



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

FINAL TERMS OF REFERENCE

STRATEGIC EVALUATION OF WFP'S PREPAREDNESS AND RESPONSE ENHANCEMENT PROGRAMME

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1. Background

1.1. Introduction

1. The Terms of Reference is for the strategic evaluation of WFP's Preparedness and Response Enhancement Programme (PREP). The evaluation is part of the 2013-2015 Strategic Evaluation series¹ on emergency preparedness and response (EPR), that also includes a joint evaluation of the FAO/WFP Global Food Security Cluster and an evaluation of WFP's use of pooled funds for humanitarian preparedness and response.
2. Strategic Evaluations focus on strategic and systemic issues of corporate relevance, including new WFP strategic direction and associated policy, operations and activities. They evaluate the quality of the work being done related to the new strategic direction, its results, and seek to explain why and how these results occurred.
3. The TOR were prepared by the WFP Office of Evaluation (OEV) evaluation manager Jamie Watts, Senior Evaluation Officer based on a document review and discussions with stakeholders.
4. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of PREP and defines the scope of the evaluation; Chapter 4 presents the evaluation approach and methodology; and Chapter 5 indicates how the evaluation will be organized.
5. The annexes include the detailed timeline for the evaluation; PREP logframe; Actions from the Madrid meeting on EPR; PREP coordination structure; PREP activities; PREP funding; summary of WFP's emergency response; and people consulted during the preparation of the TOR.

1.2. Context

6. 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 2000. In 2011, 332 natural disasters were registered that caused over 30,000 deaths and affected 244 million victims worldwide. The economic damage from these disasters was the highest ever recorded at \$366 billion. The number of people overall targeted for humanitarian assistance through inter-agency appeals was over 68 million in 2011².
7. Disaster management capacity is reported to be increasing in many countries, but countries still find it difficult to comprehensively assess disaster risk and plan and develop mitigation measures against disasters³. Evidence shows that disaster losses are worse for poor households and communities, and negatively affect food security and livelihoods in the long term, in addition to the obvious immediate problems faced by households and communities struck by disaster⁴. Degraded ecosystems, climatic

1 WFP – OEV – July 2013.2012-14 Strategic evaluation theme: emergency preparedness and response brief.

2 Humanitarianism in the network age including world humanitarian data and trends OCHA 2012

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

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

change, conflict and political instability are factors that compound disaster risk and resilience.

8. Judged by a number of indicators, emergency⁵ preparedness and response is WFP's most important area of business. WFP's mission statement and general regulations state that WFP will "assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation". In 2012, 72% of the food distributed, 72% of expenses and 62% of the beneficiaries assisted were associated with Strategic Objective 1 to save lives and protect livelihoods in emergencies⁶. In contrast, investments in emergency preparedness and mitigation in Strategic Objective 2 accounted for 5% of expenses in 2012. The third Strategic Objective of relevance to PREP is Strategic Objective 5 which relates to efforts to strengthen the capacities of countries to reduce hunger including hand over strategies and local purchase only comprised 1% of WFP expenditure in 2012. The new WFP Strategic Plan 2014-2017 consolidates most emergency preparedness and response within Strategic Objective 1: Save Lives and Protect Livelihoods in Emergencies⁷.

9. Efforts to strengthen EPR since 2000 include the five-year 'Strengthening Emergency Response Capacity' (SERC) and the 'Strengthening Emergency Needs Assessment Capacity' (SENAC) programme that ran from 2005 to 2008. Other programmes focused on specific EPR areas including Cluster telecommunications, logistics, and Avian Flu Preparedness. The Contingency Planning Working Group (CPWG) and the Rapid Response Working Group (RRWG) established in the mid-2000s continued this capacity building. A Trust Fund was also established to support EPR strengthening activities⁸.

10. In the 2010 WFP Global Meeting senior managers met in Madrid to discuss among other strategic topics, WFP's capacity in emergency preparedness and response⁹. The meeting took place in the same year that WFP supported over 10 million people in response to the Pakistan flooding and Haiti earthquake emergencies. Strengths of WFP in emergency response identified by participants included country

5WFP (in WFP/EB.1/2005/4-A/Rev.1) defines "emergencies" as urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale. The event or series of events may comprise one or a combination of the following: a) sudden calamities such as earthquakes, floods, locust infestations and similar unforeseen disasters; b) human-made emergencies resulting in an influx of refugees or the internal displacement of populations or in the suffering of otherwise affected populations; c) food scarcity conditions owing to slow-onset events such as drought, crop failures, pests, and diseases that result in an erosion of communities and vulnerable populations' capacity to meet their food needs; d) severe food access or availability conditions resulting from sudden economic shocks, market failure, or economic collapse – and that result in an erosion of communities' and vulnerable populations' capacity to meet their food needs; and e) a complex emergency for which the government of the affected country or the Secretary-General of the United Nations has requested the support of WFP. WFP's emergency interventions will continue to be based on assessed needs, also taking into account any other considerations or criteria that may be decided upon by [WFP's] Executive Board consistent with the organization's rules, regulations and mandate.

6 WFP Annual Performance Report 2012 WFP/EB.A/2013/Rev1

7 WFP Strategic Plan 2014-2017 WFP/EB.A/2013/5-A/1

8 WFP document "Emergency Preparedness and Response Strengthening" 14 December 2012

9 WFP Global Meeting July 7-9 2010 Madrid Spain. Note for the Record. WFP Internal document.

relationships, action orientation, relevant products (food, logistics and communications), and WFP's increasing advisory role to governments. Challenges included clarification of roles and ability to adapt to new food products. The session was summarized by a call for more systematic lesson learning and building on previous work done in EPR strengthening in the past. Ten action items related to EPR were identified at the meeting as shown in Annex 2, one of which was the establishment of the Emergency Preparedness Division (OME) led by a Director of Emergencies.

11. WFP's Executive Board approved a policy for Disaster Risk Reduction and Management in 2011¹⁰. WFP approaches disaster risk reduction and management from the perspective of food and nutrition security. Thus WFP is an important player in areas where food insecurity, malnutrition, poverty and disaster risk intersect. The policy locates emergency preparedness and response as one component of a broader approach to disaster risk reduction and management that also includes:

- Food security analysis, monitoring and early warning;
- Recovery and rehabilitation;
- Building resilience;
- Building national and regional capacity; and
- Inter-agency coordination and leadership.

12. WFP plays a leading role in international humanitarian assistance system, participating in high level dialogue and coordination mechanisms such as the "Transformative Agenda" initiated in 2011 that aims to improve critical aspects of humanitarian leadership, coordination and accountability. WFP leads or co-leads global clusters on logistics, emergency telecommunications and food security, and supports the work of other clusters. WFP also co-chairs the IASC sub-working group on preparedness and co-chairs the IASC task team on accountability to affected populations. In 2011 WFP chaired a working group on moderate-acute malnutrition within the global nutrition cluster. WFP also provides United Nations Humanitarian Air Services and manages the United Nations Humanitarian Response Depot system.

13. In 2012 WFP identified the following priority areas related to emergency preparedness and response¹¹:

- develop an emergency preparedness and response framework;
- roll out to country offices an emergency preparedness and response package (EPRP) that incorporates WFP's risk analysis, contingency planning and business continuity processes;
- review systems and emergency procedures to facilitate mobilization in large-scale emergencies;
- carry out the first annual corporate response exercise to test systems and procedures;
- implement an emergency preparedness and response training and development strategy, which includes a corporate response roster for rapid deployment of experienced staff;
- enhance internal and external information management platforms to provide decision-makers with more real-time data from large-scale operations; and

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

11 WFP Annual Performance Report for 2011 | WFP/EB.A/2012/4

- ensure that the rights skills are in the right place to scale up the transition to food assistance.

2. Reasons for the Evaluation

2.1. Rationale

14. The evaluation provides accountability for expenditure on a major corporate initiative, related to WFP's core mission, within the context of WFP's organizational realignment and the changing international architecture for EPR.

15. The evaluation is also a component of the EPR Strategic Evaluation Series. EPR was a priority for strategic evaluation because it constitutes WFP's core business, forms the largest part of WFP's operations and is evolving and highly dynamic to respond to significant developments in recent years. The evaluations are intended to contribute to organizational effectiveness and strategic direction and contribute to the development of a future policy on emergency preparedness and response.

16. On behalf of the UN Secretary General, United Nations Office for the Coordination of Humanitarian Affairs (OCHA) will organize the first World Humanitarian Summit in June 2016, which will increase attention to humanitarian response including WFP's role. The evaluation will have been completed by the time of the actual summit, however regional meetings will be taking place throughout 2014 and 2015. One of the four themes of the summit is humanitarian effectiveness so the evaluation will provide timely inputs to inform WFP's participation in the summit, and also potentially increase scrutiny on WFP's work in humanitarian response.

17. The evaluation is particularly relevant at the present time considering that four Level 3 emergencies were called in 2012/13, which starkly highlights the relevance of WFP's role in EPR on a global scale and thus the importance of WFP ensuring its continued effectiveness in this domain.

18. As requested by EPR management, the evaluation and the other evaluations in the series will also inform the mid-term review in mid- 2014 and final evaluation at the end of 2014 of a £9,956,350 grant from DFID on *Strengthening Humanitarian Preparedness in High Risk Countries*, which is a PREP-associated activity complementary to other PREP activities related to building country office capacity for preparedness.¹²

2.2. Objectives

19. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- Assess and report on the PREP activities and results; and
- Analyse the internal and external factors affecting the achievement or non-achievement of these results

Inform future directions for EPR, including priorities for investment from the evaluations findings, conclusions and recommendations. The evaluation will also

¹² The grant is a joint project between WFP and UNICEF which totals £19,918,050, of which £9,961,700 was for UNICEF activities.

inform the development of an EPR policy that will be presented to the Executive Board in November 2015.

2.3. Stakeholders and Users of the Evaluation

20. **Internal stakeholders.** An **internal reference group (IRG)** will be established for the evaluation comprised of representatives of different internal stakeholder groups described below. The evaluation team will undertake a stakeholder analysis during the inception phase of the evaluation, and as a result changes may be made in the IRG.

21. PREP’s design employs a functional approach that recognizes the different roles and responsibilities of different functional areas in WFP’s overall emergency preparedness and response. WFP Management at Headquarters and Regional Bureau provide strategic direction and oversight of EPR activities. The Emergency Preparedness Division has primary responsibility for overall coordination of EPR activities. The Policy, Programme and Innovation Division provides direction for programming, including emergency programming. Liaison Offices are responsible for coordinating with OCHA and other UN bodies. Country offices (COs) are responsible for implementing EPR at country level. Key functional areas at HQ, RB and CO that have a stake in the evaluation include logistics, human resources, information and communication technology, management services and budget/finance, as well as those responsible for managing or developing partnerships. These stakeholders will be expected to inform the evaluation throughout its process.

22. Amongst internal stakeholders, PREP established the PREP Outreach Network comprises Deputy Regional Directors, regional EPR officers, and one country from each region as shown in the table below¹³. The network was planned as a mechanism to strengthen links between the field and Headquarters and contribute to formulating EPR policies and guidelines, establishing a structure for sharing experiences and best practices, implementing the EPR training and deployment strategy and facilitating PREP training courses.

Regional Bureau	Country Office
Bangkok	Nepal
	Philippines
Cairo	Occupied Palestinian Territory
	Sudan
	Tajikistan
Dakar	Côte d’Ivoire
Johannesburg	Madagascar
	Democratic Republic of the Congo
Nairobi	South Sudan
	Rwanda
Panama City	Haiti

23. **External stakeholders.** WFP’s Executive Board is a key stakeholder and a primary audience for the evaluation to inform their oversight of WFP affairs. The governments of Australia, Canada-FPF, Finland, Luxemburg, Norway, Spain, Switzerland and the United Kingdom are the main donors of PREP and thus will have

¹³ EB paper ‘WFP Preparedness And Response Enhancement Programme’ WFP/EB.A/2012/5-H

a keen interest in the evaluation findings for their own internal accountability and as an evidence base for future contributions to similar activities.

