



**WFP EVALUATION**



**World Food  
Programme**

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# Evaluation of WFP's Emergency Preparedness Policy (2017)

January 2025 - Round table on evaluation reports



# Emergency Preparedness Policy objectives

- **Frame WFP's work** on emergency preparedness
- Inform WFP's work with **national and local governments, regional bodies and local communities**
- Consolidate and expand **partnerships**



# Context



## External context

- Sendai Framework for Disaster Risk Reduction 2015-2030
- 2030 Agenda



## Internal context

- Emergency preparedness progressively integrated in WFP's strategic plans since 2004
- In Strategic Plan 2022-2025:
  - Early warning systems and partnerships for enhanced disaster response and resilience
  - Risk-informed planning and programming for effective response

# Conclusion 1: quality of the policy



## Strong

- Framework and guidance for WFP's work on emergency preparedness
- Evidenced-based and widely consulted upon
- Aligned with WFP's strategic plans and global commitments



## Moderate or low

- Lack of conceptual clarity, weak alignment with other relevant WFP's workstreams
- Insufficient commitments to evidence generation and resource mobilization and allocation
- Lack of internal and external coordination

# Conclusion 2: responsibilities and leadership



Responsibilities for emergency preparedness duly met across WFP



Dedicated emergency preparedness team in HQ helped catalyze progress



Insufficient senior management leadership and accountability hindered progress and gaps in coordination and guidance led to fragmentation



Improved coordination and support to COs through the HQ-based preparedness cell

# Conclusion 3: financial resources and staffing



## Financial resources

- WFP's ability to implement the policy limited by overstretched resources
- Diverse mechanisms for accessing funds, stocks, and surge personnel enabled WFP to act quickly and flexibly but also resulted in lack of coherence and oversight



## Staffing

- Staffing capacity increased, however gaps still exist
- Effectiveness of surge capacity is mixed and calls for stronger coordination and oversight

# Conclusion 4: country capacity strengthening



Substantial efforts made by WFP to strengthen governments' capacities



Limited use of Emergency Preparedness Capacity index – or similar tools – prevents a comprehensive assessment



Successes in capacity strengthening at community level reported, rather framed as components of resilience building

# Conclusion 5: comparative advantages



Deep knowledge of infrastructure, distribution systems and technology



Context-specific risk analysis



Strong partnerships



Solution-driven staff focused on enhancing the capacity of others



To scale-up: need for more dedicated flexible funding and stronger internal prioritization



# Conclusion 6: efficiency and effectiveness



WFP's investments in preparedness contributed to more efficient responses and early action



Hindering factors: disjointed efforts, funding gaps, delays and a weak evidence base



More evidence on the effects of preparedness would strengthen the case for greater investment

# Conclusion 7: inclusiveness



Some good practices of engagement of women and women's organizations and persons with disabilities in preparedness activities contributing to more inclusive strategies



Overall limited efforts to systematically integrate gender and disability inclusion into WFP emergency preparedness activities



A better understanding of underlying inequalities required to fully integrate a gender-sensitive approach and disability inclusion in preparedness work

# Conclusion 8: partnerships



WFP's contributions to preparedness efforts through:

- partnerships with national government
- participation in global humanitarian clusters
- work for common and on-demand services



Partnerships with private sector, cooperating partners and development actors lacked clear direction



Local partnerships to strengthen community-level preparedness received less corporate attention

# Recommendations

1

Update the policy and produce a strategy for its implementation

2

Maximize available financial resources to increase access to funding and supplies for preparedness

3

Enhance existing surge mechanisms and invest in capacity development for staff in preparedness

4

Strengthen national capacities for preparedness, leveraging partnerships

5

Seek out and maximize opportunities for learning and evidence generation