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Summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies

Executive summary

The evaluation covered the 2011 WFP policy on disaster risk reduction and management and the 2017 climate change policy. It assessed the quality and results of both policies, along with the factors that enabled and hindered those results. The evaluation was intended to support accountability and learning and inform WFP's decisions on the future direction of each policy.

The evaluation showed that both policies provided clear conceptual frameworks and strong context analysis and demonstrated alignment with the corporate strategic plans and international frameworks in place at the time; however, they both fell short with regard to details on mechanisms for implementation, although subsequent guidance on climate change partly mitigated that shortcoming.

The climate change policy has been strongly promoted, while the disaster risk reduction and management policy has become increasingly outdated despite the continued relevance of the field. A WFP position and conceptual framework that encompasses all areas of intervention for risk reduction and management, resilience and climate action would enable WFP to engage all relevant stakeholders with common, interdependent goals across the humanitarian, development and peace nexus.

Interventions in the areas prioritized by the disaster risk reduction and management and climate change policies appear to be increasingly effective but monitoring, evaluation and reporting systems have not been sufficiently robust to support institutional learning. As climate evolves from a programmatic area to a cross-cutting issue, monitoring, evaluation and knowledge management will need to evolve accordingly.

In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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The climate change policy has facilitated access to new funding opportunities and the growth of innovative interventions as well as of other interventions that have evolved from disaster risk reduction and management approaches and measures. Both policies have contributed to the continuous evolution of WFP's work on capacity strengthening and policy support at the country level. The climate change policy is playing a stronger role internationally, shaping WFP's contribution to the development of key international frameworks and agreements along with other entities.

Efforts are being made to sustain increased capacity within national and local government entities and communities, but with mixed results. While both policies seek to achieve sustainability, limited guidance and technical support were provided on how to develop and implement contextualized sustainability strategies.

Both policies explicitly considered and built on the different gender policies in place when they were written. Implementation of interventions related to both policies frequently foster gender equality, equity and inclusion, but the gender-transformative results sought by the climate change policy are still rare, or rarely captured. Neither policy considers intersectionality.

Financial and human resources were not set up from the start in accordance with the policies' needs. Partly due to successful fundraising supported by the climate change policy, strong technical teams now exist at headquarters and in regional bureaux; they are, however, unable to keep pace with country office demand for support on climate-change-related issues. At the country office level, human resources for disaster risk reduction and management and climate change are overstretched and constrained by constant turnover.

Partnerships on disaster risk reduction and management and climate change vary greatly in terms of purpose, expectations and results. Close partnerships with governments are emerging as essential for effectiveness but are challenging to sustain. Other country-level partnerships increasingly include private sector actors. Globally, WFP has been proactive in terms of partnering with the Rome-based agencies and other United Nations entities, but with mixed results. Partnerships require specific skills and sufficient time and planning to be inclusive.

The evaluation generated eight strategic and operational recommendations, including that WFP reposition disaster risk reduction and management across the organization; update its climate change policy; and develop a costed policy implementation plan. Other recommendations relate to flexible and multi-year funding; monitoring, evaluation and learning; staffing capacity and skills; guidance and systems to support country offices in implementing a multi-risk, multi-stakeholder, locally-led approach on climate action and disaster risk reduction and management; and complementary and effective partnerships.

Draft decision*

The Board takes note of the summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies (WFP/EB.A/2023/7-C) and management response (WFP/EB.1/2023/7-C/Add.1) and encourages further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Introduction

Evaluation features

1. The 2011 policy on disaster risk reduction and management¹ (DRRM) and the 2017 climate change policy² were evaluated together, given their conceptual, programmatic and organizational links. The WFP policy on building resilience for food security and nutrition (hereinafter referred to as the resilience policy) was evaluated separately, but in a synergistic manner. In addition to a joint focus group discussion with members of the Executive Board, the Office of Evaluation organized a joint stakeholder workshop for both evaluations to optimize learning.
2. The evaluation assessed the quality and results of the policies as well as the factors that enabled or hindered their progress. It also assessed whether gender dimensions had been mainstreamed. The evaluation is expected to inform WFP's decisions on the future direction of the policies and help identify ways in which they could be strengthened to support the implementation of the WFP strategic plan for 2022–2025 and enable WFP to continue to contribute to relevant international commitments.
3. The primary internal users of the evaluation are the Executive Board, senior management and headquarters divisions. The evaluation is of great importance to the Climate and Disaster Risk Reduction Programmes Service (PROC), as owner of the policies, but also to the Resilience and Food Systems Service (PROR), the wider Programme and Policy Development Department and the Emergency Operations Division. Other key stakeholders include the regional bureaux and country offices.
4. The evaluation covers the period since the policies were approved, with a focus on 2017–2022. A theory-based, mixed-methods approach was applied, and evidence from a range of sources was triangulated (see box 1).
5. Limitations included limited availability of WFP monitoring data in areas of intervention related to DRRM and climate change, making it challenging to map the direct contribution of the policies to programme design and outcomes. The evaluation conformed to WFP and 2020 United Nations Evaluation Group ethical guidelines.

Box 1: Evaluation data collection and analysis

- Retrospective construction of a theory of change establishing a link between the two policies and the areas of intervention prioritized in each policy.
- Document and literature review.
- In-depth analysis drawing from field missions in Bangladesh, the Caribbean Community, Ethiopia, Lesotho, Mali, Nepal and Zimbabwe.
- Desk reviews covering Burundi, Ecuador, Egypt and Senegal.
- Key informant interviews with WFP employees at headquarters, regional bureaux and country offices along with representatives from host governments, donors, United Nations entities and academia.
- Review of comparable organizations: the Food and Agriculture Organization of the United Nations, the European Union and the Red Cross.

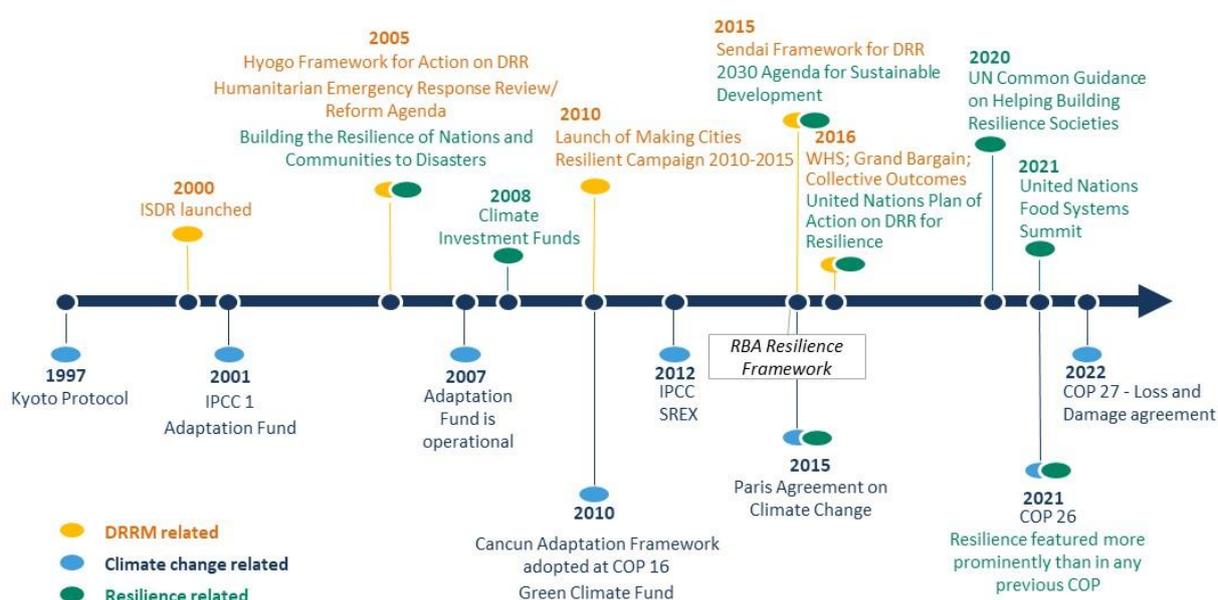
¹“WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience” (WFP/EB.2/2011/4-A).

