

# STRATEGIC EVALUATION

WFP's Preparedness and Response Enhancement  
Programme: A Strategic Evaluation (2011-2014)

## Volume II - Annexes

April, 2015

Prepared by the Global Public Policy Institute (GPPi): Julia Steets, James Darcy, Antonio Galli,  
Kai Koddenbrock.

Commissioned by the  
**WFP Office of Evaluation**

Report number: OEV/2014/14



**World Food Programme**

**GPPi**

GLOBAL PUBLIC POLICY  
INSTITUTE

## **Acknowledgements**

The evaluation team would like to thank all of those who provided support and input for this evaluation. We are particularly grateful for the guidance and cooperation of the evaluation managers, the extensive support of the PREP team, the input and feedback of the Internal Reference Group, the excellent facilitation of our regional and country missions and the cooperation of the different divisions and functional areas involved in emergency preparedness and response.

## **Disclaimer**

The opinions expressed are those of the Evaluation Team and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

## **Evaluation Management**

Director, Office of Evaluation:	Helen Wedgwood
Evaluation Manager:	Jamie Watts, Senior Evaluation Officer
Research Analyst:	Marlena Samartzidou and Serena Succhi

## Table of Contents

<b>Annexes .....</b>	<b>1</b>
Annex 1: Summary Terms of Reference for the evaluation .....	1
Annex 2: Madrid Action Plan – Items relating to EPR .....	4
Annex 3: PREP activity portfolio (8 May 2014) .....	5
Annex 4: Evaluation Matrix .....	15
Annex 5: Summary of methods .....	33
Annex 6: Survey results.....	44
Annex 7: Bibliography .....	51

## **Annexes**

### **Annex 1: Summary Terms of Reference for the evaluation**

#### **Strategic Evaluation of WFP's Preparedness and Response Enhancement Programme (PREP)**

1. This terms of reference is for the strategic evaluation of WFP's Preparedness and Response Enhancement Programme (PREP). The evaluation is one evaluation in a series of three strategic evaluations addressing the theme of Emergency Preparedness and Response (EPR). The other two evaluations in the series are the joint WFP/FAO evaluation of the Global Food Security Cluster and WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009-2013).

#### **Subject and Focus of the Evaluation**

2. 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 strengthen WFP corporate response capacities to support emergency response; strengthen accountability and coherence of WFP's response management; and strengthen partnerships with national authorities, the international humanitarian community and other humanitarian actions.

3. The evaluation will assess PREP's contribution to improving WFP's EPR capability in Country Offices, Regional Bureaux and Headquarters level. The evaluation reference period is 2011 to mid-2014, the period within which PREP has been implemented. Emergency response from 2009 – 2010 will be used as basis for comparison with response following PREP implementation in order to better understand PREP's contribution.

4. The evaluation will cover all of PREP's activities and assess PREP's progress towards meeting its objectives. The evaluation will focus on country level results, but will also affect how normative activities at the corporate level and with the international system has affected country level performance.

#### **Objectives and Users of the Evaluation**

5. In keeping with WFP's Office of Evaluation objectives of accountability and learning, the evaluation will:

- Assess and report on PREP activities and results
- Analyse the internal and external factors affecting the achievement or non-achievement of results
- Inform future directions for EPF including priorities for investment.

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

7. The primary audience for the evaluation is WFP management, Executive Board and the main donors of PREP. Other stakeholders include WFP Country Offices which are responsible for implementing EPR with Regional Bureau support. PREP has been coordinated by the Emergency Preparedness Division. Different functional units also play important roles in WFP's overall emergency preparedness and response.

## **Key Evaluation Questions**

8. The evaluation will address the following four key questions:

**Question 1:** How relevant and appropriate was PREP to address the original concerns identified?

**Question 2:** How effective and efficient was PREP in delivering on its outputs and achieving its outcomes? This question will analyse such factors as effects on WFP's own EPR capacity, that of national governments with which WFP works, WFP's relationships within the humanitarian community, cost effectiveness and effects on beneficiaries.

**Question 3:** How did the way PREP was designed and implemented contribute towards achieving intended outcomes and goals? This will include such issues as analysis of how the roles played by PREP contributed to higher order goals, the effectiveness of engagement processes, and the appropriacy of the people and groups in the planning and implementation of PREP in terms of objective accomplishment.

**Question 4:** 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 handover and sustainability of efforts, and future actions needed in the area of EPR capability.

Detailed sub questions will be developed during the inception phase and incorporated into an evaluation matrix that links each question and sub question with indicators, sources and analysis approaches.

## **Scope and Methodology**

9. The evaluation will use a theory based approach that provides a framework against which to test the contribution of PREP activities to higher level and longer term goals. The approach will also build understanding of the assumptions and issues associated with the implementation of PREP that affected the achievement of results.

10. An appropriate combination of quantitative and qualitative methods and tools will be used, and the approach throughout will be participatory and pragmatic. All key stakeholders will be consulted.

11. The evaluation will employ country case studies including a limited number of country visits complemented by desk studies, as well as interviews and document review at the corporate level. Country case selection will take into consideration: level of emergency; type of emergency; timing and size of country operation and the capacity base. Recent L3 emergencies in Philippines, South Sudan, Central African Republic and Syria represent a set of critical cases. The Philippines and Syria are being covered by other evaluations, thus will be included as desk studies.

## Roles and Responsibilities

**Evaluation Team:** To ensure independence and credibility, the evaluation will be conducted by a team of independent international consultants with combined expertise in: conducting strategic & policy evaluations; the international humanitarian system; food assistance in EPR; organizational capacity strengthening; expertise in implementation of and/or evaluation of EPR.

**OE Evaluation Manager:** The WFP Office of Evaluation has appointed a Senior Evaluation Officer who is responsible for ensuring a transparent and credible evaluation management process according to the Evaluation Quality Assurance System (EQAS).

**Stakeholders:** Stakeholders will be asked to provide information needed for the evaluation, be available to the evaluation team to discuss PREP's performance and results, and facilitate field visits and the team's engagement with external stakeholders. The management response to the evaluation recommendations will be coordinated by WFP's Performance Management and Monitoring Division.

## Communications

12. A communications plan will be developed during the inception phase. Standard communications mechanisms outlined by EQAS will be employed. These include briefings and debriefings at key points in the evaluation process and workshops that engage stakeholders in validation of the theory of change during the inception phase and for feedback on the conclusions and recommendations during the final reporting stage. An **internal reference group** of main WFP stakeholders will be established as the first line of consultations throughout the process.

## Timing and Key Milestones

May to July 2014	Inception phase, including
7-11 July 2014	Workshop and meetings to validate Theory of Change and evaluation methods
August to October 2014	Data collection
7 November 2014	Debriefing of data collection
February 2015	Workshop with WFP stakeholders
June 2015	Presentation to the Executive Board

13. Findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

## Annex 2: Madrid Action Plan – Items relating to EPR<sup>1</sup>

Item	Follow-up
<b>Reinvest in Emergency Preparedness and Response</b>	
1. Update Emergency Preparedness and Response Framework.	Director of Emergencies
2. Revive integrated emergency 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

<sup>1</sup> The Madrid Action Plan included four sections, each with a set of action items for follow up. These included: Reinvest in emergency preparedness and response; Position WFP to access development funds; Improve communication and information sharing, and; Invest in our staff. The list presented here includes the first of these four sections and its related action items.

### Annex 3: PREP activity portfolio (8 May 2014)

Objective 1: Capacities		
Ref.	Focus	Activity
1.1	<i>Food Assistance</i>	<b>Forward Purchase Facility (FPF) Enhancement</b> - Entails (i) the transfer of existing HEBs onto WFP's FPF platform as well as (ii) the establishment of pre-positioned corporate ready-to-eat nutritional food stocks (RUSF) onto WFP's FPF platform. These are both intended to reduce procurement lead times and safeguard the availability of such commodities in emergencies, and are part of a broader RTE foods strategy under development.
1.2	<i>Funds</i>	<b>Advanced Financing Project</b> - Based on the initial 6 week financial requirements outlined in the Generic Response Capability Model (GRCM), revision of advanced financing tools such as Immediate Response Account (IRA) as well as related efforts to ensure sufficient advanced financing is available for immediate emergency response.
1.3	<i>Personnel</i>	<b>Corporate Emergency Response Team (CERT)</b> - 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 Emergency Response Roster development and provide support to the FASTER programme. This will also link with the development of new functional-based teams.
1.4		<b>Emergency Response Roster (ERR)</b> - Development and implementation of a new Emergency Response Roster mechanism. This will include direct steps to resolve issues that complicated the implementation of previous rosters, including pre-agreed release of personnel, backfilling and linkages with emergency skill-sets and training. It will comprise staff, short term/consultant/standby rosters at corporate and regional levels.
1.5		<b>Emergency Leadership Roster</b> - Development of a Leadership Roster to facilitate an immediate deployment of qualified and trained WFP leaders to support in the emergency operations. The Roster will be linked to the Leadership Development Programme and the Talent Group system currently under implementation.
1.6		<b>Emergency Leadership Training Programme</b> - Development of an explicit emergency leadership component to the organization-wide Leadership Development Programme under implementation, based on the lessons gathered through recent Level 3 emergencies, the EPR Knowledge Management System and relevant external research (i.e. ALNAP).
1.7		<b>Emergency Middle Management Training</b> - To address gaps in middle-management for emergency response, appropriate adaptation of the existing WFP Middle-Management Training Programme to include emergency response elements.
1.8		<b>Getting Ready for Emergencies (GRFE)</b> - Remake 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.



