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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the evaluation of WFP'S policy on building resilience for food security and nutrition

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the policy on building resilience for food security and nutrition (hereinafter, the "resilience policy").
2. The evaluation was initiated in 2021 and covered the period 2015–2022.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning.
4. The evaluation made one strategic and four operational recommendations. Sub-recommendations describe how each recommendation can be implemented. In some instances, the Programme and Policy Development Department has agreed to the recommendations while fine-tuning timeframes and proposed action leads and supporting offices to ensure alignment between actions and support for their implementation.
5. Management agrees with recommendations 1, 2 and 4, which focus on the need to update the policy and strengthen guidance, implementation, performance, measurement and learning. Management notes that this will require divisions and departments to work together, with support from the Resilience and Food Systems Service within the Programme – Humanitarian and Development Division. The work is also connected to cross-cutting priorities outlined in the WFP strategic plan for 2022–2025, namely, gender equality, protection and accountability to affected populations.

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6. Management partially agrees with recommendation 3, which highlights the importance of ensuring sufficient staffing, capacity and skills at the global, regional and country office levels and across functional areas. While existing training materials will be adapted to address needs related to cross-cutting themes, some specialized staff and skills development will be contingent upon the availability of additional resources.
7. With respect to recommendation 5, management agrees and affirms its commitment to increasing efforts to develop and strengthen partnerships with a broad range of global, regional and local actors to support resilience building.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF WFP'S POLICY ON BUILDING RESILIENCE FOR FOOD SECURITY AND NUTRITION					
Recommendations and sub-recommendations (including their priority: high/medium)	Recommendation and sub-recommendation lead office (supporting offices/units in brackets)	Management response (agreed, partially agreed, not agreed)	Actions to be taken	Action lead office (supporting offices/units in brackets)	Action deadline
Recommendation 1: WFP should update the resilience policy to reflect changes in the context since 2015, refine the definition of resilience and clarify terminology. Deadline: Second quarter of 2025 Priority: High	Resilience and Food Systems Service (PROR) (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of the Livelihoods, Asset Creation and Resilience Unit (PRORL), the Food Systems and Smallholder Support Unit (PRORF), the Climate and Disaster Risk Reduction Programmes Unit (PROC), the Social Protection Unit (PROS), the Emergencies and Transitions Unit (PROP), the Technical Assistance and Country Capacity Strengthening Service (PROT), the Nutrition Division (NUT), the Research, Assessment and Monitoring Division (RAM), the Gender Equality Office (GEN), the Emergencies Operations Division (EME), the School-based Programmes Division (SBP) and the regional bureaux)	Agreed			

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<p>1.1: To inform the update of the policy, WFP should clearly articulate and institutionalize an organization-wide definition of resilience as an intermediate outcome, highlighting the importance of integrated resilience programming in the journey towards that outcome, and the role of resilience at the humanitarian-development-peace nexus. This work should be supported by a theory of change for the policy.</p> <p>(Third quarter of 2024)</p>	<p>PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PRORL, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)</p>	<p>Agreed</p>	<p>1. PROR will lead the development of the updated resilience policy, which will be presented for Executive Board approval by the Executive Board at its 2024 second regular session.</p> <p>2. PROR will clearly articulate and institutionalize an organization-wide definition of resilience as an intermediate outcome, incorporating it into the policy and in programme guidance.</p> <p>3. PRORL will develop a theory of change as a basis for the updated resilience policy.</p>	<p>PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PROR, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)</p>	<p>Third quarter of 2024</p>
<p>1.2: Make the gender and social inclusion dimensions explicit in the revised policy and its supporting costed implementation plan, emphasizing a clear articulation of what the transformative capacity included in the resilience definition and the WFP gender policy mean to WFP.</p> <p>(Third quarter of 2024)</p>	<p>PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PROR-L, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)</p>	<p>Agreed</p>	<p>In collaboration with GEN, PROR will ensure that the new resilience policy seeks to operationalize objective 2 of the 2022 gender policy: address the root causes of gender inequalities that affect food security and nutrition. This will be achieved through concrete actions in integrated resilience programming that</p>	<p>PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PROR, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)</p>	<p>Third quarter of 2024</p>

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			reflect the disproportionately high barriers faced by women, girls and individuals with other intersecting attributes. ¹ The policy will align integrated resilience actions with the priorities of the 2022 gender policy: 1) enhanced and equitable participation; 2) strengthened leadership and decision making; 3) enhanced protection to ensure safety, dignity and meaningful access; and 4) transformative action on social norms and structural barriers.		