²“Climate Change Policy” (WFP/EB.1/2017/4-A/Rev.1).

Context

6. International efforts to address disaster and climate risk date back over 50 years, starting with the establishment of the United Nations Disaster Relief Office in 1970 and leading to the adoption of the Sendai Framework for Disaster Risk Reduction 2015–2030.
7. Climate change adaptation took longer to feature in international commitments than did climate change mitigation.³ The Intergovernmental Panel on Climate Change was founded in 1988 and published its first report on adaptation in 2001. The Adaptation Fund and the Green Climate Fund were established in 2001 and 2010, respectively. Climate change adaptation gradually gained prominence at the annual sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which led to the adoption of the Cancun Adaptation Framework in 2010 and the Paris Agreement in 2015 (see figure 1 for further details).

Figure 1: Milestones in climate change action and disaster risk reduction



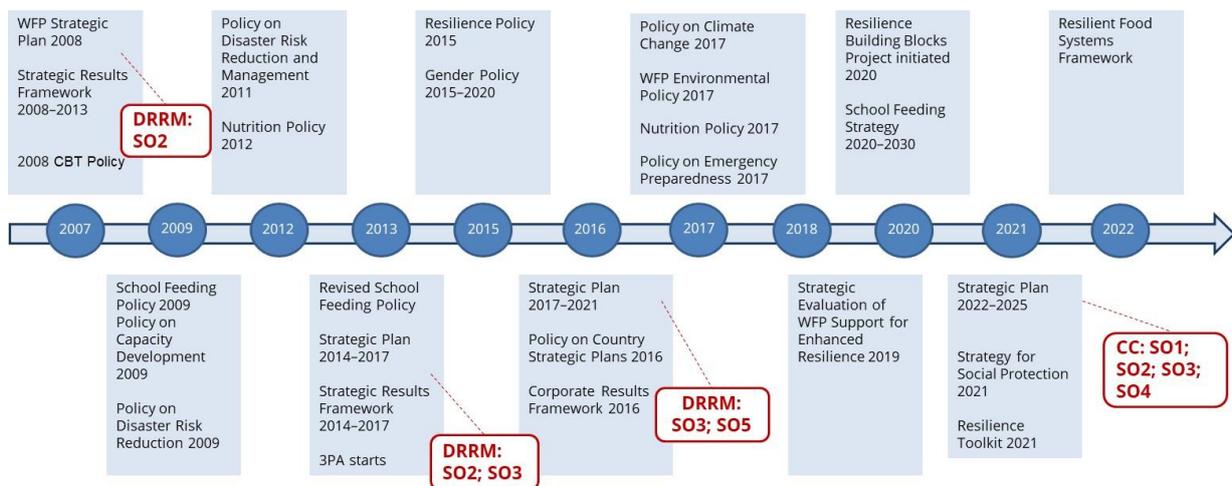
Source: Resilience and DRRM and climate change evaluation teams.

Abbreviations: COP = Conference of the Parties; DRR = disaster risk reduction; IPCC = Intergovernmental Panel on Climate Change; ISDR = International Strategy for Disaster Reduction; RBA = Rome-based agency; SREX = Special Report on Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation; WHS = World Humanitarian Summit.

8. Over time, WFP strategic plans have reflected the increased importance of preparing for shocks that affect food security and of strengthening capacity and resilience, and WFP policies have gradually emphasized the importance of DRRM and climate change adaptation. In early 2022 a climate crisis task force was established to improve programme coherence on climate action, provide field support, enable stronger climate risk management and financing systems and mobilize strategic resources.

³ United Nations Climate Change Secretariat. 2019. *25 Years of Adaptation under the UNFCCC*.

Figure 2: WFP internal milestones in climate change action and disaster risk reduction



Source: Evaluation team.

Abbreviations: CBT = cash-based transfer; CC = climate change; SO = strategic outcome.

Subject of the evaluation

- The two policies have many priority areas of intervention in common (figure 3). Identifying areas of intervention exclusively related to DRRM and climate change in WFP's portfolio was challenging, and various viewpoints were expressed. Areas shown in green in figure 3 are common to both policies, with some nuances presented in each; areas in yellow or blue are specific to one policy or the other.

Figure 3: Overview of areas of intervention related to disaster risk reduction and management and climate change

Areas of intervention specific to DRRM policy	Common areas	Areas of intervention specific to climate change policy
<i>Including improving capacity to analyse 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 (including inter-agency/in humanitarian system)	Emergency preparedness and response	+ Climate-informing emergency preparedness and response
	Early warning and early action	
Asset creation, local purchase, and other food assistance tools that build (community-level) disaster resilience	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
Consolidate partnerships for learning on DRRM		Stoves and safer energy sources
Improve monitoring and evaluation of the impact and cost effectiveness of DRR		Climate services
		Risk finance and insurance

Source: Evaluation team, based on the DRRM and climate change policies and consultations with WFP.

Abbreviations: FFA = food assistance for assets; NAPs = national adaptation plans; NDCs = nationally determined contributions; UNFCCC = United Nations Framework Convention on Climate Change.

Policy on disaster risk reduction and management (2011)

10. The DRRM policy was developed under the WFP strategic plan for 2008–2013, which aligned with the Hyogo Framework for Action.⁴ It had two goals: capacity strengthening for governments to enhance their ability to respond to disaster-related food insecurity and malnutrition and strengthening community resilience in the face of shocks through safety nets or asset creation, including adaptation to climate change.
11. The definitions used in the policy are based on the United Nations International Strategy for Disaster Reduction terminology.⁵ The policy describes disaster risk reduction as preparedness for and mitigation and prevention of disasters and a bridge between emergency response, recovery and development. DRRM interventions are seen as contributions to broader resilience-building efforts. The policy references climate change in the context of enhancing capacity for disaster risk management.

Climate change policy (2017)

12. The goal of the climate change policy is to support vulnerable people, communities and governments in addressing the impact of climate change on food security and nutrition and in adapting to climate change. The policy calls for an integrated approach to ending hunger and malnutrition as an integral part of WFP's overall support for the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).
13. The policy states that the poorest people are the ones most exposed to climate risks and that climate change has a strong negative impact on food insecurity and malnutrition. It also notes that climate change exacerbates gender inequality, which calls for gender-transformative approaches.

Evaluation findings**How good are the policies?**

14. Both policies were assessed against WFP benchmarks of policy quality as defined in WFP's 2011 policy formulation policy,⁶ a 2018 report on the top ten lessons from policy evaluations⁷ and a 2020 synthesis of lessons and evidence from policy evaluations.⁸ An overview of the two policies' scores against a set of criteria is presented in figure 4.

⁴ United Nations Office for Disaster Risk Reduction. 2005. *Hyogo Framework for Action 2005–2015: Building the Resilience of Nations and Communities to Disasters*.