24. At global and country levels the OCHA, the Inter-Agency Standing Committee (IASC) and the Humanitarian Coordinator/Resident Coordinator are key stakeholders as the primary mechanisms for inter-agency coordination of humanitarian assistance. National governmental partner agencies and other partners in humanitarian response are the key stakeholders.

25. Beneficiaries have the greatest interest in the effectiveness of WFP's preparedness and response activities. The Transformative Agenda places increasing emphasis on accountability to affected populations. In response the IASC made a commitment to involve affected populations in the evaluation of related programmes, feeding learning back into the organisation on an ongoing basis and reporting on the results of the process".¹⁴ However due to the nature of the evaluation as a strategic organizational capacity development programme, beneficiary awareness of PREP and thus their direct participation in the evaluation is likely to be limited.

26. **Expected users.** The primary expected users are: i) WFP management at HQ, RB and CO levels who will be responsible for taking action, on the basis of the evidence and recommendations provided by the evaluation, to further improve EPR; ii) WFP Executive Board, who will have the opportunity to review and discuss the evaluation conclusions and recommendations as well as the corresponding Management Response; and iii) Donors of PREP and other EPR activities who will be informed in a transparent and credible manner on the results achieved with their support.

3. Subject of the Evaluation

3.1. Overview of PREP

14. In 2011, WFP introduced PREP as a three-year WFP-wide initiative that aimed to improve WFP's capacity to prepare for and respond to emergencies. PREP aimed to address the following objectives¹⁵:

- Strengthen WFP corporate response capacities to support emergency response
- Strengthen accountability and coherence of WFP's response management
- Strengthen partnerships with national authorities, the international humanitarian community and other humanitarian actors.

28. WFP's EPR framework defines emergency preparedness as actions, arrangements and procedures taken in anticipation of an emergency to ensure a rapid, effective and appropriate response¹⁶. Response is an organized set of actions taken to ensure the provision of appropriate emergency food assistance to targeted food insecure populations. Effective emergency response requires systems to be in place

¹⁴ IASC Task Force on Accountability to Affected Populations Five Commitments to Accountability to Affected Populations (CAAP) <http://www.humanitarianinfo.org/iasc/>

¹⁵ WFP Preparedness and Response Enhancement Programme - Towards a New Response Model (WFP/EB.A/2012/5-H, 7 May 2012)

¹⁶ Definitions according to the WFP EPR Framework that was approved in 2003. One of PREP's activities is to update it to bring it into alignment with current strategy, guidance and structure, but as of the date of preparation of the TOR, the EPR framework had not yet been updated.

that allow for rapid translation of preparedness information and assessment data into operational planning and implementation. WFP's approach to EPR is integrative and looks at preparedness and response as two closely related and mutually reinforcing dimensions that ultimately lead to more effective response. PREP addresses both preparedness and response, higher order indicators aim mostly towards response, as effective preparedness would be seen in improved response.

29. EPR is implemented at the country level and many of PREPs targets and indicators assess country level performance in emergency response (or aggregation across WFP of country level performance), for example: response times from emergency event to first cash or food distribution; number of beneficiaries reached in weeks following the emergency; lead times for delivery of ready to eat food; country office implementation of the Emergency Preparedness and Response Package; and level of preparedness in partner countries. Other activities and indicators focus on regional or corporate performance as a means of supporting improved country level performance.

30. PREP is based on a response capacity target of 2 + 1 meaning two simultaneous corporate emergencies plus an additional corporate emergency later in the same year with up to 2 million beneficiaries in each emergency for a total of up to 6 million beneficiaries.

31. To address its objectives, PREP carried out over 60 different activities categorized by objective. The full list of PREP activities is included in Annex 5. The activity areas are further classified as PREP direct and PREP associated, which attempts to distinguish between those activities that PREP itself undertakes more directly and those undertaken by other WFP units, recognizing that PREP works within the context of WFP's larger corporate EPR structure. In this vein there are also WFP activities undertaken on EPR that are not associated with PREP but that PREP could affect in either a positive or negative way. According to initial scoping interviews, PREP's support to associated activities could include:

- Providing leadership
- Coordinating across WFP units and offices
- Catalysing action of others in WFP units and offices
- Interpreting Transformative Agenda in WFP protocols and processes
- Standardizing approaches
- Contributing to culture change (building a culture of preparedness in WFP)
- Advocating for EPR

34. PREP is the responsibility of WFP's Deputy Executive Director and Chief Operating Officer, who heads the Operations Management Department. PREP is coordinated from the Office of the Director of Emergencies and a small secretariat has been established. Because PREP involves many other divisions and units, leads were identified in each Division and interdivisional working groups established (see Annex 4 for the PREP coordination structure).

35. In its budget strategy PREP classified EPR related work as PREP direct, PREP associated, PREP supporting and overall initiatives in WFP. The projected budget requirements for PREP was approximately 96 million USD divided among PREP

objectives as shown in the following table. According to data provided by OME from April 2013 PREP had only been 40% funded (more details are shown in Annex 6). Funding for PREP activities comes from a variety of sources: Trust Funds (TF), Working Capital Financing (WCF), Special Operations (SO), Special Accounts (SA), and extra budgetary funds (XB). Some activities were budget neutral since they were institutional initiatives that did not require additional funding¹⁷.

Table 1. PREP Funding Requirements by Objective

Objective Areas	Funding Required (US\$)	% of funding
Objective 1 – Capacities	\$45,760,354	48%
Objective 2 – Abilities	\$8,577,386	9%
Objective 3 – External	\$41,656,616	43%
Total	\$95,994,356	100%

36. PREP was planned to conclude by the end of 2013, however, an extension of PREP to the end of 2014 was approved by WFP’s Deputy Executive Director and Chief Operating Officer in order to enable a seamless transition to the new management plan and to ensure that all activities were fully completed. At the end of PREP activities would be handed over to the appropriate units and sustainable funding identified as needed.

3.2. Scope of the Evaluation

37. The evaluation will assess PREPs contribution to improving WFP’s EPR capability in Country Offices, Regional Bureaus, and Headquarters level. The evaluation reference period is 2011 to mid-2014, the period within which PREP has been implemented. PREP was most active between 2011-2013, with activities related to sustainability and institutionalization continuing into 2014. Emergency response from 2009-2010 will be used as a basis for comparison with emergency response following PREP implementation in order to identify PREP’s contribution more clearly.

38. The evaluation will cover all of PREP’s activities. The evaluation team will initially have to determine the extent to which PREP’s activities have been completed, are partially completed or will be on-going after PREP comes to an end. In addition to assessing the contribution of completed activities to PREP outcomes, the evaluation will assess the extent to which partially completed or on-going activities are expected to positively contribute to PREP outcomes when completed or as evolving (and continuing) institutional processes.

39. The evaluation will assess PREP’s progress towards its objectives. Consistent with the approach taken to the EPR series, the evaluation will focus on country level results. However, PREP has worked on field oriented activities as well as normative guidance, systems, partnerships and other corporate level activities. Therefore the evaluation will assess the more direct effects of field level activities on field level performance. In addition, corporate level activities will be assessed on the extent to

¹⁷ WFP Preparedness and Response Enhancement Programme – Engagement and Budget Strategy, WFP internal document September 2012.

which they are aligned with and support new directions and enable a more streamlined and effective response at the field level.

40. The evaluation will assess PREP's contribution to achieving higher level goals including adaptations of WFP's capacity, systems, guidelines, services and partnerships to respond effectively in increasingly unpredictable and challenging emergency environments, within the context of WFP's shift from food aid to food assistance. It will also assess how PREP's design and implementation affected PREP's effectiveness, in particular the distribution of roles and responsibilities among different relevant functional areas at WFP Headquarters, Regional, and country office levels.

4. Evaluation Approach, Questions and Methodology

4.1 Overview of Evaluation Approach

41. The evaluation will employ several evaluation approaches, the most central of which is the theory based approach. The evaluation will explore how PREP aimed to address a larger concern about enhancing WFP's EPR capacity, and the assumptions and risks that would affect the accomplishment of PREP's higher order goals. PREP does not currently have a theory of change, rather the logic of how PREP activities combine to deliver outcomes and objectives is captured in the PREP logical framework, a summary of which is included as Annex 3. Because of the importance of EPR to WFP and the nature of EPR as a core, on-going institutional area of work, the evaluation will dedicate time to refining and testing the theory of change with key internal stakeholders.

42. PREP aims ultimately to improve EPR which is a core area of WFP's work that pre-dated PREP and will be expected to continue in the future after the end of PREP. The evaluation approach must be flexible enough to recognize that much of what PREP has done cannot be evaluated solely within the confines of PREP as a project, rather must be able to take into consideration the evolution of activities and PREP's role in that evolution, as well as the evolution of WFP as a whole and the context in which WFP operates. In the evaluation design, the evaluation team must carefully distinguish which aspects of PREP can be evaluated with a summative approach and which must be evaluated using more of a formative approach oriented towards programme improvement.

43. The evaluation will use a mixed methodological approach, whereby findings are derived from a variety of sources and methods that collect both quantitative and qualitative data. Depending on the evaluation questions, findings may come from quantitative data, qualitative data or both. The evaluation matrix, discussed further in section 4.4 will be the main tool for mixed methodology planning, and from that basis the analysis process will be further developed to ensure the effective use of all available data.

44. The evaluation will use a case study approach that enables an in-depth analysis of cases relevant to PREP in their real world context using a variety of methodologies. Multiple cases of different types are likely to be needed. Further information is provided in the methodology section.

45. Finally, the evaluation will also take a learning- and use-oriented approach. This is important because of the mainstream nature of EPR, the improvement of which must ultimately be understood and taken up by WFP at many levels throughout the organization. By focusing on actively engaging WFP staff in the evaluation process, understanding will be enhanced of the logic model underlying EPR capacity development, increased commitment built and learning facilitated, which sets the stage for uptake of lessons from the evaluation and further programme and organizational development.

4.2 Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

46. Evaluability was assessed by the evaluation manager during the preparations for the TOR development, through interviews with key stakeholders and preliminary gathering and review of documents and data. PREP developed a log frame that clearly articulated its objectives, outcomes and outputs expected. PREP has a high quality information system that documents its activities and accomplishments.

47. However there are limitations to which a pre-PREP reference point was established, and certainly there is not likely to be a reference point for all of PREP's indicators. Some documentation exists from the Madrid global meeting of WFP staff so these serve as a sort of baseline. Document review would inform the pre-PREP status of some of the outputs PREP aimed to influence. PREP has carried out an extensive historical review: the 10-year research and synthesis report should be able to inform the pre-PREP reference point discussion.

48. The complexity of evaluating emergency response performance must also be recognized: as no two emergency responses are identical careful attention will be required in order to determine criteria for measuring successful (a) implementation of preparedness initiatives, and (b) contribution of PREP initiatives to improved response. In order to improve reliability and credibility, the internal advisory group will be involved in the development and/or validation of these criteria.

49. Initial timeframes for PREP implementation were clearly established, however PREP was extended and some activities will still be on-going during the data collection period. The evaluation team must make a careful assessment during the inception phase as to the status of activities to ensure that during the evaluation incomplete activities are distinguished from completed and not mistaken for failure. The evaluation must also recognize that many of PREP's activities are evolving institutional processes, so will require an analysis of PREP's added value within that evolution.

50. PREP coordinated its activities with other offices and HQ Divisions. In some cases PREP built on existing work or work that was part of the work plans of other offices, and expected to play a catalytic or supporting role to these activities. In those cases, the added value of PREP must be assessed to determine the additional impact brought by PREP on these activities and the benefits of coordinating them, and of channelling funds for them through PREP. During the inception phase and in the evaluation the evaluation team must carefully distinguish between those activities that PREP initiated and had primary responsibility to deliver from those to which it added

support. To facilitate this, PREP's information system tags activities either by PREP direct or PREP associated, which constitute approximately 32% of PREP activities. PREP's activities should also be tagged by participating unit. This information has not yet been received by OEV, so it should be made available during the Inception Phase so that such analysis can be conducted.

