



WFP EVALUATION

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

Centralized evaluation report – Volume II annexes

OEV/2022/021
Office of Evaluation



**World Food
Programme**

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May 2023

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The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. 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

1. 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.

1 SUBJECT AND FOCUS OF THE EVALUATION

2. Climatic and non-climatic shocks and stressors are among the main drivers of hunger and malnutrition in the world. WFP's work to prevent, mitigate and prepare for disasters, and to prepare for, respond to, and recover from climate shocks and stresses is central to its mandate to achieve hunger.
3. The evaluation covers two policies: the WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (hereinafter referred to as DRR/M policy) and the Climate Change Policy approved respectively by the Executive Board (EB) in April 2011 and February 2017. The two policies will be examined concurrently with due attention given to the areas of convergence and difference between them. Separate recommendations will be made for each policy.

2 OBJECTIVES AND USERS OF THE EVALUATION

4. WFP evaluations serve the dual objectives of accountability and learning.
 - **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.
 - **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 policies were approved. It will also consider the recent context of the WFP Strategic Plan 2017-2021 as well as the current WFP Strategic Plan 2022-2025.
5. An assessment of the two policies from a Gender Equality and Women's Empowerment (GEWE) and inclusion perspectives more broadly will also be undertaken.
6. The target users of the evaluation are: i) the Climate & Disaster Risk Reduction Programmes 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) United Nations agencies; vii) donors; viii) host governments of countries where WFP operates; and ix) local community members/leaders where DRR/M and/or climate change initiatives are being implemented, as well as beneficiaries of these initiatives.

3 KEY EVALUATION QUESTIONS

7. The evaluation will address the following three key questions:

QUESTION 1: How good are the Disaster Risk Reduction and Management and Climate Change Policies?

8. The evaluation will assess to what extent the DRR/M and Climate Change Policies meet the criteria for policy quality in WFP. It will also assess to what extent each policy is coherent with: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental-and

United Nations System wide changes; and iii) WFP's position and approaches within the nexus and gender equality, equity and inclusion approaches.

QUESTION 2: What are the results of the DRR/M and Climate Change Policies?

9. The evaluation will assess the extent to which: i) the DRR/M policy contributed to reducing disaster risk and strengthening resilience; ii) the Climate Change Policy contributed to results at country level; iii) each policy enabled gender transformative, inclusive and equitable results; vi) results achieved are sustainable.

QUESTION 3: What has enabled or hindered results achievement from the DRR/M and Climate Change policies?

10. The evaluation will assess the extent to which: i) the policies receive support and prioritization by senior management and have clear corporate responsibilities and assigned accountabilities; ii) each policy had adequate financial resources for its implementation; iii) the guiding principles stated in the Climate Change Policy have enabled policy implementation; iv) guidance to implement each policy was developed and used; v) the policies had robust results frameworks, monitoring and reporting systems in place; vi) partnerships were developed and nurtured to achieve results in these policy areas; vii) technology and innovation were used to maximise results achievement; viii) results were enabled/hindered by internal versus external factors. It will also assess what external factors and drivers of change were in place to promote DRR/M.

4 SCOPE, METHODOLOGY AND ETHICAL CONSIDERATIONS

11. The scope of the evaluation is global in nature and will include an examination of WFP's policies on DRR/M and Climate Change. The evaluation will assess results achieved from 2011 (approval of WFP DRR/M policy) to October 2022 with an emphasis on the 2017-2022 period. The scope of the evaluation was further elaborated during the inception phase and informed by a detailed evaluability assessment, as part of the overall evaluation design to be developed by the evaluation team. The methodology adopted a mixed approach combining qualitative and quantitative data. Within this approach, the evaluation will employ multiple methods of data collection including:

- Literature review of DRR/M and Climate Change and review of internal documents
- Synthesis of evaluations, audits and lessons learned
- Analysis of WFP administrative data
- Key-informant interviews
- Focus group discussions.

12. Systematic data triangulation across different sources and methods will be carried out to validate findings and minimize bias in the evaluative judgement. While having a strategic, global outlook, the evaluation will zoom in to a purposefully selected number of countries that represent the wide spectrum of DRR/M and CCA 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.

13. 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.

5 ROLES AND RESPONSIBILITIES

5.1 Evaluation Team

14. The evaluation will be conducted by a team of independent consultants with strong capacity in undertaking complex global, policy evaluations. Additionally, the team has familiarity with DRR/M and

climate change concepts in both humanitarian and development contexts as well as experience with evaluations in the United Nations system.

5.2 OEV Evaluation Manager

15. The evaluation is managed by WFP Office of Evaluation with Deborah McWhinney as evaluation manager and Arianna Spacca providing research and data analysis support. 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. 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.

5.3 Stakeholders

16. 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, implementing partners and other United Nations agencies will be consulted during the evaluation process.

6 COMMUNICATION

17. 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 Bureaux and the Country Offices, during a debriefing session at the end of the data collection phase in October 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.

7 TIMING AND KEY MILESTONES

Inception Phase: March-June 2022

Data collection: June-October 2022

Debriefing: October 2022

Analysis and reporting: November 2022 – March 2023

Stakeholder Workshop: January 2023

Executive Board: June 2023

Annex II. Evaluation timeline

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

Key action		By Whom	TOR Timeline	Revised Timeline
Phase-4 – Reporting			Nov 2022 – Feb 2023	Nov 2022 – April 2023
ER Draft 1	Clearance to circulate revised ER for IRG comments	DDoE	Jan 9-11, 2023	19 Jan
	Stakeholder comments on the draft ER	IRG	Jan 12-25, 2023	20 Jan – 6 Feb
	Consolidate and share comments with TL	EM	Jan 26, 2023	31 Jan and 7 Feb
	Stakeholder workshop		Jan 31- Feb 2 2023	1-3 Feb
ER Draft 2	Submit draft ER (D2)	TL	Feb 8, 2023	14 Feb
	EM/RA quality assurance on ER D2	EM/RA	Feb 9-10, 2023	15-17 Feb
	Submit revised D2	ET		23 Feb
	EM/RA quality assurance on ER D2	EM/RA		24 Feb- 2 Mar
	DDoE quality assurance on ER D2	DDoE	Feb 13-15	3-6 Mar
ER Draft 3	Submit final draft ER (D3)	TL	Feb 20, 2023	9 Mar
	Review and submit final draft (D3) ER for approval	EM/RA	Feb 22, 2023	10-14 Mar
	DDoE D3 ER review and approved	DDoE	Feb 22-23, 2023	15-17 Mar
SER D0	Submit D0 SER	EM	Mar 1, 2023	5 Mar
	Review D0 SER	DDoE	Mar 2-6 2023	6-12 Mar
SER D1	Submit D1 SER following DDoE comments	EM	Mar 8, 2023	17 Mar
	Validation of SER by TL	TL		13-16 Mar
	D1 SER to DDoE for clearance to share with OPC	DDoE	Mar 9-12, 2023	18-21 Mar
	OPC comment window	OPC	Mar 14-27, 2023	22-31 Mar
SER D2	Address OPC comments in final draft SER (D2)	EM/RA (seeking inputs from TL as required)	Mar 30, 2023	1-3 April
FINAL SER	Review of final SER	DDoE	Mar 31- April 3, 2023	4-5 April
	Clarify last points as needed DDOE +EM + TL	DDOE +EM + TL	April 4, 2023	1-4 April
	Approve final SER	DDoE		5 April
	Submission of SER to EB Secretariat	EM	Apr 6, 2023	6 April
	Submission of approved ER for editing	EM		6 April
Phase 5 Executive Board (EB) and follow-up				
	Submit SER/rec to CPP for MR + SER for editing and translation	EM		6 April
	Formatting and posting approved ER	EM/Comms	April 2023	May
	Dissemination, OEV websites posting, EB Round Table, among other activities	EM	May-June 2023	May-June 2023
	Presentation of Summary Evaluation Report to the EB	DDoE	June 20-24, 2023	June 26-30, 2023
	Presentation of management response to the EB	CPP	June 20-24, 2023	June 26-30, 2023

Annex III. Evaluation matrix

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
EQ1. How good are the Disaster Risk Reduction and Management and Climate Change Policies (criteria: relevance, coherence)			
1.1 To what extent does the DRR/M policy meet the criteria for policy quality in WFP? (Relevance)			
1.2 To what extent does the CC policy meet the criteria for policy quality in WFP? (Relevance)			
<i>(TOC: A2, A3)</i>			
1.1.1/1.2.1 To what extent have the DRR/M and CC policies and subsequent guidance each provided a clear conceptual framework, mid- to long-term vision, theory of change (or pathways), implementation strategy, action plan, results framework (with target and milestones)?	Presence of a clear conceptual framework, ToC, mid- to long-term visions and results framework (with targets and milestones), implementation strategy, action plan in the policy and in subsequent guidance.	DOCUMENTATION: DRR/M and Climate Change Policies Guidance, manuals and supporting material	Document review Internal KIIs Text analysis
1.1.2/1.2.2 To what extent have the policies and subsequent guidance included a relevant context analysis and defined the scope of WFP's responsibilities and prioritized areas of intervention?	Existence of a context analysis in the policy Extent to which context analysis is based on substantive and comprehensive evidence Extent to which evolving internal and external contexts are taken into account in the policy guidance. Extent to which the scope of WFP activities and priorities are clearly defined in the policy and subsequent guidance Policy and related guidelines benefitted from broad internal consultation process (at HQ, RB, CO level) and proactive dissemination	Other policy documents Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025) Corporate Results Framework Wider United Nations and other external documents STAKEHOLDERS: HQ divisions Senior Management and Executive Board Regional and country offices National partners	Document review Internal KIIs External KIIs Comparative learning exercise

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
		International partners	
<p>1.3 To what extent is each policy coherent with the following?: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental and United Nations System wide changes; iii) the WFP position and approaches within the humanitarian-development-peace nexus; and iv) the gender equality, equity and inclusion approaches? (Coherence) (TOC: A1)</p>			
<p>1.3.1 To what extent are DRR/M / CC policies aligned with the WFP Strategic Plan(s) and other relevant WFP corporate policies or normative frameworks?</p>	<p>Extent to which DRR/M / CC policies specify objectives/actions related to their WFP Strategic contexts</p> <p>Extent to which the WFP Strategic Plans specify an approach / programmatic areas related to DRR/M / CC policies</p> <p>Number of references to the DRR/M / CC policies in corporate policies (e.g. gender, resilience)</p> <p>Number of references to WFP corporate policies in DRR/M / CC policies</p> <p>Number of references to DRR/M / CC policies in WFP Strategic plans</p> <p>Degree of consistency between DRR/M / CC policies and normative frameworks</p>		<p>Document review</p> <p>Text analysis (for i)</p>
<p>1.3.2 To what extent is each policy coherent with related United Nations System initiatives and with intergovernmental initiatives?</p>	<p>Number of references in policies and subsequent guidance to United Nations system and intergovernmental initiatives</p> <p>Extent of WFP's participation in United Nations system and intergovernmental initiatives on DRR/M and CC</p> <p>Number of joint projects and programmes with other actors participating in such initiatives</p>		<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
1.3.3 To what extent is each policy coherent with WFP's position and activities within the triple nexus approach (peace – humanitarian–development)?	Extent to which DRR/M / CC policies and subsequent guidance demonstrate and promote linkages across humanitarian, development and peace sectors.		Desk Review Internal KIIs External KIIs
1.3 How coherent is the Disaster Risk Reduction and Management Policy with the Climate Change Policy? How coherent is each policy with the policy on Building Resilience for Food Security and Nutrition? (Coherence) (TOC: A1)			
1.4.1 To what extent are the orientations (definitions, objectives, priority areas, principles) consistent and coherent between the two policies?	Extent to which the orientations between the two policies are aligned Number of references to the DRR/M policy within the CC policy, and vice versa Extent to which the DRR/M / CC policies promote and contribute to integrated risk analysis Extent to which DRR/M / CC policies address cumulative risks		Document review Text analysis
1.4.2 To what extent are the orientations (definitions, objectives, priority areas, principles) consistent and coherent between the DRR/M / CC policy and the Resilience Policy?	Degree of alignment between the orientations defined of the DRR/M and CC policies and those of the Resilience Policy Number of references to the DRR/M and CC policies within the Resilience Policy, and vice versa Areas of convergence and divergence between the DRR/M / CC policy and the Resilience Policy?		Document review Text analysis Internal KIIs
EQ2. What results have the DRR/M and Climate Change policies achieved (criteria: effectiveness, sustainability)?			
2.1 To what extent has the DRR/M policy contributed to reducing disaster risk and strengthening resilience to shocks through activities such as the following: analysis, assessment and monitoring; emergency preparedness and response; building resilience; capacity strengthening; coordination and leadership? (Effectiveness)			

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
2.1.1 What are the main results / outcomes achieved through the operationalization of DRR/M policy?	<p>Extent to which the activities/ programme priority areas of the DRR/M policy have been integrated within CSPs</p> <p>Number of beneficiaries reached with DRR/M-related activities</p> <p>Number of references in CSPs and ACRs to prevention, preparedness and mitigation</p> <p>Number of beneficiaries reached with prevention, preparedness and mitigation</p> <p>Food Consumption Score (FCS)</p> <p>Coping Strategy Index (CSI)</p> <p>Community Asset Score (CAS)</p> <p>Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base (ABI)</p> <p>Proportion of the population in targeted communities reporting environmental benefit (EBI)</p> <p>Effectiveness of resilience-enhancing and risk management financial instruments</p>	<p>DOCUMENTATION:</p> <p>Annual Performance Reports</p> <p>Evaluations, audits and lessons learned</p> <p>Country Strategic Plans</p> <p>Annual Country Reports</p> <p>STAKEHOLDERS:</p> <p>Senior Management and Executive Board</p> <p>HQ divisions</p> <p>Regional and country offices</p> <p>National partners</p> <p>International partners</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Text analysis</p> <p>Field observations</p>
2.1.2 To what extent has the DRR/M policy facilitated WFP's contribution to the Sendai Framework?	<p>Reported indicators to Sendai monitoring processes</p> <p>Perceived contributions of the policy to WFP's work within the Sendai Framework</p> <p>Perceived value of WFP's work within the Sendai Framework</p>	<p>DOCUMENTATION:</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Framework</p> <p>Annual Performance Reports</p>	<p>Document review</p> <p>Internal KIIs</p> <p>Field observations</p> <p>External KIIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
		STAKEHOLDERS: Senior Management and Executive Board HQ divisions Regional and country offices National partners International partners	Comparative learning exercise
2.2 To what extent has the Climate Change Policy contributed to results in the following areas: food security and nutrition analysis, anticipatory action and climate services; emergency preparedness, response and recovery; and building community resilience, risk reduction, social protection and adaptation. (Effectiveness)			
2.2.1 What are the main results / outcomes achieved through the operationalization of the CC policy?	Extent to which the activities/ programme priority areas of the CC policy have been integrated within CSPs Number of beneficiaries reached with CCA-related activities. Number of references in CSPs and ACRs to adaptation and adaptive capacities Number of beneficiaries reached with anticipatory actions related to CC Food Consumption Score (FCS) Coping Strategy Index (CSI) Community Asset Score (CAS) Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base (ABI) Proportion of the population in targeted communities reporting environmental benefit (EBI)	DOCUMENTATION: Annual Performance Reports Evaluations, audits and lessons learned Country Strategic Plans Annual Country Reports STAKEHOLDERS: Senior Management and Executive Board HQ divisions Regional and country offices Beneficiaries National partners International partners	Document review Internal KIIs External KIIs Text analysis Field observations

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
	<p>Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks (CCS)</p> <p>Effectiveness of resilience-enhancing and risk management financial instruments</p>		
<p>2.2.2 To what extent does the Climate Change Policy contribute to SDG13?</p>	<p>Number of references in CSPs and ACRs to strengthening national capacities/ providing technical assistance to governmental bodies to fulfil their climate related engagements /strengthening advocacy at national and international levels /reducing vulnerability and strengthening capacities of the most food-insecure communities to address the impacts of climate change on hunger/sharing learning among aid community</p> <p>Perceived contribution of the policy to the expansion of strengthening national capacities/ providing technical assistance to governmental bodies to fulfil their climate related engagements /strengthening advocacy at national and international levels /reducing vulnerability and strengthening capacities of the most food-insecure communities to address the impacts of climate change on hunger / sharing learning among aid community</p> <p>Perceived value of WFP's work in this area</p>	<p>DOCUMENTATION:</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Framework</p> <p>Annual Performance Reports</p> <p>Evaluations, audits and lessons learned</p> <p>Wider United Nations and other external documents</p> <p>STAKEHOLDERS:</p> <p>HQ Divisions</p> <p>Regional and country offices</p> <p>National partners</p> <p>International partners</p>	<p>Document review</p> <p>Internal KIIs</p> <p>Text analysis</p> <p>Field observations</p> <p>External KIIs</p> <p>Comparative learning exercise</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
<p>2.3 To what extent has each policy enabled gender transformative, inclusive and equitable results? (Equity, AAP, GEWE)</p> <p>2.3.1 To what extent have gender transformative, inclusive and equity issues been integrated within the DRR/M and Climate Change Policies and subsequent guidance?</p>	<p>Number of references to gender transformative, inclusive and equity issues, including equivalent or similar older terminology, in each policy</p> <p>Extent to which gender staff has been involved in the design and implementation of the policies</p> <p>Timing in the design and implementation process at which gender staff was consulted</p> <p>Technical capacity of gender staff on DRR/M and CCA issues</p>	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change Guidance, manuals and supporting material</p> <p>Other policy documents</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Framework</p> <p>STAKEHOLDERS:</p> <p>Senior Management and Executive Board</p> <p>HQ divisions</p> <p>Regional and country offices</p>	<p>Document review</p> <p>Text analysis</p> <p>Internal KIs</p>
<p>2.3.2 To what extent have gender transformative, inclusive and equity issues been integrated at an operational level with DRR/M and CCA activities?</p>	<p>Number of references to considerations of gender, inclusion and equity in DRR/M and CCA-related activities in CSPs and ACRs</p> <p>Gender balance in programme teams implementing DRR/M and CCA</p> <p>Perception of WFP's consideration of gender, inclusion and equity at the operational level</p> <p>Extent to which gender, inclusion and equity issues are integrated into</p>	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change policy</p> <p>Guidance, manuals and supporting material</p> <p>Country Strategic Plans</p> <p>Annual Performance Plans</p> <p>STAKEHOLDERS:</p>	<p>Document review</p> <p>Text analysis</p> <p>Internal KIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
	monitoring and reporting tools of activities related to DRR/M and CCA	Senior Management and Executive Board HQ divisions Regional and country offices National partners	
2.4 To what extent are the results achieved sustainable? (Sustainability)			
2.4.1 To what extent have the DRR/M and the Climate Change Policies and tools developed to operationalize them encouraged sustainable results? In what ways? (For example, through participatory approaches, awareness-raising, institutional capacity strengthening, and others)	<p>Presence of guidance on sustainability of results in policy or subsequent guidance</p> <p>Extent to which systematic analysis have enhanced the sustainability of interventions related to the two policies</p> <p>Level of participation, involvement and ownership of communities and governments in activities related to the DRR/M and CC policies</p> <p>Extent to which WFP has supported governments to institutionalize DRR/M and CCA</p> <p>Extent to which activities related to DRR/M and CC policies have enabled communities and governments to replicate activities</p>	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change policy</p> <p>Guidance, manuals and supporting material</p> <p>Other policy documents</p> <p>Country Strategic Plans</p> <p>Annual Performance Plans</p> <p>STAKEHOLDERS:</p> <p>Senior Management and Executive Board</p> <p>Regional and country offices</p>	Document review
EQ3. What has enabled or hindered the achievement of results from the DRR/M and Climate Change Policies (criteria: relevance, coherence)? (TOC: A4, A5, A6, A7, A8, A9)			
3.1 To what extent did the policies receive support from, and prioritization by, senior management and to what extent have clear corporate responsibilities and accountabilities been assigned? (Relevance, Coherence) (TOC: A11, A12, A13, A14, A15, A16)			

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
3.1.1 To what extent are the corporate responsibilities and assigned accountabilities defined for both policies, at HQ, RB and CO levels	<p>Presence of clear roles and responsibilities for implementation of the policy</p> <p>Clarity on respective focal points at organizational levels</p>	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change policy</p> <p>Guidance, manuals and supporting material</p> <p>STAKEHOLDERS:</p> <p>HQ divisions</p> <p>Senior Management and Executive Board</p> <p>Regional and country offices</p>	<p>Document review</p> <p>Internal KIIs</p>
3.1.2 To what extent were the two policies supported and prioritized, by WFP management? Were these managers sufficiently numerous and qualified on these topics?	<p>WFP management engagement in the policies</p> <p>Technical background of WFP senior management engaged in the policies</p> <p>Extent to which senior management has initiated related activities</p>	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change policy</p> <p>Guidance, manuals and supporting material</p> <p>STAKEHOLDERS:</p> <p>Senior Management</p> <p>Management across the organisation, including (Deputy) Country Directors, Head of related programming units</p>	<p>Document review</p> <p>Internal KIIs</p>
3.2 To what extent were there adequate financial and human resources available to implement each policy? (Coherence)			
3.2.1 How did allocation of financial resources evolve over the period? What resource-related opportunities, threats and challenges were there?	Extent to which the policy identifies needs for additional resources and guidance on how to acquire them	<p>DOCUMENTATION:</p> <p>DRR/M and Climate Change policy</p>	<p>Document review</p> <p>Internal KIIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
	<p>Presence of analysis of current and potential financial resources for activities identified in the policy and guidance</p> <p>Reported change in funding for related activities in CSPs</p> <p>Ratio financial resources planned vs. actual</p> <p>USD value of funds raised with a climate risk reduction objective</p>	<p>Guidance, manuals and supporting material</p> <p>Other policy documents</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Framework</p> <p>Annual Country Reports</p>	
<p>3.2.2 What has been WFP's fundraising strategy for each policy (resource mobilization strategy, source of funds, diversification)? What internal practices have helped to strengthen and secure the financial resources allocated? What funding was earmarked? What solutions were adopted by WFP to resolve earmarking constraints? To what extent is the funding raised through WFP or through governments?</p>	<p>Reported fundraising strategy</p> <p>Composition of funding for related activities</p> <p>Roles and responsibilities for WFP staff with regard to funding of related activities</p>	<p>STAKEHOLDERS:</p> <p>HQ divisions</p> <p>Senior Management and Executive Board</p> <p>Regional and country offices</p>	
<p>3.2.3 To what extent do WFP and implementing partners' staff understand the two policies and are they capable of implementing them? Were training and training tools developed? Did staff turnover impact institutional capacities?</p>	<p>Internal familiarity with each policy</p> <p>External familiarity with each policy</p> <p>Technical capacity of WFP staff</p> <p>Presence of manuals and workshop material developed for training of internal and partner's staff on related topics</p> <p>Extent to which WFP staff have been trained and supported to implement DRR/M / CC policies.</p> <p>Extent to which staff turnover is perceived as a hindering factor</p>	<p>DOCUMENTATION:</p> <p>Guidance on policy implementation</p> <p>STAKEHOLDERS:</p> <p>HQ divisions</p> <p>Senior Management and Executive Board</p> <p>Regional and country offices</p> <p>National partners</p> <p>International partners</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
	Presence of analysis of current and potential human resources for activities identified in the policy and guidance		
3.3 To what extent was guidance to implement the policies developed and used? (Coherence)			
3.3.1 What guidance, manuals, tools and trainings have been developed by WFP to support the implementation of each policy at all levels? How coherent are they with each other? Have they been shared between RBs?	Presence of guidance for policy implementation Perceived value of guidance for policy implementation Availability of guidance to staff in need Extent to which guidance is also integrated across regions Number of inter-regional or country platforms for sharing/exchanging Relative level of internal coordination for guidance for policy implementation Level of collaboration for the creation of guidance for policy implementation Extent to which good practices and guidance were shared between RBs	DOCUMENTATION: Guidance, manuals and supporting material Wider United Nations and other external documents STAKEHOLDERS: Senior Management and Executive Board	Regional and country offices Document review Internal KIIs Comparative learning exercise KIIs
3.4 To what extent were robust results frameworks, monitoring and reporting systems, including appropriate indicators to monitor progress, in place and used? (Coherence)			
3.4.1 Have the results frameworks enabled a rigorous monitoring and reporting system?	Extent to which the defined results framework has been integrated in the CRF Number of indicators for related activities that is reported on Perceived value of reporting on related activities against the CRF	DOCUMENTATION: Corporate Results Frameworks Annual Performance Reports Country Strategic Plans Annual Performance Plans Annual Country Reports	Document review Internal KIIs

