



WFP EVALUATION

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

June 2023



WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

EB.A/2023

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



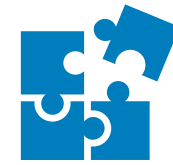
DEFINITION

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

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

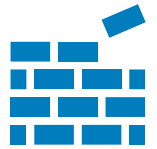


- Terminology is confusing
- Lacks a theory of change
- Lack of accountability framework
- Lack of financial and human resources

EVALUATION FINDINGS – RESULTS



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



2. Programme Implementation: programmatic elements of resilience of resilience building are understood and implemented. Continued siloed working is a challenge for 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.

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



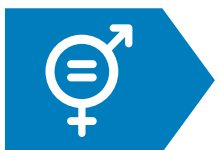
The lack of an accountability framework has impeded systematic uptake



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)



Some 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 FOR MORE DIVERSIFIED AND MULTI-YEAR FUNDING