4.3 Evaluation Questions

51. Building upon the common framework developed for the EPR Strategic Evaluation series and issues raised during the interviews held to inform development of the TOR, the following four key evaluation questions were developed.

52. The overarching question is the extent to which PREP contributed to the outcomes that PREP intended to address - broadly speaking, the enhancement of WFP's capacity to prepare and respond to emergencies. Initial issues for consideration are included with each question, which will be further developed into a complete set of questions and sub-questions by the evaluation team during the evaluation's inception phase.

Q1 How relevant and appropriate was PREP to address the original concerns identified? **Issues include:** What were the concerns that led to the establishment of PREP and the associated causal factors? How appropriate were PREP's plans to address the problems identified?

Q2 How effective and efficient was PREP in delivering on its outputs and achieving its outcomes? **Issues include:** Output and outcome achievement; Effects on beneficiaries, national government capacity or relationships, or WFP's relationship or position within the broader UN humanitarian community; Effect of factors internal to and external to WFP on achievement of PREP's goals (including the UN wide Transformative Agenda; Country level contextual factors; and WFP strategic realignment exercises including "Fit for Purpose"); Cost effectiveness; Contribution towards WFP's gender and diversity goals in terms of human resources or beneficiaries; contribution towards emerging issues such as protection, resilience and the early action agenda.

Q3 How did the way PREP was designed and implemented contribute towards achieving intended outcomes and goals? **Issues include:** How did the different roles played by PREP including leadership, coordination across WFP units, interpreting the Transformative Agenda and strategic positioning (for example linkages between EPR and resilience and protection) contribute to higher level objectives and culture change? Who inside and outside of WFP was engaged in PREP and how, were engagement processes effective, was commitment built? Who played what roles in the delivery of PREP? Were the appropriate people and groups involved at the right time and in the right activities?

Q4 To what extent are PREP's activities and outcomes likely to be sustained in the future, and how should WFP move forward in terms of EPR capacity building as a follow up to PREP? **Issues include:** To what extent were PREP activities handed over (or likely to be handed over by the end of 2014)? Was this adequate in terms of needed follow up to PREP itself as a project? What factors affected the hand over/sustainability of PREP activities? What still needs to be done to address the original concerns that PREP was intended to address? How do the lessons from PREP contribute to the development of an EPR policy and future actions?

4.4. Methodology

53. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness.

54. The TOR describes the overall preliminary methodology for the evaluation from which the evaluation team will build during the inception phase. A complete methodology guide will be developed and included in the Inception Report, with annexes covering data collection instruments and further details as agreed by the Evaluation Manager. The methodology will:

- a) Build upon the evaluation approaches discussed in section 4.1;
- b) Build on the logic that is the basis of PREP and its objectives;
- c) Address the evaluation questions presented in section 4.3;
- d) Take into account the limitations to evaluability pointed out in 4.2 as well as budget and timing constraints.

55. The methodology will demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.). The sampling technique used to impartially select case studies and informants will be specified in the Inception Report.

56. **A theory of change** that presents how a programme is understood to contribute to possible outcomes, links activities and inputs to higher level and longer term goals, and describes the risks and assumptions and other factors, such as how a programme was implemented, that affect whether or not these goals are likely to be achieved. A theory of change will be used in the evaluation process as the framework for analysis, so that the evaluation builds understanding not just of whether or not results were achieved, but also which factors positively or negatively affected the achievement of results and considers the assumptions and process issues expected to be associated with the achievement of results. A logical framework exists for PREP, included as Annex 3. Building on this, the evaluation team will include in its methodology a participatory process for refining the logical framework into a more complete theory of change. An initial draft of a theory of change, including indicators and critical testing points, will be developed during the inception phase. The theory of change will set the overarching framework for the evaluation inquiry, reflected in the evaluation questions and evaluation matrix. The evaluation findings will be presented against the expectations set out by the theory.

57. An appropriate combination of **quantitative and qualitative tools and methods** will be used and the approach throughout the evaluation process will be pragmatic and participatory. All key stakeholders will be consulted to ensure a complete understanding of the diverse perspectives on the issues being evaluated. Methods are likely to include:

- **Document and record/data review** of programme records; normative guidance; and WFP operational plans and previous evaluations or reviews of relevant topics, including OME's Lesson Learned reports, and internal and external audit reports;

- **Workshops** at selected regional offices with regional and country office staff that derive findings from discussions among groups of key stakeholders and build learning among staff as well;
- **Key informant interviews** including key WFP staff, PREP donors, and stakeholders in the countries such as partners in governments, NGOs, and communities;
- **Global survey(s)** of relevant stakeholders, including beneficiaries when appropriate and partners.

58. **Country case studies** including several country visits, and desk studies based on document review and telephone interviews will be incorporated into the methodology. The evaluation is not a real time evaluation of on-going emergencies and due to WFP's staff rotation policy some key informants for past emergencies may not still be posted in the physical location where the emergency took place. Considering this and the fact that PREP focuses on institution-wide capacity development, resources devoted to **field visits** to country offices will be balanced by thorough document review and telephone interviews.

59. That said, it is considered that WFP's response to four L3 emergencies during the latter part of PREP in the Philippines/Haiyan, South Sudan, Central African Republic and for the Syria crisis, represents in effect a set of critical cases and a rich resource for the evaluation of PREP's contribution to WFP's country-level response effectiveness. A final determination of countries to visit will be made during the inception phase, after a careful assessment of available data, other evaluations and evaluative exercises, and the contribution of field visits to the overall evaluation. The Philippines and Syria are receiving substantial attention from other evaluative activities, including in the case of Syria, another OEV led evaluation. Therefore it is expected that these cases would be conducted as desk studies. The inception mission must carry out a thorough assessment of evaluation coverage of the critical cases and the potential to develop an evidence base from existing documentation and telephone interviews.

60. Cases for study will be selected to take account of:

- i. Level of emergency: from L3 corporate emergencies through to L1 country managed emergencies (see Annex 7 for more details);
- ii. Type of emergency: from slow onset to sudden onset, natural disaster to human caused, or complex emergencies including conflict (see Annex 7 for more details);
- iii. Timing of emergency: evidence of change linked to PREP would be expected from those that occurred in the later stages of PREP (2013), whereas those that occurred before PREP could be used as comparison case;
- iv. Size of WFP's country operation and capacity base (and a related issue of whether the emergency response was based on a pre-existing WFP presence in the country or not).

61. OEV has established a coordination group for the EPR series including the planned evaluation of the Syria crisis response, to ensure complementarity between the evaluations, information sharing, enhanced dissemination and lesson-learning. Where possible questions drawn from the PREP evaluation may be applied in the Syria evaluation, and the related data used in both evaluations.

62. The two other evaluations being conducted as a part of the Strategic Evaluation series on EPR cover pooled funds and the Food Security Cluster. These evaluations will be completed or in progress by the time that the PREP evaluation data collection is underway, series, and data or findings from those evaluations may form secondary sources for the PREP evaluation.

60. As with all OEV evaluations, findings will be triangulated from different information sources, evidence-based and relevant to the evaluation objectives. An evaluation matrix will be developed by the evaluation team to link evaluation questions with indicators, data sources and methodologies to show how different quantitative and qualitative data and methodologies will be triangulated against each other as the basis for deriving findings for each evaluation question. Qualitative data will be systematically analysed using a content analysis approach using excel or qualitative data analysis software.

61. Evaluation reports will present a clear and logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be limited in number and focused on the strategic issues under consideration.

62. Data will be disaggregated by sex, diversity and age where appropriate. The evaluation findings and conclusions will highlight differences in performance and results for different beneficiary groups, including women as appropriate. The nature of the evaluation and the work of PREP limit the scope to examine impacts including disaggregated impacts at the level of beneficiaries, although secondary data on impacts at the beneficiary level may inform the evaluation. The role of country visits and in depth country case studies in the final methodology will also influence the extent to which beneficiaries will be directly engaged in the evaluation process.

63. The evaluation will address the gender and diversity dimensions of WFP's own internal capacity development, i.e. the extent to which women were targeted and benefitted from opportunities provided by PREP for full engagement in WFP's EPR activities, particularly staff development.

4.5. Quality Assurance

64. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team.

65. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy), analysis and presentation throughout the analytical and reporting phases. If the evaluation team is hired through a firm, the firm will provide quality assurance before the submission of the inception report and evaluation report.

66. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the

report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

5. Organization of the Evaluation

5.1. Phases and Deliverables

67. The following table provides an overview of the key milestones of the evaluation process and their timing. A more detailed timeline is included in Annex 1.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	13-19 March 2014 14 April 2014 30 April 2014	Draft TOR shared with WFP stakeholders Evaluation Team selected Final TOR
2. Inception	8-10 May 2014 10 May – 30 June 2014 7 – 11 July 2014 25 July 2014	Initial orientation meetings in Rome Desk review, telephone interviews and drafting of Inception Report Validation workshop and follow up meetings in Rome (dates to be confirmed) Final Inception Report cleared
3. Data collection	28 July – 31 October 2014 3-6 November 2014 7 November 2014	Data collection Evaluation team workshop End of data collection debriefing
4. Reporting	12 December 2014 19-28 January 2015 Week of 2 February 2015 16-26 February 2015 6 March 2015	Submission to OEV of D.O Evaluation Report IRG Review and comment on D.1 Evaluation Report Workshop with WFP stakeholders Review of SER by EMG Submission of final ER and SER
5. EB follow up	15 March 2015 15 March – 15 May 2015 25-29 May 2015	Deadline for SER to EB Secretariat Editing/Formatting/Translating ER EB.A/2015 Executive Board Presentation

5.2. Evaluation Team

68. To ensure the independence and credibility of the evaluation, the evaluation will be conducted by a small and appropriately gender-balanced team of independent consultants identified through a transparent selection process. The team members will have an appropriate balance of expertise in evaluation methodologies, with relevant technical and contextual knowledge, as detailed below.

69. The team leader will report to the evaluation manager. S/he will have strong evaluation experience including experience leading strategic and/or policy evaluations in a large and decentralized international organization. S/he will have a thorough knowledge of the international humanitarian system including the Transformative Agenda; principles and standards; the role of food assistance in emergency preparedness and response; organizational capacity strengthening, broadly including the role of strategic direction setting and leadership and the evaluation of both. S/he will also have experience in employing the evaluation approaches introduced in section 4.1 and use of the methodologies discussed in section 4.4, including strong experience in using mixed methods.

70. His/her primary responsibility will be: establishing a methodology and approach; guiding and managing the team during each phase of the evaluation process; consolidating and assuring the quality of team members' contribution to the evaluation deliverables; representing the evaluation team in workshops or meetings with stakeholders; and delivering the reports aligned to EQAS.

71. Team members report to the team leader. They should collectively have strong expertise in and evaluation experience of: emergency preparedness and response and associated issues including gender, diversity, protection issues in food assistance; organizational capacity development ; design and conduct of perception surveys in international organizations; review and analysis of large sets of narrative information; experience managing the collection and analysis of large amounts of qualitative data, experience triangulating data from different sources both qualitative and quantitative.

72. Team members should have good interpersonal skills, ability to work effectively as part of a team and good analytical and writing skills. The report will be written in English.

73. Members of the team will act impartially and respect the code of conduct of the profession notably the 2005 UNEG Norms and Standards and the 2007 UNEG ethical guidelines. Members of the team will be asked to sign a disclosure stating that they have no conflict of interest with the subject of the evaluation.

