Context

WFP Strategic Plan positions WFP action across the humanitarian-development-peace nexus.

Recent policies (2011-2017) have articulated WFP position on resilience.
Theory of Delivery

Concept

Information

Strategy

People

Guidance

Partners

Systems

Programmes
Data collection

**KEY INFORMANT INTERVIEWS**
300 people

**ANALYSIS OF CSP DATA**

**FOCUS GROUP DISCUSSIONS**
250 people

**9 FIELD MISSIONS TO COUNTRY OFFICES**
Ethiopia, Guatemala, Kenya, Kyrgyzstan, Lebanon, Malawi, Nepal, Niger, Zambia

**REVIEW OF KEY DOCUMENTS**

**3 VISITS TO REGIONAL BUREAUX**
Bangkok, Johannesburg, Panama

**ONLINE SURVEY**
Country Directors, M&E Officers, staff with gender-related responsibilities
Findings

**CONCEPT**
Strong commitment but lack of unified, WFP-wide conceptualization of resilience

**GUIDANCE**
IRM encourages greater integration of programmes but little evidence of explicit guidance to support resilience work

**STRATEGY**
Currently no clear, coherent framework to advance a resilience enhancing agenda

**SYSTEMS**
Tendency to work in silos constrains the integrated approach needed to enhance resilience
Findings

**PROGRAMMES**
WFP has capacities and tools to support activities that enable graduation from extreme poverty

**PEOPLE**
WFP needs to broaden the skill set of WFP employees to effectively support resilience outcomes

**PARTNERS**
WFP partnerships on resilience have not systematically addressed the different needs and priorities of women, men, boys and girls

**INFORMATION**
There is a wealth of tools that provide insights on resilience but results reporting limited to output level
Conclusions

- WFP is meaningfully engaged to improve people’s ability to deal with shocks. Need for a shared understanding of resilience across WFP.

- CSP process places greater emphasis on contextualization, government priorities and integrated programming but WFP’s interventions seldom converge to support a progress from food insecurity to resilience.

- WFP has expanded its partnerships to offer more comprehensive support for resilience work; however, some donors continue to fund only WFP’s humanitarian response work.

- WFP’s assessment capacity is strong but corporate reporting on resilience remains weak with no ability to monitor overarching ‘resilience’ outcomes.
Recommendations

Interdivisional leadership team to develop strategy for enhancing resilience

Integrate gender equality, empowerment and resilience into Zero Hunger Strategic Review /IRM guidance

Strengthened financial and partnership base for initiatives to enhance resilience

Workforce study

Consolidate performance measurement

Strengthen capacity for trend analysis on covariate trans-boundary and localized shocks

Support evidence generation on relevance of food security and resilience in conflicts and protracted crises