



## Supplementary information note to the resilience policy update

### Costed implementation plan

1. This supplementary note accompanies the WFP resilience policy update. It sets out the actions and investments needed to operationalize the policy over the first five years of policy implementation (2025–2029) across the four enablers, which are at the foundation of the policy’s theory of change:
  - partnerships;
  - data, research, and evidence;
  - financing; and
  - workforce.
2. The plan has been developed jointly with the costed plan for the 2024 climate change policy, which is rooted in the same set of critical enablers. Activities and deliverables in this costed implementation plan were reviewed jointly for both policies, to leverage cost savings and avoid duplications in policy implementation structures and processes.
3. To successfully implement the resilience policy, WFP will require a total investment of USD 9,972,387 million over five years. These will be included in global headquarters (PSA and extrabudgetary) and country strategic plan (CSP) budgets, depending on where the investment is needed.

Enabling factor	Projected costs (USD)
Partnerships	1 429 589
Data, research, and evidence	3 291 469
Financing	1 016 058
Workforce	4 235 271
<b>Total</b>	<b>9 972 387</b>

## **Partnerships**

4. Partnerships are critical to achieving resilience outcomes. WFP will develop a climate and resilience partnership plan to support the expansion and diversification of its strategic, technical, academic and operational partnerships. A partnerships repository will be developed to enable WFP personnel to access and manage the range of existing partners available corporately for joint resilience-strengthening efforts.
5. In line with the policy update, WFP will review and update existing corporate partnerships agreements on resilience, such as the 2015 resilience memorandum of understanding with FAO and IFAD, which maps out respective roles in joint programming.
6. Interventions that strengthen partnerships with local actors will also be prioritized, for instance reviewing partnerships modalities and tools to ensure they are fit for purpose and facilitate engagement of local organizations. Programme planning approaches and methodologies will be updated to better support local actors to carry out community-based planning.
7. WFP will consolidate and expand, where possible, the Livelihoods, Assets and Resilience Academy initiative, which promotes the localization of expert capacities, including establishing a global university roster of expertise for training, monitoring, and research to support resilience-strengthening programmes.
8. WFP will also update its climate and resilience communication strategy to support strategic engagement in global policy fora to ensure that the required investments, partnerships and complementarities are leveraged to strengthen resilience in the most at-risk, fragile countries and areas.

## **Data, research, and evidence**

9. Generating robust, high-quality data and evidence is essential for effective decision-making and to guide risk-informed resilience programming. The policy implementation will focus on enhancing WFP's ability to monitor, analyse, produce, disseminate, and share resilience evidence.
10. WFP will create and execute an evidence generation agenda focused on enhancing analytical capabilities, improving monitoring systems, and developing specific assessments to systematically learn from resilience interventions. A central component of this plan will be to roll out the resilience evidence toolkit, with a view to foster an organization-wide approach to generating resilience-related evidence and utilizing diverse data sources to evaluate how well individuals, institutions, and systems supported by WFP's interventions cope with shocks and stressors. The roll-out will include a series of webinars, workshops, and training sessions across all regions.
11. WFP will enhance and expand access to quality analysis by refining tools and developing guidance to translate analytical results to guide decision-making and risk-informed programming. Training, webinars, and technical support will ensure that country offices are supported to undertake the analysis and translate results into CSPs and programme design.
12. Furthermore, WFP will finalize and roll out methodologies to evaluate its contributions to reducing humanitarian food assistance needs and assess the cost-effectiveness of its resilience programs.

13. WFP will establish a digital repository to facilitate access to evidence and lessons learned from resilience programming. It will continue to participate in evidence sharing fora such as through the Global Resilience Partnership to learn from others, share its own lessons learned and contribute to global learning.

## **Financing**

14. To support fundraising efforts, WFP will update and implement its climate and resilience resource mobilization plan and advocacy strategy, which lays out interests and priorities from a variety of financing partners and stakeholders. It will be made available to field staff to support fundraising efforts locally. WFP will develop and expand its climate and resilience investment pipeline,<sup>1</sup> which serves as a central tool to coordinate donor engagement. It allows WFP to align financial support with high-impact resilience initiatives and ensures that resources are allocated efficiently across programmes.
15. To facilitate resource mobilization from new and non-conventional sources and support both the climate and resilience agendas, WFP will establish an internal project design fund which will provide crucial seed funding for the development of country-led proposals for climate and resilience.
16. To facilitate access of resilience and climate programmes to multilateral climate finance, WFP will identify and address bottlenecks in WFP-internal processes which hamper the ability of the organization to access multilateral climate financing and enable better alignment with the requirements of climate-specific and IFI-related financing.