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
	<p>Extent to which the indicators are used for reporting</p> <p>Perceived complexity of integrating DRR/M reporting with other activities</p> <p>Extent to which reported indicators led to WFP action</p> <p>Presence of enabling and hindering factors</p> <p>Extent to which enabling and hindering factors are addressed in each policy</p>	<p>STAKEHOLDERS:</p> <p>Senior Management</p> <p>Regional and country offices</p>	
<p>3.4.2 To what extent have COs been able to collect evidence of activities implemented under the DRR/M policy achieving results in terms of reducing disaster risk and strengthening resilience? Are they based on the CRF indicators? What are the challenges?</p>	<p>Reported indicators on DRR/M activities</p> <p>Perceived value of reporting on DRR/M activities against the CRF</p> <p>Extent to which reported indicators are used</p> <p>Perceived complexity of integrating DRR/M reporting with other activities</p>	<p>DOCUMENTATION:</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Frameworks</p> <p>Annual Performance Reports</p> <p>Country Strategic Plans</p> <p>Annual Country Reports</p> <p>STAKEHOLDERS:</p> <p>Senior Management and Executive Board</p> <p>HQ divisions</p> <p>Regional and country offices</p>	<p>Document review</p> <p>Internal KIIs</p>
<p>3.4.3 To what extent have COs been able to collect evidence of activities implemented under the CC policy achieving results in</p>	<p>Reported indicators on CCA activities</p> <p>Perceived value of reporting on CCA activities against the CRF</p>	<p>DOCUMENTATION:</p>	<p>Document review</p> <p>Internal KIIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
<p>terms of adapting to climate change? Are they based on the CRF indicators? What are the challenges?</p>	<p>Extent to which reported indicators are used</p> <p>Perceived complexity of integrating CC reporting with other activities</p>	<p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Corporate Results Frameworks</p> <p>Annual Performance Reports</p> <p>Country Strategic Plans</p> <p>Annual Country Reports</p> <p>STAKEHOLDERS:</p> <p>Senior Management and Executive Board</p> <p>HQ divisions</p> <p>Regional and country offices</p>	
<p>3.5 To what extent were partnerships developed and nurtured to achieve results in these policy areas? (Effectiveness, Coherence)</p>			
<p>3.5.1 To what extent were partnerships developed in the CSPs and based on the added value of each partner to best implement each policy? What evolutions were considered over the period? What worked well or not?</p>	<p>Number of operational partnerships</p> <p>Number of research partnerships</p> <p>Number of partnerships with national governments</p> <p>Number of partnerships with international organizations</p> <p>Participation in working groups and national platforms for collaboration and coordination of activities in the related areas</p>	<p>DOCUMENTATION:</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Annual Performance Reports</p> <p>Country Strategic Plans</p> <p>Annual Performance Plans</p> <p>Annual Country Reports</p> <p>STAKEHOLDERS:</p> <p>Regional and country offices</p> <p>National partners</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Comparative learning exercise</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
International partners			
3.6 What external factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders) were in place to promote DRR/M and CCA? (Effectiveness, Coherence) (TOC: A17, A18)			
3.6.1 What external factors and drivers of change have had an impact on promoting DRR/M / CCA? (For example, Covid-19, conflicts, economic or environmental crisis, international commitments, leadership of national or regional authorities, leadership of international stakeholders)	<p>Reported factors affecting the implementation of DRR/M activities</p> <p>Reported factors affecting the implementation of CCA activities</p>	<p>DOCUMENTATION:</p> <p>Annual Performance Reports</p> <p>Annual Country Reports</p> <p>STAKEHOLDERS:</p> <p>HQ divisions</p> <p>Senior Management and Executive Board</p> <p>Regional and country offices</p> <p>National partners</p> <p>International partners</p>	<p>Document review</p> <p>Internal KIs</p>
3.7 To what extent were technology and innovation used to maximize achievement of results? (Effectiveness, Coherence)			
3.7.1 What technology and innovations were used to maximize achievement of results?	<p>Number of reported technologies used for the implementation of related activities</p> <p>Number of reported innovations used for the implementation of related activities</p> <p>Number of partnerships for technologies</p> <p>Number of partnerships for innovations</p>	<p>DOCUMENTATION:</p> <p>Strategic Plans (2008-2013, 2014-2017, 2017-2021, 2022-2025)</p> <p>Guidance, manuals and supporting material</p> <p>Country Strategic Plans</p> <p>Annual Performance Reports</p> <p>STAKEHOLDERS:</p> <p>HQ divisions</p>	<p>Document review</p> <p>Internal KIs</p>

Dimension of analysis	Lines of inquiry/Indicators	Main sources of data	Data collection tools
		Regional and country offices Beneficiaries	
3.8 To what extent were results enabled/hindered by internal versus external factors? (Effectiveness, Coherence)			
3.8.1 What internal factors have enabled / hindered results? (For example, level of ownership; level of capacities; level of organization; sharing of information; level of integration)	Reported internal factors affecting the results of related activities	DOCUMENTATION: Annual Performance Reports Annual Country Reports	Document review
3.8.2 What external factors have enabled / hindered results? (For example, existing communication tools)	Reported external factors affecting the results of related activities	STAKEHOLDERS: HQ divisions Senior Management and Executive Board Regional and country offices National partner International partners	Internal KIIs

Annex IV. Theory of change

Introduction

18. The Theory of Change (ToC) is a central tool to understand and evaluate the process behind the long-term results of any type of intervention. It enables the Evaluation Team to focus on each level of the underlying logical process and identify the assumptions that were intended to facilitate the change process. As neither the DRR/M nor the climate change policies include a logic model or ToC, the Evaluation Team constructed a joint ToC as a tool for this evaluation in consultation with internal stakeholders.
19. The ToC is based on the ET's understanding of how the policies on DRR/M and climate change lead to change and contribute to achieving the strategic objectives defined in the WFP Strategic Plan 2017-2021.¹ Reference is made to the original CRF 2017-2021 because it is the version used for the development of the first generation of country strategic plans, which play a key role in the implementation of each policy.² The ToC also draws on the data collected during the inception phase, including the Headquarters briefing, inception missions and document review.
20. The integration of both thematic areas in one ToC was both necessary³ and challenging. Disaster risk and climate risk are overlapping phenomena, just as DRR/M and climate change adaptation are closely related concepts and include many similar practices. This has also proven to be the case in WFP's interventions. The ToC recognizes the related, yet separate nature of the policies and illustrates their areas of overlap and differences.
21. The areas of intervention of the policy on Building Resilience for Food Security and Nutrition, which is subject to a parallel policy evaluation, are linked on different levels to those within the scope of this evaluation.⁴ Yet, to ensure clarity regarding the areas covered by the DRR/M and CC policies, details on the convergence with respect to the Resilience Policy have not been included in the final ToC. During the data collection phase, the ET considered areas of intervention related to the Resilience Policy to be in the margins of the scope of the evaluation and focused on their integration with the interventions within the scope of this evaluation and joint results. This was meant to add value in two ways: by broadening the ET's understanding of the implementation context of DRR/M and CCA interventions and by informing the evaluation of WFP's Resilience Policy. A similar approach was taken by team evaluating the Resilience Policy.
22. The DRR/M and Climate Change ToC is divided into three spheres of action: the sphere of control, the sphere of influence and the sphere of interest. This structure helps to frame the steps in the change process and shows the policies' varying degree of overlap in each of them. It was also meant to enable later discussions regarding the relationship with the change process that were identified in the evaluation of the Resilience Policy.
23. Both the policies and areas of intervention are within WFP's sphere of control. Among other factors, such as funding and staff capacity, the policies' quality influences WFP's ability to implement interventions and generate change. WFP's implementation process makes up the first layer of activities in this framework. This includes all the work that was required to implement DRR/M and climate change related interventions and contribute to the envisioned outputs. Enabling and hindering factors of the implementation process are listed and assumptions are formulated to establish the optimal conditions for successful implementation. The subsequent interventions are

¹ "WFP Strategic Plan (2017-2021)" (WFP/EB.2/2016/4-A/1/Rev.2).

² "WFP Corporate Results Framework (2017-2021)" (WFP/EB.2/2016/4-B/1/Rev.1)

³ Focusing on both policies in one evaluation was discussed and agreed with PRO-C. It was also presented in the TOR, which was shared for feedback.

⁴ Policy on Building Resilience for Food Security and Nutrition" (WFP/EB.A/2015/5-C).

drawn directly from the information in the policies and are referred to as 'DRR/M and CC areas of intervention'.

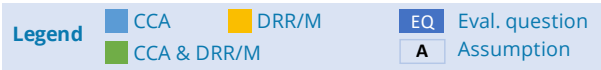
24. Their representation presents both the different areas of related interventions (horizontally) and how parts of the interventions within each area are divided between the policies (vertically).⁵ For example, both policies mention food security and vulnerability analysis, and the DRR/M policy covers such analyses for non-climatic hazards. Likewise, both policies make reference to Emergency Preparedness and Response (EPR), but the DRR/M policy focusses on the intervention itself whereas the CC policy aims at understanding "how climate change might alter the needs of local communities and to apply this understanding to enhancing emergency preparedness and response capacities". Each area is mapped against the Strategic Results from the Strategic Plan (2017-2021).
25. The sphere of influence consists of the Strategic Outcomes and Strategic Results from the Strategic Plan 2017-2021 and corresponds with the proposed related strategic outcomes and strategic results as identified and shared by OEV during the HQ Briefings. The ET chose to use the Strategic Plan as a basis for the ToC to increase the evaluability of the process by illustrating how DRR/M and CCA related interventions are integrated into WFP's integrated risk management (IRM) approaches.
26. The long-term results of the policy are defined within WFP's sphere of interest. These are the long-term objectives that the policies contribute to, but on which WFP has less control and influence. The assumptions are summarised in Table 11 and are to be considered an integral part of the theory of change. They function as a list of prerequisites for the expected change to take place and will be assessed within the evaluation process. The evaluation questions that the evaluation seeks to answer are depicted at their most appropriate level or position in the theory of change.
27. Across the Theory of Change, references are made to the EQs as well as to the assumptions that are made to allow for the logical process from the policies to the results to take place. Table 11 summarizes these assumptions. They are formulated as hypotheses and will be assessed by the ET during the data collection phase. Linking the logical process of the ToC with the EQs and the assumptions will allow the ET to understand and analyse each step of the process in more detail.

⁵ The "areas of intervention" section of the theory of change shows the thematic and non-thematic (in italics) interventions mentioned on page 22 of the DRR/M policy and pages 18-21 of the CC policy. WFP and the evaluation team acknowledge that other interventions that are not 'prioritized' in DRR/M policy may also be influenced by it.

Figure 1 – Theory of change for the evaluation of WFP’s DRR/M and Climate Change Policies

Areas of intervention

Areas of intervention specific to DRR/M policy	Common areas	Areas of intervention specific to Climate Change policy
<i>Incl. Improving capacity to analyze links between disaster risk, hunger, climate variability and change, conflict and others</i>	Food security analysis	
+ non-climatic hazards	Social protection and safety nets	
Emergency Preparedness and Response (<i>inc. interagency/in humanitarian system</i>)	Emergency preparedness and response	+ Climate-informing Emergency Preparedness and Response
	Early Warning and Early action	+ Anticipatory Action and Forecast-based Finance
<i>Asset creation, local purchase, and other food assistance tools that build (community-level) disaster resilience</i>	Community-level resilience-building	FFA for irrigation, sustainable (adaptive) livelihoods, rural infrastructure
To national DRM and food security policies and Hyogo/Sendai process	Policy support (national, regional, global) and capacity-building	To national climate change policies (inc. NAPs and NDCs) and climate finance services; to the UNFCCC and other international and regional processes
<i>Consolidate partnerships for learning on DRR/M</i>		Stoves and safer energy sources
<i>Improve monitoring and evaluation of the impact and cost effectiveness of DRR</i>		Climate services
		Risk finance and insurance

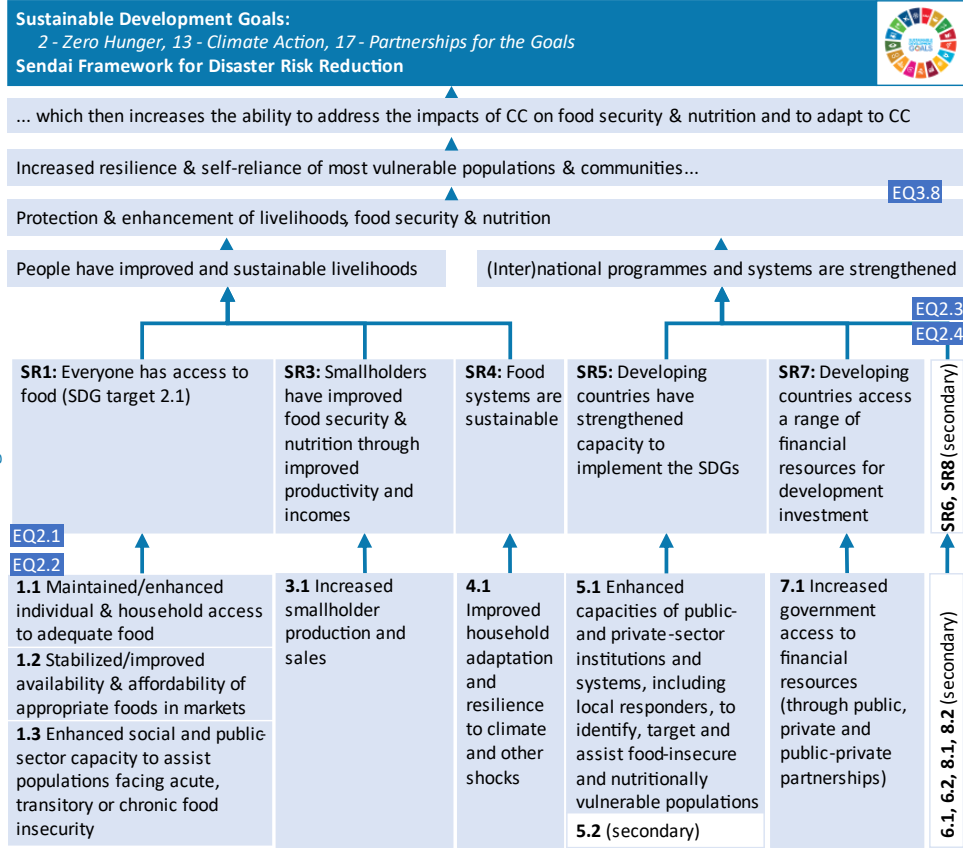


External Context

- A17** Security context
- A18** Disasters

- EQ3.6
- EQ3.7
- EQ1.3.3

Sphere of interest



Implementation Context

- A11** Beneficiary needs
- A12** Other humanitarian actors
- A13** Sendai Framework
- A14** Donors
- A15** Technology

EQ3.1

Sphere of influence

A10 GEWE considerations

DRR/M-specific activities*	Common activities	CC-specific activities	Rel. SRs
<i>Incl. improving capacity to analyze links between disaster risk, hunger, climate variability and change, conflict and others</i>	Food security analysis		1,4
+ non-climatic hazards	Social protection and safety nets		1
Emergency Preparedness and Response (inc. interagency/in humanitarian system)	Emergency preparedness and response	+ Climate-informing Emergency Preparedness and Response	1,4
		Early Warning and Early action	3,4
<i>Asset creation, local purchase, and other food assistance tools that build (community-level) disaster resilience</i>	Community-level resilience-building	FFA for irrigation, sustainable (adaptive) livelihoods, rural infrastructure	3,4
To national DRM and food security policies and Hyogo/Sendai process	Policy support (national, regional, global) and capacity-building	To national climate change policies (inc. NAPs and NDCs) and climate finance services; to the UNFCCC and other international and regional processes	5,7
		Stoves and safer energy sources	3,4
		Climate services	1
<i>Consolidate partnerships for learning on DRR/M</i>		Risk finance and insurance	3,4
<i>Improve monitoring and evaluation of the impact and cost effectiveness of DRR</i>			

Sphere of control

A9

*Italicized activities are non-thematic activities prioritized/promoted by the DRR/M policy.

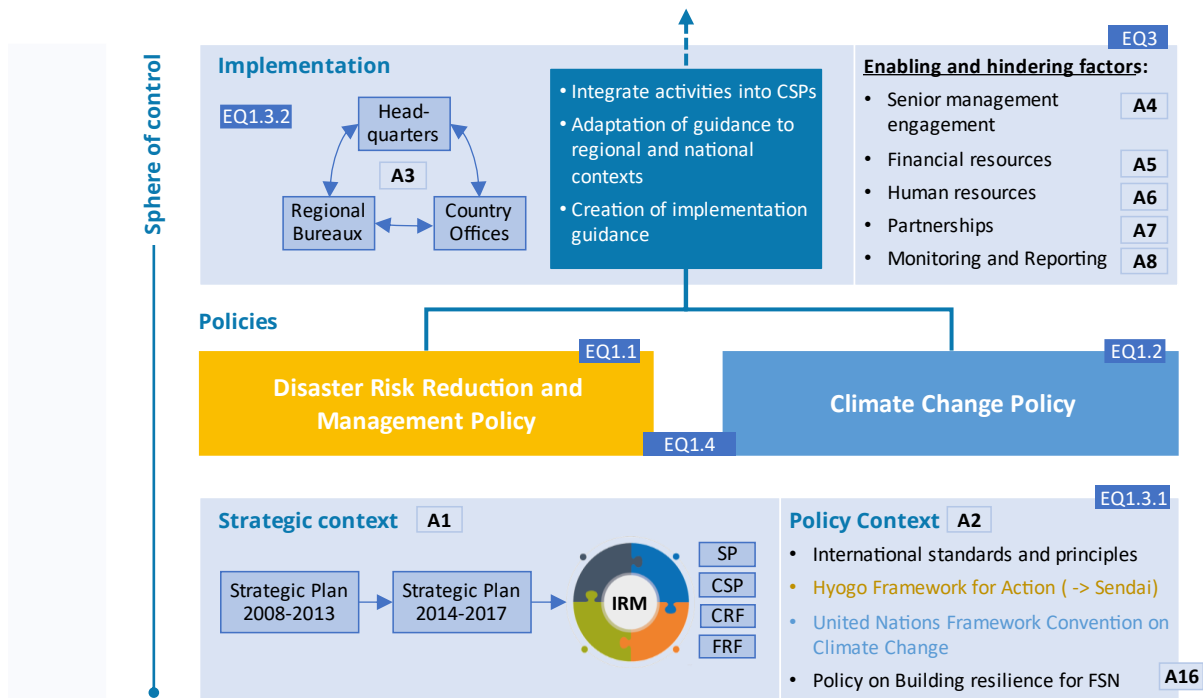


Table 1 – Assumptions to the theory of change

Table 1 – Assumptions to the theory of change		
Policy context		
A1. Internal policy coherence is ensured by a mutual and iterative consultation process.		EQ 1.3, 1.4
A2. Policies are well aligned with their external context.		EQ 1.1, 1.2
Implementation context		
A3. Roles and responsibilities for policy implementation across all WFP's organizational levels are clearly defined.		EQ 1.1, 1.2
A4. Senior management has supported and prioritized the implementation of policies.		EQ 3
A5. Each policy and subsequent guidance propose an approach to ensure sufficient funding is raised to initiate, conduct and follow up on DRR/M and CCA-related interventions.		EQ 3
A6. Each policy and subsequent guidance propose an approach to ensure sufficient (technical) staff capacity to initiate, conduct and follow up on DRR/M and CCA-related interventions.		EQ 3
A7. WFP actively initiates and maintains partnerships on all organizational levels to improve the value of its DRR/M and CCA interventions.		EQ 3
A8. Monitoring of DRR/M and CCA interventions is well integrated in the CRF, or have a separate formal system in place, to meet donor's requirements and to learn across organizational levels.		EQ3
A9. All DRR/M and CCA interventions of a country office are integrated in their CSP.		EQ 3
A10. Considerations of GEWE and inclusiveness are integrated in the implementation to ensure differing beneficiary needs are met.		EQ 3
A11. Programming staff is aware of and responsive to changing beneficiary needs in relation to evolving disaster and climate risks.		EQ 3.1
A12. There is sufficient coordination between WFPs interventions related to the policies and those of other humanitarian and development actors.		EQ 3.1
A13. Internal guidance for implementation of the policies was updated to ensure relevance of WFP's related interventions (for example, the SENDAI framework).		EQ 3.1
A14. Each policy and subsequent guidance enable WFP to meet changing donor preferences and raise sufficient funding for related interventions.		EQ 3.1
A15. WFP integrates technology and innovation to improve the value of their interventions to beneficiaries.		EQ 3.1
A16. Coordination between DRR/M, CCA and resilience interventions creates synergies in the contribution to common strategic outcomes.		EQ 3.1
Results context		
A17. External operating environment and security context are stable and enabling.		EQ 3.6

A18. Results are not severely affected by major disasters or other crises.	EQ 3.6
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Alignment with the evidence

28. This subsection reflects on the Theory of Change in the light of the evidence collected during this evaluation. It first presents a summary of the validity of the assumptions and then reflects on the progress made against a selection of the most relevant outcomes. It does not revisit the effectiveness of the interventions presented in Section 2.2 of the Evaluation Report.