¹ The WFP gender policy states that "Diversity is the range of differences in attributes that may influence the likelihood that an individual or group of individuals is excluded from or overlooked by WFP interventions, including but not limited to sex, age, disability, race, ethnicity, religion and sexual orientation". This definition is in alignment with the WFP strategic plan for 2022-2025 (WFP/EB.2/2021/4-A/1/Rev.2).

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1.3: To operationalize the policy, WFP should, in a consultative, coordinated manner, develop a costed implementation plan that describes how the updated resilience policy will be rolled out across the organization. The plan should include a clear definition of roles and responsibilities across WFP and an estimation of the human resources required to roll out the policy. This will help to ensure comprehensive attention in all programming areas and coherence with future country strategic plans, and will guide the effective identification of resourcing and capacity needs. (Second quarter of 2025)	PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PRORL, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)	Agreed	1. An internal reference group will be established and consulted throughout the policy development process. 2. PRORL will develop a costed implementation plan to describe how the updated resilience policy will be rolled out across the organization.	PROR (Deputy Executive Director, Programme and Policy Development Department, and a committee of representatives of PROR, PRORF, PROC, PROS, PROP, PROT, NUT, RAM, GEN, EME, SBP and regional bureaux)	Second quarter of 2025
Recommendation 2: Promote a culture of shared ownership of integrated resilience programming, with particular emphasis on rolling out the forthcoming resilience guidance and ensuring coherent and consistent design and operationalization throughout WFP. Deadline: Fourth quarter of 2025 Priority: High	PROR (PROC, PROS, PROT, NUT, RAM, GEN, PROP, EME, SBP, RAM, regional bureaux and country offices)	Agreed			

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2.1: Define the role that the Resilience and Food Systems Service (and other resilience staff in regional bureaux and country offices) will play in supporting other units of WFP at headquarters, regional bureaux and country offices. (Second quarter of 2025)	PROR (RAM, regional bureaux and country offices)	Agreed	An accountability framework will be developed to clarify roles and responsibilities for policy implementation, including PROR's support for other WFP functions.	PROR (RAM, regional bureaux and country offices)	Fourth quarter of 2024
2.2: Ensure that any forthcoming Resilience and Food Systems Service resilience guidance explains how resilience programming should be integrated across relevant strategic outcomes and support units in the Programme and Policy Development Department developing messaging on resilience for coherent design and operationalization throughout the organization. (Second quarter of 2024)	PROR (RAM, regional bureaux and country offices)	Agreed	PRORL will develop corporate resilience programme guidance to inform the corporate design and implementation of integrated resilience building.	PROR (RAM, regional bureaux and country offices)	Second quarter of 2024
2.3: Widely disseminate any forthcoming guidance to staff across the organization. (Fourth quarter of 2025)	PROR (regional bureaux and country offices)	Agreed	PRORL will roll out the corporate resilience programme guidance across regional bureaux and country offices to support the effective design and operationalization of integrated resilience programming.	PRORL (regional bureaux and country offices)	Fourth quarter of 2025

