that set back progress on food security.</li> <li>• Define the contributions of different WFP units and divisions to the enhancement of resilience to different types of shocks, including climate, economic and political shocks, in different contexts.</li> <li>• Develop a strategy for including explicit approaches to the enhancement of resilience in future CSPs.</li> <li>• Define approaches to the strengthening of resilience in protracted crisis and conflict situations.</li> <li>• Define approaches to the strengthening of resilience in settings affected by recurrent and worsening climate shocks.</li> <li>• Review activities according to the resilience capacities that they are intended to support and link them to partnership mapping.</li> <li>• Conduct an internal review of and synthesize existing knowledge on WFP's approaches to and lessons learned from the implementation of programmes that contribute to enhanced resilience, including work on shock-responsive social protection.</li> </ul>	<p><b>Ongoing</b></p> <p>A stream of work referred to as the Resilience Building Blocks Project was set up to respond to all recommendations. The Resilience Building Blocks Project finalized a draft Resilience Toolkit in May 2021 that contains a Resilience Design Support Tool. It supports the integration of resilience-building principles into programming. It contains six theories of change (ToCs) that describe different approaches on how resilience capacities are built, and how this ultimately leads to improved food and nutrition security in the face of shocks and stressors. The toolkit also contains eleven technical briefs that explain the contributions of different WFP units to the enhancement of resilience.</p> <p>The Resilience Toolkit provides for a corporate approach informing the second generation of country strategic plans. The 2G CSP design guidance, the application of different data sources (ICA, SLP, etc) have been incorporated into the types of evidence COs could use for the design of their resilience programmes within their CSPs. However, its relevance and effectiveness will depend on its implementation by COs end-users.</p>

<sup>68</sup> Table prepared by Evaluation team

<p>2. Integrate resilience, gender, and empowerment issues into the zero-hunger strategic review.</p>	<p>2.1 An open set of questions that encourage country offices to adopt a resilience approach should include the following: • Whose resilience should WFP contribute to enhancing (by gender and age group) • Against which types of shock does resilience need to be built (economic, political, climate)? • How will resilience be enhanced – through what combination of governance, social, ecological, technological, welfare, food or market assets and systems? • Which capacities can WFP best support? • How is WFP’s contribution linked to those of other actors, including government entities? • What food security and nutrition related results are expected?</p>	<p><b>Ongoing/partly addressed</b></p> <p>This recommendation has been implemented in part by the Resilience Toolkit, which provides country offices with information on why gender is important in resilience building. As part of the resilience toolkit a set of technical briefs have been developed. The toolkit includes a gender note that provides guiding questions for conducting gender analysis and examples of potential activities that can contribute to resilience capacities</p>
<p>3. Strengthen the financial and partnership base for resilience, focusing on fundraising for resilience programming and the development of a resilience lens for the development of explicit roles for government and non-government partners working with WFP.</p>	<p>3.1 Identify seed money for baseline data collection and the planning of integrated resilience initiatives. Funding could be provided through unearmarked funds, such as the proposed 2030 Transition Fund.</p>	
	<p>3.2 Develop a fundraising strategy for long-term funding of initiatives on resilience enhancement, including through thematic funding windows (such as for climate resilience) and engagement with the private sector (for example, on insurance instruments).</p>	<p><b>Not addressed</b></p> <p>Fundraising efforts are conducted to support integrated resilience programming, but they are not articulated within a specific strategy. The recommendation is being implemented as part of ongoing work as there is an increased focus on strengthening how WFP mobilizes additional resources for longer term resilience building</p> <p>For example, The Public Partnerships and Resourcing Division (PPR) developed a strategy for funding on resilience as part of the holistic approach to fundraising and advocacy.</p>
<p>4. Implement a workforce study to identify changes needed to deliver the resilience strategy</p>	<p>The study would examine ways of:</p> <ul style="list-style-type: none"> <li>• promoting the development of integrated teams to replace the “silo” working approach in country offices, regional bureaux and headquarters</li> </ul>	<p><b>Implemented/Ongoing</b></p> <p>Partnership action plans now incorporate a resilience lens with explicit roles defined for governmental and non-governmental partners.</p>

<p>developed under recommendation 1.</p>	<p>units and appointing team leaders who will lead on behalf of the various units represented in each team and be accountable to senior managers;</p> <ul style="list-style-type: none"> <li>• based on a sustainable financing model, increase the availability of headquarters and regional bureau staff for providing sustained technical support to country offices, including through secondments;</li> <li>• at headquarters, maintain specialist capacity to develop and curate technical methods and guidance suitable for incorporation in integrated programmes;</li> <li>• match job profiles, skills and contract terms with needs, bearing in mind the long-term nature of resilience work;</li> <li>• develop a roster of “non-traditional” employment profiles useful for resilience programming; and</li> <li>• consider adding to staff performance evaluation an indicator of staff members’ performance in working as</li> </ul>	<p>PRO-R maintains and regularly updates an internal roster of staff and consultants with knowledge and experience that can be made available to RBx and COs for short-term support in the design, analysis and implementation of programmes that seek to strengthen the resilience of individuals, households, communities, government, and systems. The resilience staff roster was strengthened with a recent Fit Pool recruitment exercise aiming to dispatch approximately 60 people in COs by 2023. While some criticism emerged around the Fit Pool focus on FFA-related skills and limited integration of external people, the extent to which the number of experts recruited matches the needs expressed by the RBx remains unclear</p> <p>Efforts have also been made to roll out operational capacities (e.g. on 3PA, FFA, SAMS, Post-Harvest Loss [PHL], integrated resilience) through a number of academic/university networks, liaising with academic networks in different RBx as well as PROR-L/F and other teams. These efforts are intended to support resource mobilization and apply resilience-related tools and approaches.</p>
<p>5. Consolidate performance measurement data from resilience initiatives for corporate reporting and sharing with national partners for improved reporting through the creation of a resilience results tracking framework that is compatible with the corporate results framework. This should include the development of an</p>	<p>Develop a result tracking framework that is compatible with the corporate results framework (CRF):</p> <p>5.1 Include information on the contributions and outcomes related to resilience, including underlying assumptions, that WFP and its partners expect to see in shock-prone populations.</p>	<p><b>Ongoing</b></p> <p>Since 2020, a Resilience Monitoring and Measurement (RMM) approach is being developed under the guidance of the Asset Creation, Livelihoods and Resilience Unit and Field Monitoring Unit. A review of WFP’s monitoring and reporting systems was undertaken by the Overseas Development Institute. This work formed the basis of a programme of work to develop a WFP-specific measurement/monitoring approach for resilience.</p> <p>The six theories of change that describe different approaches on how resilience capacities are built (see progress on recommendation 1, RBBP pilot), provided the basis for identifying the outputs and outcomes, including the underlying assumptions. In 2021, the testing version of the resilience toolkit was piloted and tested in eight countries. Through practice and continued testing, further measurements are developed and refined. This will be expanded to a further 2-4 countries in 2022.</p>