Assumptions

Policy context
<p>A1. Internal policy coherence is ensured by a mutual and iterative consultation process.</p> <p>(EQ 1.2, 1.3)</p> <p>The internal consultation process is classified as moderate for the Climate Change Policy and as low for the DRR/M policy.</p> <p>Both the policies are well aligned with WFP strategic plans, moderately to strongly aligned with other corporate policies and coherent with (contemporary) intergovernmental and UN-wide changes in their fields. The coherence of the two policies with intergovernmental and UN-wide changes diverged; the DRR/M policy became outdated whereas the Climate Change Policy remained largely relevant, although somewhat disconnected from some emerging trends in the humanitarian sector and at risk of becoming outdated in the rapidly changing climate sector. The Climate Change policy is coherent with WFP's current approaches to gender equality and gender transformation, hence is better aligned than the DRR/M policy.</p>
<p>A2. Policies are well aligned with their external context.</p> <p>(EQ 1.1, 1.2)</p> <p>Both policies adequately analyse their external context, focusing on key international agreements and changes in the humanitarian and development sectors. Both the DRR/M and the Climate Change Policies provided clear conceptual frameworks and strong context analysis, and both demonstrated alignment with corporate strategic plans. The DRR/M policy focuses on the Hyogo Framework for Action (which was replaced in 2015 by the Sendai Framework for Disaster Risk Reduction) and on the Humanitarian Emergency Response Review. The principal external reference for the Climate Change Policy is the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement. By also referring to the Sendai Framework and the Warsaw agreement on Loss and Damage, it highlights key agreements related to the intersection of climate change and disasters.</p>
Implementation context
<p>A3. Roles and responsibilities for policy implementation across all WFP's organizational levels are clearly defined.</p> <p>(EQ 1.1, 1.2)</p> <p>Both the DRR/M policy and the Climate Change Policy fell short in terms of practical details regarding their implementation. Neither specifies responsibilities and accountabilities by level or function. Even when there were people dedicated to DRR/M and CCA at HQ, RB and CO levels, the two policies were not reflected in a cohesive action plan that specified the responsibilities pertaining to each office.</p>
<p>A4. Senior management has supported and prioritized the implementation of policies.</p> <p>(EQ 3)</p> <p>Support from senior managers was stronger for the Climate Change policy than for the DRR/M policy, however neither was adequately prioritized in terms of allocated resources to support the roll-out. WFP senior management at HQ level considered that it was important to position the organization in relation to the Hyogo Framework for Action, which was already at mid-point when the DRR/M policy was approved.</p>
<p>A5. Each policy and subsequent guidance propose an approach to ensure sufficient funding is raised to initiate, conduct and follow up on DRR/M and CCA-related interventions.</p> <p>(EQ 3)</p> <p>Very limited funding was available for implementing the DRR/M policy. According to those who led the unit at the time, implementing the policy relied on good relationships with donors and it appears there was no Programme Support and Administration (PSA) budget for DRR/M. Limited financial resources were made available initially to implement the</p>

Climate Change Policy and the Team Leader had to create a team to raise funds. Over time, PSA funds have increased and PROC has been successful at attracting additional funding.
A6. Each policy and subsequent guidance propose an approach to ensure sufficient technical staff capacity to initiate, conduct and follow up on DRR/M and CCA-related interventions.
(EQ 3) There was a particularly prolific period around 2020/21 when guidance documents and fact sheets were developed organically at HQ level and by RBs to address emerging needs, rather than following a strategic or systematic approach. However, the resources were not adequately disseminated and guidance documents produced by one region were not systematically shared with other regions. WFP has also developed a suite of online training courses related to CC and, to a much lesser extent, DRR/M. In-country technical training is also being organized targeting WFP programme staff.
A7. WFP actively initiates and maintains partnerships on all organizational levels to improve the value of its DRR/M and CCA interventions.
(EQ 3) A wide range of partnerships for both DRR/M and Climate change has been developed, with growing emphasis on national governments. The DRR/M policy places the initial focus on governments, the CC policy focuses on RBA; both add a focus on UN agencies. The Climate Change Policy is still lacking the explicit, active role of governments, but also that of the United Nations development actors. Development and nurturing of RBA partnerships is context-specific and good in some cases.
A8. Monitoring of DRR/M and CCA interventions is well integrated in the CRF, or they have a separate formal system in place, to meet donor's requirements and to learn across organizational levels.
(EQ3) Continued efforts to include relevant indicators in the CRF have been made, but their adoption by COs has been lagging behind. Moreover, parallel monitoring and reporting systems emerged to respond to requirements set by donors and international commitments. WFP reports annually against the Sendai Framework and the UNDRR Plan of Action; agency-specific inputs are then consolidated into joint reports under the UNDRR Results Framework. In addition, some donors, such as the Green Climate Fund and the Adaptation Fund, require specific indicators to be tracked at country level as part of their grants. These parallel exercises are little known across WFP and their learning potential is locked in by the limited analysis and synthesis of the evidence collected and limited dissemination throughout the organization.
A9. All DRR/M and CCA interventions of a country office are integrated in their CSP.
(EQ 3) Both the DRR/M policy and the Climate Change Policy are weak in terms of practical details. However, shortly after the Climate Change Policy was approved, practical guidance was created on how to integrate climate change and DRR/M in CSPs. Nevertheless, as revealed during field missions and key informant interviews, the current staff in country offices and even in many teams at HQ know very little about the content of either of the policies, or even of their existence. At RB level, the person or team in charge of DRR/M and CCA is responsible for technical and operational support to COs, integrating these concepts within CSP and revising related technical proposals.
A10. Considerations of GEWE and inclusiveness are integrated in the implementation to ensure differing beneficiary needs are met.
(EQ 3) The Climate Change Policy, being newer, is coherent with WFP's current approaches to gender equality, gender transformation and inclusion, hence is better aligned than the DRR/M policy. Both remain thematically coherent with the 2022 Gender policy but are not referenced in it. In general, evidence of gender transformative impacts is not robust, since they have not been well captured by corporate indicators and few evaluations have focused on these aspects of DRR and CC interventions. Thanks to the introduction of the gender marker in CSPs, progress on gender equality is assessed annually in all countries and by all teams, including those working on DRR/M and climate change related interventions. Explicit commitments to intersectionality are missing from both policies.
A11. Programming staff is aware of and responsive to changing beneficiary needs in relation to evolving disaster and climate risks.
(EQ 3.1) This assumption is confirmed, and it is stronger for the Climate Change Policy. Nowadays, climate change is widely recognized as a dominant driver of risk, losses and damages in food systems. Prioritization was given to the

development and implementation of the Climate Change Policy since WFP considers using it as a pragmatic way to operationalize disaster risk reduction and climate resilience from climate funding sources.

A12. There is sufficient coordination between WFPs interventions related to the policies and those of other humanitarian and development actors.

(EQ 3.1, 3.5)

This assumption is true for the coordination at the country level, but it is weaker for the regional level. At the country level, WFP is regularly seen to play a role as coordinator, e.g. in Food Security clusters (with the Food and Agriculture Organization of the United Nations (FAO)), Resilience Technical Working Group (for example in Mali), coordinating one of four pillars of the United Nations Sustainable Development Cooperation Framework (UNSDCF) related to DRR, CCA and resilience (in Nepal). According to the Executive Board members interviewed, there is a lack of coordination among the RBAs and with other institutions. While WFP internal documents suggest that WFP is on the Steering Committee of the Centre of Excellence for Climate and Disaster Resilience launched between WMO and UNDRR, there is no public visibility for this role to date.

A13. Internal guidance for implementation of the policies was updated to ensure relevance of WFP's related interventions (for example, the SENDAI Framework).

(EQ 1.3)

The DRR/M policy was updated in 2011 and refers to the Hyogo Framework for Action, the Millennium Development Goals, agreements made by the Inter-Agency Standing Committee Early Warning, and leadership of DRR/M by the United Nations International Strategy for Disaster Reduction. In 2015 the Sendai Framework for DRR (replacing the Hyogo Framework), the 2030 Agenda for Sustainable Development, and the Paris Agreement on Climate Change were all adopted and, as a consequence, the WFP's Climate Change Policy was presented to the Executive Board in 2017.

(EQ 3.3)

The 2018 CSP guidance (updated in 2021) included a section on CCA and DRR/M, which allowed CO staff to connect DRR/M and CC with other contextual issues in CSPs. DRR/M and CC were also integrated into the Corporate Results Framework for 2017-2021, with a stronger emphasis within the new CRF for 2022-2025. Similarly, the ACR guidance includes a section on DRR/M and CC.

A14. Each policy and subsequent guidance enable WFP to meet changing donor preferences and raise sufficient funding for related interventions.

(EQ 3.2)

WFP has become increasingly successful at securing funds from the Green Climate Fund (GCF) and from the Adaptation Fund (AF) and WFP has recently achieved accreditation for the next level (USD250 million) of GCF funding. Currently, some funding for DRR/M is also secured through climate-related funds, such as GCF and AF, when interventions that originated in the field of DRR/M have evolved to include innovations related to climate change adaptation.

A15. WFP integrates technology and innovation to improve the value of their interventions to beneficiaries.

(EQ 3.7)

Innovation, including technology and other forms of innovation, has played a key role in the growth and diversification of the DRR/M and Climate Change portfolio. In most cases, establishing direct causal links between the development of technological solutions and other innovations and either of the two policies is challenging. WFP has tested and operationalized a wide range of innovative activities, some of which were conducted in partnership with national and international research institutions

A16. Coordination between DRR/M, CCA and resilience interventions creates synergies in the contribution to common strategic outcomes.

(EQ 3.1)

Often the same teams at COs and RBs are responsible for DRR/M, CCA and resilience. At country office level, the overlap between the three policies has not been overly problematic, largely because the associated areas of intervention generally contribute to common strategic outcomes in the CSP. Nevertheless, while having three partially overlapping policies (and additional overlaps with the Emergency Preparedness Policy of 2017 which is not included in this evaluation framework) has elevated the topics within WFP, it has also led to dispersion of efforts. There is a general recognition that more clarity is needed on the interlinkages between the three topics, as well as greater integration of the policies.

Results context

A17. External operating environment and security context are stable and enabling.

(EQ 3.6)

In addition to the unexpected influence of COVID in terms of accelerating shock responsive social protection, rapidly growing interest in climate change and advances in weather forecasting have driven achievements related to the Climate Change Policy interventions. Moreover, in the Caribbean, WFP started new responses and offices in the wake of recent hurricanes and a volcanic eruption. Major new funds, such as the Adaptation Fund and the Green Climate Fund that were agreed upon many years earlier, finally began to disburse funding. WFP ensured that it was eligible to access GCF funding by applying early for accreditation, demonstrating experience in the field and by ensuring that its environment and gender policies were up to date.

A18. Results are not severely affected by major disasters or other crises.

(EQ 3.6)

WFP's demonstrable experience of DRR/M and climate change programming enabled it to adapt and maintain such interventions during the COVID-19 pandemic, although not without some negative impact on progress towards intended outcomes. The strong logistical capacity of WFP is usually appreciated by governments and is used to bring their attention to other opportunities for capacity-strengthening. These WFP characteristics reduced the negative impacts of major disasters or crises on the results of the policies.

Strategic Outcomes

Table 2 – Indicators on strategic outcomes in in-country studies

Indicator	Country	2017	2018	2019	2020	2021
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base (ABI)	Bangladesh		Baseline collected	Strong progress	Strong progress	Strong progress
	Caribbean					
	Ethiopia			No reported data	Strong progress	Little/no progress
	Lesotho			No reported data	No reported data	No reported data
	Mali		Baseline collected	Strong progress	Strong progress	Strong progress
	Nepal					
	Zimbabwe	Baseline collected	Strong progress	Strong progress	Strong progress	Strong progress
Proportion of the population in targeted communities reporting environmental benefits (EBI)	Bangladesh					
	Caribbean					
	Ethiopia				Strong progress	Little/no progress
	Lesotho			No reported data	No reported data	No reported data
	Mali		Baseline collected	Strong progress	Strong progress	Strong progress
	Nepal					
	Zimbabwe	No reported data	No reported data	Some progress	Strong progress	Strong progress
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks (CCS)	Bangladesh	Baseline collected	Strong progress	Strong progress	Strong progress	No reported data
	Caribbean					
	Ethiopia			No reported data	Little/no progress	Little/no progress
	Lesotho					
	Mali		Baseline collected	Strong progress	Strong progress	Strong progress
	Nepal					
	Zimbabwe					
Emergency Preparedness Capacity Index (EPCI)	Bangladesh					
	Caribbean			Baseline collected	No reported data	Little/no progress
	Ethiopia		No reported data	No reported data	No reported data	No reported data
	Lesotho		No reported data	No reported data	No reported data	No reported data
	Mali					
	Nepal					
	Zimbabwe					

Progress towards CSP outcome targets:

Strong progress
Some progress
Little/no progress

Indicator status:

Baseline collected
No reported data

Source: Respective country office CSPs and ACRs

29. The ABI indicator shows positive outcomes in a majority (four out of seven) of studied countries over the period 2017-2021. This concerned SO 1.1, SO 3.1 and SO 4.1.

- Bangladesh, Mali and Zimbabwe each consistently reported 'achieved' or 'strong progress' towards the CSP target over three or four of the years during 2017-2021. Ethiopia reported a positive outcome in 2020, which did not materialize again in 2021.
- Lesotho did not report on the indicator over the period, whilst the Caribbean and Nepal did not mention ABI in their CSPs.

30. Less than half of studied countries reported on EBI for SO 4.1, with mostly positive outcomes.

- Mali reported 'achieved' or 'strong progress' towards the CSP target from 2019 to 2021, and Zimbabwe also reported positive outcomes in 2020 and 2021 after 'some progress' already in 2019. As for ABI, Ethiopia reported positively in 2020, although this progress slowed in 2021.
 - Lesotho did not report on the indicator over the period, while the other three countries (Bangladesh, the Caribbean, Nepal) did not mention EBI in their CSPs.
31. Outcomes were almost similar for the CCS indicator, also for SO 4.1.
- Bangladesh reported 'achieved' or 'strong progress' towards the CSP target from 2018 to 2020 (no report in 2021), and Mali also reported positive outcomes in 2020 and 2021.
 - Ethiopia reported stabilized outcomes ('little or no progress') in 2020 and 2021.
 - The other four countries (the Caribbean, Lesotho, Nepal, Zimbabwe) did not report on CCS over the period 2017-2021.
32. Data for the EPCI indicator was so limited that it was not statistically significant. Six of the seven studied countries did not report on EPCI. Only the Caribbean reported outcomes for 2021 which were lower than the target for the CSP period (3.2 against a target value of ≥ 4.2). Overall, among the 49 countries tracked by PROC for the outcome indicators, only one country reported on EPCI in 2018 and 2020 (SO 1.3).
33. The analysis of outcome indicators was complemented by a review of minutes of interviews and studies of recent decentralized (DE) and CSP evaluations (CSPE) in the countries of focus. This review delivered additional but mixed evidence.
34. DEs were carried out on FFA, resilience and R4 interventions in the Caribbean, Ethiopia, Lesotho, Mali, Senegal and Zimbabwe. Outcomes were reported as follows:
- In the Caribbean, a joint DE of 2022 with the International Labour Organization (ILO), UNDP, UNICEF and UN Women regarding resilience and SDGs reported a positive outcome in establishing links between social protection system and disaster risk management and triggering disbursements under the International Development Bank's Contingent Loan for Natural Disaster Emergencies.
 - In Ethiopia, a decentralized impact evaluation was done in 2019 for the Satellite Index Insurance for Pastoralists (SIPE) programme, after only one year of implementation. Little positive outcomes were identified as payouts were not yet triggered despite a prolonged drought.
 - In Mali, a DE on the FFA programme made in 2016 could not identify visible positive outcomes on food security due to limited scale and gaps in water access, awareness and supply chain. A joint evaluation with FAO about resilience in 2019 found positive outcomes in environmental protection and food security, limited again by gaps in security, access to water, coordination and in the supply chain.
 - The R4 Rural Resilience Initiative demonstrated its capacity to maintain food security at an 'acceptable' levels despite two years of adverse climate conditions in Senegal (2013-2015) but was not sufficient in Zimbabwe (2021) against combined disasters and climatic events: successive droughts, the Fall Army Worm outbreak, economic crisis and the COVID-19 pandemic.
35. Lessons were also learned from a non-focus country: Malawi. A DE of 2019 about the Integrated Risk Management and Climate Services Programme found positive outcomes in changes of farming practices due to climate services (information by radio), although the insurance scheme was too restrictive (it covered only crop losses caused by drought but not by floods or pests).
36. Mostly positive outcomes were also identified from Country Strategic Plan Evaluations (CSPEs) and interviews in Bangladesh, Lesotho, Nepal, Tajikistan and Zimbabwe. Triangulation outlined the effectiveness of anticipatory actions in Bangladesh and Nepal.
- The Bangladesh CSP 2016-2019 included SO 4 'The humanitarian response system for large-scale natural disasters can respond with reduced cost and lead time', but outcomes were not clearly outlined in the CSPE of 2020. It mentions 'success stories' and discusses mostly outputs and activities (emergency simulation exercises to help building capacities of the Ministry of Disaster

Management and Relief, or food distribution for 'enhancing resilience to the effects of natural disasters and climate change' programme, focused on women).

- Interviews in Bangladesh outlined the successful outcome of an anticipatory cash distribution. Where the probability was high that in the next few days communities would be hit by floods, WFP gives them anticipatory cash. With this people decide what to do preventively, such as reinforcing their house, evacuating cattle or buying transport or medicine. Research showed that such actions lowered the number of people requiring humanitarian assistance.
- In Lesotho, interviewees stated that, in some areas (but not all) supported with FFA, the proportion of households with inadequate food consumption scores decreased by four percent after the intervention, while the livelihood-based coping strategy showed a shift from stress strategies to crisis strategies.
- In Nepal, the mid-term review (2021) of CSP 2019-2023 highlighted the relevance of SO 1 (timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks) and SO 3: 'vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030'. Overall, CSP activities achieved planned results except when limited by Covid or delayed funding. Clear progress was made on capacity development. Under SO 1, anticipatory cash-based financing increased the proportion of the population with an acceptable food consumption score, when affected by floods. Anticipatory cash was also provided during the piloting of the Forecast-based Financing (FbF) activation. Under SO3, positive outcomes were found in both Economic Capacity to Meet Essential Needs and rates of Post-Harvest Loss, as the percentage of most vulnerable households decreased by 26.7 percent.
- In Nepal, interviewees outlined that national DRR/M and climate change adaptation policies are appropriate. WFP will support these through the climate adaption (fund) programme and it is also providing support at district and municipality levels.
- In Tajikistan, the CSP 2019-2022 was evaluated in 2021. The evaluation found that SO3 (increased resilience to shocks in areas affected by climate change) was relevant, with a moderately positive outcome. WFP's relief support during and after shocks had beneficial effects for targeted populations (improvements in food consumption scores, coping strategies, community infrastructure), although with small scope due to limited budget and fragile sustainability. The limited availability of funds and delays in approval and initiation of the GCF project prevented WFP from focusing on strengthening the Government's capacities in disaster preparedness and response, for which 70 percent of expected resources were originally planned.
- In Zimbabwe, a CSPE carried out in 2020 for the CSP 2017-2021 found that there were no outcomes mentioned for DRR/M or climate change, as the CO had to respond to a series of shocks (climatic, economic, COVID-19) and rapidly pivot back from development (including preparedness to disasters and climate change) and focus on a large-scale emergency response.

Annex V. Glossary of Terms

This glossary is the result of a joint effort between the ETs of the evaluation of WFP’s policy on Resilience and the evaluation on WFP’s policies on DRR/M and Climate Change. The included terms and their definitions were jointly agreed upon and helped cooperation between the two evaluation teams during the different phases of the evaluation.

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 to avoid harm or to exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to an 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 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 a 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> <p><i>(Source: UNDRR Online Glossary)</i></p>
(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>

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.
(Source: UNDRR Online Glossary)

Disaster risk	Disaster risk is the likelihood within a certain time period that a disaster will occur. Disasters are defined as severe alterations in 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. (Source: WFP. 2020. Climate Change Policy Glossary.)
Disaster risk management	The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster. (Source: "WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience" (WFP/EB.2/2011/4-A)
Disaster risk reduction	The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events. (Source: "WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience" (WFP/EB.2/2011/4-A)
Early warning system	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. (Source: WFP. 2020. Climate Change Policy Glossary.)
Exposure	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. (Source: WFP. 2020. Climate Change Policy Glossary.)
Forecast-based financing	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 (FBF) releases humanitarian funding based on the forecasting of information for planned activities, which reduce risks, enhance preparedness and response and make disaster risk management overall more effective. (Source: WFP. 2020. Climate Change Policy Glossary.)
Humanitarian-Development-Peace Nexus	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. (Source: Global Challenges Research Fund. 2020. The Triple Nexus (H-D-P) and Implications for Durable Solutions to Internal Displacement.)
Integrated programming	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. (Source: WFP. 2021. Resilience Toolkit - Full guidance.)

Integrated risk management	Refers to a systematic approach to identifying, analysing, assessing and reducing risks associated with hazards and human activities. An integrated risk management 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. (Source: WFP. 2020. <i>Climate Change Policy Glossary</i> .)
Livelihoods support	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”). Livelihood support activities are (multi-sectoral) development interventions that support and rehabilitate livelihoods and address the root causes of livelihoods vulnerability. (Source: WFP. 2016. <i>Food Assistance for Assets (FFA) Manual. Annexes to Chapter 2</i>)
Resilience	Resilience is the capacity that ensures adverse stressors and shocks do not have long-lasting adverse development consequences. (Source: “Policy on Building Resilience for Food Security and Nutrition” (WFP/EB.A/2015/5-C)).
Risk informed	An approach to development that takes account of complex, interconnected risks.
Shock	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). (Source: WFP. 2010. <i>Revolution: From Food Aid to Food Assistance</i> .)
Vulnerability	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. (Source: WFP. 2020. <i>Climate Change Policy Glossary</i> .)

Annex VI. Methodology

37. The methodology for this evaluation builds on the Theory of Change as well as on the three main evaluation questions, aiming to capture the following: 1) the quality and coherence of both policies with WFP strategic plans and other relevant corporate policies; 2) the results that each policy has achieved; and 3) the factors that enabled and hindered the realization of the results of each policy. It acknowledges the complex nature of the interactions between the two policies as well as with their changing internal and external context and takes note of the variability of those contexts across WFP's regions. In light of this, the methodology consists of a mixed methods sequential design and is guided by the WFP's Centralized Evaluation Quality Assurance System (CEQAS) standards, as well as by the latest guidance and good practices from recent OEV evaluations. It uses mixed, participatory, methods, including country missions, desk reviews (with text analysis based on natural language processing), and a comparative learning exercise.