5.3. Roles and Responsibilities

74. This evaluation is managed by OEV. Jamie Watts, Senior Evaluation Officer has been appointed as evaluation manager. The evaluation manager has not directly contributed to the evaluand in the past although she has been a member of the EPR Knowledge Management informal community of practice. This involvement has been limited to information exchange. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation product drafts. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders to ensure a smooth implementation process, contributing to the relevance and utility of the evaluation and its recommendations. As such she may play a role in organizing and facilitating any workshops that are undertaken as a part of the evaluation process, in close consultation with the evaluation team leader.

75. The evaluation manager will also participate in the OEV strategic evaluation coordination group and ensure coordination with other OEV evaluations, internal and external audits and other reviews that may be taking place simultaneously with the evaluation. The team leader will ensure that evidence arising from these other evaluations and reviews are taken into consideration in the evaluation.

76. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

77. The WFP Performance Management and Monitoring Division (RMP) will be responsible for coordinating the Management Response to the evaluation and concerned stakeholders will be required to provide inputs.

78. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Communication

79. A communication plan will be developed by the evaluation manager in consultation with the evaluation team during the inception phase to include details about the communication strategy. Standard communications mechanisms outlined in EQAS will be followed as described below.

80. As discussed previously in section 2.3 an **internal reference group (IRG)** will be established for the evaluation that serves as a main point of contact for communication between the evaluation and WFP. WFP's Executive Management Group (EMG) has also designated a **Strategic Internal Reference Group (SIRG)** to support the strategic evaluation series, ensure and enhance its use and follow-up in WFP's future EPR policy and practice.

81. **Evaluation TOR and Inception Report.** To inform internal and external stakeholders of the evaluation plans, the TOR will be posted on the WFP external website (www.wfp.org/evaluation) and on the WFP intranet. The inception report is considered an internal document and is posted only on the WFP intranet.

82. **Briefs.** To facilitate communication about the evaluation process, the evaluation manager will prepare briefs on the TOR and inception report to be shared with relevant stakeholders for information prior to visits or interviews.

83. **Briefings and debriefings.** These will be organised all along the evaluation process especially at the inception stage as well as at key points in the data collection process. At least one debriefing will be held with key stakeholders at the end of the data collection phase.

84. **Workshops:** To support the evaluation's quality, engagement, dialogue, learning and use, two types of workshops are anticipated during the evaluation: Regional level workshops to engage regional and country office staff during the evaluation data collection phase; and a global workshop at the point of emerging findings and conclusions. They are described more fully below:

- **During the evaluation process:** Workshops are recommended at the regional level involving both regional and country office staff in debates and exchange on the PREP theory of change and accomplishments. Final decisions and details on the use of workshops during the evaluation process will be made in the inception phase. Due to resource limitations, it is expected that two workshops could be held.
- **For feedback on emerging findings, conclusions and recommendations:** a workshop will be organised with the Internal Reference Group and possibly other internal stakeholders at the point of emerging findings and conclusions. A virtual or face to face format may be used. Opportunities to coordinate with other meetings will be explored as a way of efficiently disseminating evaluation results, and maximizing relevance and utility of the evaluation to WFP's policy development process or other relevant processes.

85. **Dissemination of the findings.** A Summary Evaluation Report (SER) and an evaluation brief will be prepared to enhance the communications of the findings, conclusions and recommendations. The SER is a stand-alone document presented to the WFP Executive Board alongside WFP's Management Response to the evaluation. The SER follows strict guidelines as to length and content, while fully respecting the evaluation findings, conclusions and recommendations of the evaluation team, which are fully documented in the Evaluation Report (ER). The TOR, ER, SER, the Management Response and the evaluation brief will be public and posted on the WFP external website (www.wfp.org/evaluation).

5.5. Budget

86. The evaluation will be financed from OEV's Programme Support and Administrative budget. Based on the proposed team composition, method and approach estimated external evaluation costs are US\$ 300,000, with a further US\$60,000 to cover workshops and other OEV expenses.

Annex 1: Provisional Detailed Evaluation Timeline (to be finalized during inception phase)

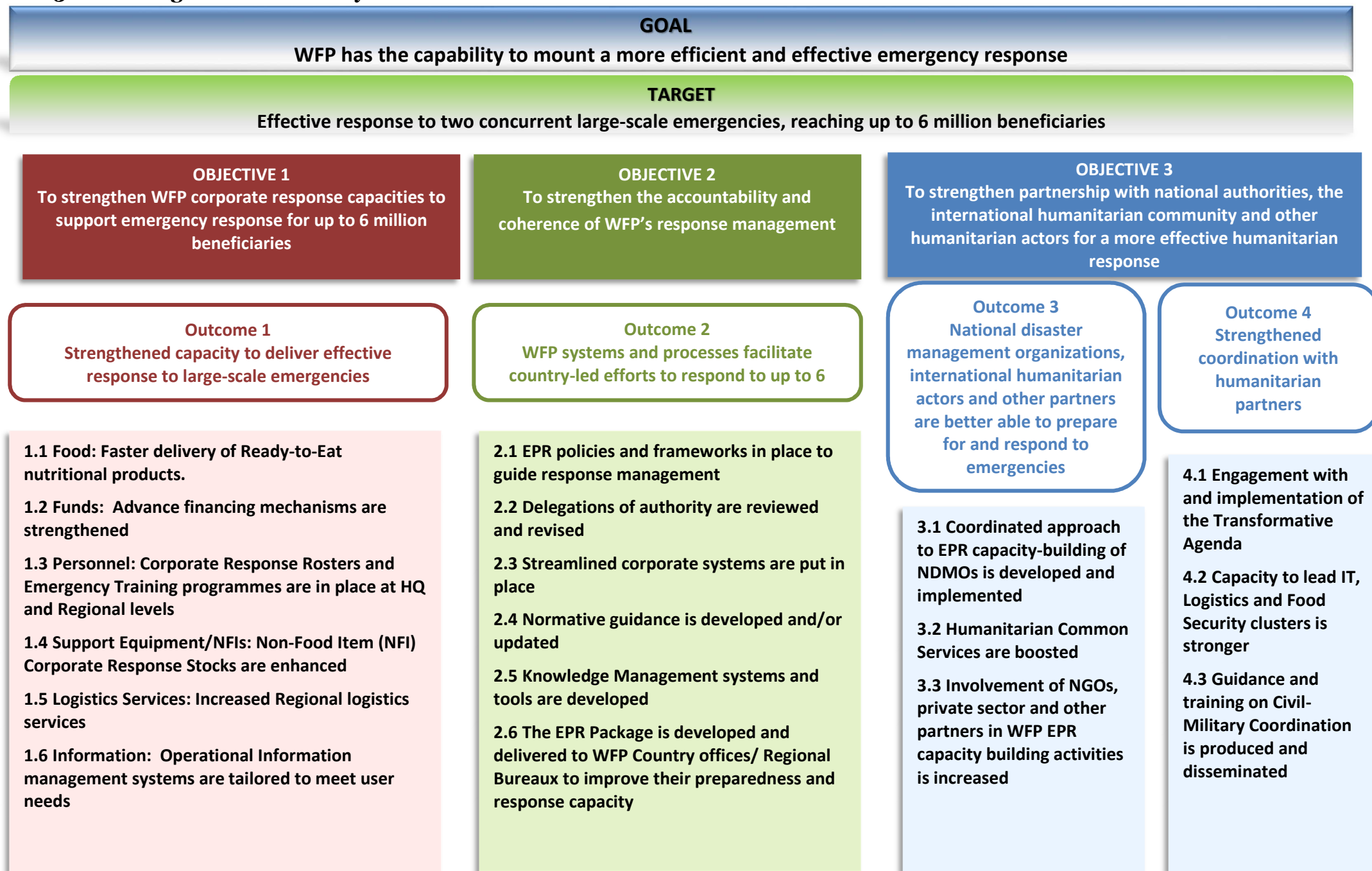
Phases	Responsibility	Deadline
Phase 1 - Preparation		
Draft 0 TOR shared with OEV/D	EM	7 Mar
Feedback OEV/D	OEV/D	11 Mar
Draft 1 TOR shared with IRG	EM	13 Mar
Review and comment from IRG	Stakeholders	13-19 Mar
Draft 2 TOR sent to OEV/D for clearance	EM	25 April
Final TOR approved by OEV/D	OEV/D	30 April
Final TOR Shared	EM	30 April
Selection of evaluation team/firm	EM	14 April
Phase 2 - Inception		
Team preparation prior to HQ briefing	EM & Team	14-30 April
Initial HQ briefing (WFP Rome)	EM & TL	8-10 May
desk review, telephone interviews and drafting of Inception Report (IR)	EM & TL	10 May–30 June
Validation workshop and follow up meetings in Rome	EM & Team	7–11 July (TBC)
Draft IR submitted	TL	11 July
Review and comment on IR	EM	11-18 July
Final IR	EM	25 July
Phase 3 - Data collection		
Data collection	Team	28 July–31 October
Evaluation team workshop	Team	3-6 November
Final debriefing at end of data collection in HQ (TL by telephone)	TL & EM	7 November
Phase 4 - Analysis, reporting and communication		
Submit draft 0 Evaluation Report (ER) to OEV	TL	12 December
Comments on draft 0	EM	19 December
Submit draft 1 ER to OEV	TL	6 January
OEV/D clearance of draft 1 for comments	OEV/D	16 January
Review and comments on draft 1 ER from IRG	Stakeholders	19-28 January
Workshop	Stakeholders & ET & EM	Week of 2 February
Submit draft 2 ER and draft 0 SER to OEV	TL	9 February
Review and revise draft 2 ER and draft 0 SER	EM	10-13 February
OEV/D clearance to send the draft 1 SER to EMG	OEV/D	13 February
Comments on SER from EMG	EM	16-26 February
Comments on SER and ER to TL	EM	27 February
Submit revised draft 3 ER and SER	TL	6 March
Final approval ER (including the revised SER)	OEV/D	15 March
Phase 5 - Executive Board (EB) and follow-up		
Deadline for submission of SER to Executive Board secretariat for editing and translation	EM	15 March
Tail end actions, OEV websites posting, EB Round Table	EM	30 March–15 May 2015
Presentation of Summary Evaluation Report to the EB	D/OEV	25-29 May 2015
Presentation of Management Response to the EB	D/RMP	25-29 May 2015

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation; OEV/D=OEV Director; RMP = Performance and Accountability Management