aggregate index for resilience results.		
	<p>5.2 Develop an aggregate or indexed score that feeds into the CRF, with short accompanying contextual descriptions of external and internal influences on the results. Country offices should consider measuring differences in resilience outcomes using dedicated econometric analysis such as Resilience Index Measurement and Analysis II, ensuring that analytical processes can be conducted annually.</p> <p>Routine monitoring could act as a lighter, less expensive option for facilitating learning and reporting applied more regularly than a large-scale measurement of resilience capacities. This recommendation is only feasible if WFP converges interventions to create resilience outcomes.</p>	<p><b>Not addressed</b></p> <p>WFP did not pursue the development of a composite indicator.</p> <p>However, WFP continues to collaborate with FAO on complementary resilience measurement tools such as the RIMA II and the USAID Resilience Measurement Approach for specific programmes under the RBA Resilience Building framework (e.g. the Niger, DRC and Somalia) and or as required as part of the project requirements specified by the donor.</p>
	<p>5.3 Where interventions remain singular and separate, WFP should consider further use of perspective-based indicators (introduced in the CRF) to move beyond the output level monitoring to a better understanding of how interventions help or hinder peoples' ability to pursue food security.</p>	<p><b>Ongoing</b></p> <p>Resilience has now been identified as a particular outcome in the Strategic Plan. The RMM contributed to introduce CRF lead indicators such as the number of countries implementing integrated resilience programmes and the number of people reached through integrated resilience programmes. Moreover, at outcome level, a range of indicators are currently piloted such as an index of shock exposure, a social capital index, or a resilience capacity score.</p>
6. Reinforcing capacity at regional bureaux level to collect, collate and analyze information on covariate, transboundary and localized shocks before they happen.	<p>6.1 Expand the use of climate modelling and linking it to existing information from market, agro-ecological and population data (possibly including other categories, such as data on drops in remittances);</p> <p>6.2 Review WFP's information systems with a view to strengthening the connections among different databases and thereby enlarging the evidence base for resilience programming;</p>	<p><b>Ongoing</b></p> <p>Country offices have started to collect and analyse more data on climatic shocks to meet the requirements of the Green Climate and Adaptation Funds about the impact of climate on various sectors. Climate risk modelling currently being carried out in ten countries vulnerable to the negative effects of climate change within the framework of the Critical Corporate Initiative for climate, whose aim is to strengthen the resilience to climatic shocks.</p> <p><b>Ongoing</b></p>

		Existing analytics were made available digitally onto different platforms to make them interoperable.
	6.3 Support regional bodies in connecting and understanding the food security implications and uses of their data; and continuing to test the “trigger” functions introduced by index-based insurance (the Rural Resilience Initiative and the African Risk Capacity initiative) and forecast-based financing for facilitating early, anticipatory action in shock-prone settings	<p><b>Implemented/Ongoing</b></p> <p>WFP partners with several research institutes and universities (e.g. Overseas Development Institute, International Institute for Environment and Development, CSR, University of Malawi, the Latin American Social Sciences Institute. Cornell University etc.).</p> <p><b>Ongoing</b></p> <p>WFP expanded the use and availability of risk financing tools as learning continues to be used to inform the design and use of the risk transfer tools as a part of WFP’s resilience programmes, where relevant.</p>
7. Support the generation of evidence on the relevance of food security and resilience interventions in conflict and protracted crises.	7.1 Working with research institutions, governments and UN partners, including those with specialized mandates on gender, to commission operational research and evaluations to generate learning and evidence on the appropriateness of resilience programming for different individuals (women, men, boys, girls) and communities.	<p><b>Ongoing</b></p> <p>Progress has been made in building partnerships with other academic institutions to move forward the evidence generation. PRO-R engaged several external academic and research institutes such as the Overseas Development Institute, the Cornell University and others.</p>
	7.2 Organizing a wide consultation with current and past beneficiaries of WFP’s food security and resilience interventions in order to establish how food assistance, cash-based transfers, asset creation and other interventions help or hinder their coping strategies;	A desk review has been conducted of various evaluations, assessments and studies implemented by WFP. However, the findings were inconclusive. The action has been put on hold, as the task of looking at the evidence generated was greater than the team’s capacity.
	7.3 Evaluation or review of WFP’s interventions in this area with attention to entry and exit strategies and beneficiaries’ experiences.	Commissioning an internal desk review of food security and resilience interventions in conflict and protracted crisis settings, is open and further follow up is needed.