Objective 1: Capacities		
Ref.	Focus	Activity
1.9	Personnel	<b>Emergency Response Orientations (EROs)</b> - 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 and development 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).
1.10		<b>Functional and Support Training for Emergency Response (FASTER) Programme</b> - Extension of the successful Technical Field Operations Training (TFOT) to all WFP functional areas collectively. The programme will apply small multi-disciplinary team training to address coherence gaps and facilitate a harmonised mobilisation of support services as part of a 'whole of organisation' approach to emergency response. FASTER is to be implemented at global level with adaptations for regional levels.
1.1		<b>Functional Area Technical Emergency Training</b> - Entails (i) support to the development of functional area-specific emergency technical trainings, notably for Administration, Budget & Programming and the newly-defined area of Operational Information Management (OIM) and (ii) the development of guidance to ensure coherence with related corporate training efforts.
1.12		<b>Generic Emergency Preparedness and Response (EPR) Training Module</b> - 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.
1.1		<b>Coaching and Mentoring Programme</b> - Establishment of a coaching and mentoring programme which links experienced emergency staff with junior staff in order to facilitate knowledge transfer.
1.1		<b>Civil-Military Coordination (CMC) Training Package</b> - Based upon both inter-agency and WFP-specific CMC guidance, development of a training approach, package and roll-out plan to field staff on operational CMC.
1.2		<b>Administrative/Engineering Response Capacity Support</b> - Establishment of a dedicated, headquarters-based admin team to support staff responding to emergencies as well as support to field engineering-related emergency preparedness and response initiatives.
1.2		<b>Staff Health Protection in Emergencies Programme</b> - A focus on the integration of staff health & wellbeing issues and interventions into the planning and implementation of our operations to ensure organizational resiliency in Emergencies. Essential characteristics of the protective measures are that they are effective, efficient and cross sectional. Phases being addressed are pre-deployment, intra-deployment, post-deployment and monitoring & evaluation.

Objective 1: Capacities		
Ref.	Focus	Activity
1.2	<i>Personnel</i>	<b>Global Travel Service</b> - Development of a fully integrated, 24/7, global service that will provide critical functions for rapidly deploying staff and partners in emergencies.
1.2	<i>Non-Food Item (NFI) Support</i>	<b>Corporate Response Stocks (CRS)</b> - Review, consolidation and enhancement - including procurement and LTA development - of WFP's critical support NFIs for use in large-scale emergencies as well as revision of their management modalities including capital and sustainable funding mechanisms.
1.19		<b>Boat Project</b> - Procurement and pre-positioning of water transportation assets in pre-identified disaster-prone regions in Asia.
1.20	<i>Logistic Services</i>	<b>Strategic Truck Fleet</b> - 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.
1.2	<i>Operational Information Management (OIM)</i>	<b>Operational Information Management (OIM)</b> - Development of a structure, processes and trainings to help make operational information flows more effective. OIM is responsible for situational information, operational reporting and related coordination support as well as providing oversight on inter-agency information management. Social media and interfacing with the external environment are also included.
1.2		<b>Mobile Devices for Information Capture/Projection</b> - Development of needed software to facilitate the on-the-spot capture of operational data in order to more readily inform strategic and operational decision-making.
1.2		<b>Spatial Data Infrastructure (SDI) Improvement Project</b> - Finalisation of WFP's SDI development. This will provide a common repository for emergency preparedness and rapid response-related geographic information for use at both HQ and deep field level. The SDI will also act as an integral part of the corporate master data management plan in providing seamless geo-referenced systems integration.
1.2		<b>Remote Sensing Project</b> - 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.

Objective 1: Capacities		
Ref.	Focus	Activity
1.3	<i>Operational Information Management (OIM)</i>	<b>Integrated Context Analysis (ICA)</b> - Support to WFP's Integrated Context Analysis as part of a broader three-step process that strengthens the design, planning and implementation of longer-term resilience building programmes. The objective is to facilitate the prioritisation of sub-national areas and for programme design/stakeholder engagement in resilience-building activities. This was initiated as a 'Multivariate Risk Analysis' project by Emerg.Prepare and Resp./Programme who developed the methodology and process which was later refined with VAM.

Objective 2: Abilities		
Ref.	Focus	Activity
2.1	<i>Normative Frameworks</i>	<b>Emergency Preparedness and Response Framework (EPRF) and EPR Policy</b> - Revision of the WFP EPRF to encompass and align new emergency preparedness and response (EPR) strategies, approaches and tools. WFP's first EPR Policy will also be developed which will formalize a corporate approach to preparedness and response as well as assist in operationalizing the WFP's DRR Policy.
2.2		<b>Normative Guidance Project</b> - Systematic review and organisation of WFP corporate response procedures, with new or updated normative guidance to be commissioned to address gaps (e.g. revision of WFP's Emergency Field Operations Handbook). This activity will complement the Programme Guidance Manual (PGM), the WFP functional response protocol inventory and the Emergency Preparedness and Response Package (EPRP).
2.3		<b>Generic Response Capability Model (GRCM)</b> - Development (v1.0) and later a scoping and initiation of v2.0 of a GRCM to establish a realistic set of targets for corporate response and the defined response capabilities necessary to adequately respond to those targets. GRCM 2.0 will be expanded to include a regional focus as well as updated components.
2.4		<b>Emergency Preparedness and Response Knowledge Management (EPR KM)</b> - In alignment with the corporate KM initiative, development of 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; (iv) creation of a field outreach network and EPR 'community of practice' for informal exchange; and (v) review of 'EPR tacit knowledge' for alternative methods of providing food assistance.

Objective 2: Abilities		
Ref.	Focus	Activity
2.5	<i>Normative Frameworks</i>	<b>Emergency Preparedness and Response (EPR) Training &amp; Deployment Strategy</b> - In collaboration with Human Resources, development of a strategy to ensure that WFP's staffing pool - including national staff - maintains the emergency response skill-sets necessary to meet response planning requirements. This framework will align existing and proposed EPR-related training programmes, address gaps, mitigate duplication and facilitate the development of emergency trainings. Version 2.0 will be developed to reflect the new corporate HR strategy.
2.6		<b>National Disaster Management Agency (NDMA) Framework</b> - Development of a WFP NDMA Framework to guide Country Offices and RBx in their efforts to build national capacities in 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) and adapted to identified needs and requirements as the portfolio evolves. This will lead to a related policy.
2.7		<b>Ready-to-Eat (RTE) Strategy</b> - Based on the Generic Response Capability Model (GRCM) and other planning parameters, a scoping study and roadmap for the development of a corporate strategy and related operational guidance on the use of RTE food products such as MREs (Meals, Ready to Eat) and HDRs (Humanitarian Daily Rations) in emergencies.
2.8		<b>Value for Money (VfM)</b> - Development and implementation of an EPR VfM framework in alignment with the corporate VfM framework development initiative.
2.9	<i>Protocols/ Guidance</i>	<b>Emergency Response Activation Protocol (Org. Resilience)</b> - Two revisions of WFP's Emergency Response Activation Protocol to encompass updated and redefined roles and responsibilities at all levels of WFP. It will not only include guidelines and procedures to facilitate organisation-wide understanding and coherence in response to Level 3 (Corporate), Level 2 (Regional) and Level 1 (Country) emergencies but also include an early action (EA) protocol component.
2.10		<b>Business Continuity Management (BCM) Programme (Org. Resilience)</b> - Development and a subsequent revision of a framework (ED Circular) for building organisational resilience and safeguarding the interests of WFP's key stakeholders, values and reputation.
2.1		<b>Crisis Management (Critical Incident) (Org. Resilience)</b> - Two revisions of the original 2010 Critical Incident Management (CIM) memorandum and SOPs to align with new and revised organisational resilience tools including the emergency response activation protocol, business continuity management, security matrix, operations centre (OpsCen), etc.

Objective 2: Abilities		
Ref.	Focus	Activity
2.12	<i>Protocols/ Guidance</i>	<b>Emergency Preparedness and Response Package (EPRP)</b> - 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 included.
2.13		<b>Controls Enhancement Project</b> - Examining how WFP's 12 functional areas interlink to carry out a response and, with a view to risk mitigation, identifying inter-dependencies and external linkages that may impair that process. Entails looking at key controls/processes that may be eliminated or streamlined as well as delegations of authority to be revised, with the aim of enhancing WFP's response capacity but without jeopardizing the mandate or credibility.
2.14		<b>Functional Response Protocols</b> - Systematic review of any existing functional area SOPs for emergency response and subsequent development of a more comprehensive and coherent set of functional response protocols. It will include responsibilities and accountabilities covering all tiers of WFP as well as L1-L3 emergencies and be aligned with the EPRP.
2.15		<b>Generic Response Organogram/ToRs</b> - Development of (i) a specialized organogram with reporting lines and delegations of authority to be applied upon declaration of a emergency; and (ii) terms of references for corresponding positions. The project also entails the (iii) related enhancement of corporate systems and structures such as WINGS II.
2.2		<b>Operational Information Management (OIM) Directive</b> - Development of an DED/COO Directive on OIM to address common issues in internal coordination and information management in emergencies and to incorporate and revise an earlier geo-spatial directive on roles, responsibilities and applications within this thematic area.
2.2		<b>WFP Civil-Military Coordination (CMC) Operational Guidance</b> - Development of WFP-specific CMC operational field guidance for preparing and implementing response operations, in alignment with Oslo, MCDA and other internationally accepted instruments.
2.18		<b>Strengthening Emergency Preparedness and Response in PRROs</b> - Development of guidance for a more standardised approach towards incorporating emergency preparedness and response planning in the design of PRROs, including ways to integrate contingency planning in its budget. In part, this entails a systematic review of EMOPs in slow-onset emergencies.
2.2		<b>Recovery Planning</b> - Reinforce the role of food security in inter-agency and government-led recovery planning efforts, by strengthening WFP's staffing capacity to participate to the Post-Disaster/Post-Conflict Needs Assessment (PDNA/PCNA), and further formalize food security as an explicit component of these assessments, in partnership with FAO.