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<p>Recommendation 3: 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 resilience policy.</p> <p>Deadline: Fourth quarter of 2025</p> <p>Priority: High</p>	PRO (Human Resources Division (HRM), PROR, PROC, PROS, PROT, NUT, RAM, GEN, PROP, EME, SBP and regional bureaux)	Partially agreed			
<p>3.1: At the headquarters level, ensure that an adequate number of staff members focused on resilience are in place. At the regional and country office levels advocate increases in the number of resilience building staff. (Fourth quarter of 2025)</p>	PRO (HRM, PROR, PROC, PROS, PROT, NUT, RAM, GEN, PROP, EME, SBP and regional bureaux)	Partially agreed (providing resources are available to conduct the capacity needs assessment)	<ol style="list-style-type: none"> 1. PRO will work with PROR to include adequate staffing at headquarters in the management plan, noting that staffing will depend on the resources available. 2. PROR will conduct a capacity needs assessment for resilience at headquarters and the regional bureaux, exploring opportunities to undertake this jointly with PROC. 3. PROR will advocate adequate staffing of country offices, including by updating relevant guidance to include 	PRO (PROR, PROC, PROS, PROT), Programme and Policy Development Department (PD) staffing coordinator, HRM, NUT, RAM, GEN, PROP, EME, SBP, Partnerships and Advocacy Department (PA) and regional bureaux)	Fourth quarter of 2025

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			more explicit indications of staffing needs. Country office staffing will be dependent on funding for country strategic plans.		
3.2: Identify and address the organizational learning needs of relevant staff across the organization so as to improve staff capacity and subsequently improve the design and implementation of resilience building programmes. (Second quarter of 2025)	PRO (HRM, PROR, PROC, PROS, PROT, NUT, RAM, GEN, PROP, EME, SBP and regional bureaux)	Partially agreed (providing resources are available to conduct the learning needs analysis)	PROR will carry out a learning needs analysis as part of capacity needs assessments. The gaps highlighted by the analysis will inform training materials developed by PROR.	PROR (PD staffing coordinator, HRM)	Second quarter of 2025
3.3: Review the contract types of staff and assess rotation requirements with a view to fostering the retention of people with appropriate and adequate skills in specialist positions. (Third quarter of 2024)	PD staffing coordinator (HRM, regional bureaux)	Agreed	1. As part of the implementation of the programme and policy strategic workforce plan, the PD staffing coordinator will assess rotation requirements, especially for sustainability specialists, and review contract mix. 2. HRM will conduct a policy review of general contract modality options with respect to highly specialized positions.	PD staffing coordinator HRM	Third quarter of 2024

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Recommendation 4: Prioritize and advocate resources for resilience monitoring measurement and learning from WFP-supported resilience-focused interventions. Priority: high Deadline Fourth quarter of 2025	PROR (RAM, Corporate Planning and Performance Division (CPP), regional bureaux and Office of Evaluation (OEV))	Agreed			
4.1: Advocate resources and roll out the corporate resilience monitoring and measurement approach across country programmes in order to support the effective capture of and reporting on resilience results. (Second quarter of 2024)	PROR (RAM)	Agreed	1. PROR and RAM will develop a costed workplan for the rollout of the corporate resilience monitoring and measurement approach to support fundraising efforts. 2. PROR and RAM will roll out the corporate resilience monitoring and measurement approach through continuing sensitization and awareness raising on the guidance for regional bureaux and country offices.	PROR (RAM)	Second quarter of 2024

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4.2: Continue to work to include resilience indicators in the corporate results framework, further develop resilience monitoring and measurement at all levels of WFP and assign accountability for reporting on progress towards resilience outcomes, in collaboration with other units. (Second quarter of 2024)	PROR (RAM, CPP)	Agreed	PROR and RAM will pilot resilience indicators in the corporate results framework road map and include them in the framework and the compendium of indicators.	PROR (RAM, CPP)	Second quarter of 2024
4.3: Ensure that approaches to generating evidence and fostering learning on resilience draw from both qualitative and quantitative monitoring and analysis and reporting. (Second quarter of 2024)	PROR (RAM)	Agreed	PROR and RAM will identify examples of how evidence gathered through qualitative data approaches is incorporated into corporate reporting on resilience building (and complements quantitative data) and share best practices through the qualitative research task force.	PROR (RAM)	Second quarter of 2024
4.4: Develop evaluation guidance on how resilience can be integrated into centralized and decentralized evaluations. In particular, WFP should ensure that the framework for and guidance on evaluations of country strategic plans incorporate clear guidance on the assessment of WFP's resilience outcomes. (Second quarter of 2024)	OEV (PROR)	Agreed	A guidance note on assessing resilience in centralized and decentralized evaluations will be prepared and disseminated once the notion of resilience has been clarified in the new policy. This will be accompanied by training.	OEV (PROR)	Second quarter of 2024