# Annex XX. List of people interviewed

Table A 16: List of people interviewed during the inception phase

Name	Group	Role/Position	Office
Valerie Guarnieri	HQ	Assistant Executive Director	Programme and Policy Development
David Kaatrud	HQ	Division Director	Programme – Humanitarian and Development
Volli CARUCCI	HQ	Director Resilience and Food Systems	PROR
Delphine Dechaux	HQ	Chief, asset Creation and Livelihoods	PROR-L
Philippe Crahay	HQ	Consultant Programme Policy	PROR-L
Zalynn Peishi	HQ	Consultant Programme Policy, Resilience Team Leader	PROR-L
Dipayan BHATTACHARYYA	HQ	Programme Policy Officer	PROR-L
Lorenzo BOSI	HQ	Programme Policy Officer	PROR-L
Mercy MKHUMBA	HQ	Consultant PROR	PROR-L
Scott RONCHINI	HQ	Senior Programme Policy Officer	PROR-L
Mark Gordon	CO	Deputy Country Director Yemen (former Chief, Asset Creation and Livelihoods)	Yemen Country Office
Sarah Muir	HQ	Earth Observation Analyst	50% PROR-L/ 50%RAMAC
Gianluca Ferrera	HQ	Senior Programme & Policy Advisor	SAMS & Food Systems (PROR-F)
Claudia DELMASTRO	HQ	Programme Policy Officer	PROR-F Smallholder Agricultural Market Support
Giacomo Re	HQ	Programme Policy Officer	PROR-F
Gernot LAGANDA	HQ	Chief, Climate and Disaster Risk Reduction Programmes	PROC
Vera Mayer	HQ	Programme Policy Officer	PROC
Pablo ARNAL	HQ	PROC M&E	PROC
Mathieu DUBREUIL	HQ	Insurance Advisor- Senior Programme Policy Officer	PRO-C Climate risk insurance
Samir Wanmali	HQ	Deputy Director, Policy and Programme Division, Emergency and Transitions Unit (PROP) Emergencies & Transition Service	PRO-P
Ana Solorzano	HQ	Social protection and resilience/climate advisor	PROS
Domitille Kauffmann	HQ	Nutrition and Resilience Officer	NUT
Stien Gijssel	HQ	Chief Knowledge Management and Digital Innovation	NUT
Geraldine Honton	HQ	Consultant, Nutrition	NUT
Eric BRANCKAERT	HQ	Chief Assessment and Field Monitoring	RAM

Name	Group	Role/Position	Office
Simon RENK	HQ	Programme Officer, RAMM Field Monitoring Service	RAM
Gianluca BORTOLOTTI	HQ	Team Leader, CPPM	CPPM
Zuzana KAZDOVA	HQ	Programme Policy Officer (Gender)	GEN
Joachim Groder	HQ	Head of Analysis and Early Warning Unit	EME
Caroline Legros	HQ	Deputy Director Innovation and Knowledge Management Division	INK
Jutta Neitzel	HQ	Senior Programme Policy Officer, School Based Programmes	School-based programme (SBP)
Stanlake Samkange	HQ	Director STR Strategic Partnership Division	STR
Deborah McWhinney	HQ	Senior Evaluation Officer	OEV
Jonas HEIRMAN	HQ	Evaluation Officer	OEV Impact Evaluation Team
Hanna PAULOSE	HQ	Monitoring & Evaluation Officer	OEV Impact Evaluation Team
Yumiko Kanemitsu	RB	Regional Evaluation Officer	RBB
Samuel Clendon	RB	Programme Policy Officer, RBB	RBB
Maria HERNANDEZLAGANA	RB	Resilience programme/monitoring officer	RBB
Rana Sallam	RB	Regional Evaluation Officer – OiC	RBC
Oscar Ekdahl	RB	Programme Policy Officer – Climate Change and DRM	RBC
Federico Doehnert	RB	RAM Officer	RBD
Sebastian Muller	RB	Programme Policy Officer	RBD
Ashraful Amin	RB	Resilience and Smallholder Support	RBJ
Benjamin Frowein	RB	Regional Resilience Coordinator	RBN <sup>69</sup>
Sibi Lawson-Marriott	RB	Climate Adaptation And Resilience Advisor	RBN <sup>70</sup>
Gladys Njoroge	RB	Programme Assistant, Asset creation and livelihoods	RBN <sup>71</sup>
Natalia Acosta	RB	Regional Evaluation Officer	RBP
Raphael Leao	RB	Programme Policy Officer, RBP	RBP
Reinhard Uhlig	External	Senior Policy Officer, Crisis management, transitional development assistance, reconstruction	BMZ
<b>Inception mission- Bangladesh</b>			
Sameul NAWAZ	CO	Programme Policy Officer- Nutrition	Bangladesh Country Office
Shreya MUKHERJEE	CO	Deputy Head, External Relations	Bangladesh Country Office
Yujin CHANG	CO	Programme Policy Officer	Bangladesh Country Office
Rezaul KARIM	CO	Head of Social Safety Net Policies and Programmes	Bangladesh Country Office
Foyzun NAHAR	CO	Programme Officer (Protection, Gender and Disability Inclusion)	Bangladesh Country Office
Jo JACOBSEN	CO	Head of Nutrition	Bangladesh Country Office

<sup>69</sup> Contacted and interviewed via email.