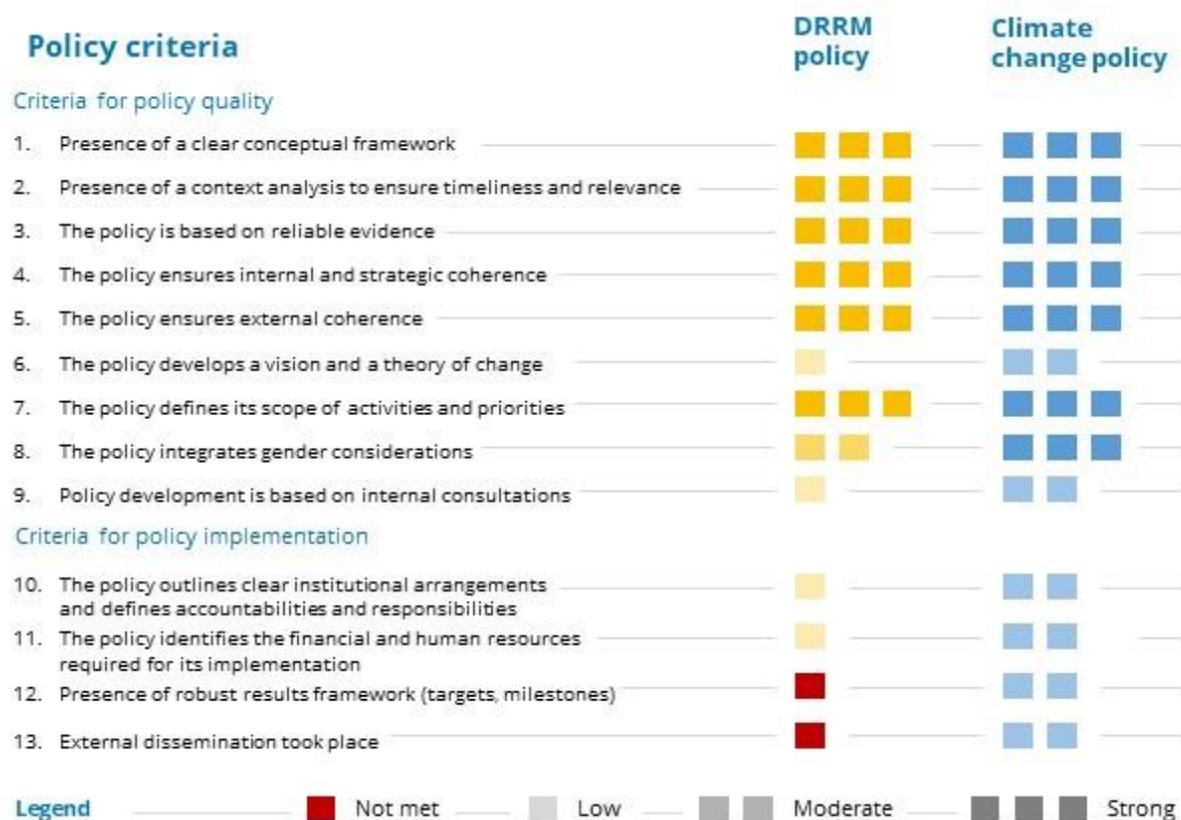
⁵ United Nations Office for Disaster Risk Reduction. 2009. *2009 UNISDR Terminology on Disaster Risk Reduction*.

⁶ "WFP Policy Formulation" (WFP/EB.A/2011/5-B).

⁷ WFP. 2018. *Top 10 Lessons for Policy Quality in WFP*.

⁸ WFP. 2020. *Synthesis of evidence and lessons from WFP's policy evaluations (2011–2019)*.

Figure 4: Scores of the disaster risk reduction and management and climate change policies against the policy criteria



Source: Evaluation team.

Policy quality

15. Both policies provide clear conceptual frameworks that demonstrate the importance of WFP engagement in disaster risk reduction and management and climate change, outlining WFP's priorities and approaches. The DRRM policy does not explicitly lay out a vision, and its objectives are not sufficiently articulated, but it identifies a set of principles on which WFP can base the further development of its DRRM interventions. The climate change policy and related subsequent guidance present a clear vision of WFP's role and mandate on climate change adaptation and DRRM, as well as a set of principles to govern implementation of the policy. The policies are not supported by a theory of change, which is consistent with the normal practice when the policies were written.
16. Both policies are well aligned with WFP strategic plans and other corporate policies. There is strong thematic alignment between the two policies and the resilience policy and moderate thematic alignment with the emergency preparedness policy, the environmental policy and the country capacity strengthening policy. The DRRM and climate change policies reflect WFP's position on the humanitarian–development nexus but do not explicitly connect DRRM and climate change with contributions to peace alongside humanitarian response and development interventions. Although some country-level practices are emerging, there is a desire for more guidance on how the two policies can be operationalized to contribute to the humanitarian–development–peace nexus.
17. When launched, the DRRM policy was coherent with WFP's approaches to gender equality, equity and inclusion, focusing on gender-differentiated impacts of disasters and committing to ensuring men's and women's participation in assessments and project design. The climate change policy, being newer, better reflects the more recent commitment of WFP to

gender-transformative outcomes. It also describes gendered vulnerability and impacts of climate change and disasters, including their contribution to perpetuating inequality and gender-based violence. Both policies remain thematically coherent with the 2022 gender policy but lack explicit commitments to intersectionality.

18. Both policies were highly relevant to and coherent with intergovernmental and United Nations-wide changes relevant to the subjects they cover. The DRRM policy is now out of step with major changes in international frameworks and agreements, however, and the climate change policy is no longer fully aligned with the most recent developments, notably the push for greater localization of humanitarian action, WFP's commitment to climate action to transform food systems following the 2021 United Nations food systems summit or the agreement on loss and damage reached in 2022 at the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

Policy implementation

19. Both policies fall short in terms of practical content and mechanisms for implementation. Neither specifies responsibilities or accountabilities across WFP or is accompanied by a costed action plan. The DRRM policy makes no reference to the human resources required for its implementation; it estimates the financial resources required but no evidence of those funds being allocated could be found. The climate change policy identifies climate finance as a growing source of funding, mentions partnerships through which additional funding sources will be explored and elaborates on the required nature of the funding. It references staff capacity as a key factor for the implementation of the policy and includes a results framework but lacks targets; the DRRM policy has neither a results framework nor targets.
20. Shortly after the climate change policy was approved a capacity development and knowledge management strategy was developed, and practical guidance on how to operationalize climate change and DRRM at the country level was developed. Internal consultations for the climate change policy involved more staff than did those for the DRRM policy.

Coherence between the policies

21. There is a high degree of coherence between the DRRM and climate change policies, with well-aligned objectives and principles on matters such as targeting the most vulnerable, using appropriate transfer modalities, ensuring that people and governments invest in disaster preparedness, working through partnerships, understanding and addressing the risks of climate change, promoting resilient livelihoods and ensuring gender equality and participation. Furthermore, there is considerable overlap in terms of prioritized areas of intervention (figure 3). While stoves and energy efficiency, climate services and risk finance and insurance only feature in the climate change policy, the DRRM policy explicitly prioritizes consolidating partnerships and improving monitoring as key areas of intervention, presumably because of weaknesses noted at the time the policy was developed.
22. The objectives of the DRRM and climate change policies are also well aligned with those of the resilience policy, with one important difference: while in all three policies resilience building is regarded as an outcome to which disaster risk reduction and climate action contribute, "community resilience building" is also treated as an intervention in the DRRM and climate change policies. Hence, community resilience building is discussed in this evaluation report as an intervention rather than an outcome.

23. Key actors across WFP suggested that convergence between the DRRM, climate change and resilience policies may have facilitated cumulative positive effects at the country level. Others, however, said that having three separate policies has led to siloed mindsets and unnecessary duplication. A comparative learning exercise showed that for the three comparator organizations, climate change and DRRM are coherent concepts that should be logically connected; there is, however, no agreed term encompassing both climate change and DRRM. Some stakeholders suggest that “integrated risk management” is a useful term that has the benefit of spanning the spheres of risk prevention, preparedness, response and recovery to lend itself to a nexus approach.