1 EVALUABILITY ASSESSMENT

38. In line with CEQAS standards, the inception phase included an evaluability assessment to determine the extent to which the two policies could be evaluated in an independent and reliable fashion against the evaluation questions. The assessment also intended to validate the overall soundness of the proposed methodological approach and whether this approach was realistic considering internal (in particular, data collection) and external challenges, such as the impacts of the lingering COVID-19 pandemic and new international tensions. A further challenge was to determine to what extent gender equality and women's empowerment and equity dimensions could be evaluated, in the context of disaster risk and climate change where all genders and vulnerable categories should be both actors and beneficiaries.
39. Evaluability typically requires four factors: (a) clear description of situation at the start, so that change can be measured; (b) clear statement of intended outcomes or changes that should be observable; (c) clearly defined and appropriate indicators with which to collect evidence and measure such changes; and (d) defined timeframe to report outcomes internally. Overall, the assessment – to be validated by further analysis of the two policies – found that their evaluability seems to range from low (DRR/M) to generally medium (Climate Change). Reasons include the limited compliance of the policies' structures with evaluability criteria – for instance the lack of target values which precludes the measurement of achievements. The absence of an initial theory of change is another key limitation to evaluate the policy, while the TOC, reconstituted by the ET, was analysed and assumptions have been integrated into the evaluation matrix.
40. This is compounded with strong limitations in the relevant corporate indicators – at least until the new Strategic Plan 2022-2025, while an initial identification of indicators for each policy was made in the TOR, on which the ET has built its own assessment. There are few such indicators which have been extensively modified over the reporting period and cannot be compared from one Strategic Plan to another. Most of these indicators are also proxies and designed to track key interventions related to food security, assets creation or resilience. Interventions related to DRR/M or CCA – or resilience – are furthermore often overlapping and are monitored by the same indicators.
41. Regarding DRR/M there was no systematic collection of evidence; a range of indicators (five in 2021)⁶ were collected from some countries where governments or donors were interested in DRR/M-related interventions. The resulting raw data (names of countries and specificities of activities) was inserted in joint reports by concerned United Nations agencies to the UNDRR Plan of Action.

⁶ Indicator 2.1.a: risk-informed development strategies/plan supported; indicator 2.1.b: national, local or sectoral DRR strategies supported; indicator 2.2.a: countries received support for global, regional or national Early Warning Systems and/or Early Warning Support Mechanisms; indicators 2.2.b: Preparedness and/or Early Action Frameworks supported; indicator 2.2.c: Post-Disaster Needs Assessment /Recovery Frameworks / Reconstruction Frameworks.

42. Other potential limitations to evaluability found during inception work were considered in the data collection phase. Although this is not unique among policy evaluations, the ToC outlined the conceptual and programmatic overlap of the two policies at the sphere of control level – among various areas of intervention. To mitigate the overlap, the ToC had chosen the Strategic Plan as a basis of analysis to increase evaluability by illustrating how all related areas of intervention were integrated in WFP's IRM. The main challenges and risks were:
- The very large scope of work as it was defined in the TOR: two policies, the whole range of the six world regions with field visits and desk studies to be carried out in each of them, and a timespan that covers 11 years of implementation from 2011 (drafting of the DRR/M policy) to October 2022, with particular emphasis on the period 2017-2022.
 - This was partly reflected but also compounded in the complexity of the ToC itself, as a pathway to the evaluation team's approach; in this perspective, the ToC was both a guidance and a challenge to evaluability. Although this was not unique among policy evaluations, the figure outlined the conceptual and programmatic overlap of the DRR/M and CCA policies at the level of the sphere of control – in particular the various interventions.
 - Some of the hindering factors that were listed in the ToC also had an impact on evaluability, in particular the engagement by the senior management – including the management from the key contiguous WFP HQ units with potentially evolving mandates in a dynamic international context of growing recognition of the importance of climate change, as a cross-cutting genesis of activities for both DRR/M and resilience (see also stakeholders below). To somewhat mitigate the overlap, the narrative of the ToC mentioned that the Strategic Plan was chosen as a basis of analysis to increase the evaluability of the process by illustrating how DRR/M and CCA-related interventions were integrated in WFP's IRM.
 - The actual participation from key stakeholders at HQ (such as PROC service, PROR or the WFP senior management), RBs (advisers), COs (concerned staff) and involved governments' officials, was a significant added value to evaluability. On the other hand, turnover of stakeholders may also occur for various reasons. To mitigate these factors, preliminary contacts and advocacy were repeated several times before actual meetings, and the participatory approach was regularly redesigned and strengthened. Alternative ways of distance interviews were adopted.
 - The available data cannot be disaggregated by gender.
43. These limitations were duly considered while selecting the country studies: the annual reports of the selected countries had generally been found to include most of the corporate indicators which are also tracked by PROC (see below). As stated, at least five of the selected countries have implemented DRR/M-related interventions. These issues were analysed in-depth and were thoroughly discussed at the country office level. The relevant results framework and ad-hoc indicators were tracked where appropriate in the evaluation matrix and in the interview protocols. Table 3 summarizes the challenges to evaluability and mitigation strategies.

Table 3 – Main challenges to evaluability and mitigation measures

Main challenges	Mitigation measures	Degree of priority
Limited compliance of policies' structures with evaluability criteria, in particular lack of target values.	Use of proxy values and indicators from Strategic Plans, SDGs, Paris Agreement, as possible and relevant. ⁷	High
Difficult comparison of relevant corporate indicators between results frameworks 2014-2017 and 2017-2021.	<p>Where possible, indicators were compared within each of the four-years periods covered by successive result frameworks rather than between the frameworks themselves, over the whole evaluation period.</p> <p>Interviews of country offices' staff who can best outline trends and challenges during each results framework, and between successive frameworks.</p>	Medium
Limited number of relevant outcome indicators for CCA, mostly proxies and ad hoc indicators or mixed with DRR/M and resilience-related interventions.	<p>Selected countries include those where most of the relevant corporate indicators, which are tracked by PROC, are systematically collected.</p> <p>In-depth assessment of corresponding narratives in annual country reports.</p> <p>Interviews of country offices' staff according to the activity delineations described in the TOC.</p> <p>Information-sharing with team evaluating the Resilience Policy based on a shared evidence coding strategy.</p>	High
Lack of systematic collection of evidence on DRR/M-related interventions through corporate indicators	<p>At least five of the selected countries have implemented DRR/M-related interventions.</p> <p>DRR/M-related interventions to be compared with reports to UNDRR and assessed in the framework of Country Strategic Plans.</p> <p>When ad-hoc indicators (rather than corporate ones – see footnotes 62 and 63) were used to monitor such interventions, they were reviewed and compared with other country studies.</p> <p>Issues analysed in-depth and thoroughly discussed at country office level.</p> <p>Relevant results framework and ad-hoc indicators tracked where appropriate in evaluation matrix and interview protocols</p>	High
Unclear level of monitoring and reporting of gender considerations in CCA and DRR/M-related interventions	In-depth assessment of sex-disaggregated indicators and corresponding narratives in annual country reports to ascertain gender equality in access.	Medium

⁷ Proxy indicators could be for instance: indicators 13.1.2, 13.1.3 and 13.2.1 of SDG 13; indicators 17.7.1, 17.14/15/16.1 of the Sustainable Development Goals (<https://sdgs.un.org/goals>); submission of Nationally Determined Contributions for the Paris Agreement; and relevant corporate indicators which accompany the Strategic Plans.

	Issues discussed with gender adviser at country office level.	
In the ToC, overlap of DRR/M and CCA policies at control sphere level – among interventions.	Strategic Plan was chosen as basis of analysis to increase evaluability by illustrating how DRR/M and CCA-related interventions are integrated in WFP's IRM.	High
Already listed among risks and challenges (<i>Annex X. Challenges, risks and mitigation measures</i>): stakeholders' interests, requirements of evaluation and surrounding physical, institutional and political constraints.	Mitigations detailed in <i>Annex X. Challenges, risks and mitigation measures</i> : these encompass reaffirmation of participation, distance interviews or questionnaires; increase in focusing; and discussing options.	Medium

1.1 Theory of Change for the DRR/M and Climate Change Policies

44. The ET constructed a joint Theory of Change (ToC) for this evaluation. Disaster risk and climate risk are overlapping phenomena, just as DRR/M and climate change adaptation are closely related concepts and include many similar practices. This has also proven to be the case in WFP's interventions. The ToC recognizes the related, yet separate, nature of the policies and illustrates their areas of overlap and differences.
45. The ToC itself together with its narrative and assumptions is provided in Annex IV. Theory of change.

1.2 Analytical Framework

46. The analytical framework was designed with a dual purpose of ensuring that all collected data fed into the results, and that it was properly taken into consideration during the triangulation. The first step in the framework was to synthesize the collected data into a matrix with all the data sources on one axis and the lines of inquiry from the evaluation matrix on the other. The purpose of this was to ensure that enough evidence was gathered for each line of inquiry, and that no information gaps hindered the analysis. It also allowed analysis both at the level of the line of inquiry level and of the data collection activity.
47. The evaluation team then conducted an internal workshop to discuss and align internally on the general findings of the evaluation. During this stage, the team went through the evaluation matrix and discussed subquestions and lines of inquiry to agree on preliminary conclusions, summarising the findings and results in a global debrief presentation.
48. The global debrief presentation was presented to an array of stakeholders from WFP. The session included preliminary answers to the key subquestions of the evaluation, and it opened the floor for discussion and feedback after each Evaluation Question, with the purpose of enhancing and validating preliminary findings. After that, the evaluation team synthesised the findings to respond to the EQs and formulate conclusions and recommendations. This process was participatory to ensure the validity across data collection activities carried out by different team members, hence forming the basis of the Draft 0 of the report.
49. The findings, conclusions and recommendations were subject to a second validation in a Joint Stakeholder Workshop with the members of the Internal Reference Group (IRG) of both the DRR/M and CC and Resilience Policy evaluations, representatives from the country offices selected as case studies, Regional Bureaux and relevant HQ Divisions. This ensured a wider validation and provided feedback on the draft top-level findings, conclusions and recommendations.

2 METHODOLOGICAL APPROACH

2.1 Overall approach

51. The methodology consisted of a mixed approach combining qualitative and quantitative data in a sequential explanatory design. In the inception phase, through inception meetings and a review of WFP strategy and audit reports, the evaluation team obtained a better understanding of the context of the evaluation in order to further define the scope of the evaluation in such a way as to ensure that the resulting report has added value for the development of future WFP strategies on DRR/M and Climate Change Policies. In the evaluation phase, two levels of analysis were covered to receive input from all identified stakeholders: a global level study and country case studies. Additionally, a comparative learning exercise allowed the evaluation team to determine WFP's position in the field of DRR/M and Climate Change compared to its peers. In addition, local consultants in each of the case study countries provided additional insights into the Disaster Risk Reduction and Climate Change Policies landscape of each country. In the reporting phase, the findings were carefully compiled in the evaluation report, relying on the structure of the evaluation matrix to form a comprehensive document. During the entire evaluation process, the evaluation team was in regular contact with the evaluation manager and fostered appropriate stakeholders' engagement and sense-making events to ensure that each step met WFP expectations.
52. The evaluation team ensured that the views of women and the most marginalized populations were well-represented in the evaluation findings. The consideration of GEWE aspects can be traced back to the ToC and, in addition to mainstreaming gender dimensions across the EQs, a specific subquestion was included. During data collection, the team not only confirmed that disasters and climate change affected men and women, boys and girls, and other vulnerable group, such as persons with a disability, it also investigated how the DRR/M and Climate Change Policies facilitated responding to these varying needs. This was especially a recurring topic during KILs during the country missions.

2.2 Inception phase

53. The initial weeks of the inception phase consisted of a series of meetings and interviews with internal stakeholders at different levels of the organization (headquarters, regional bureaux and country offices level). A total of 30 interviews were conducted. The main goal was to engage with these stakeholders to gauge their own expectations and advice on how to conduct such a study. These meetings helped to further define the scope of the evaluation and gather information for the country selection strategy and stakeholder analysis. The meetings revolved around a set of questions prepared by the evaluation team, based on the terms of reference. Moreover, the inception phase included two countries missions in Mali and Tajikistan between the end of May and the first week of June 2022. These two missions allowed the evaluation team to conduct 64 interviews and to collect insights directly from the field.
54. In-depth review of the documentation was the second critical step during the inception period. It aimed to better identify what the evaluation could add to the findings of recent evaluations and audits as well as the overall context. Specifically, the evaluation team wanted to have a view of the current state of DRR/M and Climate Change Policies within WFP by compiling the findings of recent evaluations and audits in this field. More than 100 documents were reviewed in the inception phase. Based on these results, the team has identified some relevant aspects, which were further investigated through the global desk review, the key informant interviews, the country studies and the comparative learning exercise.
55. During this phase, the evaluation team developed a reconstructed Theory of Change to illustrate the link between the policies and the related areas of intervention, as well as how those interventions related to a selection of Strategic Outcomes and Results from the Corporate Results Framework 2018-2022 and to WFP's long-term contributions to saving and changing lives. The ToC, alongside its assumptions, were subject to an iterative consultation process with PROC and OEV to ensure it served as an accurate representation of the change process behind WFP's work in DRR/M and climate change. It then became the cornerstone of the methodology, indicating the scope of the evidence to be collected on each level so as to be able to respond to the evaluation questions.

2.3 Evaluation phase

56. During the evaluation phase, data were collected in a staged approach, initially focusing on the desk review, comparative learning exercise and KIIs with WFP staff not in the countries targeted for the field missions. This stage helped the team build a robust understanding of the policies' areas of convergence and divergence and was instrumental in defining which assumptions and change pathways, as laid out in the ToC, were studied in-depth during the country studies. The evidence collected across countries was clustered based on the core interventions and policies they related to, while also considering influential contextual conditions, implying that evidence arising from a given country study may belong to one or more clusters of analysis (for example, governments with climate financing and/or strong disaster risk reduction approaches; WFP CSPs using climate change adaptation and risk analysis or integrated resilience approaches). Results across clusters were compared at the end of data collection and triangulated against the evidence collected during the initial stage of data collection to derive answers to the evaluation questions described below.
57. The methodology integrated the results of the evaluability assessment carried out during the inception phase and summarized above. The assessment outlined a probable lack of reliable data collected at field level on the implementation of climate change-related interventions over time. As stated above, the methodology considered the need to include the list of relevant corporate indicators within the evaluation matrix and interview protocols, and generally to closely liaise with concerned country offices regarding trends and challenges.
58. During the inception phase, the ET confirmed the relevance of the subquestions, as proposed in the TOR. An overview of these questions is presented in Table 2. *Annex IV. Evaluation Matrix*, which includes the entire Evaluation Matrix, shows how the selected data collection tools were integrated to enable the ET to respond to the agreed upon EQs, based on the collected information.
59. Four parallel analyses were performed during the evaluation phase to combine information from different levels and entities inside and outside of WFP into one sense-making process: (i) a global desk review and key informant interviews; (ii) 7 country case studies and 4 country desk reviews; (iii) a comparative learning exercise and (iv) a quantitative text analysis. More than 600 documents were reviewed and over 350 people were interviewed.

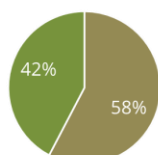
Figure 2 – Information and data collected and analysed per activity

Global Desk Review and KIIs		Comparative Learning Exercise	
● Document review	300+	● Document review	17
● Global-level interviews	44	● Key Informant Interviews	6 individuals from 2 comparator organizations
Country Case Studies		Text Analysis	
● Document review	600+	● Global documents processed	150+
● Key Informant Interviews	150+	● Country documents processed	350+

Interviewee profile

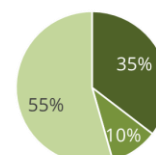
Breakdown between WFP staff and external stakeholders

- WFP staff
- External stakeholders



Breakdown of WFP staff per function

- Headquarters
- Regional bureau
- Country office



Source: ADE/Evaluation Team

Data source type

- Documentary analyses
- Interviews

60. The **global desk review** and **key informant interviews** were crucial as they helped to explain the organization's trajectory and current DRR/M and Climate Change Policies. WFP centralized and

decentralized evaluations and audits were also crucial in building the body of existing evaluative evidence applicable to the two policies. The key informant interviews built upon an initial understanding of the trends, opportunities and challenges identified in the documentation. The key informants were critical to gather diverse in-depth qualitative data about WFP staff experiences with DRR/M and Climate Change across programmatic and organizational levels.

61. Besides traditional content analysis, the evaluation team had planned to implement **quantitative text analysis** and **social network analysis** methods to systematically retrieve textual evidence across key documents. Eventually, quantitative text analysis was prioritized over social network analysis, based on consideration of the relative contribution of insights from text analysis versus those from social network analysis and on the necessity of optimization within resource constraints. Whereas the intention was to plot a network of actors based on their relative importance to DRR and CCA topics across countries, the evaluation team ultimately found that a comparison across countries would not have been insightful nor significant, given the diverse array of actors within each country and the few actors, besides United Nations agencies and government ministries, that are shared across countries. Therefore, a list of the actors was provided to the country leads, in the form of an adjacency matrix with degree centrality per topic akin to an internal network. The lists were reviewed prior to the country missions to inform the selection of interviewees and lines of inquiries regarding the actors involved in the interventions tied to the policies.
62. The text analysis component included four distinct tasks, all with a focus on information and evidence extraction: keyword search (KWIC, top features, word clouds), lexical dispersion, collocation analysis and cosine similarity or distance comparisons of texts. The latter is a metric that can be used to cluster documents based on how similar their content is. It is calculated by taking the dot product of two vectors and dividing it by the magnitudes of each vector. Mathematically, it measures the cosine of the angle between two n-dimensional vectors. The similarity metric ranges from 0 to 1, where scores closer to one mean that two vectors are close to each other (more similar). The application of these methods facilitated information retrieval in an iterative and efficient manner, providing the team with contextual and descriptive information, as well as entry points for further investigation. Namely, text analysis methods were used to explore whether WFP documents and guidelines reflect policy objectives and to examine the conceptual orientation and coherence of the policies. Results from this analysis are concentrated on EQ1 and aid the discovery of preliminary evidence for EQ2.1 and EQ2.2.
63. The **comparative learning exercise** allowed the evaluation team to put the results of this evaluation into perspective regarding developments and trends in the DRR/M and Climate Change Policies. By comparing WFP's Policies to that of other humanitarian and development organizations, the evaluation team was able to gather information regarding best practices, missed opportunities and possibilities for synergies. The main topics of this study include staff capacity, processes, and policies, innovation and partnerships, as well as, in general, the readiness of the organizations to react to Disaster Risks and Climate Change. The comparative learning exercise was not intended to be a performance type of benchmarking, but rather a best practice and landscape analysis focused on learning from other organizations on how they are experiencing and dealing with similar challenges to WFP.
64. The **country studies** included seven in-country missions and four desk reviews. The former allowed KIIs with external and internal informants, while the latter did not include KIIs. Both allowed the evaluation team to dive deeper into how the DRR/M and Climate Change Policies have been implemented by country offices, the success thereof, and the extent to which it affected different at-risk populations, intended beneficiaries and existing inequalities between those beneficiaries. The theory of change, including the assumptions, had been tested in the country studies, to develop understanding of the achievements, challenges and contextual (and other) reasons for them. The countries were carefully selected based on the climate change and disaster risk-related criteria proposed in the TOR. Together, they are seen to be a good representation of WFP regions, the prevalence of different types of disasters and the wide spectrum of interventions being carried out and supported by WFP in DRR/M and CCA. The size of the country interventions and some feasibility criteria (considering evaluation fatigue of country office caused by Audits, CSPEs and other evaluations, and the willingness of country offices were considered. Moreover, OEV did a first categorization by selecting a set of countries that were focusing more on DRR/M and CCA interventions, and another set of countries focusing more on resilience interventions. Countries that

were selected for the Resilience Policy evaluation (for in-country missions or desk reviews) were not considered in the country selection for this evaluation to avoid overlap and duplication of efforts. Nevertheless, thanks to the collaboration with the evaluation of WFP's Resilience Policy described above, the ET had the opportunity to use the information collected through the resilience in-country visits and desk reviews.

65. The selected countries were **Bangladesh, Burundi, the Caribbean Community, Ecuador, Egypt, Ethiopia, Lesotho, Mali, Nepal, Senegal** and **Zimbabwe**. To ensure triangulation of information, the selection included a country engaged in microinsurance programmes (Zimbabwe), five countries benefiting from climate financing raised on behalf of their governments (Ecuador, Egypt, Lesotho, Senegal and Zimbabwe), and four countries engaged in the R4 programme (Bangladesh, Ethiopia, Senegal and Zimbabwe). With regards to the level of severity of humanitarian crises and disasters, three countries belong to the higher (overall risk index >6) INFORM severity category (Ethiopia, Mali and Zimbabwe).⁸
66. All country studies were led by a senior evaluation expert, who was supported by a junior evaluator and a senior national expert for field visits. Each in-country mission consisted of three phases: the preparation phase, the mission phase and the post-mission phase. The preparation phase aimed to collect relevant information through a delimited desk review of selected documents to enable the evaluation team preparing the KII guides, as well as to select the relevant stakeholders and work on the logistics of the mission. The mission phase consisted of KIIs with relevant internal and external stakeholders, purposively selected based on their participation in interventions related to the DRR/M and CC policies. Each in-country mission began with a briefing meeting as part of the participatory approach and as an opportunity to validate, nuance, discuss and triangulate findings through a dialogue with key stakeholders. A country mission debrief on PowerPoint was prepared during the post-mission phase, summarizing the main takeaways from the in-country mission.
67. The evaluation also aimed to optimize learning and create synergies with the parallel evaluation of WFP's Resilience Policy through streamlined collaboration with these evaluation stakeholders. Key areas of coordination agreed to date include: a joint glossary of terms; shared questions for interview protocols; selective sharing of notes and transcripts coded in MaxQDA and a joint questionnaire and focus group discussion with members of the Executive Board.

2.4 Reporting phase

68. To produce the evaluation report, the evaluation team ensured that each country case study report followed the same template, structured around the evaluation matrix, and that each finding was directly traceable to the corresponding evidence. Inputs from the global survey, the benchmark analysis, desk review and key informant interviews at WFP corporate level were also used for the relevant evaluation questions. Before drafting the final report, all team members participated in a workshop to brainstorm on the main messages to extract from each input in order to answer each of the evaluation questions, and the team leader assigned a team member to draft each section under his/her close supervision. Once a first draft was available, another evaluation team internal workshop was organized to summarize conclusions and derive lessons learned and recommendations. These inputs were then drafted by the team leader. To foster appropriation of the findings, conclusions and recommendations, OEV organized a stakeholder workshop to present findings and make sure conclusions and recommendations were first brainstormed and discussed with the most concerned individuals, before being finalized by the evaluation. To facilitate learning across the evaluations of WFP's DRR/M, Climate Change and Resilience Policies, this workshop was organized jointly with the evaluation team responsible for the Resilience Policy evaluation.

2.5 Ethical considerations

69. Evaluations must conform to the 2020 the United Nations Evaluation Group (UNEG) ethical guidelines. As such, ADE was responsible for safeguarding and ensuring ethical conduct at all stages of the

8 INFORM. 2021. Inform Report 2021: Shared Evidence for Managing Crises and Disasters. <https://drmkc.jrc.ec.europa.eu/inform-index/Portals/0/InfoRM/2021/INFORM%20Annual%20Report%202021.pdf>

evaluation cycle. This included, but was not limited to, ensuring informed consent, protecting the 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 did no harm to participants or their communities.