<sup>70</sup> Contacted and interviewed via email.

<sup>71</sup> Contacted and interviewed via email.

Name	Group	Role/Position	Office
Diane Broinshtein	CO	Programme Policy Officer	Cox Bazar's SO
Foyisal MAHMUD	CO	Programme Associate – Self Reliance	Cox Bazar's SO
Alberto NICOLI	CO	Deputy Head of Livelihoods	Cox Bazar's SO
Akhter HAMID	CO	Team Lead – World Bank Project	Cox Bazar's SO
Takahiro UTSUMI	CO	Head of MEAL / VAM	Cox Bazar's SO
Allen AMANYA	CO	Head of M&E	Cox Bazar's SO
Piet Vochten	CO	Deputy Country Director (Programme & Strategy)	Bangladesh Country Office
Sneha Lata	CO	Programme Policy Officer, School Feeding	Bangladesh Country Office
Masing Newar	CO	Programme Officer (VGD)	Bangladesh Country Office
Mohammad Mahboor Rahaman	CO	Programme Policy Officer (Rice Fortification)	Bangladesh Country Office
Iqbal Hossain	CO	Programme Policy Officer (Field Operation Support)	Bangladesh Country Office
Dinara Wahid	CO	VAM Officer	Bangladesh Country Office
Ezaz Nabi	CO	Monitoring & Evaluation Officer	Bangladesh Country Office
Shamsun Naher	CO	Senior Programme Associate (Resilience Innovation)	Bangladesh Country Office
Niger Dilnaha	CO	Programme Policy Officer (Resilience Innovation)	Bangladesh Country Office
Jane Pearce	CO	Interim Country director	Bangladesh Country Office
Ilr Lee	External	Deputy Country Director	KOICA Bangladesh
Md Mohsin	External	Former Secretary	Ministry of Disaster Management and Relief, Govt. of Bangladesh
<b>Inception mission – Malawi</b>			
Nicole Carn	CO	Head of Programme	Malawi Country Office
Kathy Derore	CO	Head of Resilience & Crisis – SO Manager 1 & 4	Malawi Country Office
Osborne Sibande	CO	National Policy Officer – Activity Manager 1	Malawi Country Office
Michela Carucci	CO	JPO SAMS	Malawi Country Office
Moses Jemitale	CO	National Policy Officer, Resilience – Activity Manager 4	Malawi Country Office
Chimwemwe Kamala	CO	National Policy Officer, Resilience, Livelihoods	Malawi Country Office
Martin Mphangwe	CO	School Meals Programme Officer	Malawi Country Office
Linny Msowoya	CO	Nutrition Officer	Malawi Country Office
Maribeth Black	CO	Programme Policy Officer (Head of VAM, M&E, and Gender and Protection)	Malawi Country Office
Julie Vanderwiel	CO	Head of Supply Chain	Malawi Country Office
Blessings Chida	CO	M&E Officer – focus on Resilience and Emergencies	Malawi Country Office
Mphatso Chikhungu	CO	Programme Associate – Resilience	Malawi Country Office
Margaret Mkandawire	CO	Programme Associate – Resilience	Malawi Country Office
Tawonga Ngoma	CO	Donor Relations Officer	Malawi Country Office

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**Table A 17: list of people interviewed during the main mission phase**

Name	Group	Role	Office
Valerie Gualnieri	HQ	Assistant Executive Director, Programme & Policy Development Department	WFP Assistant Executive Director- Programme and Policy Development
David Kaartrud	HQ	Director PRO Programme, Humanitarian & Development	PRO
Volli Carucci	HQ	Director Resilience and Food Systems	PROR
Delphine Dechaux	HQ	Chief, Asset Creation and Livelihoods	PROR-L
Scott Ronchini	HQ	Senior Programme Policy Officer	PROR-L
Philippe Crahay	HQ	Consultant Programme Policy	PROR-L
Lorenzo Bosi	HQ	Programme Policy Officer	PRO-L
Zalynn Peishi	HQ	Consultant Programme Policy, Resilience Team Leader	PROR-L
Katja Paereli	HQ	Thematic Funding leader	PPR
Sayaka SATO	Regional	Partnerships Officer, RBD	PPR
Nozomi Hashimoto	Regional	Partnerships Officer, RBD	PPR
Jennifer Jacoby	HQ	Senior Government Partnership Officer, RBD	PPR
Simon Renk	HQ	Head of Field Monitoring -	RAM
Marisa Muraskiewicz	HQ	RAM Field Monitoring Service	RAM
Francesca De Ceglie	HQ	Programme Policy Officer, Cash-Based Transfers	Cash-Based Transfers Division
Gernot Laganda	HQ	Chief, Climate and Disaster Risk Reduction	Climate & Disaster Risk Reduction Programmes Unit (PROC)
Alejandra Pero	HQ	Programmes	Emergency and Transitions Unit (PROP)
Brenda Behan	HQ	Director Gender	Gender Division
Elena Ganan	HQ	Programme & Policy Officer Gender – focal point for resilience	Gender Division
Katia Olansky	HQ	Monitoring Officer	RAM-M
Katiuscia Fara	Regional	Regional Bureaux Technical Advisor	RBB
Maria Hernandez Lagana	External	Resilience Officer, Former RBB resilience focal point	FAO, formerly RBB
Oscar Ekdahl	Regional	Programme Policy Officer – Climate Change and DRM, RBC	RBC
Maria Segovia Aguirre	Regional	Senior HR Business Partners	RBP
Jennie Van Haren	Regional	Programme Policy Officer	RBP
Kathryn Milliken	Regional	Climate Change Programme & Policy Adviser	RBP