What are the results of the policies?

24. The level of influence of each policy on programme-level results was assessed against a number of criteria and categorized as either limited, moderate or strong.

Contribution of the policies to programme-level results for common areas of intervention

25. Areas of intervention prioritized in both policies feature prominently in the programmatic portfolio of WFP but the influence of the DRRM and climate change policies on these areas varies greatly.

Food security analysis

26. The DRRM policy contributed moderately to food security analysis in two ways. First, disaster risk reduction has been integrated into the participatory three-pronged approach, a key trends analysis and programme design tool. Second, the impact of disasters on food security is analysed to inform the design and implementation of many country strategic plans, notably with regard to interventions to combat food insecurity and to promote disaster risk reduction and resilience when disasters occur. The influence of the climate change policy in food security analysis is increasing: there is a clear effort to promote climate-informed analyses, as evidenced by the development of the Consolidated Livelihood Exercise for Analysing Resilience and the Platform for Real-time Impact and Situation Monitoring, the publication of a guide to climate and food security analyses in June 2019, and the conduct of various country studies. Those approaches have yet to be fully institutionalized, however, and capacity to take such complex analyses forward is still limited.

Social protection

27. While the evaluation found the influence of the DRRM policy on social protection to be limited, the influence of the climate change policy was found to be moderate, given WFP’s growing engagement in shock-responsive social protection systems to address the impact of disasters and changing climate on food security. WFP’s approach in this area provides flexibility to respond to a range of shocks and stressors while at the same time enabling WFP to strengthen government capacity in accordance with the needs specific to each situation. Although this government-led approach to risk management was supported by WFP before the DRRM and climate change policies were developed, the reported growth of WFP support for shock-responsive social protection systems appears to be somewhat linked to increased engagement by WFP in climate finance and risk insurance, both of which are strongly promoted by PROC.

Early warning and early action

28. Early warning and early action at WFP have evolved and grown considerably, for instance through the development of a corporate alert system and automatic disaster analysis and mapping, which aim to reduce response time and prioritize resources for emerging crises and operations of greatest concern. Country strategic plans also increasingly include forecast-based financing and other forms of anticipatory action, which have evolved within the field of early action as a result of pioneering approaches by the International Federation

of Red Cross and Red Crescent Societies and a growing number of other actors, including WFP. Actively supported by PROC and the Emergency Operations Division, as well as by focal points for climate change, DRRM and resilience in regional bureaux, early warning and early action are strongly influenced by the DRRM and climate change policies. The comparative learning exercise revealed that early warning is supported by a growing number of development and humanitarian actors and highlighted the need for multi-stakeholder collaboration.

Emergency preparedness and response

29. Emergency preparedness and response, a core comparative advantage of WFP since long before the DRRM and climate change policies were approved, encompasses supply chain management, telecommunications, emergency relief, food and cash-based transfers and capacity strengthening. WFP is engaged in emergency preparedness and response in all countries studied. The influence of either policy to date is limited. Emergency preparedness and response tools and guidance barely refer to disaster risk reduction and never refer to climate change, and in most countries emergency preparedness and response measures are not yet informed by in-depth analyses of climate change. Nevertheless, there is significant potential for emergency preparedness and response to incorporate more and better DRRM and climate change programming.

Community-level resilience building

30. Community-level resilience building is considered to be moderately influenced by the DRRM and climate change policies. It is an increasingly prominent area of intervention in countries strongly affected by frequent exposure to serious shocks and stressors. Although often of limited scale compared to humanitarian response, community-level resilience building interventions have resulted in improved rural infrastructure, enhanced access to water, increased participation in savings and loans groups and innovative agricultural techniques. Community resilience activities are regularly included with climate change adaptation and risk reduction interventions for which funding is sought from the Green Climate Fund, which provides funding to national governments with which PROC is very engaged. While it is connected with PROC – although not to the same extent as climate risk financing – community resilience is also supported by PROR and often by the shared regional teams.

Policy support and capacity development

31. National policy support and capacity development predate both the DRRM and climate change policies and have featured specific efforts in both areas. Present in all countries studied, these areas of intervention are supported by WFP regional DRRM and climate change teams. In some instances, WFP collaborates with other United Nations entities such as the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme and the United Nations Children's Fund on capacity strengthening for national institutions. The effectiveness of policy support and capacity development varies from country to country depending on the availability and stability of national resources. International policy support on DRRM and climate change focuses on catalysing multistakeholder support for adaptation plans and advancing implementation of the loss and damage mechanism established at the 2022 United Nations climate change conference and the Sendai Framework. The DRRM and climate change policies have a strong influence on WFP engagement in those efforts.

Contribution of policies to programme-level results for areas of intervention that are specific to the climate change policy

32. The climate change policy has had a moderate to strong influence on the areas of intervention that are explicitly and uniquely prioritized in it, such as climate services and risk finance and insurance, as well as safe energy and stoves. Those areas have experienced significant growth since the climate change policy was approved, with substantial resources secured from climate change funding streams.

Climate services

33. The climate change policy contributed significantly to the growth of climate services in country strategic plans. The provision of climate information and products is intended to inform decision-making on managing climate-related risks, both at the national level and in the communities where action will need to be taken. Such interventions provide critical input at the government and community levels for food assistance for assets, the R4 Rural Resilience Initiative and insurance mechanisms. Climate services are actively supported by PROC and the regional bureaux and are often successfully funded, in particular through new donors and climate change funds. The R4 Rural Resilience Initiative and macro-scale insurance (African Risk Capacity Replica), which are considered key elements of a larger risk layering approach, have in some instances triggered payouts, enabling WFP to assist drought-affected households.

Risk finance and insurance

34. The development and implementation of risk finance and insurance interventions are strongly influenced by the climate change policy, which is explicit about the need to integrate risk transfer interventions into national plans, programmes and tools. WFP is increasingly working with governments, the private sector, research partners and communities to establish micro- and macro-level insurance. Insurance payouts may in some instances support social protection systems. Vigorously supported by PROC and regional bureaux, work in this area has grown substantially since the climate change policy was approved but was also formerly promoted by WFP as part of its DRRM portfolio. The comparative learning exercise revealed a variety of approaches to risk financing and considerable scope for inter-agency collaboration. Evidence-based guidance is needed to inform WFP decision-making on the choice of risk finance instruments.

Safe energy and cooking

35. The influence of the climate change policy on safe energy and cooking is moderate. WFP's energy-for-food-security portfolio has been growing, particularly since the coronavirus disease 2019 (COVID-19) pandemic. Fuel-efficient stoves are increasingly provided for school feeding programmes and targeted households, including those of refugees and displaced people. Initiatives to increase the use of solar energy for market garden irrigation and fish ponds have also been introduced to strengthen community resilience, as part of a broader package of activities. Both PROC and PROR support this area of intervention, which has considerable potential for impact. The work is influenced through the strategic planning process by several policies that refer to energy in relation to food security, including the climate change, resilience and environmental policies.

Results at the outcome level

36. According to WFP annual performance reports, outcome indicators related to DRRM and climate change areas of intervention show strong progress, mainly in 2020 and to a lesser degree in 2019. This is true notably of indicators related to environmental benefits, enhanced livelihoods and improved capacity to manage climate shocks and risks; however, due to large data gaps and changes in WFP metrics, an overview of trends over time and countries for all relevant indicators is still missing. This situation calls for improved

monitoring to facilitate learning and increase accountability for investments in DRRM and climate change interventions (see section “What accounts for the results observed?”).

