

Evaluation Briefing Note



2013-15 Strategic Evaluation Series: Emergency Preparedness and Response

Background

A series of strategic evaluations carried out the WFP's Office of Evaluation in 2013-2015 will address the theme of WFP's emergency preparedness and response (EPR)¹. The series will not assess the totality of WFP's emergency preparedness and response which constitutes a much larger realm of activity. Rather the evaluations assess the following aspects of EPR:

- Joint FAO/WFP Global Food Security Cluster
- WFP's use of pooled funds for humanitarian preparedness and response
- Preparedness and Response Enhancement Programme (PREP)

A synthesis will be prepared that draws conclusions from all three evaluations, plus other relevant evaluations. The series is intended to contribute to organizational effectiveness, strategic direction and inform the development of WFP's Emergency Preparedness and Response Policy.

What are Strategic Evaluations?

Strategic evaluations focus on strategies, systemic issues or operations with global or regional coverage, with the aim of contributing to improved corporate performance².

Strategic evaluation themes are identified by tracking issues repeatedly raised in earlier WFP evaluations, external reports by the Joint Inspection Unit or other agencies, or emerging from research in the wider humanitarian and development community. Consultations with WFP Board and Senior Management are also carried out to identify opportunities and priorities for strategic evaluations.

Why EPR?

Natural and human-caused disasters cause enormous suffering and damage worldwide and are a leading cause of hunger and food insecurity.

Natural disasters alone killed over a million people and affected almost 3 billion people since 2000³, with \$366 billion of economic damage in 2011 alone, the highest ever recorded. The number of people overall targeted for humanitarian assistance through inter-agency appeals was 65 million in 2012⁴. Conflict and persecution displaced 45.2 million people globally, the highest since 1994.

Disaster management capacity is increasing in many countries, although some countries still find it difficult to comprehensively assess disaster risk and develop appropriate mitigation measures⁵. Losses from disasters are worse for poor households and communities, and negatively affect their food security and livelihoods in the long term⁶. Degraded ecosystems, climatic change, conflict and political instability are factors that compound disaster risk.

Judged by a number of indicators, emergency preparedness and response is WFP's most important area of work. In 2013, 73% of programme expenditure and 54% of the beneficiaries assisted were associated with Strategic Objective 1 to save lives and protect livelihoods in emergencies⁷.

WFP's Executive Board approved a policy for Disaster Risk Reduction and Management in 2011⁸ that positions WFP where food insecurity, malnutrition, poverty and disaster risk intersect.

WFP plays a leading role in the international humanitarian assistance system, participating in high level dialogue and coordination mechanisms

¹ Related closely to WFP's Strategic Plan 2014-2017 objectives 1 and 2 (Save lives and protect livelihoods in emergencies, and Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies).

² WFP Evaluation Policy WFP/EB.2/2008/4-A October 2008

³ UNISDR The United Nations Office for Disaster Risk Reduction <http://www.unisdr.org>

⁴ World Humanitarianism Data and Trends OCHA 2013

⁵ Hyogo Framework for Action Global Assessment Report on Disaster Risk Reduction 2011 (UNISDR 2011)

⁶ WFP Policy on Disaster Risk Reduction and Management 2011 WFP/EB.2/2011/4-A October 2011

⁷ WFP Annual Performance Report 2013 WFP/EB.A/2014/4

⁸ WFP Policy on Disaster Risk Reduction and Management 2011 WFP/EB.2/2011/4-A October 2011

such as the “Transformative Agenda” of 2011 that aimed to improve critical aspects of humanitarian leadership, coordination and accountability. WFP leads or co-leads global clusters on logistics, emergency telecommunications and food security, supports the work of other clusters and plays an important role in the global nutrition cluster. WFP also provides United Nations Humanitarian Air Services and manages the United Nations Humanitarian Response Depot system.

Overview of evaluations in the series

1. **Joint FAO/WFP Global Food Security Cluster** This evaluation conducted jointly with the FAO Office of Evaluation will assess the value-added and effectiveness of the Global Food Security Cluster which was established in 2010. It will build understanding of the international response architecture and provides a good opportunity for learning in this jointly-led cluster across two of the Rome based agencies.

2. **WFP’s use of pooled funds for humanitarian preparedness and response** The evaluation will analyse the contribution made by financial flows from all pooled funds, including the Central Emergency Response Funds (CERF) but also Emergency Response Fund (ERF) and Common Humanitarian Fund (CHF), to WFP’s effective preparedness and response, including its work with implementing and coordination partners.

3. **Preparedness and Response Enhancement Programme (PREP).** PREP is a cross-cutting initiative to develop WFP’s ‘*new response model*’ for large scale emergencies. The evaluation will assess WFP’s progress towards adaptation of capacity, systems, guidelines, services and partnerships to respond effectively in increasingly unpredictable and challenging environments, within the context of WFP’s shift from food aid to food assistance.

4. **Emergency Preparedness and Response Evaluation Synthesis.** The synthesis will draw strategic findings and conclusions from the three strategic evaluations in the series, as well as from other relevant WFP evaluations, for example recently completed Country Portfolio Evaluations in countries with significant EPR activity.

To complement the strategic evaluations, **Individual Emergency Operations** will also be evaluated concurrently. OEV will evaluate WFP’s regional response to the Syria crisis and participate in inter-agency reviews and other learning and accountability processes coordinated by OCHA, including the Haiyan Typhoon

response and the South Sudan response. In addition, WFP’s Level 1 and 2 Emergency Operations and Special Operations will be evaluated each year within the new Operations Evaluations series.

Key Lines of Inquiry

The following broad areas of inquiry will be addressed by each evaluation, although they may be modified for the specific evaluation context.

- Country level results
- Partnerships and coordination
- National capacity strengthening
- Contributing/explanatory factors affecting results and performance

Evaluation Approach

The evaluation approaches are planned independently for each evaluation but will likely include: **Desk review** of literature, documentation and data; **Benchmark with good practice** when available/possible; **Field visits** to country offices and regional bureaux; **Key informant interviews**; **Focus groups and/or surveys** of relevant stakeholders, including partners, and beneficiaries when appropriate.

Learning and use of the evaluations will be stimulated through engagement processes such as evaluation reference groups and workshops, and through documents such as syntheses, Top 10 Lessons and evaluation briefs. A **Strategic Internal Reference Group** has been established to follow the entire series, which is in addition to reference groups for each evaluation.

Timing

<i>Evaluation</i>	<i>TOR</i>	<i>Executive Board</i>
gFSC	May 2013	EB.2.2014
Pooled Funds	Feb 2014	EB.1.2015
PREP	March 2014	EB.A.2015
Syria	May 2014	EB.A.2015
Synthesis	Jan 2015	EB.2.2015

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