Omar Ali Alrifai	CO	Head of Resilience, Afghanistan CO	Afghanistan CO
Azzurra Chiarini	CO	Head of Programme DRC	Democratic Republic of the Congo CO
Diane Broinshtein	CO	Programme officer, Cox's Bazar	Cox's Bazar
Allan Mulando	CO	Programme officer, Zambia	Zambia CO
Kudzai Akino	CO	M&E officer, Zimbabwe	Zambia CO
Dominique Debonis	External	Freelance consultant	Jumladee Change Management
Leonard Mizzi	External	Head of INTPA F3 unit, sustainable agri-food systems and fisheries	INTPA-EU
Philippe Jacques	External	Team Leader, Conflict Prevention and Peace building	INTPA-EU
Susanne Mallaun	External	Head of ECHO D1 unit, strategic partnerships with humanitarian organizations	ECHO-EU
Simone Licomati	External	Surge Response Policy – Humanitarian Desk	ECHO-EU
Ruiz Espi Jose	External	EC Project officer	ECHO-EU
Marco D'Errico	External	FAO Economist	FAO
Mark A Constas	External	Associate Professor	Cornell University
Jen Stephens	External	Global Disaster Risk & Climate Change Specialist	UNICEF
A Beckingham	External	Nutrition Emergency Specialist	UNICEF
Benoit Thierry	External	Director of Hub and Senegal representative	IFAD
Francesco Ajena	External	IFAD – Resilience Specialist	IFAD
Romina Cavatassi	External	Lead Economist	IFAD
Aslihan Arslan	External	Senior economist	IFAD
Jessica Troni	External	Adaptation Portfolio Manager	UNEP
Reinhard Uhlig	External	Senior Policy Officer, Crisis management, transitional development assistance, reconstruction	BMZ
Laura El Chemali	External	Lebanon, Development Cooperation and Humanitarian Affairs Officer	BMZ
FGD with Executive Board	External	15 participants, representants of Germany, Norway, USA, Denmark, Mexico, Bolivia, Monaco, Haiti, France, Mauritania	Executive Board members
<b>Kenya desk review</b>			
Claudia Ah Poe	CO	Head of Food Systems and Resilience	Kenya CO
Astrid Harbo	CO	Programme Policy Officer (Livelihood)	Kenya CO

Beatrice Mwongela	CO	Monitoring & Evaluation Officer	Kenya CO
James Kamunge	CO	Senior Programme Advisor for ASAL	Kenya CO
Olive Wahome	CO	Programme Policy Officer food systems and resilience, value chain and markets support	Kenya CO
Caroline Muchai	CO	PPO Resilient livelihoods	Kenya CO
Timothy Koskey	CO	PPO Rural resilience and livelihood diversification	Kenya CO
<b>Malawi desk review</b>			
Nicole Carn	CO	Country Director	Malawi CO
Kathy Derore	CO	Head of resilience	Malawi CO
Gladys Nakhumwa	CO	Gender Officer	Malawi CO
<b>The Niger desk review</b>			
Jean Noel Gentile	CO	Country Director	Niger CO
Anna Law	CO	Head of RAM	Niger CO
Alina Seebacher	CO	Capacity strengthening officer	Niger CO
Hapsatou Deme	CO	Gender and Protection officer	Niger CO
<b>Pakistan desk review</b>			
Arjumand Nizami	external	Country Director	Helvetas Pakistan
<b>Yemen desk review</b>			
Yubaraj Bam	CO	Head of Resilience and Livelihoods Unit	Yemen CO
Maria Desojo	CO	Head of FO Mukalla	Yemen CO
Doaa Bahubaish	CO	National Officer Resilience,	Yemen CO
AMi Nagamune	CO	Head of programmes	Yemen CO
Felix Le Gallo	External	Technical Assistant	ECHO Yemen
Mulugeta Shibru	External	Joint Programme FSRP WB Lead	FAO
Michael Oyat	External	Joint Programme Manager for Resilience Programme ERRY	FAO
Molu Alemo	External	Joint Actions for Food Security and Nutrition Lead	FAO
Ahmed Ahmed	External	ERRY 3 Joint Programme Manager	FAO
<b>Burkina Faso country mission</b>			
Outman Badaoui	CO	Head of Monitoring & Evaluation, VAM Unit	Burkina Faso CO
Faroukou Garba	CO	VAM Programme and Policy Officer	Burkina Faso CO
FGD with internally displaced persons and local population	External FGD	7 male participants, Louda	Burkina Faso beneficiaries
FGD with internally displaced persons and local population	External FGD	21 female participants, Louda	Burkina Faso beneficiaries
Miranda Senge	CO	Deputy Country Director	Burkina Faso CO
Soubeiga Jonas	CO	Head of Resilience Unit	Burkina Faso CO