Contributions to the Sendai Framework and Sustainable Development Goal 13

37. WFP reports annually on some Sendai indicators in selected countries. This has fulfilled stakeholder accountability requirements but has not been conducive to learning within WFP or with other stakeholders and partners. Although the climate change policy refers to multiple SDG 13 targets, monitoring and reporting on the contribution of WFP to SDG 13 is not yet systematic or meaningful. This can be explained by the fact that the strategic plan for 2017–2021 and the corresponding corporate results framework prioritized SDG 2 and SDG 17. Consequently, no commitment was made to systematically report on WFP’s contribution to SDG 13. Yet, many of the interventions featuring in WFP country strategic plans relate to climate change and those are now explicitly mapped out in the new corporate results framework accompanying the strategic plan for 2022–2025. Furthermore, the new line of sight for country strategic planning encourages country offices to select secondary SDG targets, as guided by United Nations country teams and national SDG priorities.
38. Diverse views were expressed by external stakeholders, with some wanting WFP to engage in DRRM and climate change adaptation in order to address the drivers behind increasing food insecurity and structural vulnerabilities, and others expecting WFP to focus on addressing immediate acute food and nutrition needs. The latter perception contradicts WFP’s mission statement and strategic plan. Should WFP consider better capturing its contribution to SDG 13 and supporting national governments in assuming leadership of monitoring on SDGs, guidance would need to be provided to country offices and the scope of the climate change policy would need to be communicated more effectively and widely.

Gender equality and inclusion

39. Gender-equitable and inclusive results from interventions related to DRRM and climate change are frequent, but gender-transformative results are rare, or rarely documented. This can be explained by the fact that the climate change policy and subsequent guidance do not provide clear direction on how to design gender-transformative programmes. Consequently, staff’s understanding is limited. Where evidence of gender-transformative results was available, they included contribution to improved economic and social status for the targeted women and greater financial independence, which in turn made those women better prepared to manage shocks and stresses. While the climate change policy is better aligned with WFP’s current approaches to gender equality than the DRRM policy, neither policy is clearly or uniquely responsible for results and both are considered to have contributed to them.
40. Most DRRM and climate change programming aims to apply an inclusive approach through targeting the most vulnerable and marginalized groups, as identified in food security analyses. In several countries, key informants highlighted the need to design youth-inclusive interventions that reduce disaster risk and promote climate action. Through its disability road map, WFP also recently committed to ensuring that accessibility is factored into all disaster risk reduction and preparedness programming; however, the existence of different policies and guidance notes has not yet led to the development of intersectional approaches, with inclusion mainly approached sequentially.

Sustainability

41. WFP has made efforts to sustain increased capacity within national and local government entities and communities in relation to DRRM and climate change through a range of solutions tailored to needs and opportunities in each context, including focusing on strengthening systems (such as social protection systems), engaging academic institutions and working in partnerships. Results have been mixed, however. At the national level, high

turnover of government staff, restricted government budgets, increasing climate shocks and conflicts have negatively affected the enabling and strengthening of government capacity and therefore sustainability prospects. At the community level, resilience building programmes appear to have good potential for sustainability due to being highly participatory, low tech and low cost and often demonstrating positive results for participants. There is a need to further support country offices in designing locally driven, contextualized sustainability strategies, enhancing advocacy of innovative systems and improving knowledge management.

What accounts for the results observed?

Support from senior management

42. At the time of its approval, the DRRM policy was mainly considered as a conceptual framework for positioning the organization in relation to the Hyogo Framework for Action. As WFP was mainly known for its emergency response capacity, the policy was an opportunity for WFP to invest better in tackling the causes of vulnerability through risk reduction and management interventions – a major step towards what became WFP's saving lives, changing lives agenda; however, the DRRM policy action plan never materialized, nor did any specific guidance or training for country offices.
43. Subsequently, the resilience and climate change policies “took over” disaster risk reduction concepts and commitments and the DRRM policy became further deprioritized. The Sendai Framework has a lower profile than the United Nations Framework Convention on Climate Change, which offers funding instruments and opportunities. Furthermore, climate change is widely recognized as a dominant driver of risk. As 80 to 90 percent of disasters are climate-related,⁹ WFP uses climate change funding sources in a pragmatic way to operationalize disaster risk reduction and climate resilience.
44. Corporate responsibility for each policy is shared across several offices, with PROC holding corporate responsibility for the DRRM and climate change policies and the Research, Assessment and Monitoring Division and Emergency Operations Division playing a role in specific areas. While the roles and responsibilities of each office are acknowledged, this tends to create unnecessary siloes. The formation of a climate crisis task force in 2022 bodes well for the de-siloing of climate change and for enabling WFP to address climate change as a cross-cutting issue of increasing importance to most functions. The comparative learning exercise demonstrated wide structural differences in each organization, but all with structures that portray climate change more explicitly than DRRM.

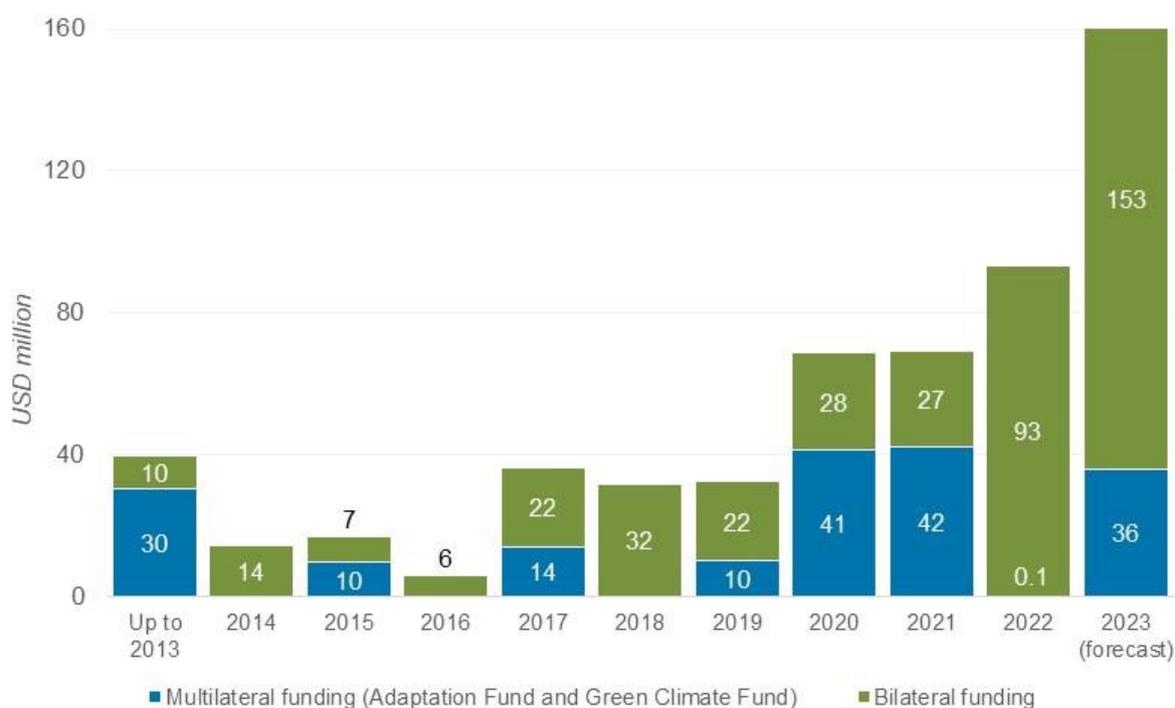
Financial and human resources

45. The provision of financial and human resources by WFP was inadequate for both policies. While the DRRM policy did not benefit from a dedicated programme support and administrative (PSA) budget allocation aside from a small amount for experimentation and learning, the PSA budget allocation to support the implementation of the climate change policy, although limited, has increased over time. The adoption of a policy was a game changer, enabling WFP successfully to mobilize additional resources for programmes and to establish a robust team at headquarters (figure 5). At the regional level the number of staff dedicated to DRRM and climate change and organizational set-up varies by region. The key role of regional bureau staff in supporting the design and implementation of DRRM and climate change programming in the regions was highlighted by stakeholders interviewed during the evaluation. At the country level, DRRM, climate change and resilience have often been covered by the same teams; to some extent this mitigates the negative effect of the

