Strategic Evaluation of WFP’s Capacity to Respond to Emergencies

WFP Office of Evaluation

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The context 2011-2018

Billions of dollars spent by WFP on relief activities

2011: 2.9
2012: 3.3
2013: 3.3
2014: 3.8
2015: 3.7
2016: 4.2
2017: 5.1
2018: 5.7
Findings – the enabling 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
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
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.
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.
Recommendations

- Strengthen preparedness: individual level
- Ensure sustained access to skills
- Strengthen preparedness: organizational level
- Strengthen the enabling environment
- Strengthen the operational capacity: context-specific
- Intensify investment: capacity strengthening
- Strengthen support to: IHP, Protection, APP and gender
- Strengthen inter-agency cooperation
- Strengthen monitoring
- Strengthen learning and knowledge management