70. The evaluation team acknowledged WFP’s expectations with regards to ethical behaviour to be applied in its evaluations, which were set out in the UNEG Code of Conduct for Evaluation in the United Nations system (2008), the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations and the recent UNEG Ethical Guidelines (2020). ADE abided by these principles and guidelines and ensured the application of ethical standards at all stages of the evaluation and throughout all evaluative activities. ADE Quality Assurance System provided adequate safeguards, processes and systems in this respect.
71. Table 4 summarizes the ethical issues, related risks, safeguards and measures that were considered during the inception phase and safeguarded throughout the evaluation process. These issues were monitored and managed during the implementation of the evaluation. No additional ethical issues arose during the implementation of the evaluation.

Table 4 – Response to potential ethical issues during the evaluation phases

Phases	Ethical issues	Risks	Safeguards
Inception	Methodology ensures independence, confidentiality and data protection of evaluation	Undermined credibility of evaluation	Follow evaluability requirements
Data collection	Ensuring informed consent, protecting the privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring equal access to interviews and focus groups for participants from all genders and vulnerable categories, in disaggregated groups	Data collected is biased or incomplete, resulting in poor level of evidence	Consistently apply all safeguards necessary to ensure confidentiality, respect cultures and collect data fairly and equally from all concerned categories of stakeholders. Informed verbal consent and right of withdrawal.
Reporting	Protecting confidentiality and anonymity of contributors to report	Names of contributors are disclosed	Strict anonymity, no traceability of sources in report
Dissemination	Evaluation report does not result in harm to participants or their communities	Participants are discriminated or punished	Strict anonymity, no traceability of sources in report

72. While mitigating the risks related to these ethical issues, the ET took into account the principles of beneficence/‘do no harm’.

3 CHALLENGES, RISKS AND MITIGATION MEASURES

73. The challenges relate to the type of exercise (a policy evaluation), to the potential lack of robust monitoring data – as outlined in the TOR and confirmed by our evaluability analysis – to the regional and local contexts and to external factors outside consultants’ control.

74. The evaluation team integrated mitigation strategies in the methodological design to address such evaluability constraints and to minimize their implications for the credibility, utility and impartiality of the evaluation.
75. Table 5 provides an overview of the levels (low – medium – high) of likelihood of occurrence of these challenges, their potential impact on the evaluation, the mitigation actions that can be envisaged and, finally, the residual risk.
76. WFP has developed the CEQAS based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for Quality Assurance (QA) and templates for evaluation products. It also includes checklists for feedback on quality for each product. CEQAS was systematically applied during this evaluation and relevant documents have been provided to the team.
77. The evaluation matrix is an important element to guarantee the quality and transparency of the evaluation. All evidence was structured against this matrix, allowing for a clear picture of all information gathered, in line with the UNEG transparency principle. This matrix was an essential tool for triangulation and it supported tracking of information sources.
78. QA was carried out by the team leader, in first instance, and by the designated quality assessor, covering several layers of control. The TL ensured supervision of the work and timely delivery of all quality evaluation products. Each team member also conducted QA for their own respective responsibilities and were held accountable for delivering quality products. The QA expert ensured that the evaluation process and its outputs were aligned with the TOR and WFP's CEQAS. The ADE Project Director supervised the implementation of the study which included ensuring timeliness, proper implementation of the quality system and adequate responses to major challenges arising. The ADE Project Manager was responsible for the general coordination and the components of the evaluation supported by ADE's research analysts.
79. An internal reference group (IRG) reviewed all draft evaluation products before their finalization, including the draft TORs, the draft inception report and the draft evaluation report. Additionally, they were consulted through interviews with the evaluation team during the data collection phase.
80. The ET identified one issue to be clarified regarding conflicts of interest. Leslie Morinière is the co-chair and member of the African Risk Capacity Group's (ARC) Technical Review Committee (TRC). Together with Marilise Turnbull, she designed and performed research on how to make ARC's service delivery Gender Transformative. Given that: (i) ARC is a fully recognized entity within the African Union; (ii) there is no standing relationship between Leslie Morinière or Marilise Turnbull and WFP; and (iii) no personal benefits can be derived from actions or decisions related to either one of these roles, it was concluded that there was no reasonable basis to assume a conflict of interest in the conduct of this evaluation. No other potential conflict of interest emerged during the evaluation process.

Table 5 – Challenges, risks and mitigation measures

Challenge/Risk	Likelihood ⁹	Potential Impact	Mitigation strategy	Responsible actors	Residual Risk
Regional /Country Context					
Surrounding physical, institutional and political constraints on implementation: worsening country/ regional context (politics, disasters, security, among other factors) prevent access in high-risk areas	M	M	<ul style="list-style-type: none"> Discuss options with security officer at WFP country office; Inform OEV and ADE HQ. 	ADE and WFP	M
COVID-19 or other epidemics					
Resurgence of COVID-19, or appearance of other dangerous diseases during field visits	M	M	<ul style="list-style-type: none"> Adhere strictly to principle of do-no-harm; follow rules at country level; take suitable precautionary measures for all in-person interactions; consider remote interviews; Discuss options with WFP country office; inform OEV and ADE HQ. 	ADE and WFP	M
Policy evaluation					
Requirements of the evaluation: breadth and depth of the scope: 2 policies, 6 regions worldwide, 11 years (2011 – 2022), multiple programmatic approaches	H	H	<ul style="list-style-type: none"> Focus on countries, programmatic approaches; synergies between the policies (period 2017 -2022); discuss options with OEV, regional bureaux and country offices. 	ADE and WFP	L
As illustrated by the ToC, conceptual and programmatic overlap of the DRR/M and CCA policies at the level of the sphere of control – in particular the various interventions (see also evaluability assessment)	H	H	<ul style="list-style-type: none"> The Strategic Plan was chosen as a basis of analysis to increase the evaluability of the process by illustrating how DRR/M and CCA-related interventions are integrated in WFP's IRM. 	ADE and WFP	M
Lack of planned / target values in policies	H	H	<ul style="list-style-type: none"> Use proxy targets (SDGs, Sendai); Discuss with OEV; Make recommendations for updated policies 	ADE and WFP	H
Compliance with WFP processes and EQAS	L	L	<ul style="list-style-type: none"> Select team with strong experience of WFP evaluations; 	ADE and WFP	L

⁹ L: Low – M: Medium – H: High.

Challenge/Risk	Likelihood ⁹	Potential Impact	Mitigation strategy	Responsible actors	Residual Risk
			<ul style="list-style-type: none"> Brief team on WFP processes and EQAS; Conduct quality control; Discuss and clarify issues and level of expectations with WFP. 		
Data availability					
Limited availability of collected data for corporate indicators directly relevant to DRR/M and CCA (see evaluability section)	H	H	<ul style="list-style-type: none"> Select country studies partly on basis of data availability; Review raw data; Discuss with concerned staff at country office; Discuss with PROC; Discuss options with OEV in case of serious data gaps; Include caveats in evaluation report. 	ADE and WFP	H
Limited accuracy and reliability of the above-mentioned collected data	H	H	<ul style="list-style-type: none"> Review of raw data; Discuss with concerned staff at country office; Discuss with beneficiary people and concerned national authorities to strengthen/ triangulate data; Include caveats in evaluation report. 	ADE, WFP, and actors involved	H
Process					
Availability of logistical support from WFP country offices	L	L	<ul style="list-style-type: none"> Unlikely to occur considering the full support of OEV; Hire a local consultant hired in case of a gap; Ensuring independence as required by making the local consultant also do interpreting. 	ADE and WFP	L
Interests of stakeholders; availability; delays in WFP comments	L	M	<ul style="list-style-type: none"> Regularly confirm and advocate for participation; Conduct distance interviews, questionnaires by mail; Discuss options with OEV to update agenda as necessary. 	ADE, WFP, and actors involved	L
Delays by team in submitting deliverables	L	M	<ul style="list-style-type: none"> Discuss options with OEV to avoid or limit any impact on the overall planning. 	ADE	L
Changing availability of team members, or other team issues	L	L	<ul style="list-style-type: none"> Following solutions proposed by ADE for reorganizing tasks or replacing team members. 	ADE	L
Budget or time constraints relating to unpredicted events or demands	M	M	<ul style="list-style-type: none"> Refocussing activities; Discuss with OEV to maintain realistic expectations. 	ADE, WFP and actors involved	L

Annex VII. Data collection tools

This annex presents an in-depth description of the data collection tools adopted throughout the evaluation. The data collection was conducted by skilled research analysts supervised by the TL ensuring its high quality, relevance to the EQs, disaggregation by stakeholder types and gender. The interpretation of findings was supported and validated through a thorough triangulation exercise and through stakeholder engagement.

1 GLOBAL DESK REVIEW

81. The desk review included a global revision of documents but also a specific analysis of documents at the country level. The desk review started during the inception phase and continued during the analysis phase. The evaluation drew heavily from the range of WFP documentary evidence available, including the policies themselves and associated guidelines, strategic documents, and evaluations relevant to climate change and DRR. A comprehensive e-library was constructed by WFP and amended by the ET, to manage key documentation. Given the expected volume of documentation, the methodology for the desk review followed a structured approach, using the data analysis software MaxQDA and R to categorize documentation with topic-specific rubrics to facilitate learning and to ensure consistency between reviewers.

2 KEY INFORMANT INTERVIEWS

82. Key informant interviews were conducted using semi-structured interview protocols, a format in which the interviewers use open-ended questions allowing for a discussion with the interviewee rather than a straightforward question and answer format. A list of questions was provided to guide the discussion but may not be followed sequentially or be read word by word. The evaluation team conducted remote global key informant interviews and also in person interviews during the country missions. During the in-country visits the senior evaluators conducted in-person interviews with WFP stakeholders, including semi-structured interviews to complement and validate preliminary findings from the desk review, inception missions and evaluability assessment. These interviews were crucial to gather information regarding policy clarity and to accurately map the implementation processes within and across WFP levels and divisions.
83. Prior to interview, the interviewer obtained a verbal informed consent covering information about the scope of the interview, the confidential and anonymized nature of the information collected, the voluntary nature of participation and ability to refuse to answer any question. The evaluation team also outlined the content of the interview and provided the participants with opportunities to ask questions.
84. All notes from the interviews were recorded in a response matrix (coding sheet). Interview notes and responses against the evaluation matrix questions were combined and analysed at the end of the interview to determine emerging themes and patterns across the responses. Individual interviews averaged 45-60 minutes.
85. The list of topics covered through the key informant interviews in relation to the evaluation matrix is provided below. Specific questions were developed and targeted to specific respondents based on their experience and position.
86. The key informant interview discussion guide is meant to guide interviews with internal but also external key informants; to explain the purpose of the evaluation, the timeline and why it is important to interview him/her; to obtain verbal informed consent to voluntarily participate in the interview; and to ask permission to record the interview. Facilitators were expected to exert their best judgment in

navigating the guide and address only the appropriate questions. Probes were provided to help stir the conversation but may not be used.

Table 6 – Key Informant Interview Discussion Guide

Dimension of analysis	Stakeholders
1. Policy	
<p>Are you familiar with WFP's policies on DRR/M and Climate Change? How, if at all, were you involved in their development? How does each one affect your work?</p>	<p>Regional Bureaux, Country Offices (all), Resource partners, Institutions and research centres, Private sector, Governments</p>
<p>How well is each policy aligned with WFP's Strategic Plan, new CSP framework and corporate strategies? Could you please provide examples/details?</p> <p>How well is each policy aligned with United Nations, international and intergovernmental initiatives? Could you please provide examples/details?</p> <p>To what extent does each policy contribute to WFP programming on the humanitarian-development-peace nexus</p>	<p>HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, RAM)</p>
<p>Was each policy informed by a needs assessment and context analysis? In what ways?</p> <p>Do the policies allow for adaptation to local context? How?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units), Resource partners, Institutions and research centres, Private sector, Governments</p>
<p>To what extent has each policy mainstreamed cross-cutting issues (gender, protection, accountability, environment)? Could you please share an example/details?</p>	<p>HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>
<p>How would you define DRR/M, CCA and Resilience? Is the distinction between these concepts clear in the policies? Did the policies help you to understand how these concepts are integrated in WFP's interventions? How?</p>	<p>HQ Divisions, Senior Management, Regional Bureaux, Country Offices (all)</p>
<p>Is there any guidance on how to integrate the CC Policy with the existing DRR/M policy? And with the Resilience Policy? If so, how useful is it? How do you know?</p>	<p>HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, Supply Chain, RAM, Finance)</p>
<p>How were the policies received? Was there a clear distinction between interventions related to DRR/M, CCA and Resilience? And with environment, social protection and energy? Any areas of overlap/complementarity? If yes, how were these addressed in the CSPs?</p>	<p>HQ Divisions, Senior Management, Regional Bureaux</p>
<p>What are the responsibilities and accountabilities towards the policies at different organizational levels? How are they communicated? (If not mentioned above...) Are there focal points for DRR/M and CCA at all organizational levels? What do they do and how helpful is this?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, RAM)</p>

Dimension of analysis	Stakeholders
<p>How have the policies contributed to the following objectives: strengthening national capacities; supporting technical capacities to national governments; strengthening advocacy at national and international levels; reducing vulnerability of affected communities; and collecting and sharing experiences among the aid community?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units), Institutions and research centres, Private sector, Governments</p>
<p>2. Guidance for implementation</p>	
<p>How has each policy affected your capacity to implement DRR/M and CCA-related interventions?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>
<p>To what extent is each policy accompanied by operational guidance, manuals and tools for implementation? What kind of support has been available (online, document, face-to-face training and other activities)? What training tools have been developed?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>
<p>Has the operational guidance met your needs? In what ways? Is it sufficiently adapted to the local context? Is it specific enough to be useful for different disaster types? Has it been updated regularly to remain relevant?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, c)</p>
<p>What has been the support from the RB or HQ to develop, adapt and take ownership of guidance/manuals/training? Who has provided this guidance? Has the RB encouraged/supported exchanges of practices between COs?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices</p>
<p>To what extent have these operational guidance/manuals/tools mainstreamed cross-cutting issues (gender, protection, accountability, environment)? Could you please share examples/details?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, Gender, Protection, Environment)</p>
<p>3. Monitoring and Reporting</p>	
<p>How do you monitor and report on DRR/M and CCA-related interventions and what determines how and which data are collected?</p> <p>Are the current data collection tools appropriate? Why/why not?</p> <p>To what extent is this reporting integrated into the Annual Country Reports?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)</p>
<p>Do you think that the corporate indicators related to CCA (in particular ABI, EBI, CCS) are appropriate? If yes, how easy is it to share/compile data from interventions into the CRF indicators? What challenges have you encountered while doing so, and how do you manage them?</p> <p>What interaction have you had with PROC on this process/issue?</p> <p>Do you use other indicators for CCA, either ad-hoc or requested by donors? Which ones, why and are they similar, compatible, or complementary to the CRF?</p> <p>If you implement DRR/M-related interventions, which indicators do you use to report on them? CRF or ad-hoc indicators? Why?</p>	<p>HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>

Dimension of analysis	Stakeholders
Have regional DRR/M and CCA frameworks been developed? To what extent and how are they used? And useful? How are they integrated into the annual performance report?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)
How is learning generated to inform guidance on future DRR/M and CCA-related interventions?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)
To what extent does WFP contribute to SDG13? And other related SDGs? Please could you provide examples and specify which SDG. To what extent does WFP contribute to Sendai? Please could you provide examples and specify which priority area.	HQ Divisions, Regional Bureaux, Country Offices
How well are cross-cutting issues (e.g. gender / accountability / environment / protection) integrated in monitoring and reporting tools and analysis related to DRR/M and CCA interventions? Please could you provide examples/details.	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM, Gender, Protection, Environment)
What has helped with the monitoring and reporting processes for each policy? And what has hindered monitoring and reporting for each policy?	HQ Divisions, Regional Bureaux, Country Offices (Head of Programme, Resilience/DRRM/CC units, RAM)
4. Partnerships and coordination	
Which strategic partnerships related to DRR/M and/or CCA have been established with WFP and at which level (HQ/RB/CO)? How have they evolved over time (before/after CSP)? What has worked well and what has not?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme), Resource partners, Institutions and research centres, Private sector, Governments
What operational partnerships related to DRR/M and/or CCA have been established with WFP and at which levels (HQ/RB/CO)? How have they evolved over time (before/after CSP)? What has worked well and what has not?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme), Resource partners, Institutions and research centres, Private sector, Governments
Which other types of partnerships related to DRR/M and/or CCA have been developed (e.g. research institutions, civil society) and at which level (HQ/RB/CO)? What has worked well and what has not?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme), Resource partners, Institutions and research centres, Private sector, Governments
5. Country Office activities and CSPs	
Which aspects of your work do you consider to be CCA interventions? Can you please share examples/details? Why do you consider them to be CCA? What were the results of these interventions?	Regional Bureaux, Country Offices (Resilience/DRRM/CC units)
Would you identify them as: i) Climate Analyses and Assessments; ii) Policy support; iii) Insurance and financial services; iv) Climate services; v)	

Dimension of analysis	Stakeholders
<p>Forecast-based financing and action; vi) Climate-sensitive social protection; vii) Energy services; viii) Environment and natural resource management; and ix) Community and livelihood resilience?</p> <p>What were the results of these interventions?</p> <p>To what extent are these results sustainable?</p>	
<p>Which aspects of your work do you consider to be DRR/M interventions? Can you please share examples/details? Why do you consider them to be DRR/M? What were the results of these interventions?</p>	<p>Regional Bureaux, Country Offices (Head of Programme, Resilience/DRRM/CC units, RAM)</p>
<p>What DRR/M and CCA-related capacity development work has been done? How successful has it been?</p> <p>(interventions include risk analysis/assessment and monitoring; emergency preparedness and response; building resilience; coordination and leadership; strengthening national capacities; supporting technical capacities to national governments; strengthening advocacy at national and international levels; reducing vulnerability of affected communities; and collecting and sharing experiences among the aid community?</p> <p>To what extent are these results sustainable?</p>	
<p>How have DRR/M and CC Policies been integrated into the CSP (in terms of objectives, priority areas...), and under which SO? Has the CSP facilitated the integration of DRR/M and CCA interventions at CO level? How/how not?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)</p>
<p>How do DRRM/CCA interventions relate to global programmes like ARC, R4, among others (tension, complementarity) and how are they integrated in the CSPs?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)</p>
<p>Who in the CO has responsibility for DRRM and CCA interventions, and how is this determined? Have there been any organizational/operational difficulties and how have they been managed?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>
<p>Have DRR/M and CCA positive results been scaled up? How?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)</p>
<p>What evidence has been generated about the following: risk assessment and monitoring; emergency preparedness and response; building resilience; coordination and leadership; strengthening national capacities; supporting technical capacities to national governments; strengthening advocacy at national and international levels; reducing vulnerability of affected communities; and collecting and sharing experiences among the aid community? To what extent are the results sustainable?</p>	<p>Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)</p>
<p>How have DRR/M and CCA interventions contributed to gender transformative outcomes? And inclusion and equity?</p>	<p>Regional Bureaux, Country Offices (Head of Programme, Resilience/DRRM/CC units, Gender)</p>

Dimension of analysis	Stakeholders
Were financial and human resources for DRR/M and CC available and adequate? What, if anything was lacking, why and with what consequences?	Regional Bureaux, Country Offices ((D)CD, Head of Programme)
What are the main fundraising strategies for DRR/M and CCA projects/programmes/interventions? What is the main funding source (regular fundings vs trust funds, earmarked or not, multi-year vs one-year fundings)?	Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)
To what extent is the funding raised through WFP or through Governments? Does this have an effect on the funded project? How have funding sources evolved over time? What threats and opportunities are there? Is the current fund-raising strategy appropriate?	Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units])
If there is funding raised from the Green Climate Fund and Adaptation Fund, how does this fit in the bigger picture? What are the advantages/disadvantages of these sources?	Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)
What opportunities and threats exist related to funding? What are the challenges?	Regional Bureaux, Country Offices ((D)CD, Head of Programme)
How are different donors positioned on each of the policies? Have their positions/priorities shifted over time? If so, how?	Regional Bureaux, Country Offices ((D)CD, Head of Programme)
Have the policies contributed to the CO's ability to fundraise and acquire staff capacity to implement interventions related to DRR/M and CCA? How?	Regional Bureaux, Country Offices ((D)CD, Head of Programme)
How have internal human resources been recruited, trained and supported to best implement each policy? To what extent have staff turnover and vacancies impacted institutional capacities?	Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)
6. Context	
What external factors and drivers of change have had a positive or a negative impact on promoting each of the policies? (For example, COVID-19, conflicts, economic or environmental crises, international commitments, leaderships of national or regional authorities, leadership of international stakeholders, among others). What effects have they had?	HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)
What external factors have had an impact on implementation of each of the policies? What effects have they had on implementation?	HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)
What role has technology played in implementation of DRR/M and CCA interventions? With what results? Please could you provide examples/details?	HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)

Dimension of analysis	Stakeholders
What strategic, operational and governance innovations have had an effect on implementation of each policy? How?	HQ Divisions, Senior Management, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units, RAM)
Has the implementation of each policy sufficiently taken into consideration the specificity of local, national and regional contexts?	HQ Divisions, Regional Bureaux, Country Offices ((D)CD, Head of Programme, Resilience/DRRM/CC units)

3 COUNTRY STUDIES

87. The team examined interventions to assess the extent to which the DRR/M and Climate Change policies have been implemented by country offices, the success thereof and the extent to which they affected different at-risk populations, intended beneficiaries and existing inequalities between those beneficiaries – with special consideration given to the vulnerabilities faced in certain contexts by women, boys and girls, the elderly and people with disabilities. These country studies had been critical to understand the extent to which the policies are appropriate and relevant to local contexts, aiming to investigate what enabling factors and barriers exist within each country and across the country studies. Therefore, field observations also provided a key input for the evaluation. Finally, they helped the team validate preliminary takeaways from other data collection efforts, specifically as they pertain to outcomes of WFP beneficiaries, local communities and local partners.
88. Furthermore, many challenges with the results frameworks were addressed by systematically focusing on the relevant corporate indicators as well as the corresponding narratives in the Annual Country Reports over the evaluation period.
89. Over the data collection phase, several indicators which relate directly (especially for the most recent ones) or indirectly to the two policies were found in the successive results frameworks. These indicators have varied significantly over time – some have disappeared, others have evolved. This analysis provides findings on which corporate indicators were used in the Annual Country Reports of the 11 countries that were the object of the evaluation to reflect on the results related to the DRR/M and CC Policies. To focus the in-depth analysis on the most recent data, only the ACR 2018-21 figures have been reviewed. The main corporate indicators included in the analysis were the planned number of beneficiaries reached; the actual number of beneficiaries reached; the Food Consumption Score (FCS); the Coping Strategy Index (CSI) food and consumption; the Emergency Preparedness and Capacity Index (EPCI); a gender marker of related interventions (to DRR/M and CC); and the reported change in funding for related interventions in CSPs.