Annex 2. Actions from Madrid meeting on EPR

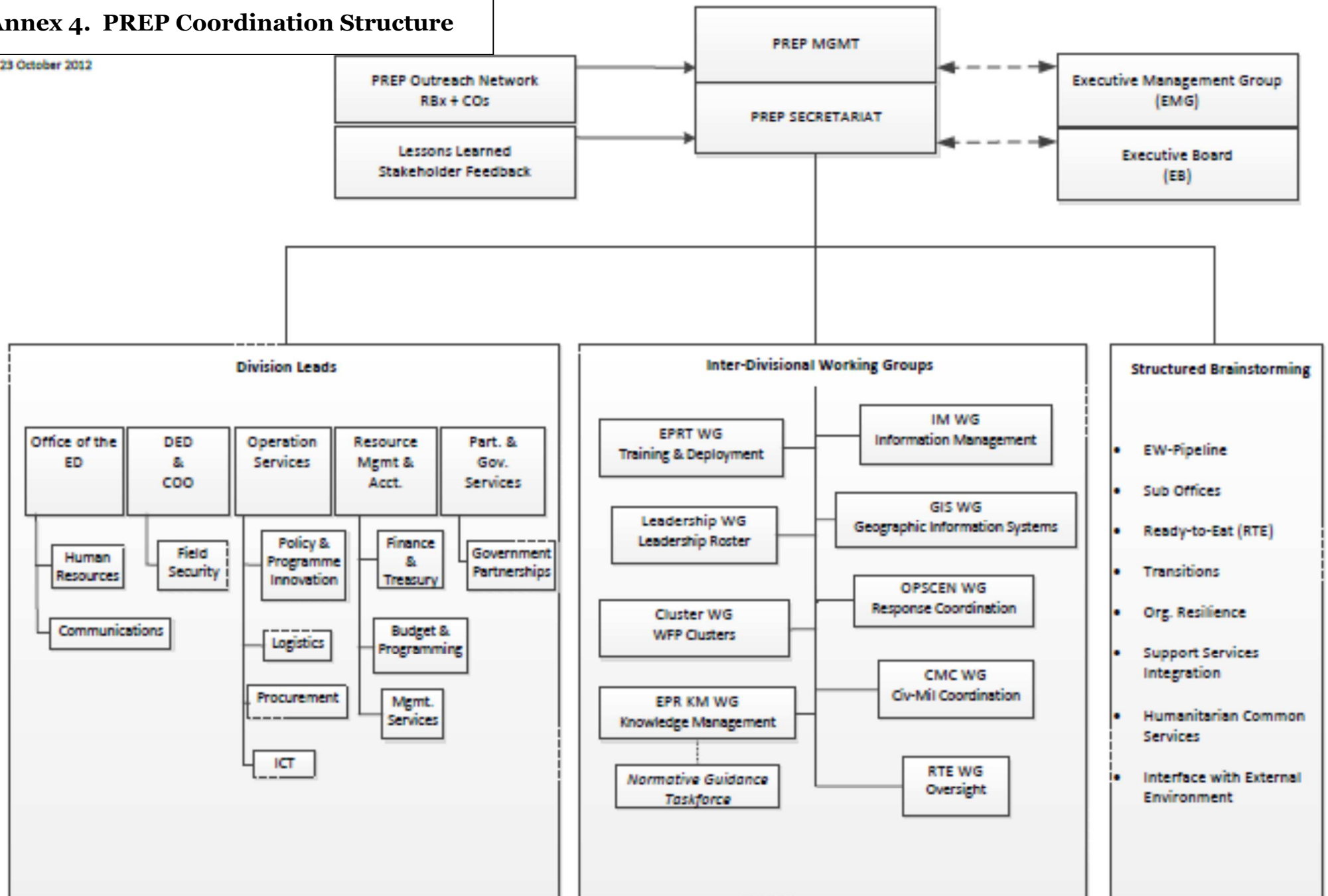
Action Item	Responsible for follow-up
1. Update Emergency Preparedness and Response Framework.	Director of Emergencies
2. Revive integrated emergency preparedness and response training.	Director of Emergencies
3. Update the emergency roster.	Director of Emergencies
4. Invest in staff capacity for cluster coordination.	Human Resources
5. Prepare clear guidance for the functions of clusters led by WFP including TORs, staffing requirements, and working methods based on lessons learned.	Director of Emergencies
6. Prepare clear guidance for WFP participation in clusters that are led by others, including main areas of interest/potential collaboration with other agencies.	Director of Emergencies
7. WFP should invest in rapid-deployment infrastructure, and improved basic facilities management.	COO, details to be discussed with RDs
8. The emergency financial appeal system should be reviewed.	COO
9. Develop strategies to ensure that plans for scale down are included in scale ups.	COO
10. Set up checks so that funds are spent efficiently during emergencies.	Director of Emergencies

Annex 3. PREP Log Frame Summary



Annex 4. PREP Coordination Structure

23 October 2012



Annex 5. PREP Activities (draft of 18 July 2013) UPDATED LIST TO BE PROVIDED BY OME DURING INCEPTION PHASE

OBJECTIVE 1: CAPACITIES			
A/K18	REF	ACTIVITY	FUND 19.
FOCUS: FOOD ASSISTANCE			
Assoc.	1.1	Forward Purchase Facility (FPF) Enhancement - Establishment of pre-positioned corporate stocks of ready-to-eat (RTE) foods and nutritional products through the use of WFP's FPF in order to reduce procurement lead times and safeguard the availability of such commodities in emergencies. This is part of a broader RTE foods strategy under development (see related activity).	WCF
Assoc.	1.2	Emergency Programming - Capacity enhancement to different programming initiatives: (i) Nutrition – integrating nutrition in preparedness actions, development of a deployable nutrition package, and nutrition in emergencies training; (ii) Cash&Vouchers - identifying mechanisms for fast implementation of cash and/or voucher programmes at the onset of an emergency and (iii) Programme Design/Implementation Improvement - improving design and implementation mechanisms for better application in emergencies.	MU, XB
FOCUS: FUNDS			
Direct	1.3	Advanced Financing Project - Based on the Generic Response Capability Model (GRCM), review of the advanced financing requirements and, where necessary, revision of the existing Immediate Response Account (IRA), Working Capital Facility (WCF) and multilateral funding parameters for more effective financial response to emergencies.	BN
FOCUS: PERSONNEL			
Direct	1.4	Corporate Response Roster - Development and implementation of a new Corporate Response Deployment Roster. Development will include direct steps to resolve issues that complicated the implementation of previous emergency rosters, including pre-agreed release of personnel, backfilling and linkages with emergency skill-sets and training.	MU
Direct	1.5	Leadership Roster - Development of a Leadership Roster to facilitate the assessment and deployment of WFP leadership to emergency operations. The roster will be linked with the emergency leadership training in order to maintain a sustainable pool of personnel that are ready effectively implement emergency operations.	MU
Direct	1.6	Emergency Leadership Training Programme - Linked with the above-mentioned WFP Leadership Roster, an extension of the existing WFP leadership training programme ('Leading in Emergencies') in order to maintain a requisite number of personnel with the necessary skill-sets for leading in large-scale emergency response.	MU
Direct	1.7	Getting Ready for Emergencies (GRFE) - Revision of the successful 'Getting Ready for Emergencies' e-learning course to take into account new WFP response functions (e.g. cluster operations). Once ready, the course will be mandatory for all staff and support an organisation-wide understanding of actions, roles and responsibilities of personnel in emergencies.	MU
Direct	1.8	Emergency Response Orientations (EROs) - EROs will build on previous Just-in-Time (JIT) training and provide a comprehensive on-site induction for responders. It is one component of an emergency training strategy that comprises mandatory basic GRFE training for all staff, an enhanced middle-managers programme, and intensive functional and support training for emergency response (FASTER).	MU
Direct	1.9	Emergency Middle Management Training - To address gaps in middle-management for emergency response, appropriate adaptation of the existing WFP Middle-Management Training Programme to include emergency response.	MU

18 Activity Key: PREP Direct or PREP Associated

19 BN = budget neutral; MU= multilateral donor; XB = extra budgetary, WCF= working capital financing

Direct	1.10	Generic Emergency Preparedness and Response (EPR) Training Module - Based on the Emergency Preparedness and Response Framework (EPRF), development of a generic training module to be applied in WFP corporate training programmes and by specific functional areas. The module will facilitate harmonisation and coherence of WFP response mechanisms across the organisation.	MU
Direct	1.11	Functional and Support Training for Emergency Response (FASTER) Programme - Extension of the successful Technical Field Operations Training (TFOT) to WFP critical support services. The programme will apply small-team training and work accomplished to date in logistics to address gaps and facilitate a harmonised mobilisation of support services as part of a 'whole of organisation' approach to emergency response.	MU
Assoc.	1.12	Functional Area Technical Emergency Training - Support to the development and advocacy of functional area-specific emergency technical trainings, as well as related trainings on new tools such as those of Cash for Change as and when requested by concerned units and divisions.	MU
Direct	1.13	Coaching and Mentoring Programme - Establishment of a coaching and mentoring programme, linking experienced staff with junior staff in order to facilitate knowledge succession planning.	MU
Direct	1.14	Corporate Emergency Response Team (CERT) - Implementation of a team comprised of cross-functionally experienced emergency personnel available for deployment on short-notice. Among others, the team will be integrated with the WFP Corporate Response Roster development and provide support to the FASTER programme. This will also link with the development of new functional-based teams such as with Programme.	MU
Assoc.	1.15	Administrative/Engineering Response Capacity Support - Establishment of a dedicated, headquarters-based admin team to support staff responding to emergencies as well as support to emergency preparedness and response engineering initiatives.	MU
Direct	1.16	Staff Health in Emergencies Programme - Establishment of a formalised approach to emergency staff health preparedness, training, equipment requirements, monitoring and information management.	MU
Direct	1.17	Sub-Office Capacity Building and Support Programme - Capacity gap analyses with related support to WFP Sub-Offices in emergencies. This includes a review of the corporate structure with regards to Sub-Offices, personnel requirements, an investigation of support services that may be employed, and the development of relevant enhancement tools, among others.	MU
Assoc.	1.18	Global Deployment Facility - Development of a fully integrated, 24/7, global service that will provide critical functions for rapidly deploying staff and partners in emergencies.	MU
FOCUS: NON-FOOD ITEM (NFI) SUPPORT			
Assoc.	1.19	Non-Food Item (NFI) Corporate Response Stocks (CRS) - Review and enhancement of critical support NFIs for use in large-scale emergencies as well as their management modalities.	WCF
Assoc.	1.20	Boat Project - Procurement and pre-positioning of water transportation assets in pre-identified disaster-prone regions.	XB
Assoc.	1.21	Goods and Services Supply Chain Enhancement - Following the corporate Business Process Review, support to the recalibration of the goods and services business model and supply chain for more effective emergency response.	
FOCUS: LOGISTICS SERVICES			
Assoc.	1.22	Strategic Truck Fleet - Support to the logistics establishment of three strategic stand-by regional truck fleets, in pre-identified disaster-prone areas, ready for immediate emergency response use.	XB
Assoc.	1.23	Stand-by Rotary Wing Capacity - Support to rotary air asset pre-positioning through the maintenance of a stand-by global air reserve cell as well as a development of external stand-by air asset arrangements.	XB
FOCUS: OPERATIONAL INFORMATION MANAGEMENT (OIM)			
Direct	1.24	Operational Information Management (OIM) - Development of a structure, processes, tools and trainings to help make information flows more effective. OIM also responsible for situational information, reporting	MU

		and related coordination support as well as providing oversight inter-agency information management. Social media and interfacing with the external environment are also included.	
Direct	1.25	Integrated Emergency Preparedness and Response (EPR) Decision Support Tool - Development of a tool, leveraging the WFP Emergency Preparedness Integration Centre (EPIC) system, to link a number of existing and emerging thematic capabilities into a “digitised emergency management environment”. It will be applied by internal coordination structures, including the Emergency Preparedness & Response Package (EPRP) and WFP Operations Centre to facilitate decision making.	MU, XB
Direct	1.26	E-Pen 2.0 USB Tool - Second phase of an E-Pen USB tool that will ensure that deploying and in-country emergency responders have access to all updated documentation, templates, guidance and other information required to establish and conduct operations.	MU
Direct	1.27	Spatial Data Infrastructure (SDI) Improvement Project - Finalisation of the WFP SDI development. This will provide a common resource for emergency preparedness and response-related geographic information across the organisation, leveraging existing data and work in data management structures.	MU
Direct	1.28	Remote Sensing Project - Expansion and systematisation of remote sensing and imagery data analysis capacities in emergencies. Includes enlarging the partner network, creating standard operating procedures to facilitate timely requests, developing standards to integrate data provided by partners into the WFP information flow and facilitating use of images and data from operational analyses.	MU
Direct	1.29	Hazard (Multivariate) Risk Analysis & Forecasting - Support to WFP’s geographic multi-hazard risk assessment processes in order to facilitate the application of resulting data to the prioritisation of sub-national areas and for programme design and stakeholder engagement in capacity-building activities.	XB

