



World Food Programme



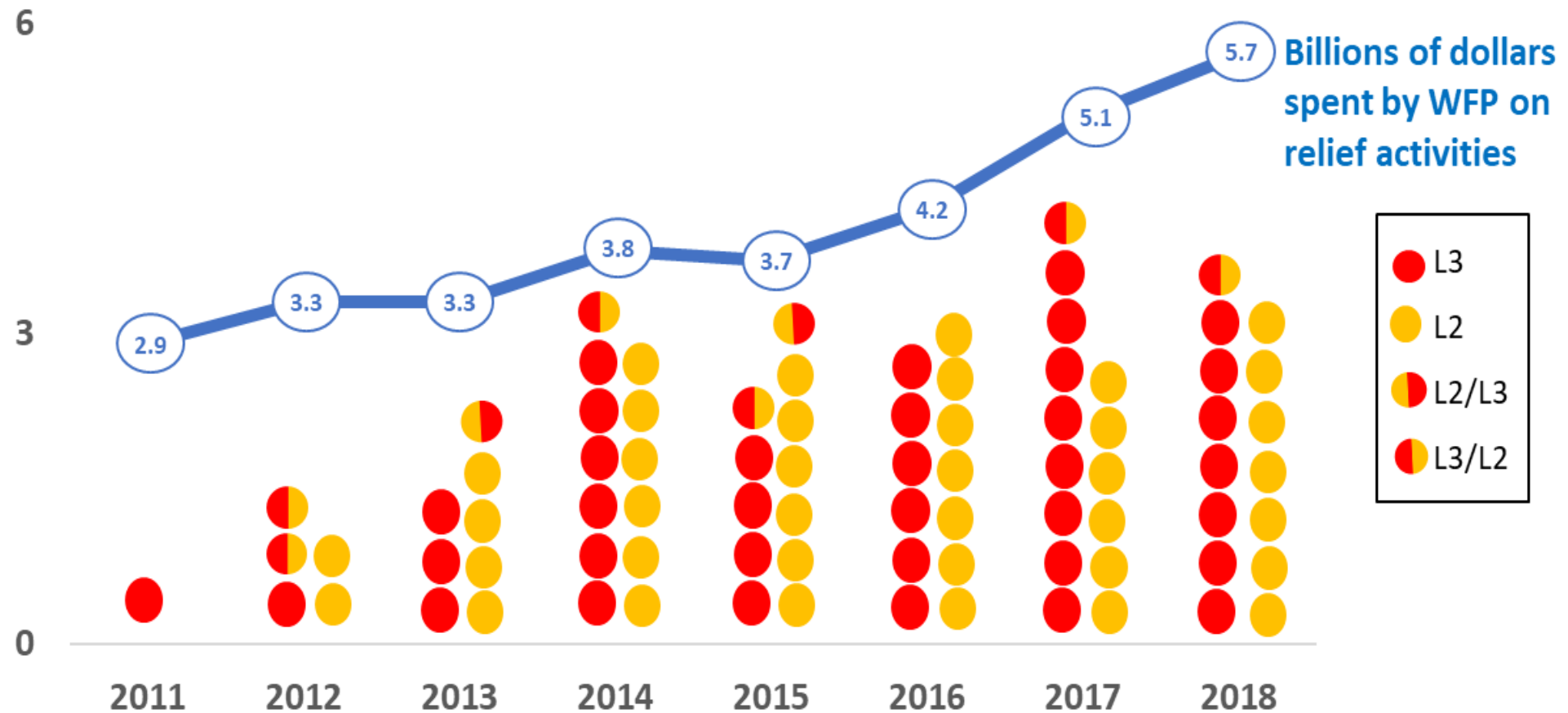
Strategic Evaluation of WFP's Capacity to Respond to Emergencies

