



WFP EVALUATION

Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition

May 2023



World Food Programme

SAVING LIVES
CHANGING LIVES

Round table

POLICY OBJECTIVE

- Articulate WFP's resilience-building role in food security and nutrition, in pursuance of achieving SDG2 and SDG17

EVALUATION OBJECTIVES

- Assess the quality of the policy, the results achieved and identify the reasons why expected changes have occurred or not

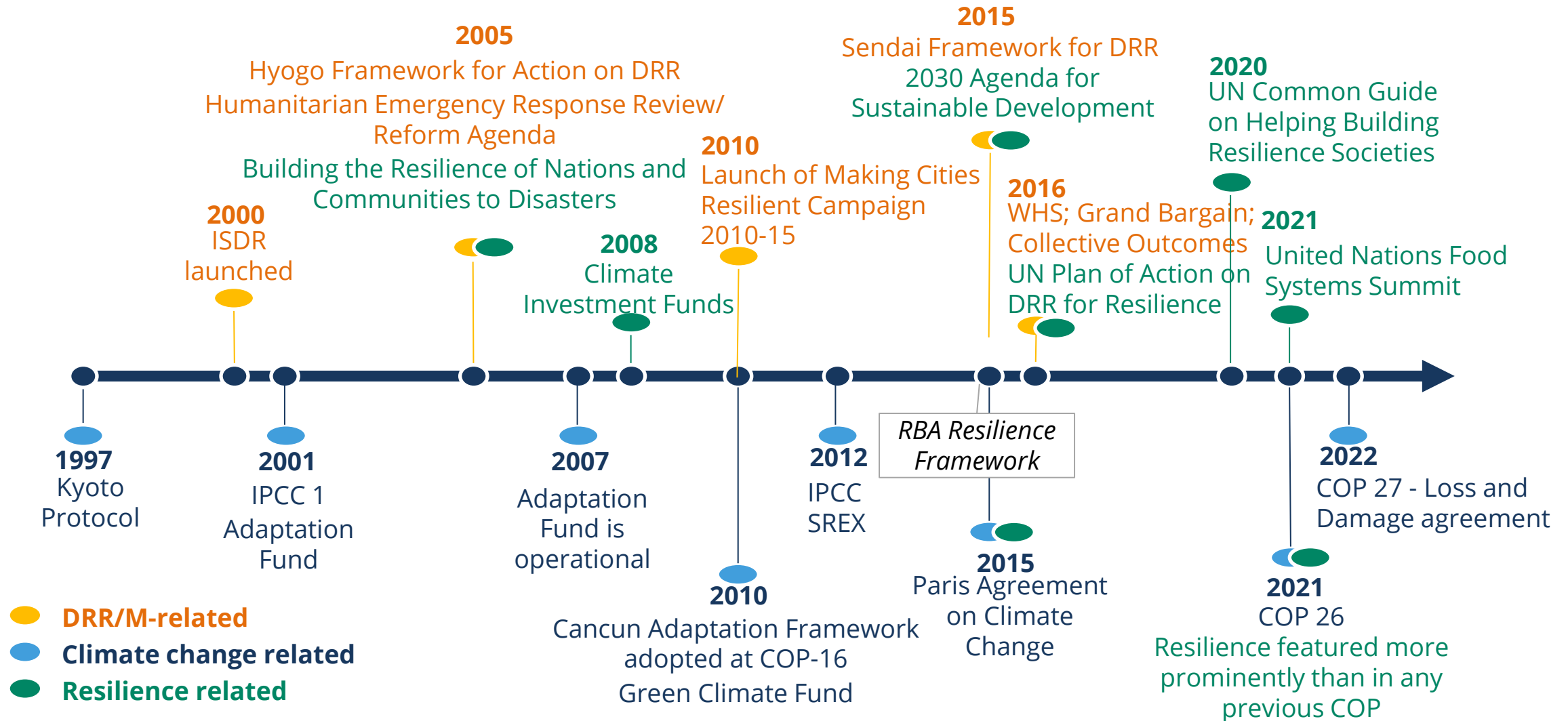


EVALUATION APPROACH AND METHODOLOGY



- Reconstruction of **Theory of Change**
- Primary data collection between July and September 2022
- Mixed methods for data collection, analysis and triangulation
 - ✓ **Field missions** in Burkina Faso, Honduras, Lebanon, Madagascar, Mozambique and South Sudan
 - ✓ **Country desk reviews** in Kenya, Malawi, Niger, Pakistan, Sri Lanka and Yemen
 - ✓ 179 **Key informant interviews**
 - ✓ 19 **Focus Group Discussions**
 - ✓ 400+ **Extensive document review**
 - ✓ **Comparative review:** FAO, Oxfam International and BMZ

POLICY CONTEXT – EXTERNAL



POLICY FEATURES



DEFINITION

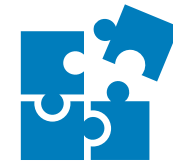
“THE CAPACITY TO ENSURE THAT SHOCKS AND STRESSORS DO NOT HAVE LONG LASTING ADVERSE DEVELOPMENT CONSEQUENCES”

- **Absorb:** resist a shock or stressor by reducing risk and buffering impact, to sustain livelihoods and systems
