

Management Response from the Rome-based Agencies (RBAs) to the recommendations of the Joint Evaluation of the RBA Resilience Initiative: “Strengthening the resilience of livelihoods in protracted crisis” in the Democratic Republic of Congo, Niger and Somalia from 2017 to 2023



1. This document, finalized in November 2024, presents the management response to the recommendations of the joint evaluation of the RBA Resilience Initiative in the Democratic Republic of Congo, Niger and Somalia from 2017 to 2023.
2. The evaluation, which was commissioned by Rome-based Agencies, including the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agriculture (IFAD) and World Food Programme (WFP), covers all activities implemented from May 2017 – December 2023, looking at the activities through different lenses (design, implementation, results) and across the different levels (community, national, regional and global). With respect to geographical coverage, the evaluation looked at activities implemented in the target areas of DRC (Rutshuru territory, North Kivu Province), Niger (Maradi region, Chadakori Communes and Zinder region, Dogo Communes), and Somalia (Togdheer Region, Somaliland), as well as the global component. The evaluation serves the dual purpose of accountability and learning, consolidating evidence for the purpose of accountability to the donor, as well as building evidence around multi-year funding for joint programming. Therefore, there was intended to be a strong focus on learning and an emphasis on mainstreaming gender equality and women’s empowerment (GEWE), human rights and equity across both evaluation objectives.
3. The evaluation made nine global recommendations. Given the institutional arrangements of this joint programme, in which IFAD operated at a decentralized level in one country (Niger) while FAO and WFP worked jointly in all three countries, this management response was written at global level by both FAO and WFP. The matrix sets out whether FAO and WFP agree, partially agree or disagree with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)	Management Response	Actions to be taken	Action Lead (Supporting Offices/Divisions)	Action Deadline
<p>Priority: High</p> <p>Recommendation 1: The RBA Resilience Initiatives' approach to the design and performance results frameworks should be used as a model for any future resilience programming. The design was highly participatory, both amongst the RBA and participating communities. The RBA regional and HQ staff and expertise were used to ensure adherence to best practice and common tools and facilitate country-level programming, enabling the country offices to lead the process overall. The Performance Management Frameworks included sound causal analysis between output activities and immediate and intermediate outcomes. They also included specific and measurable targets and a combination of qualitative and quantitative measures, including standard proxy indicators, throughout. This could be strengthened through the inclusion of indicators for gender equality, women's empowerment and social inclusion. (Deadline: In time for any future resilience programme)</p>	<p>RBA; Individual Agencies</p>	<p>Agreed</p> <p>The recommendation to have a joint results framework is agreed to for multi-country, multi-year joint resilience programming between two or more of the RBAs. The nature of each framework, in terms of structure and indicators, will however vary to be specific to the country and programming context.</p>	<p>1.1 Develop a lessons learned and good practices document that covers insights from this multi-year, multi-country joint initiative on resilience programming design, planning and performance measurement frameworks.</p> <p>1.2 Disseminate the lessons and good practices document within the Joint RBA website and other relevant resilience knowledge platforms from each agency.</p>	<p>FAO – Director of Emergencies and Resilience WFP – Director of Climate and Resilience</p>	<p>July 2025</p>

Priority: Medium

Recommendation 2: Having a global component to facilitate the design, knowledge, and training on common concepts, approaches, and tools should be maintained for any future RBA multi-country programming. This enabled the RBA to develop a comprehensive common approach and to establish the foundation for working together over a multi-year programme. The RBA should also include lessons and best practices workshops at least annually to improve adaptive programming and results. **(Deadline: In time for any future resilience programme)**

RBA

Agreed

Future RBA multi-country, multi-year programmes whose geographical focus span multiple agency regional offices can include a global component for coordination and oversight, although it will depend on donor financing and agreement. This recommendation is not applicable to any multi- or single-country multi-year programme whose geographical focus remain within the agency regional offices, as oversight and coordination is provided by these regional offices through their decentralized functions, and a global component would not be required. Irrespective of programme oversight location, the agencies still commit to ongoing sharing of lessons learned.

2.1 Within the joint lessons learned and good practices document, define and share systematic approach to capture and share learning across RBAs through: (a) development of standardized templates for documenting lessons on joint programming effectiveness, adaptive approaches and resilience measurement, and (b) organization of periodic inter-agency knowledge exchange forums to review emerging practices in resilience programming.

FAO – Director of Emergencies and Resilience
WFP – Director of Climate and Resilience

July 2025

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<p>Priority: High</p> <p>Recommendation 3: Future resilience programming in complicated and dynamic operating contexts should focus on a smaller set of demonstrably effective activities (nutrition, water catchment, market gardens). These should include integrated approaches associated with direct support with the appropriate transfer modality based on context and beneficiary preference. This may be in relation to the requested human and financial resources.</p> <p>(Deadline: In time for any future resilience programme)</p>	RBA; Individual Agencies	<p>Not agreed</p> <p>The scope and selection of activities should be determined through community-based planning processes and driven by specific contextual factors, local needs, and preferences rather than pre-determining a limited set of activities, particularly since integrated and adaptive programming approaches require flexibility to respond to changing circumstances and opportunities.</p>	N/A	N/A	N/A
<p>Priority: High</p> <p>Recommendation 4: Future RBA resilience programming in areas with high levels of food insecurity should use a common set of outcome and impact measurement approaches, like the use of FCS, CSI, and RIMA II, while ensuring that issues like gender and social inclusion are adequately addressed. This combination is a proven and comprehensive approach, with analytical complementarity with the World</p>	RBA; Individual Agencies	<p>Agreed</p> <p>While agencies' existing analytical tools remain available for resilience programming, their integration and application must be adapted to specific country contexts and operating environments. As there are no joint resilience programmes</p>	See action 1.1	See action 1.1	See action 1.1

