

Management Response to the Recommendations of the Decentralized Evaluation of WFP's Rural Resilience Building (R4) Program in Amhara and Tigray Regions of Ethiopia [2019-2024]

1. This document presents the draft management response to the recommendations of the evaluation of WFP's **rural resilience building (R4) program in Amhara and Tigray regions of Ethiopia [2019-2024]**.
2. The evaluation, which was commissioned by WFP Ethiopia Country Office covers the **rural resilience building (R4) program in Amhara and Tigray regions of Ethiopia [2019-2024]**. The evaluation serves the dual purpose of accountability and learning from the programme and inform programming and scale up of similar programmes in the future.
3. The evaluation made six key recommendations. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned, ongoing or taken actions, responsibilities and timelines.

October 13, 2025

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
Priority: High Recommendation 1: The CGF / Revolving Funds managed by the Cooperative Saving and Credit Unions and the RuSACCOs should be properly monitored and sufficiently supported at woreda, Union, Branch / Service Centre and community levels. (Deadline: end of 2026)	Lead: Climate Change Adaptation and Livelihoods Team Partner: Bureau of agriculture, cooperative promotion office/woredas and CPs.	Agreed	1.1. The CO and relevant partners to undertake a review (hybrid) of all six Cooperative Saving and Credit Unions to determine: (i) how each is managing the CGF / Revolving Funds; (ii) current status of the funds; (iii) quality of current monitoring systems; and (iv) management and monitoring challenges. 1.2 Work with the CP and Woreda Cooperative Officers to compile a status review of the RuSACCO credit funds and loan disbursements. Increase periodical spot visits and monitoring.	Lead: Climate Change Adaptation and Livelihoods Team Partner: Partner: Bureau of agriculture, cooperative promotion offices/Region to woredas level and CPs.	Q4 2025 to Q2 2026

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			1.3 Work with relevant partners including CP to undertake spot visits to selected RuSACCOS- to ascertain their operational efficiency (Record Keeping, Loan Portfolio management) 1.4 To increase operational effectiveness of the RuSACCOS, WFP and relevant government bureaus (Bureau of Cooperatives) to review progress and periodically facilitate refresher trainings. 1.6. Finalise the Standard Operating Procedures to enable appropriate management of Credit Guarantee Fund.		

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Priority: Medium Recommendation 2: An After-Action Review & Learning workshop should be planned and organised for project staff and partners to jointly identify and document lessons from R4 December 2026	Lead: Climate Change adaptation and livelihoods, RAM	<i>Agreed</i>	2.1 WFP in close liaison with relevant stakeholders will hold a closeout after action review workshop that include the CP that supported R4 implementation, Bureau of Agriculture, Bureau of Cooperatives and selected community leaders to participate in formulating best practices uphold and replicate, challenges faced with their respective mitigation measures and opportunities for enhancing layering and integration with other resilience programme workstreams. Three level meetings to be facilitated at Federal, Regional and Woreda levels respectively.	Lead: Climate Change adaptation and livelihoods, RAM Partners: CP, Insurance companies, Insure-techs, Financial Institutions, and Local Administration.	Q2 of 2026

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Priority: High Recommendation 3: A comprehensive study should be undertaken across different crop insurance interventions in Ethiopia to better understand which types of farmers benefit most, and whether and how insurance affects agricultural decisions, resilience, and productivity. The study should explore differences across farmer types (e.g. landholding size, gender, wealth, risk exposure, access to complementary services like credit or extension) to determine who benefits most from	Lead: Climate adaptation and Livelihood Partner: Ministry of agriculture, association of Ethiopian insurers, national bank of Ethiopia, PULA advisors.	Agreed	3.1 The CO to leverage the existing coordinating platforms including the Agriculture Insurance Consortium (AIC) and lobby for joint diagnostic study and stock taking exercise on various micro insurance products considering the 5As approach (i) Availability of the various insurance products (ii) Accessibility – How accessible are these insurance products by farmers in different geographies (iii) Affordability – Agree to make insurance less costs to enable more farmers to enrol access cover (iv) Acceptability –Ensure	Lead: Climate adaptation and Livelihood Partner: Ministry of agriculture/ATI, association of Ethiopian insurers, national bank of Ethiopia, PULA advisors.	December 2026

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insurance. • The study should investigate whether crop insurance contributes to improvements in productivity, income, or food security, especially in fragile and risk-prone areas. • Findings should help inform targeting strategies, product design, and integration with other resilience or financial services, and improve communication to farmers.			farmers understand economic sense of covering their agri-based investments again shocks and (v) Awareness – engage in awareness raising targeting farmers to enhance their knowledge on value and benefits of accessing crop insurance. 3.2 Identify and contract a suitably qualified, independent Research Organization / Study Team. 3.3 Undertake the study and communicate / disseminate the findings.		