4 COMPARATIVE LEARNING EXERCISE

90. Three organizations were identified to serve as comparators to WFP: **FAO, the European Union (EU) and the Red Cross**. As part of the Comparative Learning Exercise, key staff were interviewed from each organization and a systematic document review compared WFP’s two policy documents (DRR/M and climate change policy) with the most salient policy-level documents from the three organizations.
91. **Scope and limitations:** It is critical to note that an evaluation of comparators and their policies is not within the scope of this evaluation (thus the aim here is to provide only a high-level review). It is also important to retain that such a comparison often contrasts unlike elements. For example, many of the documents explored as flagship reports for each organization were not policies per se but rather the highest-level positions found and/or those suggested by key informants. Many are referred to as strategies, guidance, plans or charters. Another issue concerns the dates the documents were published (they range from the 2013 DRR Policy in the EU to the 2022 CC Policy in FAO). Lastly, DRR staff from two of the three organizations were unavailable for interviews (FAO and Red Cross); this pushes the evidence to more strongly reflect climate change, as compared to DRR. Most of the data

on policy-linked institutional set-ups and financial/human resources could not be validated in the course of this evaluation.

92. Organized around 13 policy criteria and two other themes (key self-reported achievements and suggestions for WFP), key comparison results are summarized below (see more specifics in Table 1 below).

C1. Concepts: Risk surfaces as a key umbrella term uniting DRR and CC. Two organizations (FAO and RC) appear to feature the term ‘climate change’ more frequently than DRR. The EU favours a more concise distinction between the two concepts and is leaning towards use of ‘Integrated Risk Management’ as a good umbrella term to capture both terms and also resilience (which they and many other donors report is not currently a good focus for WFP). The Red Cross reports that DRR is broader than CC and uses Climate Risk with growing frequency. Clarity of concepts and consistent terminology reflected in the documents studied are similar across the organizations.

C2. Context analysis and C3. Evidence basis: Context analysis to assure relevance is explicit in most of the organization documents. Grounding in evidence is explicit in all of the organization’s key documents. It surfaces that evidence for CC is often more academic and anchored in IPCC as the lead authority. For DRR, while UNDRR would normally serve as the “go-to” authority, only a few documents appear to be anchored in UNDRR’s Global Assessment of Risk (GAR) and EU-promoted Index for Risk Management (INFORM) (only EU features this—and not WFP).

C4. Internal coherence: Given evaluating the organizations is not the aim, here we compared how the organizations reflect their respective corporate strategic objectives in their policies. FAO’s recent CC Policy refers directly and most frequently to the outcomes. All organizations and many of the documents, including the older ones, refer to the nexus directly.

C5. External coherence (alignment to three flagship reports) varies across the organizations with no apparent trend. All three organizations refer to the Sendai Framework for Action (or its predecessor)—visibly more so than does WFP. The range of SDGs each organization refers to in the body of literature varies widely: FAO’s list is relatively short, although wider than that of WFP. The RC and EU have a wide SDG focus, but DG ECHO only mentions one (a current study commissioned by DG INTPA is underway to examine the actual range).

C6. ‘Vision/theory of change’ and C7. ‘Scope and Priorities’: Vision appears prominently in most organizations and key documents. All three comparators are good examples of using visioning and/or Theories of Change. In terms of priorities, FAO’s CC Strategy uses Programme Priority Areas (PPAs) to align related actions and refers regularly to country priorities – noteworthy is the Hand-in-hand initiative for which FAO welcomes WFP’s participation. In its 2022 Global Plan, IFRC reflects five priorities, the top two of which directly reflect CC and DRR.

C8. Gender. All organizations and documents studied reflect some aspects of gender, diversity, inclusion or equity. Some add detail in very specific ways: FAO reflects indigenous people, DG INTPA pays attention to the disabled.

C9. Consultation. All of the organizations report building key positions based on consultation. Interestingly, FAO reflects that its very robust consultation processes with member States providing a strong buy-in although it might have affected the duration of the policy formulation process.

C10. Institutional arrangements. The three organizations run their policies through vastly different institutional structures making comparison nearly impossible. FAO is the closest to WFP, but was reportedly designed much less than WFP for field operations. Mandates for DRR/CC in the EU are the most elaborate of the three comparators and, although unwritten, there is a clear distinction between DG ECHO (humanitarian) and DG INTPA (more established responsibility for anything long term, including climate, slow onset hazards, DRF, among other factors). The RC Climate Centre was deliberately set up outside the IFRC but reports daily links to IFRC staff working on DRR.

C11. Financial and human resources: The organizations are again almost incomparable and detailed evidence is weak. However, FAO's CC Strategy aims to help increase access to financing; in 2013 the Red Cross Climate Centre published a guide for their national societies on how to access Climate funding – a good model for WFP/CO. EU's DG ECHO is the only entity compared that has a delegated and growing budget for Disaster Preparedness while the IFRC has a growing investment in the DREF as a project-based fund for forecast-based action and response.

C12. Results frameworks are reflected in all three organizations

C13. No dissemination strategies were found in the documents reviewed.

93. In summary, suggestions for WFP by the three organizations were common on multiple key themes: building a closer link to the Sendai Framework for Action, focusing on improving the crisis response (humanitarian) by improving disaster preparedness in many ways and keeping this as a main focus. There was agreement that WFP has little need for two policies (DRR and CC) and to consider risk (i.e. integrated risk management) as an umbrella concept. Lastly, in direct relation to climate change and DRR, the three organizations were unified in suggesting that WFP should not invest heavily in longer-term resilience-type actions until their proofs of concept were more strongly established for scaling (including confirmation that WFP was the best actor to lead on them given their comparative advantage).

WFP can learn from organizations, such as funding guidance by RCRC, DG ECHO's thinking on an effectively narrow humanitarian focus and FAO's country priorities and the need to rethink the RBA setup.

Table 7 – Organizational positions on policy quality criteria and various themes

Policy Quality Criteria or other theme	FAO	EU (DG INTPA and DG ECHO)	IFRC and RC Climate Centre (RCCC)
<p>Criteria 1. Presence of a clear conceptual framework</p> <p><i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	<p>FAO appears to prioritize CC over DRR in flagship documents but reports DRR as an intrinsic part of CC. FAO's CC strategy clarifies concepts and terminology. It and the 2015 mainstreaming DRR document refer explicitly to DRR, CCA and Resilience.</p>	<p>EU favors a more concise distinction between the two themes, and ECHO chooses to leave focused climate actions for their development actors. Integrated Risk Management is generally seen to be a good umbrella term to capture both terms, and resilience. Work is underway to recode CC projects to DRR whenever pertinent (i.e. OBSYS). Most documents pay attention to concepts and definitions. The EU Green Deal does not refer explicitly to CCA or DRR, but Mainstreaming CC does. ECHO strategies (and recent strategic plans) refer clearly to all three terms.</p>	<p>Red Cross reports that DRR is wider than CC and uses the term 'Climate Risk' in growing frequency (e.g. CREWS). To RCCC, the difference is based on audience (i.e. 'climate' appeals more to academics and DRR to practitioners).</p> <p>RC's Preparedness for effective response (PER) is parallel to WFP's Emergency Preparedness & Response (EPR). Technical documents and the Climate Centre's Strategy describe concepts and address definitions, using all three terms.</p>
<p>Criteria 2. Presence of a context analysis to ensure timeliness and relevance</p>	<p>Context or gap analysis is explicit in both FAO policies. Causes, amplifiers</p>	<p>Almost all the docs (8/10) reflect context or gap analyses, and in particular</p>	<p>Context analysis is not explicit in the Climate Centre's strategy, but most</p>

Policy Quality Criteria or other theme	FAO	EU (DG INTPA and DG ECHO)	IFRC and RC Climate Centre (RCCC)
<p>and Criteria 3. The policy is based on reliable evidence</p> <p><i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>	<p>and frequencies are described. FAO's CC policy refers to the evidence base e.g. academic research and programmatic guidance to ensure alignment with the 2030 Agenda for Sustainable Development and the UNFCCC.</p>	<p>the strategies and policies. All of the documents explicitly reflect or draw on evidence bases available at the time of publication. DRR (DP Policy) draws heavily on the Sendai Framework and evidence in GARs (UNDRR).</p>	<p>of the documents explicitly reflect evidence bases. Climate change strategy is strongly anchored in academic literature and IPCC.</p>
<p>Criteria 4. The policy ensures internal and strategic coherence</p> <p><i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>	<p>FAO's CC policy has an explicit link to urgent food needs, better nutrition and the nexus.</p>	<p>EU's Green Deal (2019) makes better nutrition/ health and education explicit. Three key documents (especially ECHO's) reflect the nexus.</p>	<p>The Climate Centre strategy and some IFRC Global Plans highlight the nexus explicitly.</p>
<p>Criteria 5. The policy ensures external coherence (3 flagship docs: Sendai/Hyogo; Paris Accord; 2030 Agenda) <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>	<p>The CC Strategy reflects the Paris Agreement, SDGs and Sendai. Mainstreaming DRR carefully aligns to Paris and SDGs and Hyogo/Sendai. FAO reports a larger focus on SDGs 1, 2, and 10 beyond those WFP cites most regularly.</p>	<p>EU's Green Deal reflects only the Paris Agreement. The DP Policy refers directly and deliberately to all three flagship reports. DG INTPA reports on all SDGs (evaluation underway now on extent to which they contribute) and DG ECHO documents refer most often to SDG 13 climate change (despite reportedly leaving slow-onset hazards for development sector)</p>	<p>Paris Agreement is not noted explicitly in the recent RCCC Strategy. Sendai is referred to in many Global Plans and in the Climate Environment Charter. Loss and damage (Warsaw) is linked in a few Global Plans. RCRC documents most often reflect contributions to SDG 6 (Clean Water and Sanitation) and SDG 3 (Good Health), SDG 5 (Gender Equality), SDG 13 (Climate Action) and SDG 17 (Partnership).</p>
<p>PQ6_The policy develops a vision and a theory of change. and Criteria 7. The policy defines its scope of activities and priorities</p> <p><i>2018 Top 10 Lessons for Policy Quality</i></p>	<p>FAO's CC policy refers to a vision or a theory of change. Scope and priorities are explicit in both FAO policies. FAO regularly highlights priority countries, e.g. in the Hand-in-hand initiative (e.g. land-locked countries) and reflects Programme Priority Areas (PPAs); there are 15 PPAs in the CCS Action Plan.</p>	<p>All of the documents make explicit the vision and/or a ToC. They all reflect clear scope and/or priorities.</p>	<p>The Climate Centre's Strategy makes vision explicit. All documents reflect clear scope and highlights priorities. IFRC's Global Plan (2022) relates the following priorities, with the two WFP-policy themes among the top two: Climate and environmental crises, Evolving crises and disasters , Growing gaps in health and wellbeing, Migration and identity,</p>

Policy Quality Criteria or other theme	FAO	EU (DG INTPA and DG ECHO)	IFRC and RC Climate Centre (RCCC)
<p>Criteria 8. The policy integrates gender considerations <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>	<p>FAO's CC policy refers to gender and/or diversity, inclusion or equity. It emphasizes marginalized groups and indigenous peoples.</p>	<p>All of the documents reflect gender, diversity, inclusion or equity. In particular the Green Deal highlights vulnerability and DP guidance pays particular attention to disability in DRR.</p>	<p>Values, power and inclusion.</p> <p>All of the documents routinely and intentionally reflect gender, diversity, inclusion or equity.</p>
<p>Criteria 9. Policy development is based on internal consultations <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>	<p>The FAO CC Strategy is reportedly required to be an "inclusive and consultative process engaging FAO Members, FAO experts at headquarters and regional, subregional and country offices, and external partners". This is seen to be both a blessing for buy-in and a curse for progress. The DRR mainstreaming report does not mention consultation.</p>	<p>Consultation is explicitly mentioned in most documents reviewed. The Green Deal reports being "Based on public consultations".</p>	<p>Given their structure (NS) and auxiliary role with governments, most reports are "based on feedback from civil society organizations and government representatives from around the world".</p>
<p>Criteria 10. The policy outlines clear institutional arrangements and defines accountabilities and responsibilities. <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	<p>FAO is reportedly structured around global frameworks. It was not originally conceived to have a strong field presence; this reinforces the need to link FAO to WFP. Institutional arrangements are mentioned in FAO's CC strategy. Widely considered a development organization (i.e. with no emergency policy), the Climate Change Biodiversity and Environment Division reports being smaller than the Office of Emergencies. DRR-focused staff (while not confirmed) are reportedly very few.</p>	<p>DG INTPA/NEAR/CLIMA have the mandate for climate change (although there is no CC Unit inside DG INTPA) and DG ECHO holds the responsibility for DRR and disaster preparedness (avoiding any concentrated work on CC). This same combination is strongly suggested to be mirrored by FAO/IFAD (CC) and WFP (DRR). DRR interventions, such as EWS, is a grey area where DG INTPA plays a role on hardware, national protocols and DRF and DG ECHO focuses more on software and national-to-community feedback loops. Key reports describe these institutional arrangements.</p>	<p>IFRC's DRR unit and Climate Centre are in very close (daily) communication and the IFRC supports 5 regional DRR Coordinators. The Climate Centre was set up outside IFRC partially to be separate from humanitarian implications (especially relating to climate mitigation). Institutional arrangements are mentioned in Climate Centre's strategy.</p>

Policy Quality Criteria or other theme	FAO	EU (DG INTPA and DG ECHO)	IFRC and RC Climate Centre (RCCC)
<p>Criteria 11. The policy identifies the financial and human resources required for its implementation <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	<p>FAO's new CC strategy has no explicitly delegated budget, but reportedly links fluidly to corporate funding. In a section on "Access to climate finance" the CC strategy mentions GCF, GEF, Adaptation Fund and links to private sector financing. FAO is accredited to receive GCF budgets, as is WFP.</p>	<p>Internal Cooperation Days are organized each year to reinforce cooperation between the two.</p> <p>The Green Deal Disaster holds no specific budget earmarked for CC, but DG INTPA aims to invest one third of their funds to address CCA. DG ECHO's Preparedness guidance/policy is funded directly by a delegated DP budget line (app. Euro75million each period and growing).</p>	<p>The Climate Centre has delegated resources from Partner NS and has approximately 30 full time staff (many virtual). It attracts and sends funding to National Societies which it serves. It is not certain if they have received GCF accreditation. The DREF is a funding mechanism that serves DRF/FbF-A increasingly on a project basis. Interestingly, in 2013 the IFRC produced a document for NS, entitled "Accessing Climate Finance", which is a good model for WFP to help their CO.</p>
<p>Criteria 12. Presence of robust results framework (targets, milestones) <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	<p>All key reports mention the results frameworks. The CC Strategy states that, "The Council will discuss a mid-term review 5 years after adoption".</p>	<p>Results frameworks are common features of EU documents from both sides (development and humanitarian)</p>	<p>No results framework is explicitly in the Climate Centre Strategy, but the Global Climate Resilience Programme has one.</p>
<p>Criteria 13. External dissemination took place <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	<p>No dissemination strategy was found.</p>	<p>No dissemination strategy was found.</p>	<p>No dissemination strategy was found.</p>
<p>OTHER: self-reported organizationally promoted results in CC and DRR</p>	<p>FAO is most proud of their climate negotiations for agriculture, conducted under their convening role for UNFCCC. This includes adaptation planning and NAP implementation. In terms of DRR, the most exciting progress has been made by FAO in contributions to the</p>	<p>The EU is pleased with progress in regional climate modelling and projections, with strong investment in GCCA and disaster risk finance (DRF). For DRR, reportedly strong results are being made with regional risk pools and risk governance; EWS for both development and humanitarian and eco-DRR</p>	<p>RCRC feels the greatest visible progress has been with Forecast-based Action, inclusion of youth, CREWS Guidance. There is a desire to scale eco-DRR work and greening.</p>

Policy Quality Criteria or other theme	FAO	EU (DG INTPA and DG ECHO)	IFRC and RC Climate Centre (RCCC)
<p>OTHER: Suggestions from interviewed KIIs among the comparator agencies for WFP in light of future policy review</p>	<p>Capacity for Disaster Reduction Initiative.</p> <p>WFP would benefit from more strategizing and a little less “doing”. WFP should build a closer link to Sendai (it is currently a “secret society of pilgrims”).</p>	<p>at small scale is being promoted more frequently.</p> <p>WFP needs to produce evidence/proof of concept for all their non-emergency work, including FFA. WFP should have one policy combining CCA and DRR, clarifying concretely what resilience is and how it relates. WFP should focus less on long-term hazards (climate) and should “return to Sendai”. WFP should continue with AA and focus more on preparedness. According to the EU, donors should limit WFP’s scope of work. WFP should work more with RBAs; and design humanitarian programmes that can be taken over by national governments.</p>	<p>WFP needs to mainstream CC/DRR more in tandem. WFP Innovation is great but should not be the driver of WFP programming, especially not to the detriment of satisfying core mandates and improving the delivery more every year. Leave resilience to other seasoned experts until perfected.</p>

Annex VIII. Fieldwork agenda

Case Study Country		Sep 19 – Sep 25	Sep 26 – Oct 2	Oct 3 – Oct 9	Oct 10 – Oct 16	Oct 17 – Oct 23	Oct 24 – Oct 30	Oct 31 – Nov 6	Nov 7 – Nov 13
Bangladesh									
	Desk Review								
	In-country data collection								
	(Remote) debrief								
Caribbean									
	Desk Review								
	In-country data collection								
	(Remote) debrief								
Ethiopia									
	Desk Review								
	In-country data collection								
	(Remote) debrief								
Lesotho									
	Desk Review								
	In-country data collection								
	Remote debrief								
Mali									
	Desk Review								
	In-country data collection								
	(Remote) debrief								
Nepal									
	Desk Review								
	In-country data collection								
	Remote debrief								
Zimbabwe									
	Desk Review								
	In-country data collection								
	Remote debrief								

Annex IX. Selected countries for in-country missions and desk reviews

94. The evaluation TOR prepared by OEV included a table of criteria for longlist country selection, as well as a detailed database of relevant indicators. This database included criteria related to DRR/M and climate change across 88 countries. In agreement with OEV, the evaluation team planned to conduct seven in-country missions to include primary data collection, and four in-depth country desk reviews.
95. The TOR presented a set of criteria that should be considered to ensure a good sample representation in the country selection: i) coverage of all six WFP regions; ii) representation of COs interventions and initiatives related to DRR/M and CCA (climate finance, FbF, climate services, climate insurance and energy-related projects); iii) coverage of COs of different sizes; iv) prevalence of disasters; and v) centralized evaluations carried out in the past year or planned in the next six months. Based on these criteria, the TOR presented a suggested list of 24 countries.
96. The evaluation team reviewed the criteria provided by OEV during the inception phase, drawing on insights gained during the HQ Briefing interviews and the inception missions. Based on these inputs, the selection criteria have been revised as follows:
- **WFP regions:** ideally two countries per WFP region.
 - **DRR/M and CCA-related interventions and initiatives:** countries implementing a diversity of DRR/M and CCA-related interventions (Green Climate Fund, Adaptation Fund, ARC Replica, FbF, climate services, energy-related projects, R4, FFA and 3PA) and regional/global initiatives (FoodSecure and SD3C).
 - **CSP budget and funding level:** ensure diversity in CO resources.
 - **Income:** diversity across income brackets using the World Bank classification.
 - **Risk and fragility:** diversity in the levels of risk and fragility using the World Bank FY21 List of Fragile and Conflict-affected Situations and the latest INFORM Risk and Severity Indexes from 2021.
 - **PROC indicators:** representation of countries following and not following the three PROC indicators (ABI, EBI, CCS).
97. To select which country studies were conducted via desk reviews, the following criteria have been considered: i) recent CSP evaluations and other relevant sources of documentary evidence; ii) diversity in WFP regions; iii) accessibility and security levels; and iv) feedback from RBs. To conduct the desk reviews the evaluation team built on the information collected in other countries and also on the ET past experiences.
98. The country selection matrix is presented in Table 8.
- In RBB region, Bangladesh and Nepal were selected for an in-country mission. **Bangladesh** implements the R4 programme and anticipatory action. **Nepal** was recommended by RBB for two reasons: i) the country is highly exposed to the effects of climate change; and ii) the CO aims to focus on interventions related to DRR/M and climate change.
 - In the RBC region, **Egypt** is implementing energy-related projects and is benefitting from the Adaptation Fund through WFP. The ET built the desk review on the up-to-date information collected in recent evaluations (CSPEs 2022).

- In the RBD region, **Mali** was selected for an in-country mission and Senegal for a desk review. In agreement with OEV, the ET suggested going back to Mali to collect in-depth information related to the ARC Replica programme. While the size of CO **Senegal** is rather small (annual budget of USD13 million), the country is benefiting from a large fund through the Green Climate Fund (USD10 million) and implementing climate services, energy projects and R4.
 - In RBJ, Lesotho and Zimbabwe were selected, both for an in-country mission. **Lesotho** benefits from a USD10 million Adaptation Fund and **Zimbabwe** from a US 8.9 million Green Climate Fund and is implementing all DRR/M and CCA-related interventions, including ARC Replica, FbF climate services, energy projects and R4.
 - In RBN, **Burundi** was selected for a desk review and **Ethiopia** for an in-country mission. Both countries are low-income countries with high/very high levels of climate-related risks.
 - Finally, in RBP region, the Caribbean was suggested by the RB for an in-country mission and Ecuador was selected for a desk review. The **Caribbean** region is especially susceptible to a wide range of natural hazards, and WFP CO in **Ecuador** raised the highest amount of funds through the Adaptation Fund.
99. Table 8 also includes the countries that have been selected for a field visit in the evaluation of WFP's Resilience Policy as the ET benefited from the information collected in these field visits: Burkina Faso, Honduras, Lebanon, Madagascar, Mozambique and South Sudan. The six selected countries belong to the high and very high (overall risk index>6) INFORM severity categories. Moreover, Lebanon is the country with the highest CO annual budget, Burkina Faso and South Sudan are classified as Level-3 Emergency Response, and Mozambique benefits from the Green Climate Fund.

Annex X. List of people interviewed

The following table contains WFP staff interviewed by the evaluation team at headquarters and regional bureau level for the inception phase.