Christian Drabo	CO	Programme Officer, Dori Office	Burkina Faso CO
Sawadogo Alamissi	CO	Associate, Resilience Programme, Kaya Office	Burkina Faso CO
Béatrice Ndayizigiye	External	Programme Officer	Canada Embassy
Tobrome Dingamtouloum	External	Head of Dori office	FAO
Ludovic Konditamde	CO	Country Programme Officer	Burkina Faso CO
Bagué Emanuel	External	Monitoring and Evaluation Analyst	UNDP
Martin Banda,	External	Resilience Advisor	UNDP
Clarisse Coulibaly	External	Environmental Programme Officer	UNDP
Isabele Tchang	External	Deputy Representative	UNDP
Ouattara Moussa	External	WFP Focal Point within the Regional Department of Agriculture of the North Centre	Agriculture Department of the North Centre
Zomodo Issa	External	Head of Department	Regional Environment Department of the North Centre
Aboubacar Toguyini	External	Professor	Université Nazi Boni
<b>Honduras country mission</b>			
Stephanie Hochstetter	CO	Country Director	Honduras CO
Paulo Olivera	CO	Deputy Country Director	Honduras CO
Rafael Trejo	CO	Resilience Advisor	Honduras CO
Hilda Alvarado	CO	Gender Officer/CD Assistant	Honduras CO
Gerardo Ayestas	CO	Cash Transfer programme officer	Honduras CO
María Fernanda Menéndez	CO	Activity Manager (nutrition)	Honduras CO
Allan Mendieta	CO	Protection staff representative	Honduras CO
Andrea Vega	CO	Analysis and Vulnerability Mapping Analyst	Honduras CO
Luis Fernando Godoy	CO	Monitoring and Evaluation Programme Associate	Honduras CO
FGD with beneficiaries	External FGD	20 participants in Nance Dulce	Honduras beneficiaries, Nance Dulce, Choluteca
FGD with beneficiaries	External FGD	12 participants in San Lorenzo	Honduras beneficiaries, San Lorenzo, Valle
FGD with beneficiaries	External FGD	12 participants in El Encinal	Honduras beneficiaries, El Encinal, Santa Barbara
FGD with beneficiaries	External FGD	4 participants in Cerro Verde	Honduras beneficiaries, Cerro Verde, La Paz
FGD with field partner representatives	External FGD	-Officials of the Comité para la Defensa y Desarrollo de la Flora y Fauna del Golfo de Fonseca (CODDEFFAGOLF). - Director of Fundación Valle	Honduras field partner representatives

FGD with international donors	External FGD	3 participants: one EU official, one JICA official, one SERNA official	EU, JICA and SERNA
Jesy Nohemy Barralaga	External	Manager	Fundación Valle
Quintin Soriano	External	Mayor, Department of Choluteca	Government of Honduras
<b>Lebanon country mission</b>			
Dana Kanaan	CO	Deputy Head of Livelihoods and Resilience Unit	Lebanon CO
Racil Charara	CO	Programme Policy Officer (Malad Coordinator)	Lebanon CO
Kassem Jouni	CO	Programme Policy Officer, Agricultural Engineer	Lebanon CO
Zeinab Hussein	CO	Protection Officer	Lebanon CO
Shirley Odera	CO	Lead - Protection, Gender and Accountability to Affected Populations	Lebanon CO
Belal Jahjooh	CO	Gender Officer	Lebanon CO
Mirella Abi Zaid Daou	CO	Activity manager (nutrition)	Lebanon CO
Antoine Morelvulliez	CO	Head of Social Protection	Lebanon CO
Ludovic Konan	CO	Human Resources Officer	Lebanon CO
Samir Beiruty	CO	Monitoring Assistant	Lebanon CO
Mohamad Elgandour	CO	Civil Engineer	Lebanon CO
Nancy Hassan	CO	Programme Associate	Lebanon CO
Razan Ibrahim	CO	Programming Monitoring Associate	Lebanon CO
Umberto GRECO	CO	Programme Officer, Deputy OIM, Capacity building & guidance.	Lebanon CO
FGD with beneficiaries	External FGD	6 participants	Andket PRO Women's Food Processing Cooperative
FGD with beneficiaries	External FGD	15 participants	Lebanese Reforestation Initiative (LRI), Qobayat
FGD with beneficiaries	External FGD	4 participants	ESDU Living Lab Hydroponic Fodder Pilot, Aydamoun
FGD with beneficiaries	External FGD	4 participants, farmers & Municipality head	Lebanon beneficiaries, Sammounieh
Rima Hajjar	External	Host government resilience focal point	Government of Lebanon
Julie Martinez	CO	Head of Partnerships and Communications	Lebanon CO
Mehsen Khazen	CO	M&E Officer, Resilience Building Blocks Pilot	Lebanon CO
Michelle Iseminger	CO	Head of Programmes	Lebanon CO

Jana Blaik	CO	Budgeting and Programming Officer	Lebanon CO
Catherine Said	CO	Head of Vulnerability, Assessment and Mapping (VAM)	Lebanon CO
Amal Chami	CO	OIC Emergency Response, Programme Policy Officer, Refugee Response	Lebanon CO
Yiannis Neophytou	External	Country Director	BMZ
Laura El Chemali	External	Humanitarian Aid and Development Cooperation Officer	BMZ
<b>Madagascar country mission</b>			
Arduino Mangoni	CO	Deputy Country Director	Madagascar CO
Enrique Alvarez	CO	Head of Programmes	Madagascar CO
Frederica Andriamanantena	CO	Head of Resilience, Smallholder Agricultural Market Support Activities	Madagascar CO
Rijaso Rakotoarinoroandriamahazo	CO	M&E Officer	Madagascar CO
Mariedonna Ranaivoarivelo	CO	Programme Policy Officer-School Feeding	Madagascar CO
Arisoa Raharinjatovo	CO	Unconditional Resource Transfers Officer	Madagascar CO
Marieme Diaw	CO	Head of Nutrition	Madagascar CO
Herilalaina Rambalo	CO	Monitoring & Evaluation Officer, VAM Unit	Madagascar CO
Famory Traoré	CO	Head of HR	Madagascar CO
Vital Batubilema	CO	Head of the WFP office in Ampanihy	Madagascar CO
FGD with beneficiaries	External FGD	5 participants	CO beneficiaries
FGD with beneficiaries	External FGD	4 participants	CO beneficiaries, Jardin Porter Miario
Elena Celada	external	Senior Social Protection Specialist	UNICEF
Colonel Faly	external	Coordonateur Général de Projets	Bureau National de Gestion des Risques et des Catastrophes
Tsarahita Ghisbert Rivomanana	external	Ministry MPSPP (social protection) - Directeur Protection Sociale	Government of Madagascar
Achille Razakatoanina	external	Directeur des Activités Post Crises	Intervention Fund for Development
Adeline Razoeliarison Avotiana Randrianarisoa	external	Chef Service Environnement, Climat et Réponses aux Urgences (SECRU)	Government of Madagascar
Randriamanga Théodore	External	Mayor, Fotadrevo	Government of Madagascar
<b>Mozambique country mission</b>			
Pierre Lucas	CO	Deputy Country Director	Mozambique CO
Helga Gunnell	CO	Gender Officer	Mozambique CO
Silvia Pieretto	CO	Activity manager, Disaster Risk Financing	Mozambique CO

