



WFP EVALUATION

Evaluation of WFP's corporate emergency response in Ukraine

Annual Session of WFP Executive Board – June 2025



World Food Programme

SAVING
LIVES
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Summary of key insights from the evaluation

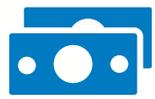
Insight 1: Crisis preparedness, flexibility and scale-up

- WFP **rapidly implemented a large-scale response**, demonstrating a unique comparative advantage.
- However, Ukraine's moderate food insecurity raised questions about whether the scale of the response was **proportionate**.
- WFP's **flexibility and capacity to scale-up** remain critical to the humanitarian response in Ukraine.



Insight 2: Monitoring and reporting systems

- **Monitoring and reporting** systems struggled to present evidence of results.
- Corporate food security indicators made WFP's contributions **hard to demonstrate**.
- WFP aimed at broader benefits beyond food aid but **no clear targets or progress tracked**.



Insight 3:

Cash transfers & alignment to needs

- **Transfer modalities** not always fully aligned with operating context.
- **Bulk of assistance in-kind** for logistical ease.
- Justified in some cases – but often **quick market recovery**.
- **Advantages of cash transfers** across activities only partially realized.
- Full understanding of **factors influencing results** needed.



Insight 4: Principled humanitarian approach

- WFP aware of the importance of **minimizing perceptions of the politicization of humanitarian assistance.**
- WFP **advocate of a principled humanitarian approach.**
- Ukraine's sensitive context required **balancing competing principles.** Earlier acknowledgment of the necessary trade-offs would have been helpful.
- **Implications for global equity** were not systematically monitored with limited efforts to encourage balanced allocation of resources.



Insight 5: Coordination efforts

- WFP helped **lead coordination efforts** and **forged important partnerships** for an effective humanitarian response.
- Commendable support to **UN strategy and services** in Ukraine.
- The emergence of **non-traditional actors**, some of whom operated outside the coordination framework, presented a challenge.
- WFP maintained a degree of independence from collective coordination on the use of **multi-purpose cash assistance**.



Insight 6: Approaches to social inclusion & accountability

- WFP demonstrated a **commitment to inclusion and protection.**
- Insufficient attention to **adapting programmes to the needs of women and men** & mainstreaming approaches to **social inclusion.**
- **Effective community feedback mechanisms** in place – but limited beneficiary participation in core decisions.



Insight 7: Humanitarian funding, planning for transition

- WFP's **funding profile, flexibility & donor support** for carrying over funds = key to its swift emergency response.
- Ukraine's **evolving context** is uncertain.
- **Implications for the future:** adjusting ongoing interventions, pursuing innovative opportunities and planning for exit.

Recommendations

1

Draw on the lessons from Ukraine to **strengthen preparedness** for future corporate emergencies.

2

Utilize existing global platforms of engagement to strengthen **coordinated approaches to the provision of food assistance** globally.

3

Enhance the relevance and utility of its **assessment, targeting and measurement of results** in Ukraine.

4

Explore and develop **support to recovery** in conjunction with a primary focus on **emergency assistance**.

5

Plan transition & exit from Ukraine.