Title	Division
HQ Briefing (7 – 14 April 2022)	
Regional Environmental Advisor	WFP RBD
Social Protection and Resilience/Climate Advisor	WFP PRO-S
Social Protection Policy Programme Officer (Monitoring expert)	WFP PRO-S
Deputy Director of Evaluation	WFP OEV
Research Analyst	WFP OEV
Evaluation Manager PE Resilience	WFP OEV
Evaluation Manager	WFP OEV
Chief, Asset Creation and Livelihoods	WFP PROR-L
Programme Policy Officer	WFP PROR-L
VAM/M&E Officer	WFP RBD
Chief, Climate and Disaster Risk Reduction Programmes	WFP PRO-C
Climate and DRR Policy Focal Point	WFP PRO-C
Resilience and Market Access Regional Advisor, RBJ	WFP RBJ
Programme Policy Officer	WFP RBC
Corporate Planning and Monitoring Advisor - CSP Climate support and M&E team	WFP PRO-C
Senior Climate Services and DRR Advisor, RBB	WFP RBB
Programme Policy Officer (Gender)	WFP GEN
Programme Policy Officer	WFP PROR-L
Insurance Advisor- Senior Programme Policy Officer	WFP PRO-C
Climate Finance team leader, Programme Policy Officer	WFP PRO-C
Programme Policy Officer - Climate Change and DRM	WFP RBC
Programme Policy Officer	WFP PRO-C
Programme Policy Officer - RBJ	WFP RBJ
Programme Policy Officer	WFP PRO-C
Climate Change and Resilience Advisor, RBN	WFP RBN
Energy Regional Advisor	WFP RBC
Programme Policy Officer	WFP PRO-C
Director Resilience and Food Systems	WFP PRO-R
Regional Insurance Advisor	WFP RBD
Programme Policy Officer (Gender)	WFP GEN
Mali Mission (23 – 27 May 2022)	

Title	Division
GFORCE	Implementation Partner
Value Chain Programme Coordinator	WFP CO Programmes
Monitoring & Evaluation Officer	WFP CO Programmes
Nutritionist	WFP CO Programmes
Programme Policy Officer (CBT)	WFP CO Programmes
Programme Associate (SAMS)	WFP CO Programmes
Responsable de la mobilisation des ressources et point focal du Fond pour l'Environnement mondial	AEDD
Programme Officer FLA (Field Level Agreements)	WFP CO Programmes
VAM Officer	WFP CO M&E
Programme Policy Consultant	WFP Field Office, Timbuktu
Chargé des Programmes d'Urgence et Résilience	FAO Mali
Programme Officer (EPR)	WFP CO Programmes
Monitoring and Evaluation Officer	WFP CO M&E
Incoming Country Director	WFP CO
Programme Policy Officer	WFP Field Office, Mopti
Programme Policy Officer (CBT)	WFP CO Programmes
Resilience and Social Protection Specialist	UNICEF
Head of Office	WFP Field Office, Gao
Head of Office	WFP Field Office, Koulikoro & Kayes
Senior Programme Policy Officer	WFP CO
Assistant au Programme	FAO Mali
Procurement Officer	WFP CO Programmes
Chef de Département Prévention et Gestion des risques alimentaires, nutritionnelles, résiliences et réhabilitation	SAP
Programme Officer (M&E)	WFP CO Programmes
Chief Social Policy	UNICEF
Programme Officer (Resilience – SO4)	WFP CO Programmes
Direction de l'Agriculture	Ministry of Agriculture
Chef de département information environnementales	AEDD
Programme Officer (Social Protection)	WFP Programmes (ARC)
Programme Officer (Resilience and Social Protection)	WFP CO Programmes
Budget and Programming Officer	WFP CO Finance
Finance Officer	WFP CO Finance
Programme Policy (Climate Change and Risks Expert ARC and Social Protection/Capacity-Building)	WFP CO Programmes (ARC)
Chargé de la Gestion des risques alimentaires	CSA (Conseil pour la Sécurité Alimentaire)
Expert en Adaptation au changement climatique	IFAD
Chargé du suivi de la sécurité alimentaire	SAP
Technical Advisor	CONACILS, PRP/AGIR
Chargé de programme	CSA (Conseil pour la Sécurité Alimentaire)

Title	Division
Tajikistan Mission (May 30 – June 3, 2022)	
RAM Officer	WFP CO RAM
Representative and Country Director	WFP CO
Senior Programme Associate	WFP CO, CCARB
Product Success Manager	Cloud2Street
Security Advisor	UNDSS
Deputy Country Director	WFP CO
BPU Officer	WFP BPU
Head of Programme	WFP CO
Consultant (GCF)	WFP CO, CCARB
Supply Chain Officer	WFP CO Supply Chain
Operations Officer (DRR)	World Bank
BPU Officer	WFP BPU
Data analyst and VAM	WFP CO RAM
Programme Assistant	WFP CO, CCARB
Programme Policy Officer	WFP CO, CCARB
Director	Fund for Poverty Reduction
Senior Climate Services and DRR Advisor	WFP RBB
Resident Representative	UNDP
Sr. Partnerships Associate	WFP CAM and Reporting and Partnerships Officer
ORM and Performance Reports Officer	WFP CAM and Reporting and Partnerships Officer
Representative	FAO
World Bank Country Manager for Tajikistan	World Bank
Director, Mountain Societies Research Institute and Professor of Earth and Environmental Sciences, School of Arts and Science	University of Central Asia
National Advisor	OCHA
Senior Programme Associate	WFP CO RAM
Senior Programme Associate	WFP CO, CCARB

The following table contains WFP staff interviewed by the evaluation team at headquarter and regional bureau level for the data collection phase:

Title	Division	Location
Rome Headquarters		
Alternate Permanent Representative of the Federal Republic of Germany		Rome
Social Protection Policy Programme Officer (Monitoring expert)	WFP PROT	Rome
Former Chiefs of PROC/ PSC, current Country Director Colombia CO	Climate Change and Disaster Risk Reduction Coordination Unit	Rome
Policy and Programme Officer	WFP	Rome
Director PRO Programme	Humanitarian & Development Division	Rome

Title	Division	Location
Chief, Asset Creation and Livelihoods	WFP PROR-L	Rome
Climate Change Specialist	FAO	Rome
Chief Assessment and Field Monitoring	WFP RAM	Rome
Chief, Climate and Disaster Risk Reduction Programmes	WFP PRO-C	Rome
Programme Policy Officer	WFP PROR-F	Rome
Senior Programme and Policy Advisor	WFP PROR-F	Rome
Climate and DRR Policy Focal Point	WFP PRO-C	Rome
Deputy Director	WFP CAM	Rome
Humanitarian Programme Specialist	WFP	USA
Minister Counsellor		Haiti
Chief, Emergencies and Transitions Unit	WFP PROP	Rome
Head of Analysis and Early Warning Unit	WFP EME	Rome
Consultant Adaptation Division	UNFCCC	Germany
Corporate Planning and Monitoring Advisor - CSP Climate Support and M&E team	WFP PRO-C	Rome
Director PPR	WFP PPR	Rome
Thematic Funding Leader in PPR	WFP PPR	Rome
Programme Policy Officer (Gender)	WFP GEN	Rome
Counsellor of the Embassy of the Principality of Monaco and Deputy Permanent Representative to the FAO.		Principality of Monaco
Chief of Risk Knowledge, Monitoring and Capacity Development Branch	UNDRR	Geneva
Alternate Representative of Mexico to WFP		Mexico
Consultant programme policy, Technical Assistance and Country Capacity Strengthening Service	WFP PROT	Rome
Climate Finance Team Leader, Programme Policy Officer	WFP PRO-C	Rome
Strategic Partnerships Division, formerly working in RBA	WFP STR	Rome
Monitoring and Evaluation Officer - CSP Climate Support and M&E team	WFP PRO-C	Rome
Programme Policy Officer	WFP PRO-C	Rome
Deputy Director, Government Partnership Division	WFP	Rome
Former Chiefs of PROC/ PSC	Climate Change and Disaster Risk Reduction Coordination Unit	Rome
VAM Adviser RAMAC Climate and Earth Observation Unit	WFP RAM	Rome
RAM Field Monitoring Service	WFP RAM	Rome
Ambassador Extraordinary and Plenipotentiary		Rome
Chief Knowledge Management and Digital Innovation	WFP NUT	Rome
Resource Mobilization Advisor (Climate Change)	WFP	Rome
WFP/IFAD Policy Officer		Rome
Deputy Executive Director	Programme and Policy Development Department	Rome
Director Resilience and Food Systems	WFP PRO-R	Rome
Head of Emergency Preparedness Unit	WFP EME	Rome
Regional Bureaus Technical Advisors		
Programme Policy Officer	WFP RBD	Dakar

Title	Division	Location
Regional Environmental Advisor	WFP RBD	Dakar
Programme Officer	RBP	Panama
Programme Officer	RBP	Panama
Head of Resilience	RBJ	Johannesburg

The following table includes the people interviewed from other agencies for the comparative learning exercise.

Title	Organization	Location
Senior Advisor	IFRC	Boston
Policy/Programme Officer - Disaster Risk Reduction	DG INTPA	Brussels
Programme Officer, Office of Climate Change, Biodiversity and Environment (OCB)	FAO	Rome
Currently Director of WFP Berlin Office but former Director CC in FAO at the time of the formulation of WFP Climate Change Policy (2017-2018)	FAO	Rome
Team Leader, Conflict Prevention and Peacebuilding	DG INTPA	Brussels
EU Official	ECHO	Brussels
Directorate General for Humanitarian Aid and Civil Protection	ECHO	Brussels

The following table includes staff and stakeholders interviewed at the country level.

Title	Organization	Location
Bangladesh		
Programme Associate	WFP	Dhaka
Technical Advisor	RCCC	Dhaka
National Consultant	FAO	Dhaka
Programme Specialist, CC and DRM	UNDP	Dhaka
In charge of FFWC	Water Development Board	Dhaka
Human Resources Professional	WFP	Dhaka
Head of Reports	WFP	Dhaka
M & E Officer	WFP	Dhaka
Sr. Officer	German Red Cross	Dhaka
Programme Officer-Gender, Protection and Disability Inclusion	WFP	Dhaka
Head of Field Operation	WFP	Dhaka
Field Operation	WFP	Dhaka
Project Officer	Oxfam	Dhaka
Sr. Officer	IFRC	Dhaka
National Programme Specialist	Oxfam	Dhaka
National Programme Specialist	FAO	Dhaka
Programme Officer	WFP	Dhaka
Programme Policy Officer	WFP	Dhaka
Programme Officer	Oxfam	Dhaka
Head of Programme	WFP	Dhaka

Title	Organization	Location
Communication	WFP	Dhaka
Cluster Coordinator	UNFPA	Dhaka
WASH Officer	UNICEF	Dhaka
Sr. Programme Associate, Resilience Innovation	WFP	Dhaka
Delegate FbF	German Red Cross	
Team Leader, EPR	WFP	Dhaka
Deputy Country Director	WFP	Dhaka
Emergency Officer	UNICEF	Dhaka
Emergency Preparedness and Response Officer	WFP	Dhaka
Project Officer	Oxfam	Dhaka
Caribbean		
Vulnerability Analysis and Mapping	WFP	Barbados
Social Protection Specialist	UNICEF	Barbados
Supply Chain Manager	WFP	Barbados
Deputy Representative	UN Women	Barbados
Head of Partnerships	WFP	Barbados
Programme Officer	UN Women	Barbados
Executive Director	Caribbean Disaster Emergency Management Agency	Barbados
Senior Development Officer	Global Affairs Canada	Barbados
Programme Policy Officer, DRRM	WFP	Barbados
Research Analyst	Ministry of Empowerment	Barbados
Representative and Country Director	WFP	Barbados
Subregional coordinator	Subregional office for the Caribbean	Barbados
Disaster Risk Management Specialist and Emergency Focal	FAO	Barbados
Head of Programme	WFP	Barbados
Climate Change and Disaster Risk Reduction Adviser	FCDO	Barbados
Minister	Minister of Home Affairs	Barbados
Ethiopia		
Staff from: Climate Change Adaptation and Resilience Building (CCARB) Unit, R4 and SIPE programm officers, VAM/MEAL Unit (Early Warning / Forecast Based Financing FbF), Emergency Preparedness, Protection, Gender and AAP Unit, Capacity Strengthening and Chain Supply Unit.	WFP Country Office for Ethiopia	Addis Abeba
Associate Programme Officer	UNEP	Addis Abeba
Drought Response Coordinator	Mercy Corps	Addis Abeba
DRM Specialist	UNDP	Addis Abeba
Program analyst	IFAD	Addis Abeba

Title	Organization	Location
Director of Programmes	Mercy Corps	Addis Abeba
Programme Officer, Disaster Risk Management	FAO	Addis Abeba
PSNP Expert, for Rural & Urban	Ministry of Women and Social Affairs	Addis Abeba
Head of programmes	Self Help Africa	Addis Abeba
Staff	Mercy Corps, Implementing partner of WFP	Gode, Somali region
Beneficiaries	Gode area, Somali region	Gode area, Somali region
local representatives of Ministry of Agriculture (depts agriculture and livestock) and EDRMC	MoA and EDRMC	Gode, Somali region
Staff and seconded experts	Ministry of Agriculture	Addis Abeba
Staff	WFP Sub-Office	Gode area, Somali region
Associate Programme Officer	UNEP	Addis Abeba
Senior programme officer for resilience	WFP Sub-Office	Gode area, Somali region
Expert	Self Help Africa	Addis Abeba
Manager of Emergency Preparedness and Response	Ethiopian Red Cross and Red Crescent Society	Addis Abeba
Head of Office	UNDRR	Addis Abeba
Director Country Programme	Mercy Corps	Addis Abeba
Director of Climate Change planning, implementation and coordination directorate	Ethiopian Environmental Protection Authority	Addis Abeba
Senior Adviser, Recovery and Resilience	UNDP	Addis Abeba
TL Climate Resilient and Environmental Sustainability Unit	UNDP	Addis Abeba
PSNP Expert, for Rural and Urban	Ministry of Women and Social Affairs	Addis Abeba
Lesotho		
Project Coordinator	WFP Forestry	Maseru
Public Works Expert	WFP Forestry	Maseru
Senior Conservation Office	Ministry of Forestry	Maseru
Range Management Officer	Ministry of Forestry	Maseru
Director	Disaster Management Authority	Maseru
Livelihoods and Resilience Technical Programme Manager	World Vision	Maseru
Emergency and Resilience Coordinator	FAO	Maseru
Climate Change Specialist	UNDP	Maseru
Mali		
Value Chain Programme Coordinator	WFP CO Programmes	Bamako
Expert resilience	WFP	Koulikoro, Sibi and Bamako suburbs
Médecin Lt Colonel	Head of Hydromet-Mali	Bamako
Deputy Commissioner; Heads of Departments: Communication,	CSA - Commissariat à la Sécurité Alimentaire	Bamako

Title	Organization	Location
Documentation, Information (F); Technical and Financial Services; Monitoring and Evaluation		
General Director	Mali Meteo	Bamako
Beneficiaries	WFP sub-office and partner ADR	Bamako and Niouro
Head programmes	WFP	Bamako
CC Advisor	WFP sub-office and partner ADR	Bamako
Responsible for the technical division	SAP (Système d'alerte Précoce)	Bamako
Expert senior	FAO	Bamako
Head of Environment and CC Unit	WFP sub-office and partner ADR	Bamako
Expert en changement climatique	Projet "Inclusif"	Bamako
Communication Specialist	Hydromet-Mali	Bamako
Prevention and management of food and nutritional crises, resilience and rehabilitation	CSA - Commissariat à la Sécurité Alimentaire	Bamako
Nepal		
Joint Secretary	National Disaster Risk Reduction and Management Authority (NDRRMA)	Kathmandu
Consultant	World Bank	Kathmandu
Programme Policy Officer	WFP	Kathmandu
Joint Secretary and Chief of Climate Change Management Division	Ministry of Forest and Environment (MOFE)	Kathmandu
Programme Policy Officer	WFP	Kathmandu
Head of Monitoring Review and Evaluation	WFP	Kathmandu
Head of Evidence, Policy and Innovation Unit	WFP	Kathmandu
Programme Policy Officer	WFP lead of DRRM/CCA	Kathmandu
Head of Fund mobilization and Donor Relations	WFP	Kathmandu
Head of Supply Chain	WFP	Kathmandu
Field Office Surket and Field Team Activities	WFP	Surkhet
Under-Secretary, Chief of NEOC	Ministry of Home Affairs	Kathmandu
Deputy Country Director	WFP	Kathmandu
Joint Secretary Disaster and Conflict Management Division	Ministry of Home Affairs (MOHA)	Kathmandu
Head of Field Office	WFP	Surkhet
Logistics Officer (Emergency Coordination)	WFP	Kathmandu
Representative and Country Director	WFP	Kathmandu
Head of ICT	WFP	Kathmandu
Under Secretary, Chief of DRR Study and Recovery Section	Ministry of Home Affairs (MOHA)	Kathmandu
Climate and Environment Advisor	FCDO	Kathmandu
Policy Advisor CC/DRRM	UNDP	Kathmandu

Title	Organization	Location
Assistance Training Officer at Ministry of Forest and Soil Conservation	Ministry of Forest and Environment (MOFE)	Kathmandu
Zimbabwe		
Humanitarian assistance and resilience office director	USAID	Harare
Project Manager	UNDP GCF	Harare
Agrometeorologist	Meteorological Services Department	Harare
M&E officer	AQZ	Harare
WFP Programme Policy Officer Rural and Urban Resilience	WFP Resilience	Harare
Agricultural Extension Officer	Agritex	Harare
Deputy Country Director	WFP	Harare
DRM Associate (Zimbabwe Resilience Building Fund)	UNDP	Harare
GCF Project Coordinator	WFP	Harare
Activity Manager	USAID	Harare
Country Director	WFP	Harare
Deputy Office Director	USAID	Harare
Programme Policy Officer Climate Risk Management	WFP	Harare
District Coordinator	AQZ	Harare
Program Manager	AQZ	Harare
Regional Activity Coordinator for WFP Programmes	World Vision	Harare
WFP Programme Associate	WFP	Masvingo
Programme Policy Officer Risk Transfer/Insurance Focal Person	WFP	Harare
District Coordinator for the Kariba District	World Vision	Harare

Annex XI. Policy influence and contribution

Table 9 – Assessment of DRR/M and Climate Change policies’ influence and contribution to areas of intervention featured in both policies

Level 1 Question	Action	Food Security Analysis	Social Protection	Early Warning & Early Action	EPR	Community Resilience-building	Policy Support & Capacity Development
Which areas of intervention does each of the DRR/M and CC policies focus on? Which of these do both policies focus on?	<ul style="list-style-type: none"> - N.B. The questions in this assessment relate to the key components in Figure 11, in Vol I ‘Hypothetical Influence of DRR/M and Climate Change Policies on WFP Systems, Resources and Plans’ - If the intervention is in the DRR/M <u>and</u> CC policies, consider the influence of both policies for Level 2 questions - If the intervention is specific to the CC policy, consider <u>first</u> that policy’s influence, then consider if it was previously considered as being DRR/M (or other) 						
Level 2 Question	Interpretation of Contribution of CC and DRR/M Policies	Food Security Analysis	Social Protection	Early Warning & Early Action	EPR	Community Resilience-building	Policy Support & Capacity Development
To what extent do CSPs and programmes align with the area of intervention in the policy/ies?	<ul style="list-style-type: none"> - If not aligned, the intervention in the CSP/programme is not influenced by the policy/ies - If generally aligned, the intervention may be somewhat influenced by the policy/ies - If very clearly aligned, the activity is influenced by the policy/ies 	<p>Generally aligned with DRR/M</p> <p>Variable alignment with CC</p>	<p>Generally aligned with both.</p>	<p>Generally aligned with both.</p>	<p>Generally aligned with DRR/M</p> <p>Variable alignment with CC</p>	<p>Generally aligned with both.</p>	<p>Generally aligned with both.</p>

<p>Has the area of intervention started or grown in recent years?</p>	<ul style="list-style-type: none"> - If started or grown between 2011 and 2017, the intervention is possibly influenced by the DRR/M policy - If started or grown since 2017, the intervention is possibly influenced by CC policy (more than DRR/M policy) 	<p>Not new; new tools (3PA) developed that incorporate disaster risk are now institutionalized; climate analysis tools tested but not institutionalized</p>	<p>Predates CC; 'Shock responsive' SP has grown over past 10 years</p>	<p>Growth alongside DRR/M policy and increased after CC policy</p>	<p>Not new but connection with EWEA element has grown in recent years</p>	<p>Has grown since 2011</p>	<p>Not new but have incorporated DRR/M and CC over time; International level on CC (incorporating DRR) has grown since 2017/18</p>
<p>Which offices/teams have provided technical support for this area of intervention?</p>	<ul style="list-style-type: none"> - If PROC, the intervention is influenced by CC policy and possibly by DRR/M policy - If (also) PROR, the intervention may also be influenced by Resilience Policy - If (also) by RB CC/DRR/Resilience team or focal point, the intervention is influenced by CC and DRR/M policies and may also be influenced by Resilience Policy - If (also) by other units/teams, the intervention may (also) be influenced by other policies (e.g. EME and 	<p>RAM, PROC supported coordination on improving tools for climate-related analysis</p>	<p>Support from PROC when shock responsive and combined with insurance</p>	<p>EME, RAM, PROC</p>	<p>EME mostly; RAM; PROC on connections with on EWEA RBs</p>	<p>PROC and PROR RBs</p>	<p>PROC and RB</p>

	Emergency Preparedness Policy)						
What guidance (manuals/tools) is being used for this area of intervention?	<ul style="list-style-type: none"> - If guidance is produced by PROC, the intervention is influenced by CC policy and possibly by DRR/M policy - If guidance is produced by CC/DRRM/Res teams in RB, the intervention is influenced by CC and DRR/M policies and other policies - If guidance is produced by other units/teams, the intervention is (also/mainly) influenced by other units/teams/ policies - If guidance produced by other units/teams but references DRR/M and CC policies or aligns with their content, the intervention is influenced by DRR/M and CC policies 	Guidance/tools produced by PROC and others, but not consistently applied	Produced mainly by other units/teams but references / aligns with DRR/M and CC policies	Produced by EME, RAM and PROC	Produced by EME mostly. Does not align with or refer to DRR/ and CC policy content	3PA, not produced by PROC but includes DRR.	Some provided by RB and PROC
What is the source of funding for this area of intervention?	<ul style="list-style-type: none"> - If funds were secured with involvement of PROC, the intervention is influenced by CC 	Traditional donors plus some new for climate risk	Funds for shock-responsive raised with	Traditional and new for AA and FBF	Traditional emergency donors	Integrated progs include funds from GCF, ARC	Some from GCF, AF or other newer sources,

	policy and possibly by DRR/M policy	analysis tool development	assistance of PROC on risk insurance				channelled to governments
Which other policies include these areas of intervention?	- If the intervention or approach is also in other policies (e.g. Gender, Country Capacity-Strengthening) and the start or growth of the intervention aligns with the dates of those policies, it may also be influenced by those policies.	Many	Resilience Policy and Social Protection Strategy	Emergency Preparedness; Resilience	Emergency Preparedness	Resilience	Many, but DRR/M and CC-focused interventions, mainly by DRRM and CC policies
RESULT		Moderate/Limited	Moderate	Strong	Limited	Moderate	Strong

Table 10 – Assessment of DRR/M and Climate Change Policies’ influence and contribution to areas of intervention featured in Climate Change Policy only