WFP Office of Evaluation

SAVING
LIVES
CHANGING
LIVES

February 2020

The context 2011-2018



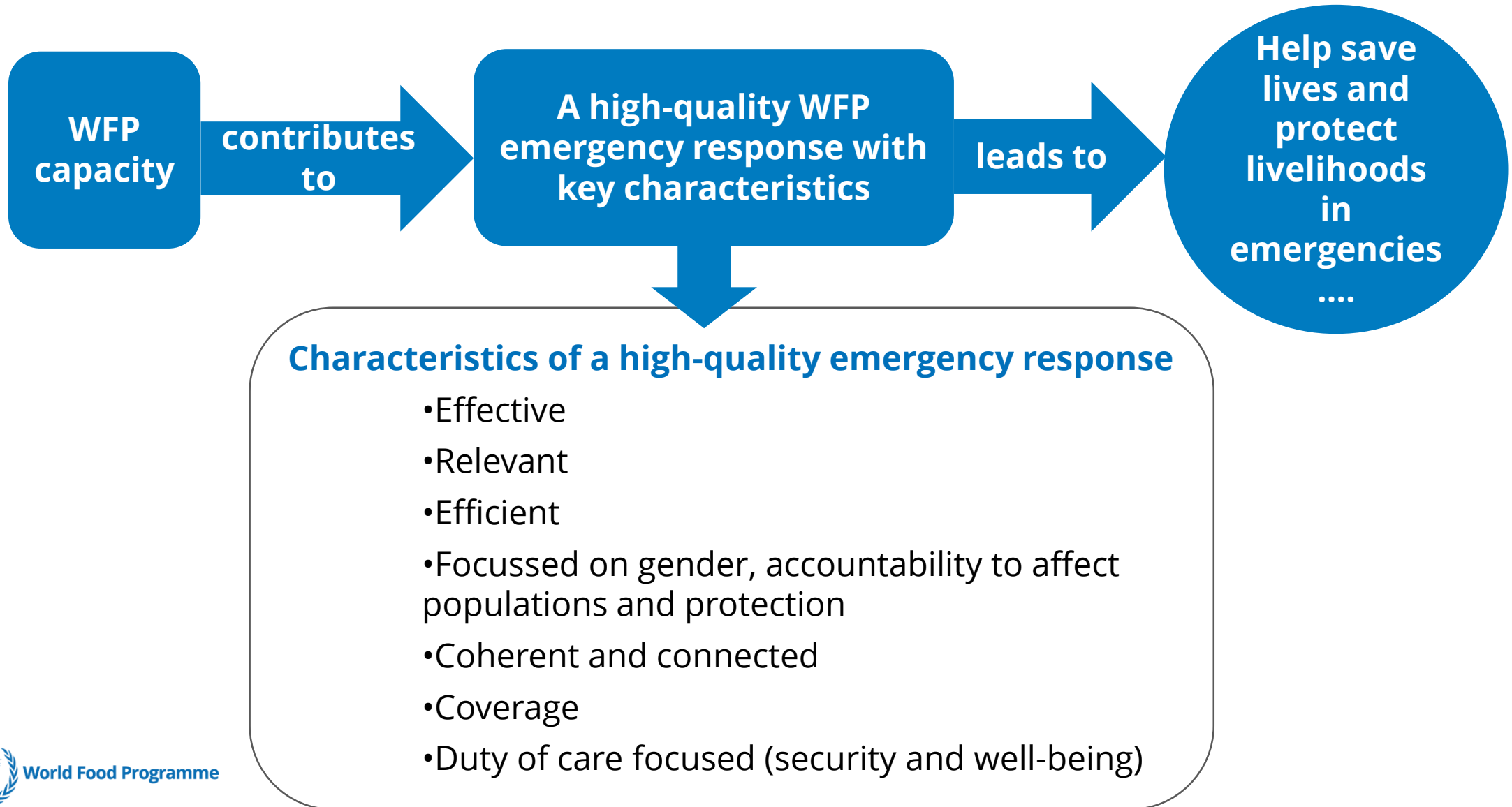
Overview of the evaluation

Three levels of capacity effected key characteristics of a high-quality emergency response



- **Enabling the environment of policies, strategies and frameworks**
- **Organizational level**
- **Individual level**

Characteristics of a high-quality emergency response



Overview of the data collection

- In-depth systematic review of evaluations and lessons learned documents covering major emergencies since 2011
- An extensive review of strategies, policies, guidance documents
- Six emergency case studies
- Visits to all WFP regional bureaux
- Interviews with over 400 internal and external stakeholders

**El Salvador:
2014-2018**

Recurrent shocks
causing food
insecurity

**Mauritania:
2017-2018**

Sahel regional food
insecurity

Iraq: 2014-2018
ISIL insurgency

Nepal: 2015-2018
Earthquake and
flood responses

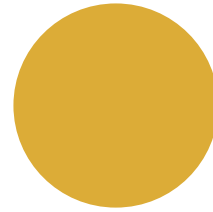
**South Sudan: July
2016 – end 2017**
Complex emergency

**Philippines:
2013 – 2014**
Typhoon Haiyan

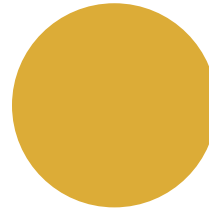
Findings – the enabling environment



Developments in strategy, policy and planning frameworks support the quality of emergency responses



Limited investment in knowledge management

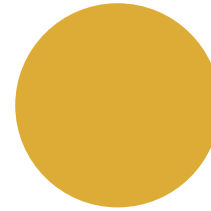


Limited support given to the application of policies and to guidance needed to work in different contexts

Findings – organizational capacity

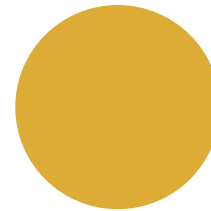


Developments to improve capacity for efficiency and coverage of responses have contributed to the quality of WFP response



Limitations:

- tools and technical guidance



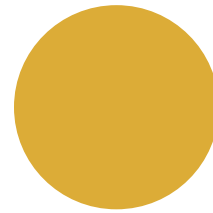
Weaknesses:

- contextualizing the design of responses
- monitoring of the effectiveness of responses

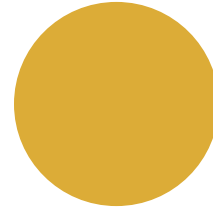
Findings – individual capacity



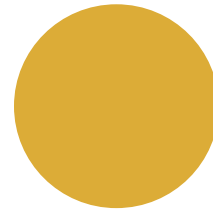
WFP capacity to mobilize people for an initial response phase, particularly in large-scale crises, has enabled its immediate response to emergencies



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

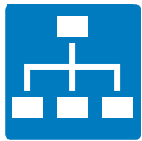
Recommendations



Strengthen preparedness for response at the individual level



Ensure sustained access to skills across emergency contexts, roles and phases of response



Strengthen preparedness for response at the organizational level



Strengthen the enabling environment for emergency response



Strengthen the operational capacity for context-specific responses

Recommendations



Intensify investment in organizational and staff capacity strengthening



Strengthen support to a principled approach and to the centrality of protection, accountability to affected populations and gender-responsiveness in emergency response



Strengthen inter-agency cooperation



Strengthen monitoring of emergency response



Strengthen learning and knowledge management