- **Adapt:** respond to change through proactive and informed choices, leading to improved ability to manage risk
- **Transform:** change the choices available through empowerment, improved governance and an enabling environment, leading to positive changes in systems, structures and livelihoods

EVALUATION FINDINGS: QUALITY OF THE POLICY (RELEVANCE; COHERENCE)



- Relevance (in 2015) and clear in scope
- Developed in consultation with internal stakeholders
- Comparable quality to current resilience policies
- Coherence with RBA framework

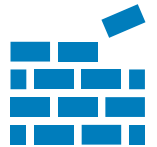


- Terminology is confusing
- Lacks a theory of change
- Lack of accountability framework
- Lack of financial and human resources

EVALUATION FINDINGS – RESULTS



1. Programme design: limited evidence of CSP design driven by the policy, but alignment with principles



2. Programme Implementation: programmatic elements are understood and implemented.
Continued siloed working a challenge integrated programming



3. Contribution to improved resilience capacities: challenging to measure. Most of evidence is on absorptive capacity



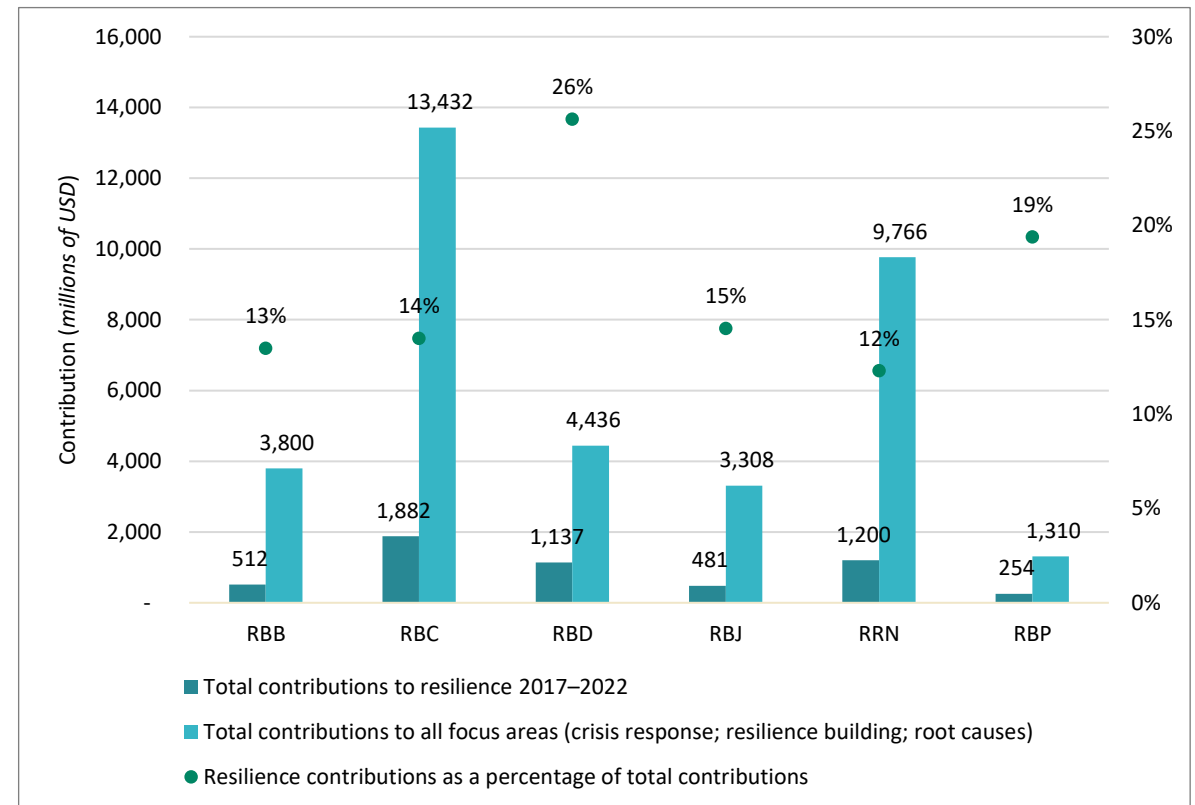
4. Adapting and responding to context: strong evidence that resilience programmes are designed in response to context