Level 1 Question	Action	Climate Services	Risk Finance & Insurance	Safe Energy & Cooking
Which areas of intervention does each of the DRR/M and CC policies focus on? Which of these do both policies focus on?	<ul style="list-style-type: none"> - N.B. The questions in this assessment relate to the key components in Figure 11, in Vol I, ‘Hypothetical Influence of DRR/M and Climate Change policies on WFP systems, resources and plans’. If the intervention is in the DRR/M and CC policies, consider the influence of both policies for Level 2 questions - If the intervention is specific to the CC policy, consider first that policy’s influence, then consider if it was previously considered DRR/M (or other) 			
Level 2 Question	Interpretation of contribution of CC and DRR/M policies	Climate Services	Risk Finance & Insurance	Safe Energy & Cooking
To what extent do CSPs and programmes align with the areas of intervention in the policy/ies?	<ul style="list-style-type: none"> - If not aligned, the intervention in the CSP/programme is not influenced by the policy/ies - If generally aligned, the intervention may be somewhat influenced by the policy/ies - If very clearly aligned, the intervention is influenced by the policy/ies 	Clearly aligned with CC and some aspects with DRR/M	Clearly aligned with CC	Clearly aligned with CC
Has the area of intervention started or grown in recent years?	<ul style="list-style-type: none"> - If started or grown between 2011 and 2017, the intervention is possibly influenced by the DRR/M policy - If started or grown since 2017, the intervention is possibly influenced by CC policy (more than DRR/M policy) 	Grown since 2017	Grown, especially since 2017	Grown since 2017

Level 1 Question	Action	Climate Services	Risk Finance & Insurance	Safe Energy & Cooking
Which offices/teams have provided technical support for this area of intervention?	<ul style="list-style-type: none"> - If PROC, the intervention is influenced by CC policy and possibly by DRR/M policy - If (also) PROR, the intervention may also be influenced by Resilience Policy - If (also) by RB CC/DRR/Resilience team or focal point, the intervention is influenced by CC and DRR/M policies and may also be influenced by Resilience Policy - If (also) by other units/teams, the intervention may (also) be influenced by other policies (e.g. EME and Emergency Preparedness Policy) 	RAM, PROC and PROR	PROC and RB; PROR supported R4	PROC; possibly also PROR
What guidance (manuals/tools) is being used for this area of intervention?	<ul style="list-style-type: none"> - If guidance is produced by PROC, the intervention is influenced by CC policy and possibly by DRR/M policy - If guidance is produced by CC/DRRM/Res teams in RB, the intervention is influenced by CC and DRR/M policies and other policies - If guidance is produced by other units/teams, the intervention is (also/mainly) influenced by other units/teams/ policies - If guidance produced by other units/teams but references DRR/M and CC policies or aligns with their content, the intervention is influenced by DRR/M and CC policies 	Produced by PROC and RAM	Produced by PROC	Produced by PROC
What is the source of funding for this area of intervention?	<ul style="list-style-type: none"> - If funds were secured with involvement of PROC, the intervention is influenced by CC policy and possibly by DRR/M policy 	Active involvement of PROC to secure funding from GCF, and others.	Active involvement of PROC, GCF, and others.	SAFE; others more recently

Level 1 Question	Action	Climate Services	Risk Finance & Insurance	Safe Energy & Cooking
Which other policies include these area of intervention?	- If the intervention or approach is also in other policies (e.g. Gender, Country Capacity-Strengthening, and others.) and the start or growth of the intervention aligns with the dates of those policies, the intervention may also be influenced by those policies.	None	Resilience	Resilience, Environmental
RESULT		Moderate/strong	Strong	Moderate



Annex XII. Detailed findings on Policy Quality Criteria (EQ1)

Table 11 – Conformity to Criteria for Policy Quality

Criteria 1. Presence of a clear conceptual framework <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i>			
DRR/M policy score: Strong		CC policy score: Strong	
<p>Rationale: The DRR/M policy clearly defines the related concepts and elaborates on the link with Climate Change Adaptation and 'Gender and Disaster Risk Reduction'. (pp. 10-11)</p>		<p>Rationale: The policy only makes direct reference to the RBA joint conceptual framework for strengthening resilience for food security and nutrition. However, the Guidance Note for CCA and DRR, the Climate Change Glossary and the Background Note on WFP and CCA were published around the time of the policy to provide more background information on the definitions and concepts, broad enough to have external relevance, but also practical enough in relation to WFP's context to allow internal readers to understand how it relates to their work.</p>	
Criteria 2. Presence of a context analysis to ensure timeliness and relevance <i>Source: 2018 Top 10 Lessons for Policy Quality</i>			
DRR/M policy score: Strong		CC policy score: Strong	
<p>Rationale: The 'Rationale' of the DRR/M policy (p. 5) describes the causes, amplifiers and frequency of disasters, and refers to research in this field. It sets the global context for the policy and gives specific examples. While the section only briefly touches upon the topic of partnerships and international initiatives, a dedicated section (p.18) further elaborates on this. Some of the terminology is outdated, but it seemed like a solid exercise at the time.</p>		<p>Rationale: A section dedicated to the 'global context' in the CC Policy presents a thorough context analysis (pp. 6-7). A later section on WFP's support to the implementation of the 2030 Agenda also touches upon other international initiatives, such as the Paris Agreement, the Warsaw International Mechanism for Loss and Damage (WIM), and the Sendai Framework (pp. 8-9).</p>	
Criteria 3. The policy is based on reliable evidence <i>Source: 2018 Top 10 Lessons for Policy Quality</i>			
DRR/M policy score: Strong		CC policy score: Strong	
<p>Rationale: The policy drew on an array of academic research and references from other United Nations agencies and RBAs. In addition, it also draws on evidence from the Hyogo Framework for Action.</p>		<p>Rationale: The context sections of the policy drew on then-timely academic research, and programmatic guidance whose alignment with the 2030 Sustainable Development Agenda and UNFCCC was rigorously verified.</p>	



Criteria 4. The policy ensures internal and strategic coherence

Source: 2018 Top 10 Lessons for Policy Quality

DRR/M policy score: Strong		CC policy score: Strong	
<p>Rationale: The DRR/M policy is primarily rooted in Strategic Objective 2 of the Strategic Plan (2008-2013), "Prevent acute hunger and invest in disaster preparedness and mitigation measures". It is also more remotely related to the other 4 SOs.</p> <p>In the Strategic Plan 2014-2017, Strategic Objective 3 directly relates to Food Security-related DRR: "Reduce risk and enable people, communities and countries to meet their own food and nutrition needs." Through the priorities established in the DRR/M policy, there are also clear links with SO 2 on Food Security Analysis and Emergency Response. Also, the Strategic Plan 2017-2021 covers interventions that can be linked back to the policy – although it is harder to distinguish between interventions covered by the Resilience Policy (2015) and the Climate Change Policy (2017). The two most prevalent remaining DRR/M interventions may be disaster preparedness (mentioned under SO 3) and Partnerships for Learning (mentioned under SO5).</p> <p>The DRR/M policy reflects WFP's mandate to build resilience and self-reliance of the most food-insecure populations, in both emergency and development contexts. It does not specify that this would partially take place through strategic partnerships.</p>		<p>Rationale: The CC Policy seems to be less rooted in its preceding Strategic Plan. The policy was developed shortly after the Integrated Road Map 2017-2021 and uses a forward-looking language. It makes reference to how the policy will support the implementation of the policy.</p> <p>The Strategic Plan 2017-2021 aimed to align WFP's interventions with its commitments to the SDGs and the Paris Agreement and climate change is very consciously integrated as a cross-cutting topic. The Strategic Plan 2022-2025 makes less references to Climate Change as a concept but includes interventions covered by the Climate Change policy under 4 of its Strategic Outcomes: SO 1 (Climate-informing emergency preparedness and response, Early Warning and Action), SO 2 (Social Protection and Safety Nets), SO 3 (Risk Finance and Insurance, Capacity Development) and SO 4 (Capacity strengthening).</p> <p>The CC Policy proposes an iterative approach that includes preparedness, response, recovery and development, using the SDGs to guide long-term action.</p>	



Criteria 5. The policy ensures external coherence







Source: 2018 Top 10 Lessons for Policy Quality

DRR/M policy score: Strong		CC policy score: Strong	
<p>Rationale: The DRR/M policy adequately analyses its external context, focusing on key international agreements and changes in the humanitarian and development sectors. It provides strong context analysis and demonstrates alignment with the Hyogo Framework for Action (which was replaced in 2015 by the Sendai Framework for Disaster Risk Reduction), and the Humanitarian Emergency Response Review.</p>		<p>Rationale: The CC policy adequately analyses its external context, focusing on key international agreements and changes in the humanitarian and development sectors. It provides strong context analysis and demonstrates alignment with the UNFCCC Paris Agreement. By also referring to the Sendai Framework and the Warsaw Agreement on Loss and Damage, it highlights key agreements related to the intersection of climate change and disasters.</p>	







Criteria 6. The policy develops a vision and a Theory of Change

Source: 2018 Top 10 Lessons for Policy Quality

DRR/M policy score: Low		CC policy score: Moderate	
<p>Rationale: The DRR/M policy does not explicitly lay out a vision and no guidance at that time was</p>		<p>Rationale: WFP's vision with respect to CCA does come through in the policy and accompanying guidance. The Guidance Note for CCA and DRR</p>	

<p>identified as supporting the policy on this point. In addition, no theory of change was developed.</p> <p>The section 'Principles for WFP Support to Food Security-related DRR' (p. 20) gives a certain impression of how WFP intended to work towards a certain vision through "WFP must ..." statements.</p> <p>The following section 'Policy Implementation' (p.22) specifies the specific areas of intervention through which WFP aims to contribute to this field.</p>	<p>elaborates further on the question, "What is WFP's role and mandate on CCA & DRR?". (p.2)</p> <p>The accompanying guidance documentation clearly lays out how the vision can be integrated in the CSPs. However, no theory of change was developed.</p>		
<p>Criteria 7. The policy defines its scope of activities and priorities <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>			
<p>DRR/M policy score: Strong</p>		<p>CC policy score: Strong</p>	
<p>Rationale: The DRR/M policy identifies priority areas for its implementation, in line with the Strategic Plan. While it gives a good indication, it is not developed enough to support further implementation into CSPs. (p.22)</p>	<p>Rationale: Intended programmatic interventions are well defined in the CC Policy. (p.18-21)</p>		
<p>Criteria 8. The policy integrates gender considerations <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>			
<p>DRR/M policy score: Moderate</p>		<p>CC policy score: Strong</p>	
<p>Rationale: At the time it was written, the DRR/M policy was coherent with WFP's approaches to gender equality, equity and inclusion. It states that it builds on the Gender Policy in place at that time and as such, it promotes gender sensitivity, equality and the empowerment of women. Its focus is on gender-differentiated impacts of disasters, and commits to ensuring 'men and women's participation in assessments and project design'. However, a rather outdated approach to gender is reflected in the statement: "WFP will take advantage of women's skills...". It also lacks reference to the transformative aspects of gender and inclusion.</p>	<p>Rationale: The CC policy is coherent with WFP's current approaches to gender equality, gender transformation and inclusion, hence is better aligned than the DRR/M policy. It also states that it builds on the Gender Policy, and describes gendered vulnerability and impacts of CC and disasters, including their contribution to perpetuating inequality and gender-based violence. It takes a gender justice approach in phrases such as "efforts to combat climate change and end hunger are undermined...if benefits are not equitably realized...". Unlike the DRR/M policy, it includes a principle on designing gender transformative interventions. It also refers to inclusive leadership and financial inclusion.</p>		
<p>Criteria 9. Policy development is based on internal consultations <i>Source: 2018 Top 10 Lessons for Policy Quality</i></p>			
<p>DRR/M policy score: Low</p>		<p>CC policy score: Moderate</p>	
<p>Rationale: The DRR/M policy only refers to close consultation with the Board. Potentially due to the age of the policy, no primary evidence of a consultation process was found.</p>	<p>Rationale: Broader internal consultations than those of DRR/M policy led to greater awareness that WFP was developing a position on the issue.</p>		

Conformity to Criteria for Policy Uptake/Implementation

Criteria 10. The policy outlines clear institutional arrangements and defines accountabilities and responsibilities <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i>			
DRR/M policy score: Low 		CC policy score: Moderate 	
<p>Rationale: The following is stated in the Executive Summary on page 2: "The policy will be supported by an action plan for implementation, monitoring of implementation and reporting. A specific operational framework for WFP emergency preparedness and response is being developed in accordance with this policy." No evidence has been found so far of such documentation.</p> <p>The DRR/M policy outlines some clear principles that WFP sets to apply in its work in Food Security-related DRR (pp. 20-21). It also provides a justification of why WFP should assume a role in these areas, an argumentation based on its comparative advantages. The way they are presented makes them appear rather as 'advantages'. A list of past and ongoing interventions is presented without putting these in perspective next to a selection of other international agencies.</p>		<p>Rationale: The CC Policy lays out clear country-level actions that can contribute to reaching its vision. (p. 15)</p> <p>The guidance notes accompanying the CC Policy are very instructive on why and how to integrate related interventions in the CSPs and how projects for CCA can be developed and integrated with other WFP interventions, for example, Table 1 in the Note on 'WFP and CCA' , explains how key CCA characteristics are relevant to WFP. (pp. 8-9)</p> <p>The Guidance Note on CCA and DRR explains WFP's role and mandate in both CCA and DRR (pp. 2-3). However, while it is linked to their mandate (through a resilience lens), a reflection on why WFP is best placed to take these responsibilities seems to be missing.</p>	
Criteria 11. The policy identifies the financial and human resources required for its implementation <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i>			
DRR/M policy score: Low 		CC policy score: Strong 	
<p>Rationale: The policy contains a dedicated section related to financial and resource considerations. It states that DRR/M programme costs are already integrated in WFP's Management Plan and foresees that additional investments estimated at US\$5-6 million per year would be required over four years. Those were to be reflected in the 2012-2014 Management Plan. However, no evidence of these additional funds could be found and the staff interviewed who were directly involved at that time (2011) spoke of very scarce resources to implement the DRR/M policy.</p> <p>The policy does not provide an indication of the human resources required to implement the policy. It mentions a specific action plan for corporate capacity development in disaster risk reduction but no evidence of such a plan was found.</p>		<p>Rationale: The policy contains a dedicated section related to financial and resource considerations. It identifies climate finance as a growing source of funding, mentions partnerships through which it will explore additional funding sources, and elaborates on the required nature of the funding. This translated into subsequent PSA allocations, initially limited, but gradually increasing over time. This was complemented by substantial additional resources mobilized through dedicated efforts from PROC.</p> <p>Staff capacity is referenced as a key factor for the implementation of the policy. While the policy does not present a plan to enhance staff capacity, it identifies the RBs and PROC as instances for internal technical assistance. A capacity-development strategy was developed shortly after the policy's approval.</p>	
Criteria 12. Presence of robust results framework (targets, milestones) <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i>			
DRR/M policy score: Not met 		CC policy score: Moderate 	

<p>Rationale: The policy refers to an action plan for implementation, monitoring of implementation and of reporting, but no subsequent guidance was identified to support this.</p>	<p>Rationale: a results framework is meant to support a ToC by capturing the logical cause-effect relationships among inputs, outputs, intermediate outcomes and impact. A robust framework keeps measurable objectives in sight, helps monitor progress toward those objectives, and assists with adjustment and management of programme implementation.</p> <p>While the Guidance Note for Climate Change Adaptation and Disaster Risk Reduction guides the COs on whether and how to integrate DRR/M and CCA interventions in their CSP, more detailed information on the integration in the results framework was laid out in the Guidance note on Strategic Outcomes, Outputs and Activities. No targets could be identified in the policy and guidance documentation, and discussion of objectives remained more general. (CC Policy, p. 11)</p> <p>Additional guidance for setting up complementary monitoring and reporting processes to meet donor-specific requirements could not be identified.</p>
<p>Criteria 13. External dissemination took place <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i></p>	
<p>DRR/M policy score: Not met</p>	<p>CC policy score: Moderate</p>
<p>Rationale: No evidence is found of the dissemination. Outside of WFP, there is little awareness of policy.</p>	<p>Rationale: Policy was disseminated after its approval, as evidenced by the varied guidance produced for different audiences/actors, but, outside of WFP, there is little awareness of policy.</p>

Annex XIII. Mapping of findings, conclusions and recommendations

Table 12 – Mapping of Findings, Conclusions and Recommendations

Recommendation	Conclusions	Findings
Recommendation 1: Reposition DRR/M across and within WFP policies and guidance on Resilience, Climate Change, Emergency Preparedness and Response and other relevant programmatic areas, such as social protection.	Conclusion 1 – POLICY QUALITY	Finding 1
	Conclusion 2 – POLICY COHERENCE	Findings 2-6
	Conclusion 3 – GROWTH OF PROGRAMMES AND INTERVENTIONS	Findings 6, 7, 28-29
Recommendation 2: Update the Climate Change Policy to incorporate recent changes in the external context, convey the evolving cross-cutting nature of WFP climate change actions, and reflect lessons learned and new internal priorities.	Conclusion 1 – POLICY QUALITY	Finding 1
	Conclusion 2 – POLICY COHERENCE	Findings 2-6
	Conclusion 3 – GROWTH OF PROGRAMMES AND ACTIVITIES	Findings 6, 7, 28-29
Recommendation 3: Develop in a consultative, coordinated manner (involving other HQ divisions, RBs and COs) a costed policy implementation plan to describe how the updated Climate Change Policy will be rolled out across the organization.	Conclusion 1 – POLICY QUALITY	Findings 1, 25
	Conclusion 3 – GROWTH OF PROGRAMMES AND INTERVENTIONS	Findings 7, 23-29
	Conclusion 5 – SUSTAINABILITY	Finding 22
	Conclusion 6 – GENDER, INCLUSION AND INTERSECTIONALITY	Findings 5, 21
	Conclusion 8 – PARTNERSHIPS	Finding 27
Recommendation 4: Take steps to increase access to more diversified and multi-year financing and funding for climate change related action and DRR/M	Conclusion 3 – GROWTH OF PROGRAMMES AND ACTIVITIES	Findings 7, 29
	Conclusion 5 – SUSTAINABILITY	Findings 22, 25

in close coordination with similar efforts undertaken for resilience programming.

Conclusion 7- RESOURCES

Finding 24

Recommendation 5: Improve monitoring, evaluation and learning on climate change-related action and DRR/M, including their contribution to resilience and to strengthening the triple nexus.	Conclusion 1 – POLICY QUALITY	Finding 1
	Conclusion 2 – POLICY COHERENCE	Finding 2-6
	Conclusion 3 – GROWTH OF PROGRAMMES AND INTERVENTIONS	Finding 7
	Conclusion 4 – EFFECTIVENESS	Finding 8-16, 18, 26

Recommendation 6: 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,

Conclusion 3 – GROWTH OF PROGRAMMES AND INTERVENTIONS

Finding 23-29

Conclusion 6 – GENDER, INCLUSION AND INTERSECTIONALITY

Findings 5, 21

in line with the requirements of the updated Climate Change Policy. In addition, ensure that capacity strengthening on DRR/M are integrated in the relevant areas.

Conclusion 7- RESOURCES

Findings 23, 24, 25

Recommendation 7: Ensure that guidance and systems are in place to support COs to implement a multi-risk, multi-stakeholder and locally led approach on climate action and DRR/M.	Conclusion 5 – SUSTAINABILITY	Finding 22, 25
	Conclusion 8 – PARTNERSHIPS	Finding 27

Recommendation 8: Focus on complementarity and effectiveness in strategic and operational partnerships on climate change and DRR/M with United Nations agencies, IFIs, government donors, private sector, academia and NGOs.

Conclusion 5 – SUSTAINABILITY

Finding 22, 25

Conclusion 7- RESOURCES

Findings 23, 24, 25

Conclusion 8 – PARTNERSHIPS

Finding 27

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Annex XV. Acronyms and abbreviations

3PA	Three-pronged approach
4R	4R Resilience Programme
ABI	Asset Based Index
ACR	Annual Country Report
ADE	Aide à la Décision Economique
AF	Adaptation Fund
ARC	African Risk Capacity
BPU	Budget and Programming Unit
C-ADAPT	Climate Adaptation Management and Innovation Initiative
CAS	Corporate Alert System
CC	Climate Change
CABS	Climate Adaptation Benefit Score
CBPP	Community-Based Participatory Planning
CCA	Climate Change Adaptation
CCS	Capacity to manage climate shocks and risks
CDEMA	Caribbean Disaster Emergency Management Agency
CEQAS	Centralized Evaluation Quality Assurance System
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CLE	Comparative Learning Exercise
CLEAR	Consolidated Livelihood Exercise for Analysing Resilience
CO	Country Office
COP	Conference of the Parties
CRF	Corporate Results Framework
CRI	Climate Risk Insurance
CSA	Commission pour la Sécurité Alimentaire
CSI	Coping Strategy Index
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DG INTPA	Directorate-General for International Partnerships
DREF	Delta Research and Educational Foundation
DRF	Disaster Risk Finance
DRR	Disaster Risk Reduction

DRR/M	Disaster Risk Reduction and Management
DTL	Deputy Team Leader
EB	Executive Board
EBI	Environmental Benefits Index
ECOWAS	Economic Community of West African States
EFSA	Emergency Food Security Assessments
ENSO	El Niño-Southern Oscillation
EME	Emergency Operations Division
EPCI	Emergency Preparedness and Capacity Index
EPR	Emergency Preparedness and Response
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
EU	European Union
EWEAR	Early Warning Early Action and Readiness
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance for Assets
FbF	Forecast-based financing
GAM	Gender with Age Marker
GCF	Green Climate Fund
GEWE	Gender Equality and Women's Empowerment
GloFAS	Global Flood Awareness System
HFA	Hyogo Framework for Action
HQ	Headquarters
IASC	Inter-Agency Standing Committee
IDF	Insurance Development Forum
IDNDR	International Decade for Natural Disaster Reduction
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
INGO	International Non-Governmental Organization
IPCC	Intergovernmental Panel on Climate Change
IRA	Immediate Response Account
IRG	Internal Reference Group
ISDR	International Strategy for Disaster Reduction
KII	Key Informant Interview
MCO	Multi-Country Office
NAP	National Adaptation Plan
NGO	Non-governmental organization
NUT	Nutrition Programme

OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OEV	WFP Office of Evaluation
PPA	Programme Priority Area
PRISM	Platform for Real-time Impact and Situation Monitoring
PROC	Climate and Disaster Risk Reduction Programmes Service
PROR	Resilience and Food Systems Service
PROT	Technical Assistance and Country Capacity Strengthening Service
PSA	Programme Support and Administration
R4	The R4 Rural Resilience Initiative
RAM	Research, Assessment and Monitoring
RB	Regional Bureaux
RBA	Rome-based Agency
REAP	Rural Environmental Assistance Programme
SAFE	Safe Access to Fuel and Energy
SAP	Système d'Alerte Précoce
SDG	Sustainable Development Goal
SFDRR	Sendai Framework for Disaster Risk Reduction
SIPE	Satellite Index Insurance for Pastoralists
SO	Strategic Objective
SRF	Strategic Results Framework
TL	Team Leader
ToC	Theory of Change
TOR	Terms of Reference
UNCDF	United Nations Capital Development Fund
UNCED	United Nations Conference on Environment and Development
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDRO	United Nations Disaster Relief Office
UNDRR	United Nations Office for Disaster Risk Reduction
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations International Children's Emergency Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAM	Vulnerability Analysis and Mapping
VSL	Village Savings and Loan
VSLA	Village Savings and Loan Association
WFP	World Food Programme

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