Objective 2: Abilities		
Ref.	Focus	Activity
2.20		<b>Transformative Agenda Guidance</b> - Building on the outcomes of the Transformative Agenda, development of internal guidance on (i) WFP roles and responsibilities in implementing the cluster approach for WFP-led/co-led clusters; (ii) the role of Country Directors in Humanitarian Country Teams; and (iii) responsibilities for inter-agency L3 emergency response.
2.2	<i>Programmes/ Systems/ Tools</i>	<b>Corporate Response EMOP Facility (CREF)</b> - Establishment of a streamlined facility that will, upon emergency activation, immediately apply a series of response tools for more effective response in the initial hours of a large-scale sudden-onset shock. These include, for example, pre-developed/approved EMOP and SO templates, advanced financing, standard organograms for response, delegations of authority, initial rapid needs assessment (IRNA) SOPs, etc.
2.2		<b>Emergency Programming</b> - Integrate key programme innovation components into the EPR Framework and related staff capacity initiatives by (i) updating the Emergency Preparedness and Response Package (EPRP) to reflect the expanded role of cash and voucher, nutrition and protection during the initial emergency response phase; (ii) aligning the EPR framework/policy with the humanitarian programming package; (iii) developing EPR-relate urban programming guidance; and (iv) reflecting key programme innovations in the design of all relevant EPR trainings and simulations.
2.2		<b>Gender in Emergencies</b> - Support to the systematic integration of gender considerations in emergency preparedness and response. This includes, but is not limited to, gender advocacy, linking gender to the Transformative Agenda's Accountability to Affected Populations (AAP) protocol, supporting policy development, developing training materials, ensuring a gender balance in training and response, and increasing gender visibility in reporting.
2.24		<b>Sub-National Office (SNO) Capacity Building and Support Programme</b> - Capacity gap analyses with related support to WFP SNOs in emergencies. This includes a review of the corporate structure with regards to SNOs, personnel and office requirements, support services that may be employed, and the development of a 'SNO-in-a-box' tool, among others. This project is being merged with the corporate business process review initiative.
2.25		<b>Business Continuity Planning</b> - As part of the WFP Business Continuity Management (BCM) Programme, conduct of a business impact analysis (BIA) for headquarters including the impact of a NASA (no automated systems available) period. This will be validated and refined through a simulation exercise.
2.3		<b>Capability Enhancement and Integration Plan for Programme Criticality</b> - Development of WFP's Programme Criticality capability as well as an institutionalization 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.

Objective 2: Abilities		
Ref.	Focus	Activity
2.27	<i>Programmes/ Systems/ Tools</i>	<b>Corporate Response Exercise (CRX)</b> - Development and implementation of three CRXs, large-scale response simulations implemented to stress-test and evaluate WFP corporate response systems and procedures. These exercises will incorporate all levels of organizational response as well as external parties.
2.28		<b>Operations Support Project (Operations Centre - OpsCen)</b> - Establishment of an operational support function and related infrastructure (e.g. physical space and technology) 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.
2.29		<b>OPWeb</b> - Development of a common operational platform/central tool for HQ/RB and the field, merging EPWeb and the Logistics Portal. It will also be made available on mobile phone and tablets through an ad-hoc application and include an inter-active website for external audiences to be able to view and, in certain circumstances, contribute to content.
2.30		<b>E-Pen USB Tool</b> - Development (v1.0) and revision (v2.0) 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.
2.31		<b>Corporate Concept of Operations (CONOPS) Project</b> - 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 - includes the entire operational concept in order to facilitate coherence and awareness of response planning across all functional areas. It will be reviewed and revised at least once before the end of PREP.
2.32		<b>Early Warning (EW) - Resource Management Project</b> - 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.
2.3		<b>Corporate Response Benchmarking and Key Performance Indicator (KPI) Project</b> - 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 GRCM and utilize the new COMET M&E system.
2.34		<b>Goods &amp; Services Supply Chain Enhancement</b> - Following the results of the corporate Business Process Review, support to the recalibration of the goods and services business model and supply chain for more effective emergency response.
2.35		<b>Asset Management and Tracking System</b> - Development of dynamic tool (GEMS), to be integrated within existing corporate systems, for the real-time tracking of all WFP 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.

Objective 2: Abilities		
Ref.	Focus	Activity
2.36		<b>EPR Greening</b> - Integration of environmental and occupational health and safety elements into WFP's emergency response activities and integration of remote-location needs into the emerging areas of environmental and staff health/safety management.

Objective 3: External		
Ref.	Focus	Activity
3.1	<i>National Government Capacity</i>	<b>National Readiness &amp; Response Augmentation (NRRA)</b> - A coordinated approach to external engagement in emergency response capability-building, primarily national disaster management agencies (NDMA) through (i) strengthening WFP's ability to augment NDMA response and (ii) strengthening NDMA capacity to prepare and respond. Piloted as the Capability Partnership Programme (CAPRO), it applies a 'Whole of Society' principle by working with government, civil society, private sector, NGOs and local RC/RC societies.
3.2	<i>Other Humanitarian Actors</i>	<b>Other Humanitarian Actors</b> - Support to partnership strengthening, coordination and capacity development of other humanitarian actors such as civil-military entities, the international private sector and, in particular, international non-governmental organizations (including implementing/cooperating partners) and the Red Cross/Red Crescent Movement. This will result in, for example, the delivery of a comprehensive strategy as well as an IR-FLA for implementing partners.
3.3	<i>Transformative Agenda (TA) / Clusters</i>	<b>Development and implementation of the IASC Transformative Agenda (TA)</b> – Drafting and revising of system-wide Protocols and Reference Modules, participating in efforts to test and roll-out new guidance and tools as well as reviewing and drawing lessons from emergency responses in an effort to shape how humanitarian operations are planned, coordinated and delivered for maximum impact. The Director of Emergencies an active member of an Emergency Directors Group (EDG) that is implementing the TA.
3.4		<b>WFP Led/Co-Led Clusters</b> - Through the establishment and products of a WFP inter-cluster working group, advocacy for resources and transformative agenda guidance, the 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.
3.5		<b>RITA</b> - Support to the enhancement of the Logistics Relief Item Tracking Application (RITA) for increased control and accountability over inter-agency cargo transported via Logistics Cluster-coordinated services, WFP Logistics and specific commercial service providers. It will also allow service users with better access to information on their cargo.



Objective 3: External		
Ref.	Focus	Activity
3.6	<i>Humanitarian Common Services (HCS)</i>	<b>Logistics Humanitarian Staging Areas Project</b> - Through the Logistics Cluster and the UNHRD, identification and pre-establishment of regional logistics staging areas for use by the international humanitarian community during large-scale emergency response.
3.7		<b>UNHRD Capacity Building</b> - Advocacy for and assistance with a sustainability strategy, augmentation of global support-item stockpiling, enhancement of related mechanisms and systems and development of training facilities. The project also includes the development of an Asia-based international supply-service centre which has now been incorporated into the UNHRD.
3.8		<b>Humanitarian Basecamps</b> - Entails (i) development of base camp engineering SOPs to address issues associated with roles and responsibilities for humanitarian basecamp deployment, including site selection and preparation, security, water and waste water management; and (ii) capability development to potentially take on an inter-agency basecamp mandate.
3.9		<b>Light Vehicle Support and Management</b> - (i) Support to a technical/managerial review of the Global Vehicle Leasing Programme (GVLP) in order to enhance its effectiveness and range of services. (ii) Support to enhancing the management of WFP's global light vehicle (LV) fleet, largely by adapting and applying the fleet management system (FMS) used by logistics with their trucks.

## Annex 4: Evaluation Matrix

Guiding question	Issues and indicators	Data sources
<b>1. How relevant is PREP to the EPR challenges faced by WFP?</b>		
a) Was PREP based on an adequate initial problem analysis (including with respect to gender and other cross-cutting issues)?	Indicator 1: Soundness of WFP's methodology for, and analysis of, EPR challenges	<p>Source 1: Analysis of methodology and findings in the Madrid Action Plan; lessons learnt exercises; project reports from L3 emergencies in 2010, and; synthesis of 15 years of lessons learnt</p> <p>Source 2: Interviews with WFP staff involved in developing the Madrid Action Plan, lessons learnt exercises and synthesis, and PREP activities</p>
	Indicator 2: Extent to which internal problem analysis reflects external analysis and identified challenges	<p>Source 1: Comparative analysis of evaluations undertaken by the IASC such as the IASC 2010 Response to the Humanitarian Crisis in Haiti; the IASC Real Time Evaluation (RTE) of the Humanitarian Response to Pakistan's 2010 Flood Crisis; and the IASC Horn of Africa RTEs in 2012 vs. WFP lessons learnt, project reports, evaluations and audits</p> <p>Source 2: Comparative analysis of external Transformative Agenda and cluster documents vs. internal WFP documents (e.g. Working Group meeting notes, guidance)</p> <p>Source 3: Interviews with PREP staff, long-term WFP emergency coordinators; representatives of functional areas / task teams / working groups; partners</p>
	Indicator 3: Extent to which gender and other cross-cutting issues raised in evaluations, audits and lessons learnt exercises were reflected in PREP activities and outputs	<p>Source 1: Analysis of evaluations; audits; lessons learnt exercises; and synthesis of 15 years of lessons learnt</p> <p>Source 2: Analysis of PREP planning and output documents</p> <p>Source 3: Interviews with relevant PREP staff and focal points for gender and other cross-cutting issues</p>