⁹ Academy of Disaster Reduction and Emergency Management and others. 2022. [Global natural disaster assessment report 2021](#).

frequent lack of staff with suitable expertise, but constant turnover (due to short-term contracts and WFP's staff rotation policy) negatively affects long-term interventions such as capacity strengthening and community resilience building. The WFP people policy may offer opportunities to manage this challenge but options have not yet been fully explored or implemented.¹⁰

Figure 5: Evolution of financial resources mobilized for climate change adaptation



Source: Aide à la décision économique/evaluation team. Data received from PROC.

Note: Two regional projects were approved by the Adaptation Fund Board in October 2022, but the agreements between WFP and the Adaptation Fund were signed in February 2023, hence those contributions are recorded for 2023.

46. Although both financial and human resources have increased over the years they remain insufficient, and headquarters and regional bureau teams cannot keep pace with country office demand for technical support. In addition, some of the climate change funding opportunities are challenging for country offices with limited resources to seize. The Changing Lives Transformation Fund created by WFP aims in part to overcome this challenge by setting up a trust fund through which a limited number of country offices will access funding over several years; however, the high turnover of staff and WFP's staff rotation policy are also seen as a significant hindrance to establishing such capacity at the country and regional levels.

Operational guidance and capacity development strategy

47. No operational guidance accompanied the DRRM policy immediately following its approval. According to the stakeholders consulted, this negatively affected awareness and ownership at the country office level. The climate change policy was accompanied by a capacity development and knowledge management strategy under which ample DRRM and climate change guidance was developed and training, webinars and global events were organized. Despite the efforts made by headquarters and regional bureaux, however, most country office staff interviewed were not aware of those resources, which might be explained by the

¹⁰ "WFP people policy" (WFP/EB.A/2021/5-A).

limited resources available to support the rollout of the capacity development and knowledge management strategy.

Existence of a policy results framework

48. Overall, neither policy was underpinned by a robust results framework or a theory of change. No measurable targets were defined. Frameworks also suffered from gaps and frequent changes to indicators that prevented adequate monitoring and learning; the addition of four new climate change-related indicators in the corporate results framework for 2022–2025 is a step forward but they still require testing and adoption by country offices. Some country offices have put in place complementary monitoring, evaluation and reporting systems required by specific donors; however, there has been limited synthesis and dissemination of the evidence collected, which hinders evidence-based knowledge management regarding potentially valuable DRRM and climate adaptation approaches.

Partnerships

49. The DRRM and climate change policies emphasize the importance of partnerships and, in practice, a wide range of partnerships for DRRM and climate change have been established in relation to policy support, advocacy, research, financing and implementation at the global, regional and country levels. At the global level, for example, WFP engages in the Global Platform for Disaster Risk Reduction in partnership with the United Nations Office for Disaster Risk Reduction. The R4 Rural Resilience Initiative, which started as a strategic DRRM partnership between WFP and Oxfam, has evolved into a partnership for building resilience in the face of climate hazards, largely through micro-insurance. WFP is also a member of the high-level consultative group under the InsuResilience Global Partnership for Climate and Disaster Risk Finance and Insurance Solutions and of the Risk-informed Early Action Partnership.
50. At the country level, emphasis on partnerships with national governments is growing, notably through climate finance programming and country strategic plan design and implementation, which are closely linked to the United Nations sustainable development cooperation framework process. WFP partnerships with the other Rome-based agencies are highly context-specific. Links with international financial institutions, research organizations and academic entities are increasing. WFP also engages with the private sector on micro-insurance, energy, mobile services, anticipatory action and forecast-based financing.
51. There are nevertheless concerns over the quality and scope of existing partnerships at various organizational levels, in particular regarding the many actors involved and the overlap of mandates and competition between them. There is a recognized need for greater coordination among key United Nations partners and long-term systematic engagement at the country level, in particular on country capacity strengthening. Delivering is easier than partnering, and partnerships require varying skills as well as senior staff with long-term contracts. Partnership planning and coordination and evaluation of partnership effectiveness are not yet systematic, leaving considerable room for improvement.

Innovation

52. Innovation, including technological and other forms, has played a key role in the growth and diversification of the DRRM and climate change portfolio. Several interventions prioritized by the climate change policy, including some that build on experience in disaster risk reduction such as weather-indexed insurance and climate-smart agriculture, have advanced significantly through the use of innovative technology.

External factors

53. Rapidly growing interest in climate change and advances in weather forecasting have driven achievements of climate-related interventions. WFP's reputation in emergency preparedness and response has also facilitated the growth of other interventions related to the DRRM and climate change policies, such as capacity strengthening. While slowing or interrupting many climate-related actions, the COVID-19 pandemic was also an accelerator of change in support for shock-responsive social protection systems.

Conclusions

54. **Conclusion 1 – POLICY QUALITY:** Both the DRRM and climate change policies provided clear conceptual frameworks and strong context analysis, and both demonstrated alignment with WFP strategic plans and policies. They demonstrated relevance to the relevant international agreements and frameworks in place at the time of their formulation. Considering the time that has lapsed and the pace of new understanding, however, both policies are now outdated, the DRRM policy considerably more so than the climate change policy. Both policies fell short with regard to detailing mechanisms for implementation, although a climate change capacity development and knowledge management strategy and operational guidance produced subsequently somewhat rectified this. Both policies would have been stronger and more effective if they had been accompanied by complete results frameworks, implementation plans detailing accountabilities across WFP, communication and dissemination plans and adequate, clearly aligned human and financial resources.
55. **Conclusion 2 – POLICY COHERENCE:** The climate change policy has been strongly promoted by WFP senior management, while the DRRM policy has increasingly been seen as outdated, despite DRRM as a field remaining relevant to the global and national contexts. Many DRRM areas of intervention related to climate hazards were incorporated into the climate change policy; however, WFP did not provide guidance on how DRRM and climate change concepts and practice converge and diverge. That has prevented WFP from applying an integrated risk management approach that reflects its dual mandate and comparative advantage and makes connections across the humanitarian, development and peace nexus. In parallel, WFP developed and vigorously promoted a resilience policy that encompasses climate resilience and disaster risk reduction. While having three partially overlapping policies has elevated the topics within WFP, it has also led to dispersion of effort. There is general recognition that more clarity is needed on the links between the three topics, as well as greater integration of the policies. A WFP position and conceptual framework that encompass all areas of intervention for disaster risk reduction and management, resilience and climate action would enable WFP to engage all relevant stakeholders with common and interdependent goals.
56. **Conclusion 3 – GROWTH OF PROGRAMMES AND INTERVENTIONS:** The DRRM and climate change policies influence country strategic plans through alignment with the WFP strategic plan, the technical support provided by dedicated headquarters and regional bureau teams and the guidance and training produced by those teams. Despite the challenges in identifying the specific, individual effect of each policy given their overlaps, the evaluation found that the climate change policy had facilitated access to new funding opportunities and growth of innovative interventions such as climate risk finance and insurance, climate services, forecast-based financing, anticipatory action and energy action. That has increased WFP's visibility as a climate-related actor, which in turn increases prospects for funding and programme growth. Both policies have had less influence on the more long-established areas of food security analysis and emergency preparedness and response, although steps have been taken that could lead to stronger integration of disaster and climate risks in the future. Both policies have contributed to the continuous evolution of country capacity strengthening and policy support. The climate change policy is playing a stronger role

internationally, shaping WFP's contribution to the development of key international frameworks and agreements along with other entities.

