MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATIONS OF WFP'S EMERGENCY PREPAREDNESS AND RESPONSE

Distribution: GENERAL
WFP/EB.2/2015/6-B/Add.1
25 September 2015
ORIGINAL: ENGLISH
NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal points indicated below, preferably well in advance of the Board’s meeting.

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DRAFT DECISION*


* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.
BACKGROUND


2. The evaluations occurred as WFP was making the transition from food aid to food assistance and restructuring and decentralizing its functions, and they coincided with the six Level 3 emergencies in 2014, which stretched EPR capacities.

3. Management is pleased to note the conclusion that WFP’s investments in EPR have improved the effectiveness and predictability of responses, especially in major sudden-onset emergencies. The report highlighted WFP’s contributions to United Nations reform, particularly its support for coordination mechanisms. Management nonetheless recognizes the challenges identified in the report such as the need to provide adequate human and financial resources for EPR.

4. The attached matrix sets out proposed follow-up actions and timelines.
### MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATIONS OF WFP’S EMERGENCY PREPAREDNESS AND RESPONSE

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<td><strong>Recommendation 1</strong>: Executive management should ensure that more resources and stronger leadership are directed towards human resources management specifically for EPR, placing EPR centrally within the implementation of WFP’s People Strategy. The Human Resources Division (HRM) should assume responsibility for developing a holistic, multi-functional approach that includes recruitment, career development, capacity, deployment, health and well-being, with special consideration for national staff and women. Staff capacity development should include options beyond formal training, and should provide incentives for person-to-person approaches such as mentoring and on-the-job training (EMG, HRM).</td>
<td>Executive Management Group (EMG) and Human Resources Division (HRM)</td>
<td>Agreed. EPR is a central element of the People Strategy, which is being mainstreamed; EMG has already dedicated resources to HRM. The People Strategy aims to recruit and retain an optimum workforce, train leaders, especially women, and create an organization that focuses on the development and welfare of its staff, especially national staff members. HRM has the primary responsibility for implementation, and will update EMG on related initiatives. HRM is promoting the “70.20.10” approach to capacity development whereby 70 percent of staff development occurs on the job, 20 percent occurs through learning from others and 10 percent results from training. HRM is accordingly offering opportunities for experience in EPR, for example by enlarging the emergency response roster and developing regional rosters, and reinforcing performance management to enhance accountability for feedback and mentoring, for example through performance appraisals for short-term staff.</td>
<td>December 2016</td>
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| **Recommendation 2**: WFP’s new corporate knowledge management initiative should address EPR challenges faced by field staff, with an emphasis on:  
- informal information-sharing and learning; and  
- more systematic use of information and data for EPR operational decision-making (EMG, Innovation and Change Management Division [INC], Emergency Preparedness and Support Response Division [OSE]). | EMG, INC, OSE | Agreed. INC’s knowledge-management initiative will address the findings on EPR and mitigate challenges in the field. A holistic approach to knowledge management will improve the sharing of knowledge and lessons learned in the field for application in EPR decision-making. Roll-out will begin in the fourth quarter of 2016, subject to approval of the WFP information classification system and completion and updating of the related software. OSE’s approach to EPR knowledge management and learning will continue to inform the development of the initiative. | December 2016 |
## Recommendation 3:
More WFP staff and financial resources should be directed towards emergency preparedness and EPR capacity enhancement of non-government partners and national authorities for improved response efficiency. WFP should also advocate for increased donor funding for development. These measures should focus on:

- making WFP’s approach to EPR capacity enhancement of partners and national authorities more consistent and sustainable; and
- enhancing data and information for preparedness through partner mapping, capacity assessment and analysis of markets, structures and potential service providers for cash-based transfer programmes (EMG, OSE).

### Action by
- EMG, OSE
- OSE, regional bureaux

### Management response and action taken
Agreed.

As a voluntarily funded organization, WFP must accede to donors’ earmarking of funds and cannot always direct resources as desired. This issue is being addressed, for example through fast-track field-level agreements for emergencies, regional capacity development programmes for national disaster management authorities and food security cluster training for partners. Future action includes:

- updating EPR agreements with non-governmental organizations (NGOs);
- developing a comprehensive approach to building national capacities in collaboration with partners, clusters and other WFP divisions; and
- developing the emergency-response approach of the Inter-Agency Standing Committee (IASC) and national and local actors.

Implementation of WFP’s response has started with the establishment of the Corporate Platform for Cash-Based Transfers.

Links between operational information management and vulnerability analysis and mapping data will be improved as a result of WFP’s investment in integrated context analysis.
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<td>Recommendation 4: Taking greater advantage of its involvement in global humanitarian reform processes such as the World Humanitarian Summit and discussions on humanitarian financing, WFP should emphasize:</td>
<td>EMG, Deputy Executive Director, Office of the Executive Director (OED), OSE</td>
<td>Agreed. WFP continues its engagement in the World Conference on Disaster Risk Reduction, Financing for Development, the Sustainable Development Goals, the 2015 Paris Climate Conference and the World Humanitarian Summit, advocating for balanced consideration of emergency operations and their contexts: in discussions on indicators for disaster risk reduction, for example, WFP argues for the inclusion of people affected by drought; in its submission to the World Humanitarian Summit, WFP argues for context-specific and flexible delivery systems. WFP warmly appreciates the support of Member States, especially in inter-governmental negotiations.</td>
<td>May 2016</td>
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<td>- giving more balanced consideration to all types of emergency operation, including chronic, lower-level and under-funded or “forgotten” crises;</td>
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<td>December 2016</td>
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<td>- reducing demands on field staff associated with global processes and focusing limited resources on improving the quality of emergency response, including better communication with and accountability to affected populations and more emphasis on gender and protection; and</td>
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<td>Ongoing</td>
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<td>- disseminating WFP’s positive experiences with advance financing among other agencies and partners, supporting partners in setting up similar mechanisms, and advocating to increase advance financing (EMG, Deputy Executive Director, OED, OSE).</td>
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WFP's post-2015 task force – the Deputy Executive Director and staff from Headquarters, regional bureaux and the New York, Geneva and Addis Ababa offices – is involved in these processes. WFP and its partners are promoting tools such as Transformative Agenda protocols.

WFP is involved in initiatives for humanitarian financing and shares ideas through the IASC, the High-Level Panel on Humanitarian Financing and the World Humanitarian Summit on issues raised by the Executive Director regarding emergency relief coordinators and IASC principals. Other examples include WFP’s assistance with establishing emergency capacity in the World Health Organization and its involvement in a multi-agency initiative on forecast-based financing funded by Germany. These processes will continue after the World Humanitarian Summit.
ACRONYMS USED IN THE DOCUMENT

EMG    Executive Management Group
EPR    emergency preparedness and response
HRM    Human Resources Division
IASC   Inter-Agency Standing Committee
INC    Innovation and Change Management Division
OED    Office of the Executive Director
OSE    Emergency Preparedness and Support Response Division