Guiding question	Issues and indicators	Data sources
<p>b) How well suited are the scope, design and priorities of PREP to address the issues identified in the problem analysis?</p>	<p>Indicator 1: Extent to which PREP activities reflect issues identified in internal problem analyses</p>	<p>Source: Comparative analysis of lessons learnt, evaluations, audit and project documents from 2009, 2010 and early 2011 and Madrid and Montreux Shared Action Plans vs. PREP activity portfolio and progress reports as well as strategy documents for individual outcome areas</p> <p>Source 2: Interviews with PREP secretariat and team, long-term WFP emergency coordinators; representatives of functional areas / task teams / working groups; partners</p>
	<p>Indicator 2: Extent to which PREP activities reflect external analysis and identified challenges (including accountability to affected populations)</p>	<p>Source 1: Comparative analysis of Transformative Agenda documents and recommendations of IASC lessons learnt and WFP lessons learnt, evaluations and audits vs. PREP priorities and 'quick win' activities</p> <p>Source 2: Interviews with PREP secretariat and team, long-term WFP emergency coordinators; representatives of functional areas / task teams / working groups; partners</p>
	<p>Indicator 3: Extent to which PREP appropriately prioritized activities given the available problem analysis and given capacity constraints</p>	<p>Source 1: Interviews with PREP secretariat and team; working groups; other representatives from functional areas and WFP staff at all levels</p> <p>Source 2: Documents reflecting WFP corporate priorities (strategic plans, management plans, annual work programmes) compared to PREP activity portfolio and PREP's internal coordination structure</p> <p>Source 3: Comparison of internal problem analysis and activities suggested in different work areas</p> <p>Source 4: Analysis of financial constraints, earmarking and allocation of PREP funds</p>

Guiding question	Issues and indicators	Data sources
c) How well has PREP built on the lessons of past corporate strengthening initiatives?	Indicator 1: Extent to which PREP activities reflect lessons from previous strengthening initiatives	Source 1: Comparative analysis of evaluations, assessments and end of project reports of past corporate strengthening initiatives such as the Contingency Planning evaluation of 2009; the Strengthening Emergency Response Capacity project (SERC); the Strengthening Emergency Needs Assessments Capacity project (SENAC), and; the Enhancing WFP's Capacities to Respond to Emergencies vs. PREP activities  Source 2: Interviews with WFP staff involved in designing and implementing past initiatives  Source 3: Review of organizational change literature

Guiding question	Issues and indicators	Data sources
<b>2. To what extent has PREP achieved, or is expected to achieve, its direct objectives relating to the different outcome areas?</b>		
Sources for all outcome areas: corporate emergency response audits, lessons learnt reports, evaluations, standard project reports and annual performance reports (including comparisons between findings before and after the implementation of different PREP activities)		
<b>a) Guidance:</b> Have PREP activities focusing on guidance been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating greater coherence and consistency in EPR; clearer roles and responsibilities for EPR; and more accountability? What priority bottlenecks and constraints persist in this area and why?	Indicator 1: Contribution of PREP activities to internal coherence of individual guidance documents, as well as coherence and simplicity of overall EPR guidance architecture	Source: Analysis of guidance issued between 2011 and 2014
	Indicator 2: Proportion of WFP staff at different levels and in different functional areas applying PREP-introduced guidance materials	Source 1: Interviews with WFP management and personnel at all levels  Source 2: Survey
	Indicator 3: Level of satisfaction of WFP staff with PREP-introduced guidance	Source 1: Interviews with WFP management and personnel at all levels  Source 2: Survey

Guiding question	Issues and indicators	Data sources
	Indicator 4: Perceived utility of EPRP	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey
	Indicator 5: Examples of successful use of EPRP or EPRP components	Source 1: Interviews with WFP country directors and EPR focal points Source 2: Documentary evidence for success examples
	Indicator 6: Perceived contribution of PREP-related guidance to timeliness and performance of internal business processes	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey Source 3: Analysis of internal business processes in WFP annual performance reports Source 4: Feedback from test of guidance and tools from FASTER training and corporate response exercise
<b>b) Processes:</b> Have PREP activities focusing on processes been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating faster processes; and more accountability? What priority bottlenecks and constraints persist in this area and why?	Indicator 1: Perceived utility of organizational resilience initiatives (activation protocols, business continuity management, critical incident management)	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey
	Indicator 2: Perceived utility of corporate response exercise	Source 1: Analysis of CRX reports Source 2: Interviews with WFP management and personnel at all levels Source 3: Survey
	Indicator 3: Perceived utility of the CREF	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey

Guiding question	Issues and indicators	Data sources
	Indicator 4: Perceived utility of the generic response organogram	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey
	Indicator 5: Perceived contribution of PREP-related process enhancements to overall improvements in the timeliness and quality of internal business processes	Source 1: Analysis of internal business processes in WFP annual performance reports Source 2: Interviews with WFP management and personnel at all levels Source 3: Survey
<p><b>c) Information</b>            Have PREP activities focusing on information been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating better and faster access to accurate / reliable, relevant and consistent information (incl. situation reports, operational reports, remote sensing data, integrated context analysis, early warning information); more transparency towards board and partners; and better link between early warning and early action? What priority bottlenecks and constraints persist in this area and why?</p>	Indicator 1: Perceived changes in relevance and utility of WFP information products related to PREP activities	Source 1: Interviews with WFP management and personnel at all levels, donors, partners Source 2: Survey
	Indicator 2: Perceived changes in workload related to production of information products related to PREP activities	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey
	Indicator 3: Comparative quality of pre- and post-PREP information products	Source 1: Review of WFP information products between 2010 and present Source 2: Interviews with WFP management and personnel at all levels Source 3: Survey
	Indicator 4: Perceived priority bottlenecks or weaknesses with information products, compared to previous bottlenecks	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey

Guiding question	Issues and indicators	Data sources
	Indicator 5: Examples of decision-shaping usage of information and lessons learnt products related to PREP (incl. early warning information)	<p>Source 1: Relevant WFP reports, including the annual performance report, evaluations and lessons learnt</p> <p>Source 2: Interviews with WFP management and personnel at all levels; donors; partners</p>
<p><b>d) Finance and risk</b>            Have PREP activities focusing on finance and risk management been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating faster access to funds at onset of emergency; increased levels of advance financing; and better risk management? What priority bottlenecks and constraints persist in this area and why?</p>	Indicator 1: Examples of access to more rapid funds enabling timely essential interventions due to changes in advance financing	<p>Source 1: Analysis of reports on advance financing for emergencies between 2010 and present</p> <p>Source 2: Interviews with WFP management, personnel administering advance financing, emergency response coordinators, country directors</p>
	Indicator 2: Changes in % of WFP cash resources being used prior to receipt of external funds	<p>Source 1: WFP annual performance reviews; documents on working capital finance facility</p> <p>Source 2: Interviews with resource managers, emergency response coordinators and country directors</p>
	Indicator 3: Changes in food delivery lead times related to the use of advance financing	Source: WFP annual performance reviews; documents on working capital finance facility
	Indicator 4: Change in share of necessary funding available in the first days / weeks of emergency responses	<p>Source 1: Analysis of records on the volume advance financing available for emergencies between 2010 and present</p> <p>Source 2: Interviews with WFP management, personnel administering advance financing, emergency response coordinators, country directors; donors; partners</p>

Guiding question	Issues and indicators	Data sources
	Indicator 5: Perceived contribution of PREP-related activities to changes in the availability and timeliness of advance financing and risk management	<p>Source 1: Analysis of records on the volume of advance financing available for emergencies between 2010 and present</p> <p>Source 2: Interviews with WFP management, personnel administering advance financing, emergency response coordinators, country directors; donors; partners</p> <p>Source 3: Survey</p>
	Indicator 6: Changes in perceptions of risk management	<p>Source 1: Interviews with WFP management, personnel administering advance financing, emergency response coordinators, country directors, donors and partners</p> <p>Source 2: Survey</p>
	Indicator 7: Perceived priority bottlenecks or weaknesses in this area, compared to previous bottlenecks	<p>Source 1: Interviews with WFP management, personnel administering advance financing, emergency response coordinators, country directors</p> <p>Source 2: Survey</p>



Guiding question	Issues and indicators	Data sources
<p><b>e) Personnel</b>            Have PREP activities focusing on personnel been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating better qualified staff (including stronger capacity for inter-divisional coordination); faster deployment of staff; and greater well-being of staff across different EPR-related functional areas? What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 1: Number of staff trained and selected for emergency response and leadership rosters as % of planned (disaggregated by sex, nationality and age)</p>	<p>Source 1: Analysis of FASTER training data</p> <p>Source 2: Analysis of emergency roster data</p> <p>Source 3: Analysis of selection criteria for FASTER training and emergency roster</p>
	<p>Indicator 2: Number of deployment requests filled with adequate staff in different functional areas vs. not from emergency response roster</p>	<p>Source 1: Analysis of data from emergency response case studies on deployment requests and results</p> <p>Source 2: Interviews with responsible supervisors of deployees in case study countries</p> <p>Source 3: Analysis of end of mission reports of deployees and TDY reports of deployees by emergency coordinators</p>
	<p>Indicator 3: Perceived changes in speed and appropriateness of deployments related to PREP</p>	<p>Source 1: Interviews with supervisors, staff and deployees</p> <p>Source 2: Survey</p>
	<p>Indicator 4: Participant satisfaction with FASTER training</p>	<p>Source 1: Analysis of records on training participant feedback</p> <p>Source 2: Interviews with training participants</p>
	<p>Indicator 5: % of FASTER-trained staff deployed within established time-frame, as % of requirements, by roster type (disaggregated by sex, nationality and age)</p>	<p>Source 1: Analysis of FASTER training data; data on deployments of trainees; data on roster deployments</p>
	<p>Indicator 6: Changes in perceived well-being of staff members related to PREP health protection activities (disaggregated by sex and age)</p>	<p>Source 1: Interviews with first-wave emergency responders (deployments and staff already on the ground)</p> <p>Source 2: Survey</p>