OBJECTIVE 2: ABILITIES			
A/K	REF	ACTIVITY	FUND
FOCUS: NORMATIVE FRAMEWORKS			
Direct	2.1	Emergency Preparedness and Response Framework (EPRF) and Policy - Revision of the capstone WFP EPRF to encompass and align new emergency preparedness and response (EPR) strategies, approaches and modalities. It will serve as the basis of a WFP EPR policy in 2014.	MU
Direct	2.2	Generic Response Capability Model (GRCM) 2.0 - Revision of the earlier GRCM, that developed a realistic set of targets for corporate response and defined response capabilities necessary to adequately respond to those targets, to include regional focus and an RTE strategy among other new aspects.	MU
Direct	2.3	Normative Guidance Project - Systematic review and organisation of WFP corporate response procedures, with new or updated normative guidance to be commissioned to address gaps. This activity will complement the Programme Guidance Manual (PGM), the WFP functional area standard operating procedure (SOP) inventory and the Emergency Preparedness and Response Package (EPRP).	XB
Direct	2.4	Emergency Preparedness and Response Knowledge Management (KM) - In alignment with the corporate KM initiative, develop an integrated framework/approach to EPR KM: (i) institutionalization of lessons learned exercises, (ii) development of a lessons-learned database for global tracking of subsequent remedial actions; (iii) capacity building of regional bureaux and country offices through development of a lessons-learned tool-kit to conduct exercises; (iv) creation of a field outreach network and EPR ‘community of practice’ for informal exchange.	MU
Direct	2.5	Emergency Preparedness and Response (EPR) Training Strategy - In collaboration with Human Resources, development of a practical strategy to ensure that WFP’s staffing pool, including national staff, maintains the emergency response skill-sets necessary to meet response planning requirements. This strategic framework will align existing and proposed EPR-related training programmes, address gaps, mitigate duplication and facilitate the development of emergency trainings.	BN
Direct	2.6	National Disaster Management Organisation (NDMO) Framework - Development of a WFP NDMO Framework to guide Country Offices and Regional Bureaux in their efforts to build national capacities in	BN

		disaster risk management. It outlines priority areas of engagement, including tools that WFP can offer in this regard, to enhance efficiency and effectiveness in national response. The Framework will be implemented via the Capability Partnership Programme (CAPRO).	
Direct	2.7	Civil-Military Coordination (CMC) Strategy & Operational Guidance - Development of a strategy and practical framework for WFP engagement with host government and international militaries, as well as civil-protection organisations. Includes the development of practical guidelines for preparing for and implementing response operations in alignment with Oslo, MCDA and other international instruments.	XB
Assoc.	2.8	Cluster (Transformative Agenda) Guidance - Building on the outcomes of the Transformative Agenda, development of (i) guidance on the roles and responsibilities of WFP offices in implementing the cluster approach for WFP-led/co-led clusters and (ii) guidance on the role of Country Directors in Humanitarian Country Teams.	MU
Assoc.	2.9	Ready-to-Eat (RTE) Strategy - Based on the Generic Response Capability Model (GRCM) and other planning parameters, the development of a corporate strategy and related operational guidance for the use of RTE food products such as MREs (Meals, Ready to Eat) and HDRs (Humanitarian Daily Rations) in emergencies.	XB
FOCUS: PROTOCOLS/GUIDANCE			
Direct	2.10	Emergency Response Activation Protocol (Org. Resilience) - Revision of WFP's Corporate Response Protocol to encompass updated and redefined corporate roles and responsibilities. Will include annexed guidelines and procedures to facilitate organisation-wide coherence in response to large-scale emergencies as well as regional and country-level roles and responsibilities for Level 1 (Country) and Level 2 (Regional) emergencies.	BN
Direct	2.11	Crisis Management (Critical Incident) (Org. Resilience) - Revision of the 2010 Critical Incident Management (CIM) memorandum and SOPs to align with new and revised organisational resilience tools including the corporate response protocol, business continuity management, security notification matrix, operations centre (OpsCen), etc.	BN
Direct	2.12	Business Continuity Management (BCM) Programme (Org. Resilience) - Development and implementation of a framework for building organisational resilience and safeguarding the interests of WFP's key stakeholders, values and reputation. Includes development of a BCM Circular.	MU
Direct	2.13	Emergency Preparedness and Response Package (EPRP) (Org. Resilience) - Global roll-out of the EPRP that includes a suite of tools to guide country offices on how to conduct a risk assessment and to implement simple and practical preparedness actions and response procedures, in order to foster readiness and coordination in emergencies. Expansion to Regional Bureaux and application of methodology to Headquarters as well as the inter-agency fora is also envisioned.	XB
Direct	2.14	EPR Accountability and Controls Enhancement Project - Development and implementation of a suite of functional area and thematic guidance and controls to safeguard accountability and transparency, specifically in the 0-3 month period of corporate response. The integration of risk management structures within WFP preparedness and response modalities across the organisation are included.	MU
Direct	2.15	Operational Information Management (OIM) Directives - Development of (i) an OIM Directive to address common issues in internal coordination and information management in emergencies; and (ii) revision of WFP's Geo-Spatial Directive on roles, responsibilities and applications within this thematic area.	BN
Assoc.	2.16	Corporate Response Standard Operating Procedures (SOPs) - Systematic review and cohesion of WFP functional area SOPs for corporate response. This will complement the Normative Guidance Project (above). Where gaps are identified, support will be provided to WFP functional areas in developing streamlined emergency SOPs.	BN
Direct	2.17	Strengthening Emergency Preparedness and Response in PRROs - Development of guidance for a more consistent and standardised approach towards incorporating emergency preparedness and response planning in the design of PRROs, including ways to integrate contingency planning in its budget.	BN
Direct	2.18	Transition Planning Project - Support to the implementation of existing transition and exit strategy guidance, related to relief and recovery, by expanding the linkages between the Disaster Risk Reduction	MU

		Policy and the operationalization of Strategic Objective 3. Will include interface with Policy to implement activities such as PDNA/PCNA staff rosters as well as identifying decision points to facilitate WFP's transition from emergency to recovery.	
FOCUS: DELEGATIONS OF AUTHORITY			
Direct	2.19	Delegations of Authority Analysis - Systematic review and, where necessary, revision of WFP Delegations of Authority. Designed to better empower key decision-makers/emergency responders and ensure maximum speed and efficacy of response, while maintaining necessary controls.	BN
FOCUS: EMERGENCY PREPAREDNESS AND RESPONSE SYSTEMS & TOOLS			
Direct	2.20	Corporate Response Exercise (CRX) - Development and implementation of a series of CRXs, large-scale response simulations implemented to stress-test and evaluate WFP corporate response systems and procedures. These exercise, to be held annually, will involve all levels of the organization as well as external parties.	MU, XB
Direct	2.21	Operations Support Project (Operations Centre - OpsCen) - Establishment of a support function, including potential back office 'service centre' capability, for emergencies and the development and implementation of a comprehensive set of directives and procedures for its functioning. This technical-level element of the corporate response architecture will inform and support operational and strategic decision-making in emergencies.	BN
Direct	2.22	Corporate Concept of Operations (CONOPS) Project - Development of a corporate concept of operations (CONOPS) process which will be applied at the outset of large-scale emergencies. This CONOPS, an expansion of the existing Logistics-specific CONOPS process, will include the entire operational concept to facilitate coherence and awareness of response planning across all functional areas.	BN
Direct	2.23	Corporate Response EMOP Facility (CREF) Project - In order to more effectively and efficiently mobilise resources, development of a streamlined CREF that will apply a pre-developed template and pre-agreed procedures in order to produce and release a preliminary EMOP within 72 hours of a large-scale sudden-onset shock.	MU
Direct	2.24	Corporate Response Benchmarking and Key Performance Indicator (KPI) Project - Development of concrete corporate response benchmarks and KPIs, for application in performance measurement and response planning. This activity will provide performance benchmarking relating to capacity targets outlined by the GRM and utilize the new COMET M&E system.	MU
Direct	2.25	Capability Enhancement and Integration Plan for Programme Criticality - Development of WFP's Programme Criticality capability as well as an integration plan. This is part of the UN system-wide Programme Criticality roll-out process which uses a common framework for programmatic decision making within the guidelines for acceptable risk.	
Assoc.	2.26	Alternative Programme Implementation Framework (APIF) - Support to the development of a tool to assist field-based programme staff to plan and implement food assistance programme in complex and volatile emergency environments. This will be expanded to cover all functional areas.	MU
Direct	2.27	Early Warning (EW) - Pipeline Project - In order to strengthen links between EW analysis and pipeline management, development and implementation of measures to better use early warning analysis to inform pipeline decision making.	MU
Assoc.	2.28	WINGS II Improvement Project - Enhancement and alignment of WFP's corporate WINGS II system processes with emergency requirements. It will address earlier reported gaps in emergencies, ensure that the required flexibility and expedited processes are in place for efficient emergency mobilisation and support key performance indicator (KPI) tracking.	BN
Assoc.	2.29	Asset Management and Tracking System - Development of dynamic tool (GEMS), to be integrated within existing corporate systems, for the real-time tracking of all non-food items (corporate standby stocks and in-use stocks) to facilitate the identification, pre-positioning and re-deployment of equipment to meet emergency requirements.	MU

OBJECTIVE 3: EXTERNAL			
A/K	REF	ACTIVITY	FUND20
FOCUS: NATIONAL GOVERNMENT CAPACITY			
Direct	3.1	Capability Partnership Programme (CAPRO) - A coordinated approach to WFP external engagement in emergency response capacity-building through support at (i) regional level to Regional Bureaux in engaging with regional organisations, at (ii) national level through National Disaster Management Organisations (NDMOs) and at (iii) local level through local government and partner organisations. CAPRO applies a "whole-of-society" approach, engaging government, civil society and the private sector.	XB
FOCUS: TRANSFORMATIVE AGENDA/CLUSTERS			
Assoc.	3.2	Capability Strengthening for WFP's Clusters - Fostering of more effective coordination at the country level to strengthen individual and collective capacities of international and national cluster members. Includes trainings, handbook development and enhancing operational collaboration, among others.	MU
Assoc.	3.3	Logistics Humanitarian Staging Areas Project - Identification and pre-establishment of regional logistics staging areas for use by the international humanitarian community, through the Logistics Cluster, during large-scale response.	XB
FOCUS: HUMANITARIAN COMMON SERVICES (HCS)			
Assoc.	3.4	UNHRD Capacity Building - Within the UNHRD Network, augmentation and enhancement of global deployment support-item stockpiling, related mechanisms and systems, and training facilities in order to facilitate timely and efficient response by the humanitarian community.	XB
Assoc.	3.5	Humanitarian Basecamp Engineering SOPs - Development of engineering SOP to address issues associated with roles and responsibilities for basecamp deployment, including site selection and preparation, security, water and waste water management.	XB
Assoc.	3.6	Light Vehicle Support and Management - (i) Support to a technical/managerial review of the Global Vehicle Leasing Programme (GVLP) in order to enhance its range of services and effectiveness, in part for emergency preparedness and response. (ii) Support to the management enhancement of WFP's global light vehicle (LV) fleet, largely by adapting and applying the fleet management system (FMS) used by logistics with their trucks.	MU, XB
FOCUS: OTHER HUMANITARIAN ACTORS			
Direct	3.7	Other Humanitarian Actors - Support to partnership strengthening, coordination and capacity development of other humanitarian actors such as civil-military entities, non-governmental organizations and the private sector.	XB

Annex 6. PREP Funding

Table 1. PREP Available funding vs. requirements (US\$)

	Total Requirements 2012-2014	Total Available	% of Total Requirements met	Funding Gap
Obj 1 - Capacities	45,760,354	20,312,676	44.39%	25,447,678
Obj 3 - External	41,656,616	14,205,309	34.10%	27,451,307
Obj 2 - Abilities	8,577,386	4,678,044	54.54%	\$3,899,342
Total	95,994,356	39,196,029	40.83%	56,798,327