57. **Conclusion 4 – EFFECTIVENESS:** The interventions prioritized by the DRRM and climate change policies appear to be increasingly effective. According to WFP annual performance reports, the related outcome indicators have reflected strong progress in recent years. In general, government partners' capacity is strengthened through their relationship with WFP (although not necessarily sustainably – see conclusion 5). Climate insurance premiums paid by WFP have resulted in payouts to countries affected by climatic events, national social protection systems have been strengthened to become more shock-responsive and used in anticipation of or in response to crises, and early warning systems and other preparedness arrangements, including anticipatory action, have been activated in major disasters. Owing to inconsistent and inadequate monitoring and evaluation mechanisms, however, it is challenging to properly assess effectiveness at the corporate level, which in turn hampers institutional learning. The recent addition of new climate-change-related indicators to the corporate results framework for 2022–2025 bodes well for the future but work on them is still in progress. WFP monitoring and reporting on Sendai indicators and targets have met accountability requirements but yielded little in terms of learning. As climate evolves from a programmatic area to a cross-cutting issue, monitoring and knowledge management will need to evolve accordingly.
58. **Conclusion 5 – SUSTAINABILITY:** While both the DRRM and climate change policies seek to achieve sustainability, neither was coupled with operational guidance. Implementing teams would have benefited from stronger institutional learning on how to develop exit strategies for and foster sustainability of interventions. Nevertheless, WFP has made efforts to sustain increased capacity within national and local government entities and communities through a range of solutions tailored to the needs and opportunities of each situation. Prospects for sustainability have been generally stronger at the community level than at the national level.
59. **Conclusion 6 – GENDER, INCLUSION AND INTERSECTIONALITY:** Both policies explicitly consider and build on the different gender policies that were in place when the policies were written. Approaches that foster gender equality and inclusion are frequent, but the gender-transformative results sought by the climate change policy are still rare, or rarely captured, which can be explained by the lack of clear guidance on how to put the gender transformation principle into practice. Intersectionality is not considered in either the DRRM or the climate change policy and is largely absent from programme design and monitoring mechanisms.
60. **Conclusion 7 – RESOURCES:** When the DRRM and climate change policies were first approved, financial and human resources for their implementation were very limited. WFP then successfully mobilized external resources to support the implementation of the climate change policy. As a result, strong technical teams now exist within PROC and the regional bureaux; as capacity at the country level is stretched, however, headquarters and regional bureaux face challenges in keeping pace with country office demand.
61. **Conclusion 8 – PARTNERSHIPS:** Partnerships on DRRM and climate change, which were strongly promoted by both policies, vary greatly in terms of purpose, expectations and results. Close partnerships with governments are emerging as essential for effectiveness but are challenging to sustain. Other country-level partnerships increasingly include private sector actors. Globally, WFP has been proactively partnering with the other Rome-based agencies and other United Nations entities, but with coordination challenges and mixed results. Partnerships require specific skills, time and planning to be inclusive, and institutional learning and guidance are lacking. While most external stakeholders are supportive of WFP's engagement in DRRM and climate change adaptation, a minority of United Nations entities and donors feel that by working on climate change and DRRM WFP

is straying from its core comparative advantage as a response and preparedness actor, and there is a tangible degree of unease for some about the “changing lives” element of the WFP strategic plan, despite it being formally approved by the WFP Executive Board. That highlights the need to communicate more effectively and widely on WFP’s mission statement and the scope of WFP policies, including the climate change policy.

Recommendations

62. The table below presents the recommendations stemming from the evaluation of WFP’s DRRM and climate change policies, along with the proposed WFP entities responsible for implementing the recommendations, the priority of each recommendation and a target date by which each recommendation should be addressed. In the light of the interconnectedness of resilience, DRRM and climate change concepts, the parallel timing of the evaluations and common aspects of the recommendations from this evaluation and the evaluation of the resilience policy, WFP management is encouraged to consider the recommendations side by side to capitalize on synergies.

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
1	1: Reposition disaster risk reduction and management across and within WFP policies and guidance on resilience, climate change, emergency preparedness and response and other relevant programmatic areas such as social protection.	Strategic	Climate and Disaster Risk Reduction Programmes Service (PROC)	Programme – Humanitarian and Development Division (PRO), Resilience and Food Systems Service (PROR), Social Protection Unit (PROS), Emergency Operations Division (EME), regional bureaux	High	Fourth quarter of 2024
	1.1: Drawing from global and WFP disaster risk reduction and management knowledge and practices, develop a conceptual model that shows how disaster risk reduction and management objectives and interventions contribute to climate-change-related action, emergency preparedness and response and resilience outcomes.	Strategic	PROC	PROR, EME, PROS, regional bureaux	High	Fourth quarter of 2023
	1.2: Integrate disaster risk reduction and management objectives and interventions into the updated resilience, climate change and emergency preparedness policies and associated tools and guidance. Communicate WFP's disaster risk reduction and management mainstreaming approach to internal and external stakeholders.	Strategic	Programme and Policy Development Department (PD)	PROC, PROS, PROR, EME, Communications, Advocacy and Marketing Division (CAM), regional bureaux	High	Fourth quarter of 2024
	1.3: Determine which office will be the institutional anchor for disaster risk reduction and management work and how it will coordinate that work.	Strategic	PD	PRO, EME	High	Fourth quarter of 2023

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
2	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.	Strategic	PROC	WFP climate crisis task force, senior management, PROR, regional bureaux	High	Fourth quarter of 2024
	2.1: Define the parameters for positioning climate change as a cross-cutting issue for WFP and develop a clear theory of change.	Strategic	PROC	WFP senior management, regional bureaux	High	Fourth quarter of 2023
	2.2: Define priorities for the updated climate change policy based on the evolving external context and lessons learned, including a strong focus on climate risk analysis for country strategies and programmes, application of an intersectional approach to climate change and a clearer and realistic articulation of WFP ambitions in relation to gender-transformative results.	Strategic	PROC	WFP climate crisis task force, WFP senior management, regional bureaux, Gender Equality Office	High	Fourth quarter of 2024
3	3: Develop, in a consultative, coordinated manner (involving other headquarters divisions, regional bureaux and country offices), a costed policy implementation plan that describes how the updated climate change policy will be rolled out across the organization.	Operational	PROC	WFP climate crisis task force, PROR, regional bureaux	High	First quarter of 2025
	3.1: The policy implementation plan should include the sequencing of activities, clear definition of roles and responsibilities across the organization, an estimate of the human resources required to roll out the policy, an external and internal communication plan and a tracker for monitoring progress in policy implementation.	Operational	PROC	WFP climate crisis task force, PROR, regional bureaux	High	First quarter of 2025
	3.2: The plan should also include a financial plan (including funding sources) for the costs associated with rolling out the policy, including for activities such as dissemination, communication, training and technical support.	Operational	PROC	WFP climate crisis task force, PROR, regional bureaux, CAM	High	First quarter of 2025