Guiding question	Issues and indicators	Data sources
	Indicator 7: Changes in the level of training and integration of national staff related to PREP activities	Source 1: Survey with national staff Source 2: Interviews with national staff, emergency coordinators Source 3: Analysis of training, roster and deployment data
	Indicator 8: Improvements in more predictable planning of deployments and support in back-filling original posts	Source 1: Interviews with managers of deployed roster members Source 2: Survey
	Indicator 9: Level of integration of cross-cutting issues into FASTER training, corporate response exercise and emergency response and leadership roster development	Source 1: Analysis of training and simulation materials, as well as roster criteria Source 2: Interviews gender/AAP expert; training and simulation participants
	Indicator 10: Perceived priority bottlenecks or weaknesses in this area, compared to previous bottlenecks	Source 1: Interviews with WFP management and personnel at all levels Source 2: Survey
	Indicator 1: Changes in delivery lead times for HEBs and RUSFs procured through the forward purchase facility	Source: Comparative analysis of procurement and delivery lead times for HEBs and RUSFs purchased through the forward purchase facility vs. regular procurement modalities in the WINGS and COMPAS tracking systems and relevant WFP reports between 2010 and present
	Indicator 2: Perceived contribution of PREP activities on overall changes in the delivery of HEBs and RUSFs	Source1: Interviews with WFP personnel in OME; RMB; OSP; OSL; emergency coordinators; country office directors during L3 emergencies Source 2: Survey

Guiding question	Issues and indicators	Data sources
<p><b>f) Food - HEBs and RUSFs</b>            Have PREP activities focusing on HEBs and RUSFs been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating better availability; and faster delivery lead times? What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 3: Perceived priority bottlenecks or weaknesses in the delivery of HEBs and RUSFs, compared to previous bottlenecks</p>	<p>Source 1: Analysis of comments on ready-to-eat nutritional products in evaluations, audits, lessons learnt and project documents on L3 emergencies between 2010 and present</p> <p>Source 2: Interviews with WFP personnel in procurement; personnel in resource management; long-term emergency coordinators; country office directors during L3 emergencies; EPR officers</p>
<p><b>g) Non-food items:</b>            Have PREP activities focusing on non-food items / corporate response stocks been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating a more appropriate composition; and faster delivery? What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 1: Perceived appropriateness of updated list of non-food items compared with current list (disaggregated by sex and age)</p>	<p>Source 1: Interviews with WFP personnel in RMB, OSP, and UNHRD network at all levels; emergency coordinators; country office directors during L3 emergencies; deployment personnel; humanitarian partners</p> <p>Source 2: Survey</p>
	<p>Indicator 1: Level and type of inputs provided by PREP to logistics services (esp. trucks and boats)</p>	<p>Source 1: PREP documents relating to logistics</p> <p>Source 2: Interviews with PREP team and WFP logistics personnel</p>

Guiding question	Issues and indicators	Data sources
<p><b>h) Logistics services:</b> Have PREP activities focusing on logistics services been delivered and delivered in a timely way? What plausible contributions have PREP activities made to increasing the availability of appropriate services for WFP; enabling faster deployment; and greater cost-efficiency? What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 2: Changes in satisfaction with the range, type and volume of, and deployment times for, WFP logistics services linked to PREP activities</p>	<p>Source 1: Interviews with OSL and UNHRD personnel at all levels; logistics transport staff at all levels; ICT officers; emergency coordinators; country directors; humanitarian partners</p> <p>Source 2: Survey</p> <p>Source 3: Analysis of comments on logistics services in evaluations, audits and lessons learnt documents between 2010 and present</p>
<p><b>i) Partners:</b> Have PREP activities focusing on partners and external actors been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating an increased availability of humanitarian common services; faster deployment of humanitarian common services; stronger capacity for cluster and civil-military coordination; stronger capacity building of national actors (esp. NDMAs); and stronger capacity of WFP to augment the efforts of NDMAs during emergency responses? What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 1: Level and type of inputs provided by PREP to enhance humanitarian common services (esp. UNHRD)</p>	<p>Source 1: PREP documents related to humanitarian common services</p> <p>Source 2: Interviews with PREP team, UNHRD, logistics and ETC clusters</p>
	<p>Indicator 2: Changes in satisfaction with range, volume and deployment times for humanitarian common services related to PREP activities</p>	<p>Source 1: Interviews with UNHRD fleet managers and logistics transport staff at all levels; emergency coordinators; country directors; humanitarian partners using WFP humanitarian common services</p> <p>Source 2: Survey</p> <p>Source 3: Analysis of comments on humanitarian common services in evaluations, audits and lessons learnt exercises between 2010 and present</p>
	<p>Indicator 3: Level and type of inputs provided by PREP to enhance WFP's capacity for inter-agency coordination</p>	<p>Source 1: Interviews with WFP (co-)led global clusters, coordination teams on the ground and partners</p> <p>Source 2: Analysis of comments on WFP inter-agency coordination capacity in evaluations (e.g. recent evaluations of the food security cluster and the logistics cluster), audits, lessons learnt and project documents on L3 emergencies in 2010 compared to during PREP implementation</p>

Guiding question	Issues and indicators	Data sources
	Indicator 4: Satisfaction of WFP country directors and cluster coordinators with transformative agenda and cluster guidance	Source: Interviews with WFP country directors and cluster coordination teams
	Indicator 5: Number of regional bureaux and country offices with civil-military activities applying civil-military coordination guidance and level of satisfaction with this guidance	<p>Source 1: Analysis of WFP country office annual reports; WFP country office and humanitarian country team policy and operational documents.</p> <p>Source 2: Interviews with civil-military coordination focal points; WFP country directors; relevant WFP staff; partner civil-military coordination officers; partners receiving support from WFP civil-military coordination activities</p> <p>Source 3: Survey</p>
	Indicator 6: Perceived contribution of PREP activities to overall changes in civil-military coordination capacities	<p>Source 1: Interviews with civil-military coordination focal points; WFP country directors; relevant WFP staff; partner civil-military coordination officers; partners receiving support from WFP civil-military coordination activities</p> <p>Source 2: Survey</p>
	Indicator 7: Perceived utility and contribution of CAPRO to overall changes in the level of preparedness in targeted countries	<p>Source 1: Interviews with WFP staff at CO and RB levels involved in NDMA augmentation and capacity building activities; NDMA representatives in countries where CAPRO is being implemented; humanitarian partners involved in NDMA augmentation and capacity building</p> <p>Source 2: Survey</p>
	Indicator 8: Perceived changes in ability of WFP to augment National Disaster Management Authorities (NDMA) activities in recent corporate emergencies	<p>Source 1: Interviews with NDMA; WFP staff</p> <p>Source 2: Survey</p> <p>Source 3: Analysis of lessons learnt, evaluations, audits and peer reviews of recent level 3 emergencies</p>

Guiding question	Issues and indicators	Data sources
<p><b>j) Continuous learning:</b>            Have PREP activities focusing on knowledge management and learning been delivered and delivered in a timely way? What plausible contributions have PREP activities made to creating better systems to identify issues / bottlenecks; and better mechanisms to act on / address issues What priority bottlenecks and constraints persist in this area and why?</p>	<p>Indicator 1: % of corporate emergencies implementing lessons learnt exercises</p>	<p>Source 1: Review of available lessons learnt documents</p> <p>Source 2: Interviews with WFP staff members responsible for organising lessons learnt exercises</p> <p>Source 3: Survey</p>
	<p>Indicator 2: Perceived utility of lessons learnt exercises, database and toolkit</p>	<p>Source: Interviews with WFP staff at all levels</p>
	<p>Indicator 3: Extent to which issues taken on by management reflect identified issues</p>	<p>Source 1: Comparative analysis of WFP management plans; programming plans; regional plans; strategic plans vs. issues identified in lessons learnt exercise between 2010 and present</p> <p>Source 2: Interviews WFP staff and management</p> <p>Source 3: Survey</p>
	<p>Indicator 4: Examples of changes in WFP practice on identification and response to lessons learnt</p>	<p>Source 1: Interviews with WFP management at all levels; emergency response coordinators; EPR officers</p> <p>Source 2: Analysis of EMOPs, assessment report, strategies and management plans for evidence of incorporation of lessons learnt</p> <p>Source 3: Survey</p>

Guiding question	Issues and indicators	Data sources
<b>3. Have PREP's activities contributed on a sustainable basis to WFP's overall capacity to respond more effectively to 2+1 corporate emergencies?</b>		
a) Has WFP's response time to large-scale emergencies become faster, has coverage of up to six million new beneficiaries improved and have responses to large-scale emergencies become more consistent?	Indicator 1: Changes in average response time to sudden-onset emergencies	<p>Source 1: Analysis of response times (i.e. from event to first food/cash/voucher distribution) in WFP reports, including annual performance reports, operational reports (standard project reports, dashboards, distribution and post-distribution reports) evaluations, lessons learnt exercise and audits of L3 between 2010 and present</p> <p>Source 2: Interviews with first-wave emergency responders for past and current L3 emergencies; country directors during L3 emergencies; international and national country office staff in programming, logistics and resource management; partners</p> <p>Source 3: Survey</p>
	Indicator 2: Changes in average delivery lead times to emergencies	<p>Source 1: Analysis of delivery lead times (i.e. from purchase request to delivery to country entry point) in WFP annual performance reports, operational reports (standard project reports, dashboards, distribution and post-distribution reports), evaluations, lessons learnt exercise and audits of L3 emergencies between 2010 and present</p> <p>Source 2: Interviews with emergency responders for past and current L3 emergencies; country directors during L3 emergencies; international and national country office staff in programming, logistics and resource management; partners</p> <p>Source 3: Survey</p>

Guiding question	Issues and indicators	Data sources
	<p>Indicator 3: Changes in the share of planned beneficiaries reached vs. not reached in past and recent emergencies plausibly attributable to better EPR</p>	<p>Source 1: Analysis of coverage of planned beneficiaries in WFP annual performance reports, standard project reports, evaluations, lessons learnt exercise and audits of L3 emergencies between 2010 and present from past and recent WFP emergency responses</p> <p>Source 2: Analysis of situation reports describing other factors affecting coverage</p> <p>Source 3: Interviews with experienced WFP and partner emergency responders</p>