Source: PREP Financial Status (April 2013) provided by OME

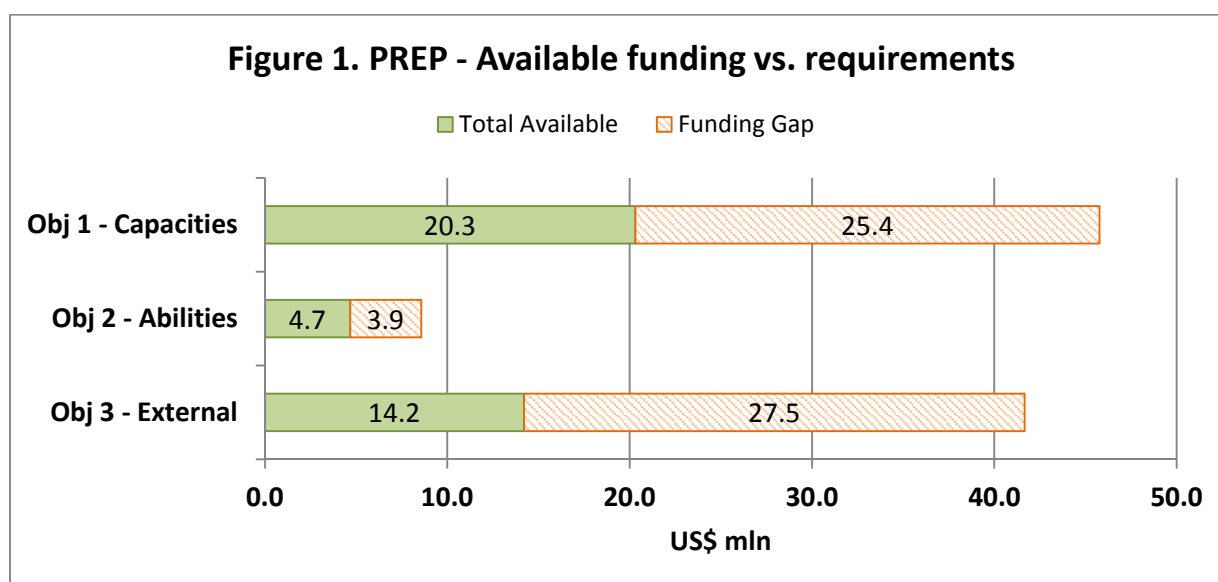


Table 2. PREP Available funding by source – summary (US\$)

	BN	SRAC - MU	XB	SO	WCF
Obj 1 - Capacities	0	2,192,728	2,421,942	5,698,006	10,000,000
Obj 2 - Abilities	0	3,418,427	1,259,617	0	0
Obj 3 - External	0	0	14,205,309	0	0
Total	0	5,611,155	17,886,868	5,698,006	10,000,000
Grand Total		39,196,029			

Notes:

BN= Budget Neutral (no direct additional cost requirement); MU= Multilateral funding; SO= Special Operation; SRAC= Strategic Resource Allocation Committee; XB= Extra-budgetary; WCF= Working Capital Financing

Source: PREP Financial Status (April 2013) provided by OME updated data to be provided during inception

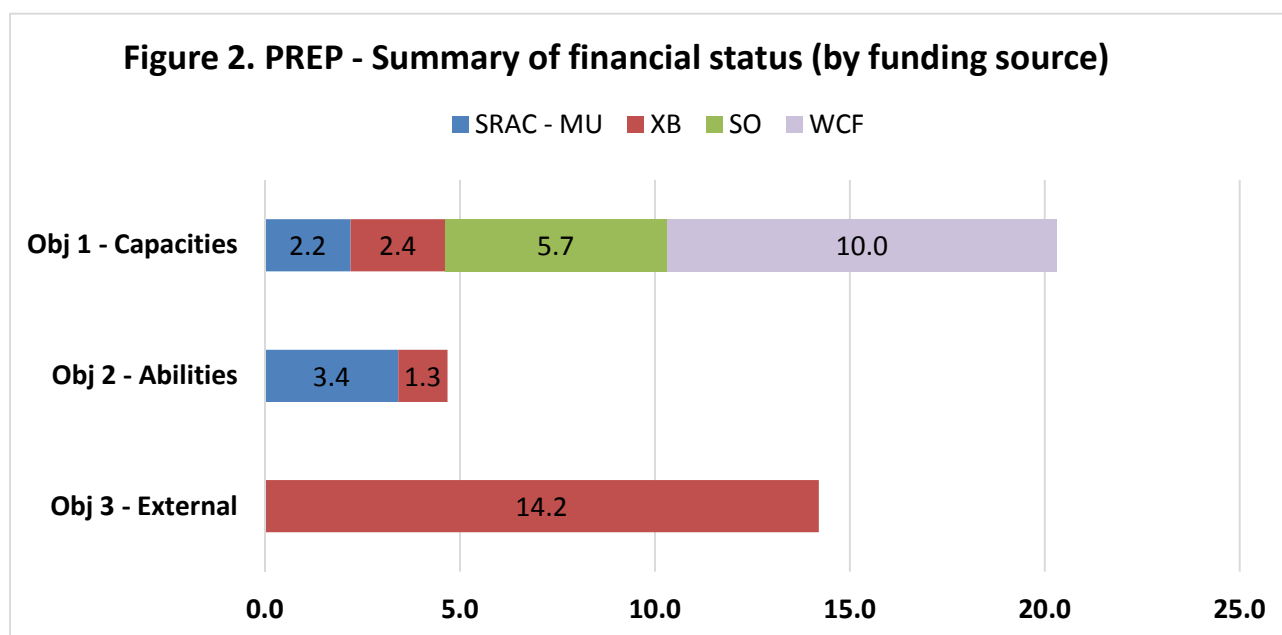


Table 3. PREP Available funding by source – detailed (US\$)

		Obj 1 - Capacities	Obj 2 - Abilities	Obj 3 - External	Total (detail)	Total by main source	Grand Total
BN		0	0	0	0	0	\$39,196,029
SRAC - MU	MU	861,885	1,792,910	0	2,654,795	5,611,155	
	UK	1,330,843	575,517	0	1,906,360		
	BCG	0	800,000	0	800,000		
	Canada	0	250,000	0	250,000		
XB	XB	400,000	106,000	743,017	1,249,017	17,886,868	
	Finland	0	564,617	0	564,617		
	Norway	688,942	524,000	516,707	1,729,649		
	Australia	1,333,000	35,000	12,945,585	14,313,585		
	Switzerland	0	0	0	0		
	Spain	0	0	0	0		
	Luxemburg	0	0	0	0		
	Clusters	0	30,000	0	30,000		
SO	5,698,006	0	0	5,698,006	5,698,006		
WCF	10,000,000	0	0	10,000,000	10,000,000		

Notes: BN= Budget Neutral (no direct additional cost requirement); MU= Multilateral funding; SO= Special Operation; SRAC= Strategic Resource Allocation Committee; XB= Extra-budgetary; WCF= Working Capital Financing

Source: PREP Financial Status (April 2013) provided by OME

Table 4. PREP Activities by available funding range

	Number of activities by funding range					
	0-25%	25-50%	50-75%	75-100%	No funding requirement	Grand Total
1. Capacities	9	4		8	7	28
FOOD ASSISTANCE					2	2
FUNDS					1	1
LOGISTICS SERVICES	1	1				2
NON-FOOD ITEM (NFI) SUPPORT				2		2
OPERATIONAL INFORMATION MANAGEMENT	2			2	2	6
PERSONNEL	6	3		4	2	15
2. Abilities	5	1	2	8	12	28
DELEGATIONS OF AUTHORITY					1	1
EPR SYSTEMS & TOOLS		1	2	3	3	9
NORMATIVE FRAMEWORKS	2			4	3	9
PROTOCOLS/GUIDANCE	3			1	5	9
3. External	4	2	1	2	1	10
CLUSTERS	3					3
HUMANITARIAN COMMON SERVICES (HCS)			1	1	1	3
NATIONAL GOVERNMENT CAPACITY		1				1
OTHER HUMANITARIAN ACTORS		1				1
TRANSFORMATIVE AGENDA/CLUSTERS	1			1		2
Grand Total	18	7	3	18	20	66
% of Total Activities	27%	11%	5%	27%	30%	

Source: PREP Financial Status (April 2013) provided by OME

Table 5. PREP Activities with no funding available

	Number of activities
1. Capacities	7
OPERATIONAL INFORMATION MANAGEMENT (OIM)	2
PERSONNEL	5
2. Abilities	4
NORMATIVE FRAMEWORKS	2
PROTOCOLS/GUIDANCE	2
3. External	4
CLUSTERS	3
TRANSFORMATIVE AGENDA/CLUSTERS	1
Grand Total	15
% of Total Activities	23%

Source: PREP Financial Status (April 2013) provided by OME

Annex 7. Summary of WFP's Emergency Response

Data on Corporate (L3) Emergencies

Table 1. WFP Corporate (L3) Emergencies since 2009

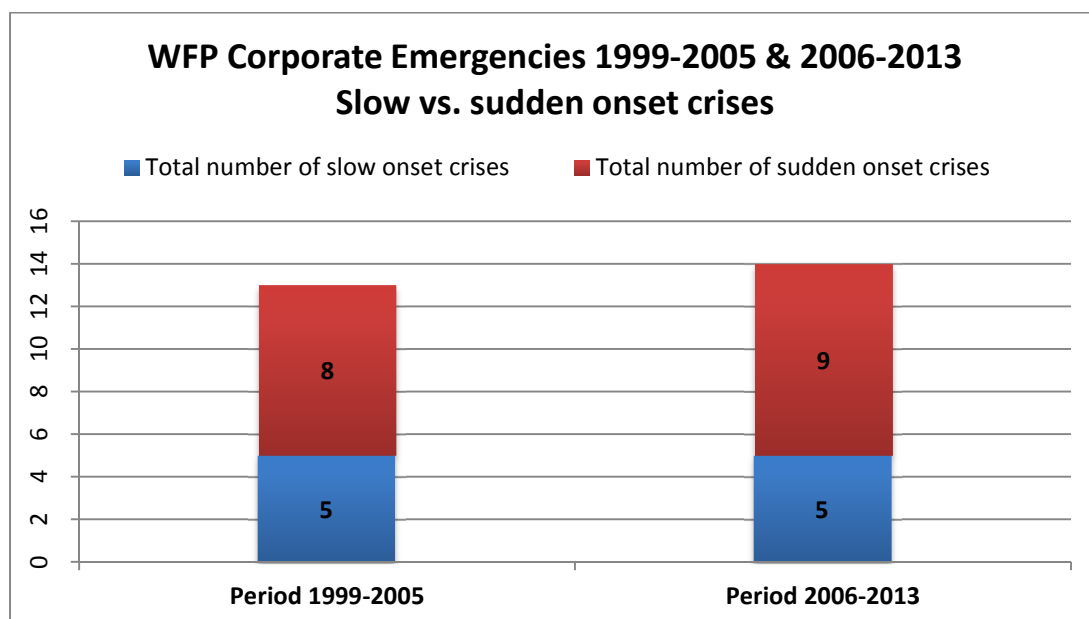
Year	Emergency	Project #	Type of disaster	Size of the operation		Corporate emergency activation	Review documents		
				Number of benef.	Total budget (million USD)	Activation period	Lessons learned doc	Operation Evaluation	Audit report
2008-09	Gaza conflict	EMOP 108170,0	Sudden onset	682,975	107	21/01/2009 - 27/03/2009		no	yes
2009	Civil unrest in Pakistan's NWFP and FATA	EMOP 108280,0	Sudden onset	2,647,351	282	25/05/2009 - 31/07/2009	yes	no	no
2010	Haiti earthquake	EMOP 200110,0	Sudden onset	4,000,330	366	13/01/2010- 23/04/2010	yes	no	yes
2010	Pakistan flooding	EMOP 200177,0	Sudden onset	8,799,000	388	20/08/2010 - 11/11/2010	yes	no	yes
2010	Niger food crisis	EMOP 200170,0	Slow-onset	5,045,487	170	22/07/2010 -	yes	yes	no
2011	Horn of Africa drought	Djibouti PRRO 200293	Slow-onset	10,768,275	958	19/07/2011 - 02/08/2012	yes	no	yes
2012		Ethiopia PRRO 200290 Kenya PRRO 106660 Somalia EMOP 200281 Uganda PRRO 101213		14,991,091	1395				
2012	South Sudan conflict & drought	EMOP 200338,0	Slow-onset	2,721,606	324	08/02/2012 - 14/12/2012	yes	no	yes
2012-13	Syria civil unrest	EMOP	Sudden onset	1,493,375	480 (tbc)	14/12/2012- ongoing			
2013	Philippines Typhoon Haiyan	EMOP 200631	Sudden onset	2,500,000	88	12/11/2013-ongoing			
2013	Central African Republic civil conflict	PRRO BR4	Slow-onset	810,000	tbd	11/12/2013-ongoing			
2013	South Sudan conflict	EMOP 200338	Slow-onset	tbd	tbd	23/12/2013-ongoing			

