**Strategic Evaluation of
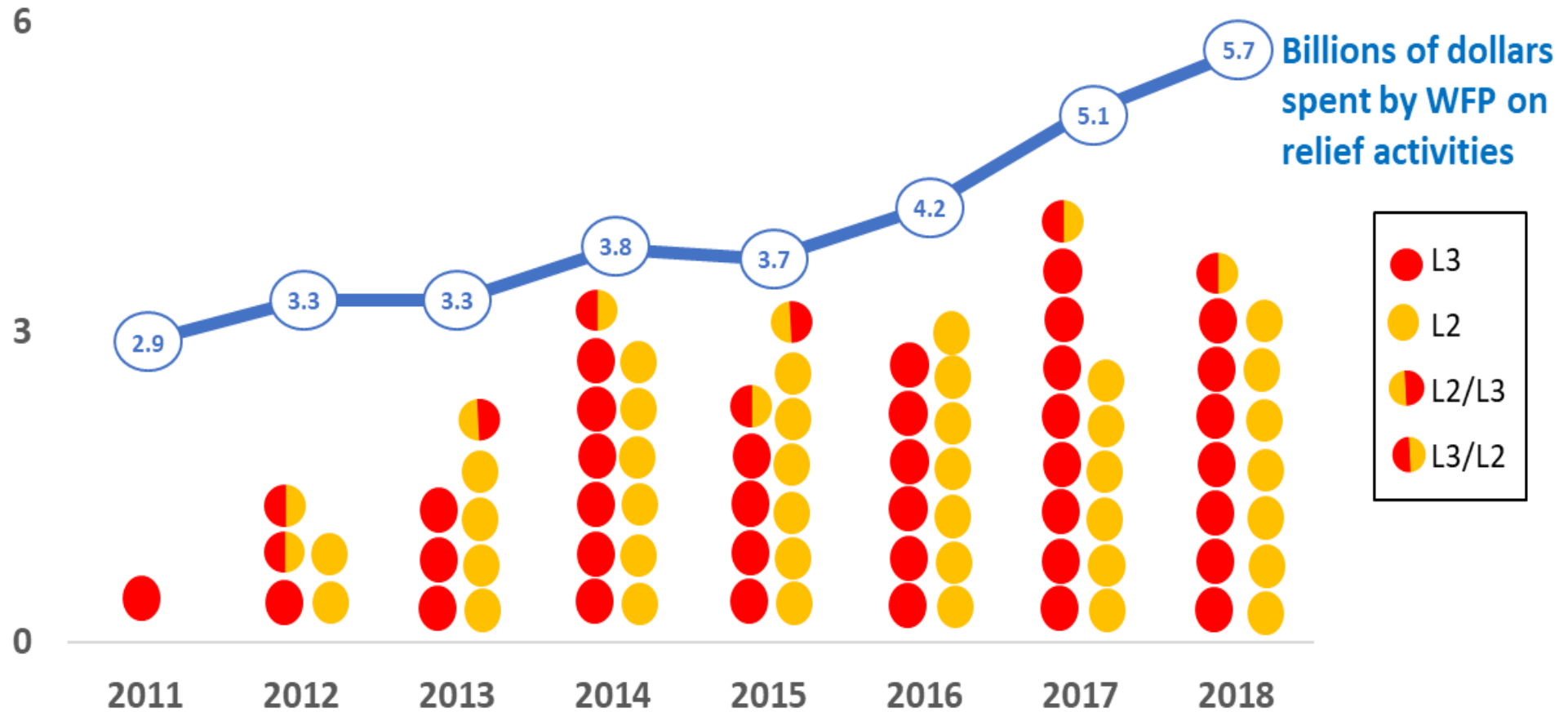WFP's Capacity to Respond to Emergencies**

WFP Office of Evaluation

April 2020

The context 2011-2018

Billions of dollars spent by WFP on relief activities

Legend:
- L3
- L2
- L2/L3
- L3/L2

Values: 2.9, 3.3, 3.3, 3.8, 3.7, 4.2, 5.1, 5.7
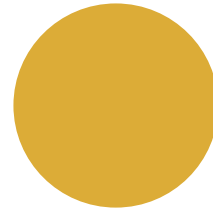
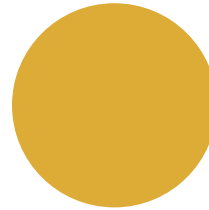Years: 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018

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Findings – the enabing environment

Developments in strategy, policy and planning frameworks support the quality of emergency responses
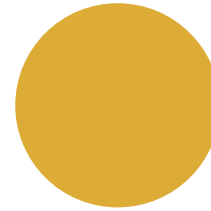
Limited investment in knowledge management

Limited support given to the application of policies and to guidance needed to work in different contexts

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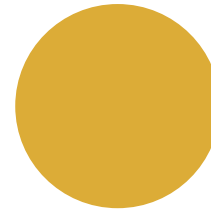
Findings – organizational capacity

Developments to improve capacity for efficiency and coverage of responses have contributed to the quality of WFP response
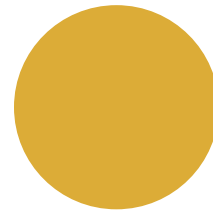
Limitations:

- tools and technical guidance

Weaknesses:

- contextualizing the design of responses

- monitoring of the effectiveness of responses
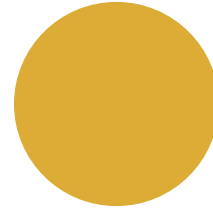
WFP World Food Programme
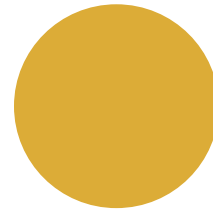
Findings – individual capacity

WFP capacity to mobilize people for an initial response phase, particularly in large-scale crises, has enabled its immediate response to emergencies

Fragmented capacity development initiatives

Inconsistent investment

Lack of a framework to ensure sustainable provision of skills, resulting in recurrent gaps and threatened the quality of responses

Conclusions

WFP has increased its capacity to respond to the increased number and scale of emergency responses. However, capacities, notably at the individual level, are over-stretched.

WFP has invested in surge mechanisms, training and duty of care with some success. But constraints to developing and sustaining access to needed skills and expertise risk undermining the quality of emergency responses.

WFP has developed capacity to deal with the growing complexity of emergency responses. However, the lack of an organization-wide emergency response framework constrain organization-wide planning for the development of capacities.

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Conclusions

Prioritization:
WFP consistently prioritizes efficiency and coverage

WFP's contribution to sector-wide responses is highly valued and contributes to inter-agency efficiency

Limitations in WFP corporate monitoring frameworks and systems constrain oversight of the effectiveness of its responses

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Recommendations

Strengthen preparedness: individual level

Intensify investment: capacity strengthening

Ensure sustained access to skills

Strengthen support to: IHP, Protection, APP and gender

Strengthen preparedness: organizational level

Strengthen inter-agency cooperation

Strengthen the enabling environment

Strengthen monitoring

Strengthen the operational capacity: context-specific

Strengthen learning and knowledge management