Anna Machado	CO	Social Protection Program Policy Officer	Mozambique CO
Sergio Malo	CO	Deputy Activity Manager	Mozambique CO
Christian Grassini	CO	Activity Manager, Resilience	Mozambique CO
Pablo Rodríguez	CO	Food for Assets Officer	Mozambique CO
Marta Guivambo	CO	Senior Program assistant	Mozambique CO
Abigail Mambo	CO	HR Manager OiC	Mozambique CO
Edna Possolo	CO	Activity Manager, Nutrition	Mozambique CO
Johanna Constanza	CO	M&E Team Lead	Mozambique CO
Domingos Rea	CO	Senior Associate RAM unit	Mozambique CO
Marcia Cossa	External	Partnership Development Coordinator	Action Aid
Paulo Tomas	External	National Director of the Division of Development of Arid and Semi-Arid Areas	National Disasters Management Institute (INGD)
Licinia Cossa	External	Head of Extension FAR (Fundo de Fomento e Extensão Rural)	Ministry of Agriculture and Rural Development (MADER)
Rui Brandao	External	Executive Director, Farmer house	AQI
Dario Cipolla	External	Technical Adviser	FAO
Ana Telma	External	SPAE representative	Serviços Provinciais de Actividades Económicas (SPAE)
Julio Maduela	External	Coordinator of the Technical Department	National Disasters Management Institute (INGD)
Edmundo Massueca	External FGD	Head of Data	National Disasters Management Institute (INGD)
Dra Odete	External	Representative of the Provincial Directorate of Agriculture and Fisheries (DPAP)	Directorate of Agriculture and Fisheries (DPAP)
FGD with beneficiaries	External FGD	FGD with small holder farmers (SHF) representatives supported by WFP's Integrated Climate Risk Management (ICRM) activities: 16 participants, 8 females and 8 males	Mozambique beneficiaries, Comunidade de Chcomphende
FGD with beneficiaries	External FGD	FGD with small holder farmer representatives supported by WFP's SAMS activities: 10 participants, 8 females and 2 males.	Mozambique beneficiaries, Futuras Mulheres de Carata
Aderito Celso Aramuge	External	General Director	National Meteorological Institute of Mozambique (INAM)
Mussa Mustafa	External	Deputy Director	National Meteorological Institute of Mozambique (INAM)
<b>South Sudan country mission</b>			
Harald Mannhardt	CO	Deputy Country Director	South Sudan CO
Ernesto Gonzalez	CO	Head of Programme	South Sudan CO

William Nall	CO	Head of Research, Assessment and Monitoring	South Sudan CO
Shakeela Ellahi	CO	Gender Officer	South Sudan CO
Hussein Mahad	CO	Activity manager (Nutrition)	South Sudan CO
Miyuki Yamashita	CO	Activity manager (Safety Net and Resilience)	South Sudan CO
Anna Soper	CO	Activity Manager (FFA)	South Sudan CO
Mervyn Chiumia	CO	Activity Manager (School feeding)	South Sudan CO
Vincent Kiwanuka	CO	Activity Manager (Smallholder Agric. Market Support)	South Sudan CO
Solomon Tihahun	CO	Acting Head of field officer, Rumbek	South Sudan CO
David Lugeron	CO	Acting Head of Programme	South Sudan CO
John Mayol	External	Teal Leader, field partner representative (NPA)	Norwegian People's Aid (NPA)
Dut Mading	External	Agriculture Officer	Plan International
FGD with FFA beneficiaries	External FGD	7 participants (2 females and 5 males), Abeer Boma	Plan International
FGD with Urban Safety Net beneficiaries	External FGD	11 participants (6 females and 5 males), Rumbek centre	Norwegian People's Aid (NPA)
Jacob Mogga	External	Director General for Food Security Policy, Ministry of Agriculture and Food Security	Government of South Sudan
Alemu Manni	External	Senior Economist Advisor	FAO