## **Workforce**

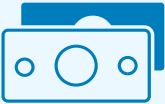
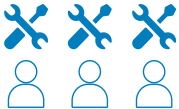
17. High-quality and scalable resilience programmes require the development, deepening and retention of a skilled workforce. WFP will make targeted investments in its workforce to ensure that the right skills and expertise are in place across the organization.
18. A series of policy dissemination workshops will be undertaken to orient country office, regional bureau and headquarters-based staff on WFP's updated resilience policy and enable space for mutual engagement and knowledge-sharing.
19. Capacity assessments will map organizational learning needs, with the aim of streamline skills and expertise in key resilience-strengthening roles. WFP will provide learning and development opportunities through a combination of interactive learning platforms, training, webinars, workshops, and joint operational missions.
20. A priority workstream will be to develop and roll out practical guidance and tools on integrated resilience programming and resilience evidence generation. This will be done in close collaboration with regional bureaux and country offices, to ensure normative guidance reflects local realities. Gender equality, protection and social inclusion will be mainstreamed to ensure resilience-strengthening efforts lead to transformative people-centered outcomes.

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<sup>1</sup> The climate and resilience investment pipeline is WFP's main vehicle to scale up financial and technical partnership to build long-term resilience. The pipeline includes more than 60 countries with 48 programmes and project concepts currently.

21. To support information sharing and exchange among staff on resilience programming and evidence and foster a culture of shared ownership and collaboration across the organization, WFP will establish a community of practice with resilience practitioners.
22. Furthermore, environmental and social safeguards will be mainstreamed into resilience programmes to promote principles of "*do no harm*" and ensure that risks to vulnerable populations and ecosystems are identified, mitigated, and managed.

Essential Enablers	Objective	Activity	Timeline
<b>A. Partnerships</b> 	<i>Global, national and local partnerships are harnessed to facilitate sustained collaboration to operationalize the resilience policy</i>	<b>Conduct partnership mapping of global level resilience partners</b> and establish knowledge management platforms to support joint resilience programming	2025–2026
		<b>Review and update corporate partnership agreements for resilience</b>	2025–2026
		<b>Review and update partnership planning tools and approaches</b> to strengthen capacities of local partners to conduct community planning	2025–2027
		<b>Consolidate and expand partnerships with local universities to develop a global roster of expertise</b> on resilience	2025–2029
		<b>Position WFP in key global policy fora and update</b> to accelerate strategic partnerships for resilience-strengthening efforts	2025–2029
<b>B. Data, research, and evidence</b> 	<i>Quality data, research and evidence is generated and shared to demonstrate impact, guide decision making, and facilitate risk-informed programming for resilience strengthening efforts</i>	<b>Develop an evidence generation agenda for resilience</b> , to ensure that rigorous, data-driven insights inform programming	2025
		<b>Roll out the resilience evidence toolkit</b> through regional training to standardize the use of evidence generation approaches	2025–2026
		<b>Enhance and refine analytical</b> tools that support risk informed programming and guide decision-making	2025 –2028
		<b>Develop and roll out methodologies to measure WFP's contribution to reducing humanitarian food assistance needs</b> and assess the cost-benefit of WFP's resilience programmes	2025–2027
		<b>Promote access and sharing of evidence</b> to ensure lessons learned and best practice are integrated into programmes	2025–2029

Essential Enablers	Objective	Activity	Timeline
<b>C. Financing</b> 	<i>Resource mobilization efforts are strengthened to support multi-year, flexible and predictable funding for resilience-strengthening</i>	<b>Update and implement the corporate climate and resilience resource mobilization plan and advocacy strategy</b> to enable offices to effectively manage and engage with finance providers for resilience	2025–2029
		<b>Update and execute a climate change and resilience investment pipeline</b> to inform donors of existing requirements	2025–2029
		<b>Establish an internal Project Design Fund joint</b> to provide seed funding for innovative climate action and resilience projects	2025–2029
		<b>Review options to increase access to multilateral climate financing</b>	2025-2026
<b>D. Workforce</b> 	<i>Specialized skills and expertise are in place across relevant functional areas, to facilitate the delivery of high-quality resilience programmes</i>	<b>Carry out dissemination workshops for WFP’s updated resilience policy</b> across all relevant thematic and functional areas and involving global headquarters, regional bureau and country office teams	2025
		<b>Conduct workforce assessments and provide learning and development opportunities</b> to ensure the right skills and expertise are in place across functional areas	2025–2029
		<b>Develop and roll out practical guidance, tools and learning materials</b> to deliver high-quality resilience programming	2025-2027
		<b>Integrate gender equality, protection, and social inclusion</b> into resilience programming tools and guidance to enable transformative gender outcomes	2025-2029
		<b>Promote access and knowledge sharing on resilience programming and evidence</b> through knowledge management platforms to ensure lessons learned and best-practice inform programming.	2025-2029
		<b>Mainstream environmental and social safeguards into resilience programmes</b> to ensure that risks to vulnerable populations and ecosystems are identified, mitigated, and managed	2025–2029