



World Food  
Programme



# Strategic Evaluation of WFP's Support to Enhanced Resilience

SAVING  
LIVES  
CHANGING  
LIVES

WFP Office of Evaluation

February 2019

# Context

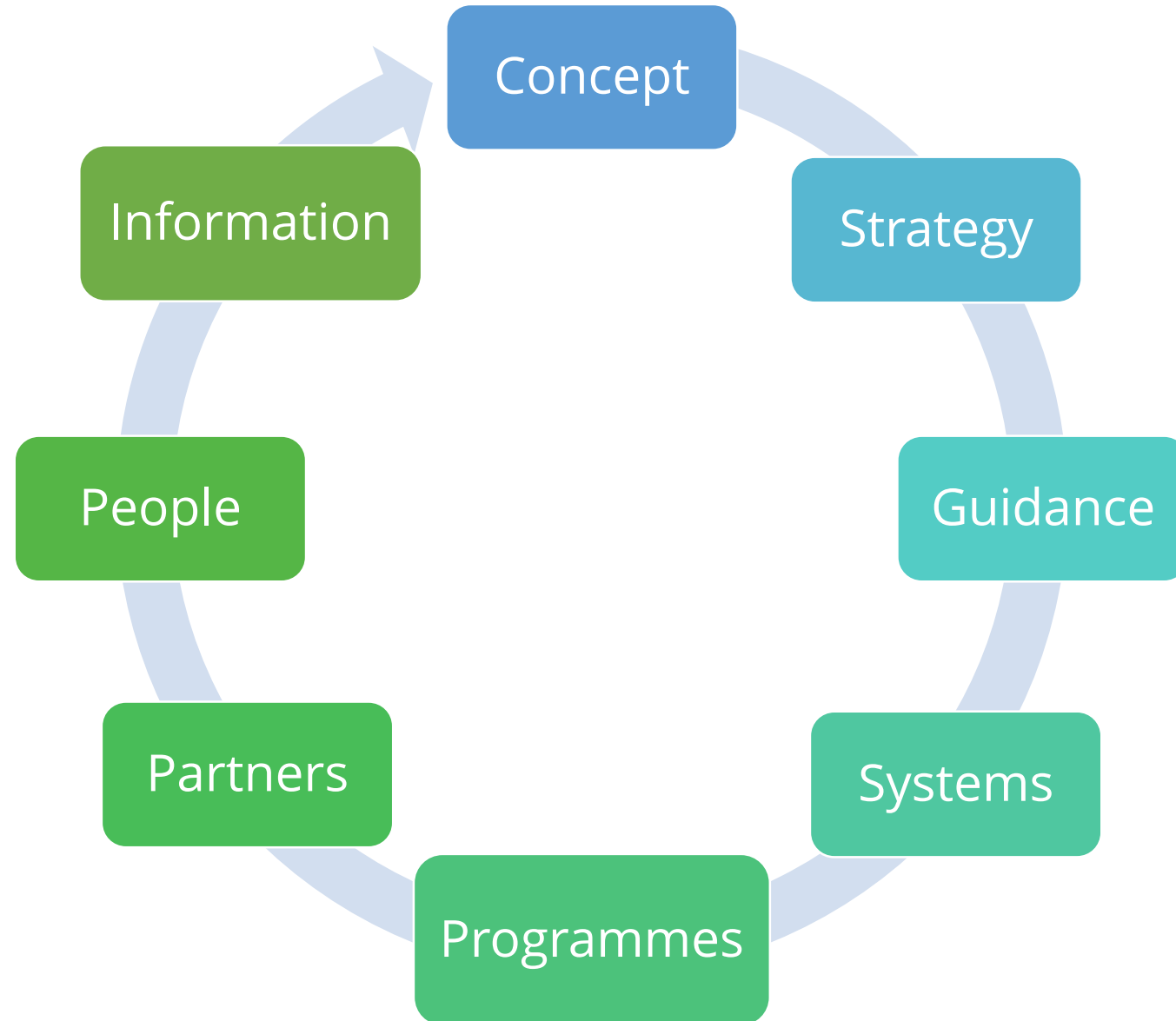


**Saving lives.  
Changing lives.  
Feeding dreams.**

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

Recent policies (2011-2017) have articulated WFP position on resilience

# Theory of Delivery



# Data collection



## KEY INFORMANT INTERVIEWS

300 people



## FOCUS GROUP DISCUSSIONS

250 people



## ANALYSIS OF CSP DATA



## REVIEW OF KEY DOCUMENTS



## 9 FIELD MISSIONS TO COUNTRY OFFICES

Ethiopia, Guatemala, Kenya, Kyrgyzstan, Lebanon, Malawi, Nepal, Niger, Zambia



## 3 VISITS TO REGIONAL BUREAUX

Bangkok, Johannesburg, Panama



## ONLINE SURVEY

Country Directors, M&E Officers, staff with gender-related responsibilities

# Findings



## CONCEPT

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



## GUIDANCE

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



## STRATEGY

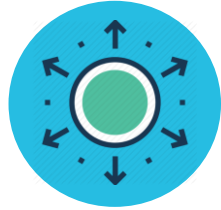
Currently no clear, coherent framework to advance a resilience enhancing agenda



## SYSTEMS

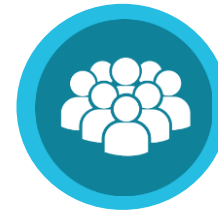
Tendency to work in silos constrains the integrated approach needed to enhance resilience

# Findings



## PROGRAMMES

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



## PEOPLE

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



## PARTNERS

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



## INFORMATION

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

# Conclusions



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



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



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



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

# Recommendations



Leadership



Enhanced guidance



Funding and partnerships



Workforce capacity



Performance measurement



Trend analysis



Knowledge management