# Annex XXI. Acronyms and abbreviations

<b>2G CSP</b>	Second Generation Country Strategic Plan
<b>3PA</b>	Three-Pronged Approach
<b>ACL</b>	Asset Creation and Livelihoods
<b>AIMS</b>	Asset Impact Monitoring Systems
<b>APR</b>	Annual Performance Report
<b>ARC</b>	African Risk Capacity
<b>ASAL</b>	Arid and Semi-Arid Land
<b>ASP</b>	Adaptive Social Protection
<b>AU</b>	African Union
<b>BMZ</b>	Federal Ministry for Economic Cooperation and Development
<b>CAR</b>	Climate Adaptation and Risk Management
<b>CBPP</b>	Community-Based Participatory Planning
<b>CCI</b>	Critical Corporate Initiative
<b>CIF</b>	Climate Investment Funds
<b>CO</b>	Country office
<b>COP</b>	Conference of the Parties
<b>CPP</b>	Corporate Planning and Performance
<b>CRF</b>	Corporate Results Framework
<b>CSI</b>	Coping Strategy Index
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DAC</b>	Development Assistance Committee
<b>DCD</b>	Deputy Country Director
<b>DIME</b>	Development Impact Evaluation
<b>DRR</b>	Disaster risk reduction
<b>DRR/M</b>	Disaster risk reduction and management
<b>EB</b>	Executive Board
<b>EPA</b>	Emergency preparedness

<b>EQ</b>	Evaluation Question
<b>EQAS</b>	Evaluation Quality Assurance System
<b>FAO</b>	Food and Agriculture Organization
<b>FCDO</b>	Foreign, Commonwealth and Development Office
<b>FGD</b>	Focus group discussion
<b>FFA</b>	Food Assistance for Assets
<b>FFT</b>	Food Assistance for Training
<b>FIT</b>	Future International Talent
<b>FO</b>	Field office
<b>FSIN</b>	Food Security Information Network
<b>FtMA</b>	Farm to Market Alliance
<b>GALS</b>	Gender Action Learning System
<b>GaM</b>	Gender and Age Marker
<b>GEN</b>	Gender Office
<b>GEWE</b>	Gender equality and women's empowerment
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
<b>GTP</b>	Gender Transformation Programme
<b>HFA</b>	Hyogo Framework for Action
<b>HGSF</b>	Home-Grown School Feeding
<b>HQ</b>	Headquarters
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFI</b>	international financial institution
<b>INGO</b>	International non-governmental organization
<b>IOM</b>	International Organization for Migration
<b>IRG</b>	Internal Reference Group
<b>IRM</b>	Integrated risk management
<b>KII</b>	Key informant interview
<b>LARA</b>	Livelihoods Assets and Resilience Academy
<b>MCHN</b>	Mother and child nutrition
<b>MIC</b>	Middle-income country
<b>MTR</b>	Mid-Term Review
<b>MVI</b>	Multidimensional Vulnerability Index

<b>NBP</b>	Needs-Based Plan
<b>NGO</b>	Non-governmental organization
<b>NUT</b>	Nutrition Division
<b>ODI</b>	Overseas Development Institute
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OEV</b>	Office of Evaluation
<b>P4P</b>	Purchase for Progress
<b>PHL</b>	Post-harvest loss
<b>PICSA</b>	Participatory Integrated Climate Services for Agriculture
<b>PPP</b>	Participatory planning process
<b>PRO</b>	Programme Humanitarian and Development Division
<b>PROC</b>	Climate & Disaster Risk Reduction Programmes Unit
<b>PROF</b>	Food Systems and Smallholder Support Unit
<b>PROP</b>	Emergency and Transitions Unit
<b>PROR</b>	Resilience and Food Systems Service Unit
<b>PROR-F</b>	SAMS & Food Systems Unit
<b>PROR-L</b>	Livelihoods, Asset Creation and Resilience
<b>PROS</b>	Social Protection Unit
<b>PROSPER</b>	Promoting Sustainable Partnerships for Empowered Resilience
<b>PROT</b>	Technical Assistance and Country Capacity Strengthening Service
<b>QA</b>	Quality assurance
<b>R4</b>	Rural Resilience Initiative
<b>RAG</b>	Red-Amber-Green Rating
<b>RAM</b>	Research, Assessment & Monitoring Division
<b>RB</b>	Regional Bureau
<b>RBA</b>	Rome-based agency
<b>RBB</b>	Regional Bureau Bangkok
<b>RBBP</b>	Resilience Building Blocks Project
<b>RBC</b>	Regional Bureau Cairo
<b>RBD</b>	Regional Bureau Dakar
<b>RBJ</b>	Regional Bureau Johannesburg
<b>RBN</b>	Regional Bureau Nairobi

<b>RBP</b>	Regional Bureau Panama
<b>RCA</b>	Resilience Context Analysis
<b>RIMA</b>	Resilience Index Measurement Analysis
<b>RMM</b>	Resilience Monitoring and Measurement
<b>SAMS</b>	Smallholder Agricultural Market Support
<b>SBCC</b>	Social and Behaviour Change Communication
<b>SBP</b>	School-Based Programmes
<b>SD3C</b>	COVID-19, Conflict and Climate Change
<b>SDG</b>	Sustainable Development Goal
<b>SEQ</b>	Sub-Evaluation Question
<b>SER</b>	Summary Evaluation Report
<b>SE Resilience</b>	Strategic Evaluation of WFP Support for Enhanced Resilience
<b>SERS</b>	Subjectively Evaluated Resilience Score
<b>SF</b>	School Feeding
<b>SIPRI</b>	Stockholm International Peace Research Institute
<b>SLP</b>	Seasonal Livelihood Programming
<b>SO</b>	Strategic Objective
<b>TFRR</b>	Trust Fund for Rural Resilience
<b>TL</b>	Team Leader
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSCDF</b>	United Nations Sustainable Development Cooperation Framework
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>USAID</b>	United States Agency for International Development
<b>US\$</b>	United States dollar
<b>VSL</b>	Village Savings and Loans
<b>WFP</b>	World Food Programme

**WHS**

World Humanitarian Summit

# Annex XXII. Bibliography

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