Guiding question	Issues and indicators	Data sources
b) Does WFP's EPR better integrate quality considerations including cross-cutting considerations such as gender, protection and accountability to affected populations (in comparison to pre-PREP times?)	Indicator 1: Perceived changes in consideration for quality issues related to PREP activities	Source: Interviews with WFP management; staff; and humanitarian partners at all levels
	Indicator 2: Trends in gender marker scores for WFP projects	Source: Gender marker scores for EMOPs from L3 emergencies
c) Have there been any unintended positive or negative effects on the ability of WFP to respond together with partners to corporate emergencies as a result of PREP activities?	Indicator 1: Changes in WFP's capabilities to respond to emergencies in coordination with partners	<p>Source 1: Analysis of IASC and other joint evaluations of L3 emergencies between 2010 and present</p> <p>Source 2: Interviews with WFP coordination staff; WFP partners (including national partners)</p> <p>Source 3: Survey</p>
d) Have PREP activities influenced, either positively or negatively, WFP's ability to address L1 and L2 emergencies?	Indicator 1: Changes in WFP's ability to respond to L1 and L2 emergencies	<p>Source 1: Analysis of relevant data of L1 and L2 emergencies where PREP activities have been applied</p> <p>Source 2: Interviews with Regional Bureaux staff and country directors involved in L1 and L2 emergency responses</p> <p>Source 3: Survey</p>
e) Are measures to mainstream the funding and management of PREP activities adequate and sufficient?	Indicator 1: Proportion of PREP activities requiring on-going funding integrated into the WFP management plan and annual performance plan	<p>Source 1: WFP management plans; annual performance plans and budget planning documents</p> <p>Source 2: PREP project documents</p>
	Indicator 2: Number of activities designed to be self-sustaining / not requiring significant additional funding or other support	<p>Source 1: PREP project and activity documents</p> <p>Source 2: Interviews with PREP secretariat and team</p>

Guiding question	Issues and indicators	Data sources
	Indicator 3: Level of ownership of EPR strengthening activities and objectives among WFP management and staff and within functional areas	Source 1: Interviews with WFP management and staff at all levels Source 2: Survey
	Indicator 4: Level of donor commitment to continued support for EPR activities and initiatives	Source: Interviews with donors; WFP staff involved in defining the management plan; directors and staff involved in relevant functional areas
f) Has a culture of EPR been established within WFP, in terms of creating a more consistent awareness of and priority for EPR across all functional areas?	Indicator 1: Perceived changes in attitude among senior management and heads of functional areas	Source 1: Interviews with WFP management, functional area representatives and staff Source 2: Survey
	Indicator 2: Changes in share of work time allocated to EPR vs. other issues	Source 1: Interviews with WFP staff and human resources officers Source 2: Survey
	Indicator 3: Changes in management's expectations of staff concerning EPR (as evidenced in staff objectives, appraisals or otherwise)	Source: Data from human resources: Sample of country director and staff profiles and performance appraisals before 2010 and today; HR strategy
<b>4. What factors have supported or constrained PREP's effectiveness?</b>		
a) What factors within WFP and external to WFP have enabled or constrained the successful implementation of PREP activities?	Indicator 1: Perceived adequacy of PREP's set-up, design and communication strategy (incl. Outreach Network and communications with executive board)	Source: Interviews with PREP secretariat and team; WFP staff and management; members of WFP's executive board
	Indicator 2: Level of support for and commitment to PREP objectives and activities among WFP executive board, management, functional areas and staff	Source: Interviews with WFP executive board members, management, representatives of functional areas, staff at all levels and PREP team

Guiding question	Issues and indicators	Data sources
	Indicator 3: Level of coordination and complementarity with other WFP institutional initiatives related to EPR	Source 1: Analysis of documents on other institutional initiatives  Source 2: Interviews with WFP staff responsible for other relevant institutional initiatives
	Indicator 4: Level of funding available to implement PREP activities	Source 1: Analysis of PREP budget data; donor project proposals; SRAC data and other relevant financial data
	Indicator 5: Adequacy of human resources available for PREP design and implementation	Source: Interviews with PREP team and WFP management and staff
	Indicator 6: Level of strain on WFP due to acute, large-scale emergency responses	Source 1: Analysis of emergency response trends  Source 2: Interviews with PREP team and WFP management and staff
	Indicator 7: Perceived adequacy of the types of support offered by PREP	Source: Interviews with PREP team, WFP management and staff, partners, donors and members of the executive board
	Indicator 8: Extent to which the interdependence between different PREP activities has hindered or supported effectiveness	Source: Interviews with PREP team and WFP management and staff

## **Annex 5: Summary of methods**

14. The evaluation included the collection of both primary and secondary data. The evaluation team triangulated data sources to ensure the accuracy of findings. Data collection methods included a review of documents and data records, key informant interviews with internal and external stakeholders, emergency response case studies and a perception survey of WFP staff.

### **Document and record/data review**

15. The evaluation reviewed a range of relevant documents. The review included core documents related to PREP, its design, funding levels and status of activities. It also included WFP operational and programming documents related to WFP EPR, including evaluations, audits, lessons learnt, situation and other reports, as well as both internal and external documents and data records related to WFP's emergency preparedness and response operations.

16. Core documents consulted for the evaluation include, but are not limited to the following:

17. Core PREP documents

- PREP Logical Framework, 10 December 2012.
- Logical Framework and Accomplishments, 14 December 2012.
- Logical Framework and on-going achievements, 20 January 2014.
- PREP Activity Portfolio I, 6 March 2012.
- PREP Activity Portfolio II, 18 July 2013.
- PREP Activity Portfolio III, 8 May 2014.
- PREP Executive Board Information Paper, May 2012.
- PREP Engagement and Budget Strategy, 9 April 2012.
- PREP Evolution, 30 October 2012.
- PREP Financial Status, 22 April 2013.
- Contribution Details, 13 May 2014.
- PREP Financial Status, 22 April 2013.
- PREP Financial Status, 5 July 2014.
- OME Portfolio Budget by Activity, 15 July 2014.
- Madrid meeting NFR, 7 July 2010.
- Madrid Shared Action Plan EPR Activity Report, 14 October 2011.
- Madrid Shared Action Plan, July 2010.
- Madrid Shared Action Plan EPR Activity Report, 14 October 2011.
- Madrid-Montreux Action Plan Update 17 December 2012.
- PREP Functional Group List.
- WFP EPR Framework, 2003.
- Emergency table 13 February 2014.
- PREP Field Outreach Network TORs.
- Initiatives linked to PREP, 21 August 2013.
- Evolution of PREP, 30 October 2013.
- PREP Towards a New Response Model, Presentation to the EB, 14 December 2012.
- Update on Sustainable Funding Strategy for PREP Activities, 21 January 2014.

- PREP Field Outreach Network, March 2014.
- Table of WFP Corporate Emergencies, 13 February 2014.

#### WFP lessons learnt, evaluations and audits

- WFP, Lessons from WFP Personnel Responding to the 2010 Pakistan Floods Emergency (29 November 2011).
- WFP, Lessons from WFP Personnel Responding to the 2010 Haiti Earthquake Emergency (12 January 2011).
- WFP, Lessons from WFP Personnel Responding to the 2010 Sahel Food Crisis (14 November 2011).
- WFP, Lessons from WFP Personnel Responding to the 2012 Sahel Food Crisis (December 2012).
- WFP, South Sudan Corporate Response February 2012 – December 2012, Lessons from WFP Personnel and Partners (March 2013).
- Summary Evaluation Niger EMOP.
- Management Response to Summary Evaluation Niger EMOP.
- WFP Evaluation of Niger Country Ops 2008-2011.
- WFP Somalia an Evaluation of WFP's Portfolio.
- WFP, Strategic Evaluation of WFP's Contingency Planning 2002-2008 (16 October 2009).
- WFP's 2008 Cash and Voucher Policy Evaluation 2008-2014 (19 January 2015).
- WFP, Summary Evaluation Report of WFP's Cash and Voucher Policy 2008-2014 (9-10 February 2015).
- WFP, Management Response to the Recommendations of the Summary Evaluation Report of WFP's Cash and Voucher Policy 2008-2014 (9-10 February 2015).
- Statement on behalf of the European Union at WFP's Executive Board Meeting, Summary Evaluation Report of WFP's Cash and Voucher Policy (2008-2014) and Management Response (9-1- February 2015).
- WFP, 15 years of WFP emergency response – Synthesis Report [Draft] (24 June 2014).

#### Inter-agency and external evaluations

- Patrick, John (2011). *Evaluation Insights, Haiti Earthquake Response, Emerging Evaluation Lessons*. Department for International Development; Grunewald, F. et al. (2010).
- Hidalgo, Silvia (2011). *Inter-Agency Real-Time Evaluation of the Humanitarian Response to the Earthquake 20 Months After*,
- Dr. Murtaza, N. et al. (2010). *Pakistan Floods 2010: The DEC Real-Time Evaluation Report*.
- Polastro, R. et al. (2011). *Inter-Agency Real Time Evaluation of the Humanitarian Response to the Pakistan's 2010 Flood crisis*.
- Grunewald, F. et al. (2010). *Inter-agency real-time evaluation in Haiti: 3 months after the earthquake*.