Source: WFP Corporate Emergencies since 1999 (compiled by OME) all including corporate staff deployment, use of IRA and logistics support from UNHAS or through SO

Table 2. WFP Corporate Emergencies 1999-2005 & 2006-2013 – Average data

	Period 1999-2005	Period 2006-2013
Length of period (years)	7	8
Number of L3 type responses	13	14
Average number of L3-type responses per year	1,9	1,8
Total number of slow onset crises	5	5
Total number of sudden onset crises	8	9
Average number of slow onset crises	0,7	0,625
Average number of sudden onset crises	1,1	1,125

Source: WFP Corporate Emergencies since 1999 (compiled by OME)



Source: WFP Corporate Emergencies since 1999 (compiled by OME)

Data on non-L3 Emergencies

Notes:

- The following tables include operations that started from 01/01/2009 onwards and were completed by 31/12/2013. L3 operations (Corporate Emergencies) are excluded.
- For the purposes of the analysis, the following countries were included under the following Regional Bureaux: China: OMB; Japan: OMB; Lebanon: OMC; Libya: OMC; Kyrgyzstan: OMC

Table 3. Geographic distribution of non-L3 EMOPs and IR-EMOPs (2009-2013)

RB/Country	EMOP	IR-EMOP	Total
OMB	7	7	14
Afghanistan	1		1
Bangladesh	1		1
Cambodia	1	1	2
China		1	1
Indonesia		1	1
Japan	1		1
Korea DPR	1		1
Philippines	1	2	3
Sri Lanka	1	2	3
OMC	13	8	21
Jordan		1	1
Kyrgyzstan	1	1	2
Lebanon		1	1
Libya		1	1
Middle East and East Europe Bureau	1		1
Palestine (OPT)	2	1	3
Sudan	4		4
Syria	2	1	3
Tunisia		1	1
Uzbekistan	1	1	2
Yemen	2		2
OMD	16	19	35
Benin	1	1	2
Burkina Faso	1	3	4
Cameroon	2		2
Central African Republic		1	1
Chad	2		2
Côte d'Ivoire	1	1	2
Gambia	1	3	4
Ghana	1	1	2
Guinea		2	2
Liberia	1	1	2
Mali	1		1
Mauritania	1	2	3
Niger	2	1	3
Togo	1	3	4
West Africa Bureau	1		1

RB/Country	EMOP	IR-EMOP	Total
OMJ	7	6	13
Congo	1	2	3
Congo DRC	4		4
Lesotho	2		2
Madagascar		1	1
Mozambique		1	1
Namibia		1	1
Tanzania		1	1
OMN	3	3	6
Ethiopia		1	1
South Sudan	1		1
Rwanda		1	1
Somalia	1		1
Uganda	1	1	2
OMP	2	14	16
Bolivia		2	2
Chile		1	1
Colombia		2	2
Dominican Republic		1	1
Ecuador		1	1
El Salvador		1	1
Guatemala	1	2	3
Haiti		1	1
Nicaragua		1	1
Paraguay	1	1	2
Peru		1	1
Total	48	57	105

Source: EMOP Analysis data (Nov 2012) provided by OME

Table 4. Countries grouped by number of non-L3 Emergency Operations (2009-2013)

Countries	Emergency Operations
Burkina Faso, Congo (DRC), Gambia, Sudan, Togo	4
Congo, Guatemala, Mauritania, Niger, Palestine (OPT), Philippines, Sri Lanka, Syria	3
Cambodia, Benin, Bolivia, Cameroon, Chad, Colombia, Côte d'Ivoire, Ghana, Guinea, Kyrgyzstan, Lesotho, Liberia, Paraguay, Uganda, Uzbekistan, Yemen	2
Afghanistan, Bangladesh, Central African Republic, Chile, China, Dominican Republic, Ecuador, El Salvador, Ethiopia, Haiti, Indonesia, Japan, Jordan, Korea DPR, Lebanon, Libya, Madagascar, Mali, Middle East and East Europe Bureau, Mozambique, Namibia, Nicaragua, Peru, Republic of South Sudan, Rwanda, Somalia, Tanzania, Tunisia, West Africa Bureau	1

Source: EMOP Analysis data (Nov 2012) provided by OME

Table 5. Non-L3 Emergency Operations by type (2009-2013)

RB	n/a (IR-EMOPs)	Economic	Human- made	Multiple reasons	Slow- onset	Sudden- onset	Total
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OMB	7	1		1	1	4	14
OMC	8	1	10			1	21
OMD	19		6		2	8	35
OMJ	6		4			3	13
OMN	3			1	1	1	6
OMP	14			1		1	16
Total	57	2	20	3	5	18	105

Source: EMOP Analysis data (Nov 2012) provided by OME

Table 6. Actual beneficiaries by RB and emergency type (non-L3) (2009-2013)

RB	n/a (IR-EMOPs)	Economic	Human- made	Multiple reasons	Slow- onset	Sudden- onset	Grand Total
OMB	1,271,621	5,731,187		3,249,934	2,398,666	3,760,229	16,411,637
OMC	234,199	74,073	25,100,054		592,320	0	26,000,646
OMD	433,654		2,787,712		3,255,235	5,907,290	12,383,891
OMJ	148,946		998,381			735,091	1,882,418
OMN	32,701			6,161,644	1,485,372	0	7,679,717
OMP	330,996			616,390		51,880	999,266
Total	2,452,117	5,805,260	28,886,147	10,027,968	7,731,593	10,454,490	65,357,575

Source: EMOP Analysis data (Nov 2012) provided by OME

Table 7. Top-10 non-L3 EMOPs by number of actual beneficiaries (2009-2013)

RB	Country	Project n.	Emergency type	Duration (months)	Beneficiaries Actual
OMC	Sudan	200027	Human-made	12	8,971,803
OMC	Sudan	200151	Human-made	12	7,549,226
OMN	Somalia	108120	Multiple reasons	27	6,161,644
OMB	Korea DPR	200266	Economic	15	5,731,187
OMC	Sudan	200312	Human-made	12	3,636,374
OMD	Niger	200398	Sudden-onset	6	3,558,922
OMB	Bangladesh	107880	Multiple reasons	18	3,249,934
OMB	Philippines	200076	Sudden-onset	15	2,903,488
OMD	Chad	200112	Slow-onset	22	2,735,236
OMB	Afghanistan	200366	Slow-onset	13	2,398,666

Source: EMOP Analysis data (Nov 2012) provided by OME

Annex 8: People met during preparation of TOR

Name	Position	Unit
Anthony Craig	Chief - Emergency Preparedness Division	OME
Brian Lander	Senior Liaison Officer - Geneva Liaison Office	GVA
Chris Kaye	Director - Performance Management and Monitoring Division	RMP
Darlene Tymo	Director - Geneva Liaison Office	GVA
David Kaatrud	Director of Emergencies	OME
Dominik Heinrich	Director - Management Services Division	RMM
Etienne Labande	Deputy Chief - Emergency Preparedness Division	OME
Francis Nixon	Programme Officer - Emergency Preparedness Division	OMEP
Gaby Duffy	Emergency Preparedness and Response Officer	OME
Gordana Jerger	Deputy Director - Interagency Partnerships Division	PGI
Ilaria Dettori	Sr. Programme Officer - Staff Capacity Unit	OSZ
Jakob Kern	CIO and Director - Information Technology Division	OST
Jennifer Nyberg	Senior Advisor Emergencies - Emergency Preparedness Division	OM
John Aylieff	Deputy Regional Director - Bangkok Regional Bureau	OMB
John Crisci	Deputy Director of Emergencies	OME
Laurent Bukera	Chief - Project Budget and Programming Service	RMBP
Makhtar Ndiaye	Deputy Director - Human Resources Division	HRM
Mariangela Bizzari	Senior EPR Policy Adviser - Emergency Preparedness Division	OME
Paul Howe	Chief - Humanitarian Crises & Transitions Unit	OSZPH
Pierre Honnorat	UNHRD Network Coordinator	OSLHRD
Stanlake Samkange	Director - Policy, Programme and Innovation Division	OSZ
Stefano Porretti	Country Director Somalia (<i>Incoming Director of Emergencies</i>)	OMN
Valerie Guarnieri	Regional Director Nairobi	OMN
Wolfgang Herbinger	Director - Logistics Division	OSL
Zlatan Milisic	Deputy Director - Policy, Programme and Innovation Division	OSZ

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APIF	Alternative Programme Implementation Framework
BCM	Business Continuity Management
BN	Budget Neutral
CAPRO	Capability Partnership Programme
CERT	Corporate Emergency Response Team
CIM	Critical Incident Management
CMC	Civil-Military Coordination
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CONOPS	Corporate Concept of Operations Project
COO	Chief Operational Officer
CREF	Corporate Response EMOP Facility Project
CRS	Corporate Response Stocks
CRX	Corporate Response Exercise
DAC	OECD Development Assistance Committee
DFID	Department for International Development
EB	Executive Board
EMOP	Emergency Operation
EPIC	Emergency Preparedness Integration Centre
EPR	Emergency Preparedness and Response
EPRF	Emergency Preparedness and Response Framework
EPRP	Emergency Preparedness and Response Package
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
ERO	Emergency Response Orientation
EW	Early Warning
FAO	Food and Agriculture Organization of the United Nations
FASTER	Functional and Support Training for Emergency Response
FMS	Fleet Management System
FPF	Forward Purchase Facility
GEMS	Global Equipment Management System
GRCM	Generic Response Capability Model
GRFE	Getting Ready for Emergencies
GVLN	Global Vehicle Leasing Programme
HCS	Humanitarian Common Services
HDR	Humanitarian Daily Rations
HQ	Headquarters

IASC	Inter-Agency Standing Committee
IR	Inception Report
IRA	Immediate Response Account
IR-EMOP	Immediate Response Emergency Operation
IRG	Internal Reference Group
JIT	Just-in-Time training
KM	Knowledge Management
KPI	Key Performance Indicator
LV	Light Vehicle
M&E	Monitoring and Evaluation
MCDA	Military and Civil Defence Assets
MRE	Meal, Ready to Eat
MU	Multilateral funding
NDMO	National Disaster Management Organisation
NFI	Non-Food Item
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
OIM	Operational Information Management
OME	Emergency Preparedness Division
OpsCen	Operations Centre
PCNA	Post-Conflict Needs Assessment
PDNA	Post Disaster Needs Assessment
PGM	Programme Guidance Manual
PREP	Preparedness and Response Enhancement Programme
RB	Regional Bureau
RD	Regional Director
RMP	Performance Management and Monitoring Division
RTE	Ready-to-Eat (foods)
SA	Special Account
SDI	Spatial Data Infrastructure
SER	Summary Evaluation Report
SIRG	Strategic Internal Reference Group
SO	Special Operation
SOP	Standard Operating Procedure
TF	Trust Fund
TFOT	Technical Field Operations Training
TOR	Terms Of Reference
UNEG	United Nations Evaluation Group
UNHRD	United Nations Humanitarian Response Depot
WCF	Working Capital Financing

WFP
XB

World Food Programme
Extra Budgetary Funds