



## Main findings from the assessment of the World Food Programme (WFP) 2013<sup>1</sup>

### CONTEXT

#### THE WORLD FOOD PROGRAMME...

...has a **dual humanitarian and development mandate**. To fulfil this dual mandate, WFP provides food assistance to countries during and after emergencies, and in support of economic and social development.

...**offers the entire humanitarian community** passenger and cargo air services through the United Nations Humanitarian Air Service (UNHAS), as well as logistic hubs for the storage of food and non-food items, through the United Nations Humanitarian Response Depot (UNHRD). In addition, it carries out special operations to scale up infrastructure in support of relief interventions.

...**has assumed an important role in the humanitarian cluster system**. WFP leads the global logistics cluster and the emergency telecommunications cluster, and co-leads the global food security cluster together with FAO.

...**broadened its focus from solely delivering food aid to wider food assistance in 2008**. This historical shift was characterised by an expanded range of approaches and instruments such as vouchers and cash transfers, nutrition interventions and local purchase schemes.

...**launched a process of organisational strengthening in 2012**. WFP is implementing a streamlined system to improve performance monitoring, reviewing human resource core processes, strengthening resource management at the country level, and developing new approaches to communication and learning.

...**relies entirely on voluntary contributions** and must raise the bulk of the resources required to meet its needs on an annual basis.

... was assessed by MOPAN for the first time in 2013.

### KEY STRENGTHS OF WFP

- WFP is highly appreciated for its **ability to quickly respond to emergencies, and launching and sustaining humanitarian interventions**. This is thanks to its extensive reach, logistical capabilities and deep field presence. WFP is an action and results-oriented organisation.
- WFP is committed to **results-based management** (RBM) and focusses on humanitarian and development results in-country. The organisation is appreciated for its contingency planning, needs assessments and consultations with partners.
- WFP **delegates authority** to local levels. Further improvements are being made to empower country offices and regional bureaux to perform their tasks.
- Sound practices and systems are in place for **financial accountability**. This includes strong internal and external audit functions, procurement and contract management processes, as well

<sup>1</sup> This document presents the main findings from MOPAN's 2013 "WFP Institutional Report".



as strategies for managing risks.

- **Aspects of WFP's knowledge management are strong.** The evaluation office is independent and processes are in place to ensure the quality of evaluations. Key documents are made readily available for the public.
- WFP is a respected contributor to **humanitarian inter-agency plans and appeals** and plays a substantial role in the Consolidated Appeal Process. WFP's participation in the humanitarian cluster system is recognised as strong.
- WFP **harmonises its procedures** with those of its programming partners.

#### KEY AREAS FOR IMPROVEMENT FOR WFP

- Evaluations note that there is a need for WFP to **clarify and better communicate its mandate**. Some stakeholders are concerned that the shift from food aid to food assistance may extend the organisation further into development programming, and result in a duplication of roles and responsibilities with other UN agencies.
- WFP currently presents allocations and expenditures by strategic objective, but not yet by all outputs and outcomes. It is positive that WFP is currently working to strengthen its **results-based budgeting**.

The full assessment report, the Executive Summary and the management response by WFP to this assessment are available at: [www.mopanonline.org](http://www.mopanonline.org)