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Priority: Medium Recommendation 4: Both the design and awareness-raising strategies for future crop insurance mechanisms must be based on high-quality, gender-sensitive contextual and needs analyses, and guided by a clear articulation of the specific objective(s) of crop insurance. - Design of insurance products should be informed by rigorous, gender-sensitive contextual analyses to ensure relevance to diverse farmer profiles and agro-ecological settings. - The specific purpose of insurance—whether for climate	Lead: Climate change adaptation and Livelihoods Team. Partner: Gender Team	Agreed	4.1 Identify stakeholders and up-coming opportunities to influence / provide advice. 4.2 Ensure that lessons / advice / advocacy messages are documented and communicated effectively (potential link with Activities 2.3 and 3.3 above)	Lead: Climate change adaptation and Livelihoods Team. Partner: Gender equality Team	Ongoing

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risk transfer, productivity enhancement, or financial inclusion— should be made explicit and drive product features such as index type, payout mechanism, and bundling options. Awareness-raising strategies should be tailored to local knowledge, trust levels, and communication channels, with special attention to gender dynamics and accessibility for marginalised groups. (Deadline: December 2026)					

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Priority: High Recommendation 5: The design of resilience programmes should always be context-specific and treated as opportunities for learning and associated adaptive management: - Design should be based on high-quality, gender-sensitive contextual and needs analyses, paying particular attention to ways in which community cohesion and collective support can be strengthened. - monitoring plans should incorporate specific, gender-sensitive learning questions and should be designed to collect the data needed to	Lead: Climate change adaptation and Livelihoods Team. Partner: RAM and Gender equality team		5.1. The CO will continue to utilize existing resilience frameworks that prioritizes undertaking of comprehensive scoping assessment to identify intervention entry points to foster synergies, expand to scale and enhance impact. In addition, community engagements will increasingly be done through Community Participatory Planning, while demand driven gender transformative studies will be supported to ensure gender sensitive contextual needs for part of the resilience programming	Lead: Climate change adaptation and Livelihoods Team. Partner: RAM, Gender FP	Ongoing

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answer these questions innovative approaches should include clear milestones, time limits and contingency plans for when progress does not proceed as expected. (Deadline: 2026)			5.2 CO will continue to leverage recently revised resilience results framework that have already identified corporate indicators on crosscutting including gender and protection, to undertake effective process, output and outcome level monitoring. Suit of existing data collection tools currently in place will continue to be utilized.		
Priority: Medium Recommendation 6: When humanitarian- and developmental-related approaches are programmed simultaneously within resilience	Lead: Climate change adaptation and Livelihoods	Agreed	6.1. The CO recently revised the resilience framework to incorporate transitioning elements from humanitarian to livelihoods and mainstream resilience with peace building and	Lead: Climate change adaptation and Livelihoods	Ongoing

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or nexus interventions, the respective distribution modalities (e.g. unconditional distribution, loans, insurance-for-work, etc) must be designed and implemented in ways that support, not undermine each other. (Deadline: December 2026)			social cohesion at the core through embracing of Human Development Peace Nexus (HDPN). In addition, integrated programme design is increasingly being fostered in a way that different workstreams are viewed more as pathways of addressing challenges target population supported are facing (Strengthen complementarity to maximise impact). The CO has embraced programme integration (layering and sequencing interventions), key programme implementation modus operand to avoid silos programming.		

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Recommendation 7. A dedicated project manager should be hired for complex, multi-year, multi-partner resilience projects (Deadline: 2026)	Lead: Climate Change adaptation and Livelihoods team Partner: HR		7.1. There is an international fixed term programme policy officer already in post, the country office is also implementing string cross learning and management of multi layered and multi-functional programmes to ensure knowledge on overall programme design, implementation, monitoring and reporting including budget management	Lead: Climate Change adaptation and Livelihoods team Partner: HR	Ongoing