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4.5: Synthesize the evidence on what works, how and why in various settings in order to boost the evidence base for resilience programming in WFP. Particular emphasis should be placed on the evidence on conflict and protracted crises that is critical in addressing evidence gaps at the humanitarian–development–peace nexus. (Fourth quarter of 2025)	PROR (RAM)	Agreed	With support from RAM, PROR-L will undertake an internal review of evidence related to WFP's resilience programmes in various contexts, including in fragile and protracted crisis contexts.	PROR (RAM)	Fourth quarter of 2025
Recommendation 5: Take steps to increase access to more diversified and multi-year funding for resilience programming through resource mobilization, advocacy and partnerships built on a clear articulation of WFP's role in resilience. This should be done in close coordination with similar efforts undertaken for disaster risk reduction and management and climate change programming. Priority: High Deadline: Fourth quarter of 2025	PA (Public Partnerships and Resourcing Division, Strategic Partnerships Division and Private Partnerships and Fundraising Division), PROR and regional bureaux.	Agreed			

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5.1: Based on sub-recommendation 1.1, develop consistent messages for fundraising (the benefits of various resilience investments and the role of food security and nutrition in resilience building), partnerships and advocacy purposes, working with multiple stakeholders, including other United Nations entities and the global resilience community. (Third quarter of 2024)	PROR (PA)	Agreed	1. As part of the policy work, WFP will articulate its unique position to help build resilience across the humanitarian–development–peace nexus as well as the role of food security and nutrition in resilience building. This will be informed by consultations with stakeholders, including other United Nations entities. 2. Based on the work under action 1, PROR and the Communications, Advocacy and Marketing Division will develop media messages on resilience for internal and external audiences.	PROR (Communications, Advocacy and Marketing Division and PA)	Third quarter of 2024
5.2: Map the financing priorities and funding streams related to various components of the integrated resilience concept, the access modalities and thematic and geographic interests of donors and strategic partners (public and private), along with relevant events. Communicate the results with relevant headquarters units, regional bureaux and country offices with a view to guiding resource mobilization for	PA (PROR, PROC, PROS, PROP PROT, NUT, RAM, GEN, EME, SBP)	Agreed	1. WFP will map new and existing resource partners, identifying priorities, funding streams and entry points for partnerships related to resilience programming. 2. The result will be shared with internal stakeholders to guide resource mobilization for resilience programming.	PA (PROR, PROC, PROS, PROP PROT, NUT, RAM, GEN, EME, SBP)	First quarter of 2024

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resilience programming. This work will build on the partnership action plans developed by country offices and supported by regional bureaux and headquarters. (First quarter of 2024)			In addition, PA will provide guidance on fiduciary requirements as required.		
5.3: Depending on the circumstances, increase effective engagement with partners actively engaged in resilience building (other United Nations entities, international financial institutions, governments, civil society organizations, the private sector, academic institutions, donors, etc.) with a view to identifying and capitalizing on opportunities, for instance on joint programming. (Fourth quarter of 2025)	PROR	Agreed Operational partnerships, especially with host governments, civil society organizations, international financial institutions, other United Nations entities, non-governmental organizations and the private sector are developed and secured at the country level, and not at headquarters.	1. PROR will establish global partnerships that are available to support country-level action while guiding regional bureaux and country offices on forging strong operational partnerships based on local contexts and capacity, particularly through the United Nations sustainable development cooperation frameworks. 2. PROR will establish formal partnerships on resilience measurement with universities and other academic institutions.	PROR	Fourth quarter of 2025