## Other relevant documents

- Building WFP's Capacity to Respond to Emergencies Final Report, 10 February 2009.
- WFP, Decision Memorandum, Recommendations for RUSF forward purchases of approximately US\$7.7 million (food value) for strategic positioning with 'UNHRD Network' management as custodian, 14 October 2011.
- The Forward Purchase Facility Requirements and Costs, 27 April 2012.
- Controls Functional Area Enhancement Proposals and BPR recommendations, 22 July 2013.
- Corporate Emergency Response Teams Options Paper EMG, 20 December 2012.
- Executive Director's Circular, WFP Emergency Response Roster, 1 August 2013.
- Executive Director's Circular, WFP Emergency Response Roster, 14 July 2014.
- The Emergency Response Roster Deployment List [no date].
- The Emergency Response Roster Members [no date].
- Addressing the Needs of Leadership in Emergencies, 02 July 2013.
- The WFP Leadership Roster Call for Applicants, May 2014.
- FASTER Training Design and Structure [no date].
- FASTER Proposal, 19 February 2014.
- FASTER Progress Report, March 2014.
- BCG/WFP, Working Capital Financing Facility review, Informal Board Consultation, 2 April 2014.
- WFP, Financial Framework Review, Restructuring of the Working Capital Financing Facility, 3-6 June 2014.
- Fit-for-Purpose – WFP's New Organisational Model, 17 August 2012.
- Generic Response Capability Model, 31 July 2012.
- Executive Director's Circular, WFP Emergency Response Activation Protocol, 3 October 2012.
- The Emergency Preparedness and Response Package [no date].
- PREP EPR Knowledge Management, 15 May 2013.
- Activation of a WFP Level 3 (Corporate) Response for Cameroon – C.A.R. Refugee response, 21 May 2014.
- Activation of a WFP Level 3 (Corporate) Response for the Republic of Iraq, 11 August 2014.
- Activation of a WFP Level 3 (Corporate) Response for The Republic of South Sudan, 23 December 2013.
- Activation of a WFP Level 3 (Corporate) Response for the Syrian Arab Republic and Surrounding Countries, 14 December 2012.
- WFP Management Plan 2013-2015.
- WFP Management Plan 2015-2017.
- WFP People Strategy 25 July 2014.
- WFP Strategic Plan 2008-2013.
- WFP Strategic Plan 2014-2017.
- WFP Management Plan 2012-2014.
- WFP Management Plan 2013-2015.

- WFP Management Plan 2015-2017.
- Civil-Military Coordination Workshop Report, February 2013.
- UNHRD Management of WFP HEBs, 19 July 2011.
- Corporate Response Stocks Gap Analysis Report, 2002.
- Proposal for Implementation of the Corporate Response Stocks Initiative [no date].
- Preliminary Asia Specialised NFI Requirements, 6 January 2013.
- Table: Overall cost performance of the two regional fleet (received by email from Nenad Grkovic, Global Logistic Fleet Manager) 14 August 2014.
- WFP Directive Operational Information Management, 29 May 2014.
- EPR Policy Concept Note, 29 July 2014.
- EPRF Presentation, 08 May 2014.
- Progress Report on the EPR Normative Guidance Project, March 2014.
- Lessons Learned Database Scoring [no date].
- Lessons Learned Exercises Method, 2012.
- EPR Training and Deployment Strategy, 30 November 2012.
- Executive Director's Circular, WFP Activation Protocol Revision, 14 March 2014.
- WFP Directive, EPR Package, 31 July 2012.
- Pre-Defined Organisational Structures, 29 August 2014.
- Civil-Military Guidance, 03 December 2013.
- WFP Directive Civil-Military Coordination Operational Guidance, December 2010.
- WFP Transformative Agenda Lessons Report, 6 August 2014.
- Executive Director's Circular Leadership in IASC Clusters, August 2013.
- Executive Director's Circular Country Director's role in the Humanitarian Country Team, August 2013.
- Generic Corporate Response EMOP [no date].
- The Corporate Response EMOP Facility Components, 30 July 2014.
- Gender and EPR Potential Areas of Engagement, 21 May 2014.
- CRX Progress Report, March 2014.
- OPweb launch, 25 July 2014.
- CAPRO Brief, 4 June 2013.
- Emergency Preparedness Capacity Index, 24 April 2014.
- NDMO Framework EPRO, 2012.
- WFP Memo Corporate Response Stocks and the UNHDR Network, 14 May 2012.

### **Key informant interviews**

18. The evaluation team conducted face-to-face and phone interviews, in most cases with individuals, but in some cases also with small groups of two to three participants. The interviews covered the following stakeholder groups:

- Members of the PREP secretariat and team
- WFP management and staff from all functional areas at headquarters, regional and country level
- Donors and WFP Executive Board members

- Partners

In total, 244 individuals were consulted for the evaluation, 170 male and 74 female.

Name	Surname	Gender	Position / Division / Office	Organisation
Samer	Abdeljaber	m	Regional IT Officer, Cairo Bureau	WFP
Amir	Abdulla	m	Deputy Executive Director and Chief Operating Officer	WFP
Abdelqader	AbuAwad	m	Regional Disaster Response Advisor, Cairo Bureau	OCHA
Saleh	Adel	m	Finance Officer	WFP
Jackline	Adero	m	National Programme Officer	WFP
Hien	Adjemien		PREP outreach network	WFP
Claudia	Ah Poe	f	Regional Monitoring and Evaluation Advisor, Cairo Bureau	WFP
Saikouba	Ahmed	m	Head of Sub-Office Malakal, South Sudan	WFP
Sinan	Ali	m	COMPAS Officer	WFP
Zainab	Alkhudairi	f	Resource Management Analyst	WFP
Sergio	Alves	m	Programme Officer	WFP
Mahmoud	Amer	m	Logistics Officer, Iraq	WFP
Rita	Amure	f	Regional HR Officer, Cairo Bureau	WFP
Timothy	Anderson	m	IMO - Food Security Cluster	WFP
Nardini	Anne	f	Informal Programme Advisor	WFP
Cesar	Arroyo	m	Head, Aviation Unit	WFP
Aslam	Awan	m	Finance Officer	WFP
John	Aylieff	m	Deputy Regional Director, Bangkok Bureau	WFP
Lindita	Bare	f	Regional Resource Management Analyst, Cairo Bureau	WFP
Montserrat	Barroso	m	Operational Readiness Management	WFP
Maria	Bautista-Owen	f	Senior Regional Finance and Administration Officer	WFP
Samuel	Beever	m	Australian Representative, Australian Aid	Australian Aid
Elise	Benoit	f	Evaluation Manager Syria evaluation	
Christina	Bentivoglio	f	Programme Officer	WFP
Belkacem	Benzaza	m	Coordinator UNHRD	WFP
Intisar	Birkia		Regional Procurement Officer	WFP
Mariangela	Bizzari	f	Senior EPR Policy Adviser	WFP
Denise	Brown	f	Regional Director, Dakar Bureau	WFP
Silke	Buhr	f	Regional Spokesperson	WFP
Laurent	Bukera	m	Country Director, Somalia; Chief, Project Budget and Programming Services, RMBP (Former)	WFP
Francois	Buratto	m	Regional Procurement Officer, Bangkok Bureau	WFP
Baptiste	Burgaud	m	Logistics Field Support Officer, Bangkok Bureau	WFP
Anne	Callanan	f	Senior Programme Officer	WFP
Bill	Campbell	m	Fleet Manager - GVLP	WFP
David	Carden	m	Head of Office, Phillippines	OCHA
Donna	Carter	f	Human Resources Officer	WFP
Marion	Cezard			
Regis	Chapman	m	Head of Programme	WFP
Phumphat	Chetiyononth	m	Regional Programme Assistant for Rapid Response	DG ECHO



<b>Name</b>	<b>Surname</b>	<b>Gender</b>	<b>Position / Division / Office</b>	<b>Organisation</b>
James	Cheyne	m	Head, Asset Management Unit	WFP
Genevieve	Chicoine	f	Regional Programme Advisor Monitoring and Evaluation	WFP
Bernard	Chomilier	m		
Patricia	Colbert	f	Senior Gender Advisor	WFP
Annalisa	Conte	f	Deputy Director, OSZ / Head, Cash for Change	WFP
Chloe	Cornish	f	Reports Officer	WFP
Desideria	Cosi	f	IM Assistant	WFP
Anthony	Craig	m	Chief, Emergency Preparedness Division, OMEP	WFP
Giovanni	Crisci	m	Deputy Director of Emergencies	WFP
Raul	Cumba	m	National VAM Officer	WFP
Finbarr	Curran	m	Head, Budget and Programming Division	WFP
Antonella	D'aprile	f	Regional Resource Management Analyst	WFP
Mustapha	Darboe	m	Regional Director, Johannesburg Bureau (Dec 2013 to Jan 2014)	WFP
Simon	Denhere	m	Regional Procurement Officer	WFP
Gloria	Denton	f	Staff Health Protection Advisor	WFP
Maria	Desojo	f	EPR Officer	WFP
Emmanuel	Drouhin	m	Head, Logistics Development Unit, Logistics Division OSLD	WFP
Gaby	Duffy	f	Emergency Preparedness and Response Officer	WFP
Al	Dwyer	m		USAID
Guizaw	Eden	m	Administration Officer	WFP
Felix	Edwards	m	Procurement Officer	WFP
Ehab	Elkhatib		VAM Assistant (IM&GIS)	WFP
Pruscini	Elvira	f	Programme	WFP
Bishr	Elzubier	m	Senior HR Assistant	WFP
Khatuna	Epremidze		Programme Officer (C&V)	WFP
Abeer	Etefa	f	Senior Public Information Officer	WFP
Eliana	Favari	f	EPR Consultant	WFP
Emma	Fitzpatrick	f	Food Cluster Coordinator	WFP
Corrine	Fleischer	f	Director, Procurement	WFP
David	Fontana	m	Human Resources Officer	WFP
Aynes	Franck	m	Logistics	WFP
Anthony	Freeman	m	Logistics Officer	WFP
Maria	Funetenebro	f	Emergency Programme Officer	WFP
Taylor	Garrett	m	Food for Peace Officer South Sudan	USAID
Megan	Gilgan	f	Regional Emergency Adviser	UNICEF
Kristina	Gill	f	Programme Manager, Australian Aid	WFP
Tsedeye	Girma	f	Emergency Specialist	UNICEF
Francesco	Giusso	m	Head, Goods and Services Procurement Branch	WFP
Stephen	Gunning	m	Director, Field Security Unit	WFP
ERNESTO	Gonzalez	m	Regional Cash and Voucher Officer	WFP
Nenad	Grkovic	m	Global Logistic Fleet Manager, OSLT	WFP
VALERIE	Guarnieri	f	REGIONAL DIRECTOR	WFP
Marika	Guderian	f	Protection Adviser, South Sudan	WFP
Peter	Guest	m	Regional Programme Advisor	WFP
Henrik	Hansen	m	Head of Logistics Cebu	WFP