EVALUATION FINDINGS – WHAT ACCOUNTS FOR THE RESULTS OBSERVED

ENABLING FACTORS

- Several initiatives launched since the strategic evaluation;
- HQ resilience team reorganised, to enhance an integrated approach;
- Funding has steadily increased but challenging fundraising at scale.

Total donor contributions to the resilience-building focus area, by region, from 2017 to 3 October 2022



Source: WFP. 2022. Distribution donor contribution report.

EVALUATION FINDINGS – WHAT ACCOUNTS FOR THE RESULTS OBSERVED



CONSTRAINING FACTORS

- Low dissemination
- Frequent staff turnover
- Varying interpretations
- Monitoring and reporting systems inadequate
- Dichotomization of humanitarian and development work

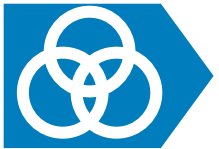
CONCLUSIONS (1/2)



A resilience policy is relevant to WFP's mandate but should be updated



The lack of an accountability framework has impeded systematic uptake



Increasing support to achieve resilience objectives in all programming areas will help WFP play a more effective role across the nexus



Support and guidance are needed to facilitate policy implementation through integrated programming



Practical support and funding are needed to integrate gender and social inclusion into resilience programming

CONCLUSIONS (2/2)



Consistent outcomes have been achieved in absorptive capacity. Evidence of WFP's contribution to other resilience capacities is yet to be demonstrated



Monitoring and reporting do not adequately support the measurement of resilience results, although improvements are under way



WFP needs to reconsider its organizational structures, human resources, funding, and partnership strategies, to truly embrace a resilience agenda



Lack of long-term and multi-year funding sources constrain progress. Forward planning is required to ensure medium-term programming and funding intentions are aligned

RECOMMENDATIONS

1

UPDATE THE RESILIENCE POLICY

2

PROMOTE A CULTURE OF SHARED OWNERSHIP OF INTEGRATED RESILIENCE PROGRAMMING

3

ENSURE SUFFICIENT STAFFING, CAPACITIES AND SKILLS ARE IN PLACE

4

PRIORITIZE AND ADVOCATE FOR RESOURCES FOR RESILIENCE MONITORING MEASUREMENT AND LEARNING

5

TAKE STEPS TO MORE DIVERSIFIED AND MULTI-YEAR FUNDING