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<p>Bank's Living Standards Measurement Study approach. The RIMA II also includes modules on a range of issues that affect resilience and while these are combined in its econometric approach to arrive at a single, somewhat reductive, score of resilience, the modules can be separated out (as done by the RBA) to understand which activities had the most demonstrable effects on this resilience score. The RIMA II is also suitably aligned with the comparative experience amongst the RBA and has a needed degree of rigor not available in other approaches.</p> <p>(Deadline: In time for any future resilience programme)</p>		<p>currently planned, this recommendation cannot be operationalized at this time.</p>			
<p>Priority: High</p> <p>Recommendation 5: Resilience programming in complex operating dynamics would benefit from a crisis modifier/draw-down financial mechanism to address the needs of vulnerable communities facing climate shocks. This would enable the RBA to preserve gains or adapt when crises overwhelm communities, as in DRC, and to adapt and change programme priorities or modalities when new opportunities emerge or, as intended in</p>	<p>RBA; Individual Agencies</p>	<p>Partially agreed</p> <p>While establishing a joint RBA financial draw-down mechanism would be complex, agencies can leverage existing context-specific crisis monitoring mechanisms (like IPC) to trigger scaled-up emergency responses through their respective mechanisms, when needed and subject to available</p>	<p>5.1 If new joint resilience programming opportunities emerge in complex operating environments in the next 12 months, engage donors to explore and integrate a context-appropriate crisis modifier in programme designs.</p>	<p>FAO – Director of Emergencies and Resilience WFP – Director of Climate and Resilience</p>	<p>December 2025</p>

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<p>the recommendation related to increased community engagement.</p> <p>(Deadline: In time for any future resilience programme)</p>		<p>funding. This approach allows programmes to maintain resilience gains while utilizing established response protocols.</p>			
<p>Priority: High</p> <p>Recommendation 6: Future resilience programmes should adopt a gender approach that includes proven and appropriate methods and frameworks for gender equality and women’s empowerment. Gender-related results varied across the three countries and lessons learnt and best practices may be encouraged to further improve outcomes. Community-based participatory approaches may also be reviewed to enhance gender-related issues.</p> <p>(Deadline: In time for any future resilience programme)</p>	<p>RBA; Individual Agencies</p>	<p>Agreed</p> <p>To achieve equitable and inclusive resilience, a gender-transformative approach must be integrated into all resilience programming.</p>	<p>See action 1.1. Lessons learned and good practices on gender transformative approaches from the RBA Resilience Initiative will be captured within the jointly prepared document.</p>	<p>See action 1.1</p>	<p>See action 1.1</p>
<p>Priority: High</p> <p>Recommendation 7: Future resilience programming should include more consistent community engagement throughout, enabling greater adaptation to needs, while also facilitating how communities and other stakeholders overcome obstacles.</p>	<p>RBA; Individual Agencies</p>	<p>Partially agreed</p> <p>While strong community engagement was maintained through approaches like 3PA and Dimitra Clubs, it is acknowledged that implementation success</p>	<p>See action 1.1</p>	<p>See action 1.1</p>	<p>See action 1.1</p>

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<p>While the 3PA approach was used to good effect early in the Programme, especially in relation to developing priority activities, KII and evidence from the communities show that any subsequent engagement was intermittent and inconsistent and there were issues associated with conflicts, faulty infrastructure, and women’s empowerment, as identified throughout the report, that were missed because of this lack of engagement.</p> <p>(Deadline: In time for any future resilience programme)</p>		<p>varied in diverse communities facing different and complex challenges. The importance of community engagement warrants continued emphasis and enhancement in future programming, and will be highlighted within the joint lessons and good practices document.</p>			
<p>Priority: Medium</p> <p>Recommendation 8: Future resilience programming should include financial analysis regarding the costs of individual and combined activities and their potential return on investment.</p> <p>This would be vital for establishing which activities are best positioned to be replicated or brought to scale, thus distinguishing between those that may be effective but expensive and those that may be somewhat less effective but much more cost-effective.</p> <p>(Deadline: In time for any future resilience programme)</p>	<p>RBA; Individual Agencies</p>	<p>Partially Agreed</p> <p>It is agreed that agencies will continue to explore and test appropriate methodologies for analyzing cost-effectiveness of resilience programming. However, it is not agreed that ROI analysis should be conducted solely for identifying scalable and replicable activities, as variations in cost drivers across locations/contexts may result in different ROIs for the same</p>	<p>See action 1.1. Considerations for the integration of cost-effectiveness analyses in performance measurement frameworks will be highlighted within the lessons and good practices document.</p>	<p>See action 1.1</p>	<p>See action 1.1</p>

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		activity and hence be misleading.			
<p>Priority: Medium</p> <p>Recommendation 9: The RBA should expand upon the Knowledge Platform on Emergencies and Resilience (KORE)¹ as a way to share knowledge, practices, and insights into what works in terms of resilience programming. This may be strengthened through a dissemination and use plan, ensuring that all RBA country offices and other actors are privy to such resources.</p> <p>(Deadline: Ongoing)</p>	RBA	<p>Agreed</p> <p>While KORE is specific to FAO, all agencies have knowledge management platforms which will continue to be used and enhanced.</p>	See action 1.2	See action 1.2	See action 1.2

¹ Please see the KORE site [here](#), with a section dedicated to the RBA initiative in DRC, Niger and Somalia.