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
4	4: Take steps to increase access to more diversified and multi-year financing and funding for climate-change-related action and disaster risk reduction and management, in close coordination with similar efforts undertaken for resilience programming.	Strategic	Partnerships and Advocacy Department (PA), Public Partnerships and Resourcing Division (PPR), Strategic Partnerships Division (STR), Private Partnerships and Fundraising Division (PPF)	PD, PROC, regional bureaux	High	First quarter of 2024
	4.1: Map donor and strategic partner financing priorities and funding streams for climate change and disaster risk reduction and management, including access modalities, thematic and geographic interests, existing engagements with WFP and opportunities, as well as relevant events. Communicate the results to relevant headquarters units, regional bureaux and country offices to guide resource mobilization for climate change as a cross-cutting issue and disaster risk reduction and management.	Operational	PA (PPR, STR and PPF)	PROC, PROR, regional bureaux	High	First quarter of 2024
	4.2: Increase the technical support and access to seed funding provided to country offices for the development of climate change and disaster risk reduction and management proposals that are centred on national governments' climate and disaster risk reduction and management priorities.	Strategic	PA	Changing Lives Transformation Fund (CLTF) investment selection and learning committee, PD/CLTF manager, PROC, regional bureaux, PA	High	First quarter of 2024

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
5	5: Improve monitoring, evaluation and learning on climate-change-related action and disaster risk reduction and management, including their contribution to resilience and to strengthening the triple nexus.	Operational	PROC	WFP climate crisis task force, PROR, regional bureaux	High	Fourth quarter of 2025
	5.1 Develop a comprehensive results framework for the updated climate change policy, supported by a clear theory of change, relevant outcome indicators and clear targets.	Strategic	PROC	WFP climate crisis task force, Research, Assessment, and Monitoring Division (RAM), EME, PROR, PA, regional bureaux	High	Fourth quarter of 2024
	5.2: Establish appropriate and manageable indicators for disaster risk reduction and management to be used within the results frameworks for the updated climate change, resilience and emergency preparedness policies and, where appropriate, by governments and other partners.	Operational	PRO*	PROC, PROR, EME, RAM, PA, regional bureaux, country offices	High	First quarter of 2025
	5.3: Develop and roll out guidance on how to use the indicators, in close consultation with country offices and regional bureaux and in line with WFP's corporate results framework. Advise country offices to budget and allocate adequate resources for evidence generation on climate-change-related action and disaster risk reduction and management, particularly for innovative elements.	Operational	PROC	PROR, EME, RAM, Office of Evaluation (OEV), regional bureaux, country offices	Medium	Second quarter of 2025
	5.4: Use the improved evidence base to promote internal learning and strengthen reporting on the Sendai Framework, the triple nexus and relevant Sustainable Development Goals, as well as to support accountability.	Operational	PROC	RAM, OEV, PROR, CAM, regional bureaux, country offices	Medium	Fourth quarter of 2025

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
6	6: Drawing from the recent policy and programme strategic workforce planning exercise, prioritize and implement a set of actions that will ensure that sufficient staffing, capacity and skills are in place at the global, regional and country-office levels and across functional areas, in line with the requirements of the updated climate change policy. In addition, ensure that capacity strengthening related to disaster risk reduction and management is integrated into the relevant areas.	Operational	PRO	Human Resources Division (HRM), regional bureaux	High	Second quarter of 2025
	6.1: At the headquarters level, ensure that the Climate and Disaster Risk Reduction Programmes Service is adequately staffed. At the regional and country-office levels, advocate that an adequate number of staff responsible for climate action be put in place.	Operational	PRO	Corporate Planning and Performance Division, HRM, PROR, PROS, EME, regional bureaux	High	Second quarter of 2025
	6.2: Carry out an in-depth capability gap assessment with the aim of understanding the strengths and gaps in technical knowledge and skills related to climate change and disaster risk reduction and management, considering diverse needs across organizational levels and functions.	Operational	PROC	HRM, PROR, PROS, EME, regional bureaux	High	Fourth quarter of 2023
	6.3: Based on the results of the capability gap assessment, update the climate change capacity development strategy and existing courses and develop new learning products as required. Ensure that skill gaps related to climate change and disaster risk reduction and management are addressed in existing learning platforms across relevant programmatic areas.	Operational	PROC	HRM, PROR, PROS, EME, regional bureaux	High	Second quarter of 2025
	6.4: Review the contract types that can be used and assess rotation requirements to foster the retention of people with appropriate and adequate skills in specialist positions.	Operational	PD staffing coordinator	HRM, regional bureaux	High	Third quarter of 2024

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
7	7: Ensure that guidance and systems are in place to support country offices in implementing a multi-risk, multi-stakeholder and locally led approach to climate action and disaster risk reduction and management.	Operational	PROC	PA, regional bureaux, country offices	High	Second quarter of 2024
	7.1: Ensure that guidance and systems are in place to guide country offices in the identification of “institutional entry points” related to climate change issues and disaster risk reduction and management at the highest feasible level within governments, in a way that facilitates horizontal collaboration with concerned ministries and cultivates contextually relevant innovation.	Operational	PROC	PA (PPR, PPF, STR), regional bureaux, country offices	High	Fourth quarter of 2023
	7.2: Ensure that guidance and systems to provide support to country offices in the conduct of periodic climate risk analyses that can inform policy and advocacy efforts with governments and be used to develop climate-change-related investments are in place. Explore ways to plan and undertake such climate risk analyses in collaboration with United Nations country teams and other partners with the aim of providing a solid foundation for contextually tailored joint or complementary integrated programmes that address climate vulnerabilities in depth, at scale and in a sustainable manner.	Operational	PROC	RAM, PA (PPR, PPF, STR), regional bureaux	Medium	Second quarter of 2024
8	8: Focus on complementarity and effectiveness in strategic and operational partnerships on climate change and disaster risk reduction and management with United Nations entities, international financial institutions, government donors, the private sector, academic entities and non-governmental organizations.	Operational	PROC	PROR, PA, regional bureaux, country offices	High	Fourth quarter of 2025
	8.1: At all levels invest in building partnerships, to which WFP provides clear added value, for resource mobilization, technical expertise, implementation, advocacy, strategy, research and learning relevant to disaster risk reduction and management and climate change with United Nations entities, international financial institutions, government donors, the private sector, academic entities and non-governmental organizations.	Operational	PROC	PROR, PA (including PPR, STR, PPF and CAM), regional bureaux, country offices	High	Third quarter of 2025

#	Recommendation	Recommendation type	Responsibility	Other contributing entities	Priority	By when
	8.2: Support and catalyse global and regional platforms and South-South and triangular cooperation that improve coordination, advance learning and facilitate advocacy on climate change and disaster risk reduction and management across the saving lives, changing lives spectrum.	Operational	PROC	PROR, CAM, South-South and Triangular Cooperation Unit, regional bureaux	Medium	Fourth quarter of 2025

* The technical unit that will be responsible for leading the response to this sub-recommendation will be confirmed once an office is identified to serve as the institutional anchor for disaster risk reduction and management (see sub-recommendation 1.3).

Acronyms

CAM	Communications, Advocacy and Marketing Division
CLTF	Changing Lives Transformation Fund
COVID-19	coronavirus disease 2019
DRRM	disaster risk reduction and management
EME	Emergency Operations Division
HRM	Human Resources Division
OEV	Office of Evaluation
PA	Partnerships and Advocacy Department
PD	Programme and Policy Development Department
PPF	Private Partnerships and Fundraising Division
PPR	Public Partnerships and Resourcing Division
PRO	Programme – Humanitarian and Development Division
PROC	Climate and Disaster Risk Reduction Programmes Service
PROR	Resilience and Food Systems Service
PROS	Social Protection Unit
PSA	programme support and administrative (budget)
RAM	Research, Assessment and Monitoring Division
SDG	Sustainable Development Goal
STR	Strategic Partnerships Division