<b>Name</b>	<b>Surname</b>	<b>Gender</b>	<b>Position / Division / Office</b>	<b>Organisation</b>
Olivia	Hantz	f	Chief, Contracts and Protocol Branch, HRMOC	WFP
Carmen	Heesse	f	Regional Emergency Adviser	UNICEF
Dominik	Heinrich	m	Director, Management Services Division	WFP
Wolfgang	Herbinger	m	Director, Logistics	WFP
Sydney	Herdon	f	Consultant	WFP
Cameron	Higgins	m	Logistics Officer	WFP
Siemon	Hollema	m	Regional Programme Advisor (VAM)	WFP
Peter	Holtsberg	m	Programme Officer	WFP
Pierre	Honnorat	m	UNHRD Network Coordinator	UNHRD
Colin	Hourihan	f	Programme Officer	WFP
Paul	Howe	m	Chief, Humanitarian Crises and Transitions Unit, OSZPH	WFP
Chenchen (Tim)	Hu	m	HR / nat. staff	WFP
Bernard	Jaspers Faijer	m	Rapid Response Coordinator	DG ECHO
Muzalia	Jesse		Programme	WFP
Erika	Joergensen	f	Head (OiC) Government Partnerships	WFP
Vladimir	Jovcev	m	Head of Logistics Somalia	WFP
Manoj	Juneja	m	Assistant Executive Director & Chief Financial Officer, RM, WFP	WFP
David	Kaatrud	m	Director	WFP
Sitta	Kai-Kai	f	Senior Emergency Coordinator for Refugees	WFP
Ahmareen	Karim	f	Programme Officer, WFP Country Office Zimbabwe	WFP
Mariko	Kawabata		Regional VAM Officer	WFP
Chris	Kaye	m	Director	WFP
Mark	Kelley	m	Civil-Military Relations Officer	WFP
Frances	Kennedy	f	Communications Officer	WFP
Jakob	Kern	m	Chief - Information Officer and Director	WFP
David	Knaggs	m	Consultant	WFP
Ludovich	Konan	m	Head of HR South Sudan	WFP
Ellen	Kramer	f	Regional Programme Advisor	WFP
Etienne	Labande	m	Deputy Chief, Emergency Preparedness and Response Branch, OMEP. Currently emergency coordinator Iraq	WFP
Oliver	Lacey-Hall	m	Head, Regional Officer for Asia and the Pacific	OCHA
Etienne	Lambade	m	Programme Officer (Emergency)	WFP
Brian	Lander	m	Senior Liaison Officer	WFP
Lauren	Landis	f	Director, WFP Liaison Office Geneva	WFP
Robin	Landis	f	Information and Knowledge Management Officer	WFP
Massimo	Larosa	m		ECHO
Rocco	Leone	m	Head, Administrative Services	WFP
Mads	Lofvall	m	Head, Global Change Team (since April 2014)	WFP
Christa	Luhe	f	Regional HR Officer	WFP
Andrew	Lukach	m	Former Head, Goods & Services Procurement Branch	WFP
Joyce	Luma	f	Country Director, South Sudan	WFP

Name	Surname	Gender	Position / Division / Office	Organisation
Marwa	Magdi	f	Senior Procurement Assistant	WFP
Badamassi	Mahmane	m	Programme	WFP
Bekim	Mahmuti	m	UNHRD Hub Coordinator	UNHRD
Irene	Maingi	f	Head of Administration South Sudan	WFP
Mietek	Maj	m	Logistics Officer	WFP
Dalia	Mansour	f	ETC coordinator	WFP
Alex	Marianelli	m	Senior Regional Logistics Advisor	WFP
Laura	Marti	f	Human Resource Officer	WFP
Pierluigi	Martinesi	m	Head of Operational Readiness Management Unit	WFP
Chad	Martino	m	Programme Adviser	WFP
Jeffrey	Marzilli	m	Regional Programme Advisor	WFP
Challiss	McDonough	f	Senior Public Information Officer	WFP
Mary-Ellen	McGroarty	f	Deputy Director, Procurement	WFP
Matthew	McIlvenna	m	Regional Programme Officer	WFP
Ramesh	Mehta	m	Finance Officer	WFP
Carlos	Melendez	m	Regional Logistics Officer	WFP
Jean-Francois	Milhaud	m	Logistics Officer (Fleet), OSLT (former)	WFP
Anna	Miroshnichenko	f	Regional Finance Officer	WFP
Yasuyuki	Misawa	m	Head of Bor Sub-Office	WFP
Mutaz	Mohammed		Programme Officer	WFP
Thomas	Morley	m	Consultant	WFP
Silla	Moyabi	f	Programme	WFP
Marshall	Nathanson	m	Regional CMC Advisor	WFP
Deborah	Nguyen	f	Project Assistant - Strengthening Humanitarian Preparedness in High Risk Countries, Emergency Preparedness and Response Branch, OMEP	WFP
Joannic	Nicolas	m	Programme	WFP
Francis	Nixon	m	PREP secretariat OMEP / logistics officer	WFP
Joachim	Nthawie	m	Regional Staff Councilor	WFP
Jennifer	Nyberg	f	Senior Advisor	WFP
Jens	Nylund	m	Consultant	WFP
Devica	Nystedt	f	Chief, Human Resources	WFP
Gabriel	Omondi		National Programme Officer	WFP
Kenro	Oshidari	m	Regional Director Asia	WFP
Rathi	Palakrishnan	f	Regional Reports Officer	WFP
Wasonga	Pamela	f	Programme	WFP
Grillo	Paolo	m	Sr Admin Assistant (Reports)	WFP
Gina	Paone	f		
Neil	Patrick	m	Representative, the UK Department for International Development	DFID
Teixeira	Patrick	m		
Umutoni	Paulette	f	HR Officer	WFP
Nichola	Peach	f	Programme Officer	WFP
Jane	Pearce	f	Country Director, Iraq	WFP
Stefano	Peveri	m	UNHRD Hub Coordinator	UNHRD
Mark	Pierce	m	Regional Director	Plan
Geoffrey	Pinnock	m	Programme Officer Bangkok	WFP
Stefano	Poretti	m	Country Director Somalia / Incoming Director of Emergencies	WFP

<b>Name</b>	<b>Surname</b>	<b>Gender</b>	<b>Position / Division / Office</b>	<b>Organisation</b>
Irving	Prado	m	Head of ALITE, Logistics Division OSLT; Logistics Officer	WFP
Sean	Price	m	Logistics Cluster	WFP
Shane	Prigge	m	Procurement Officer	WFP
Ally-Raza	Rahman	m	Chief, Project Budget and Programming Services, RMBP	WFP
Emily	Rainey	f	Second Secretary, Development Cooperation	Australian High Commission
Mahadevan	Ramachandran	m	cash & voucher	WFP
Parvathy	Ramaswami	f	Deputy Director	WFP
Lopes Da Silva	Ramiro Armando De Oliveira	m	Assistant Executive Director	WFP
Chuinard	Raphael	m	Programme Officer	WFP
Dhanya	Ravindran		Human Resource Officer	WFP
Charlotte	Ravoet	f	HR Officer, Learning and Performance Branch, HRMPL	WFP
Pablo	Recalde	m	Country Director DRC	WFP
Sebastian	Rhodes Stampa	m	Head Preparedness and Response Unit II and Regional Civil Military Coordination Officer	OCHA
Miguel	Rodrigues Fernandez	m		WFP
Roberta	Romelli	f	Senior Procurement Assistan	WFP
Fatma	Saber	f	Regional Gender Consultant	WFP
Esteban	Sacoo	m	Deputy Head of Office, South Sudan	OCHA
Shanoo	Saran	f	Procurement Officer	WFP
Eduard	Shirinyan		Pipeline Officer	WFP
Rein	Skullerud	m	Photographer	
Harriet	Spanos	f	Deputy Chief of Staff of the Executive Director	WFP
Andrew	Stanhope	m	Head of Logistics Tacloban	WFP
Amelia	Stewart	f	IM Officer	WFP
Karine	Strebelle	f	Deputy Chief OMEP	WFP
Thearat	Touch	m	Disaster Risk Reduction Assistant	DG ECHO
Archibald	Vernon	m	Deputy Regional Director, Support Services and Supply Chain	
Elliot	Vhurumuku	m	Senior Regional VAM Officer	
Denis	Vidal	m	Chief Programme Officer, Resource Mobilization Division RMBP	WFP
Noemi	Voeroes-Bak	f	Liaison Officer	WFP
Paul	Vonkittlitz	m	SCOPE Assessment	WFP
Samir	Wanmali	m	Emergency Operations Coordinator	WFP
Marianne	Ward	f	President, Professional Staff Association	WFP
Sebastian	Weber	m	Country Director	ACF
Markus	Werne	m	Senior Humanitarian Affairs Officer	OCHA
Markus	Werne	m	Senior Humanitarian Affairs Officer, Regional Office for Asia and the Pacific	OCHA
Barb	Wigley	f	Food Security Cluster	WFP
Genevieve	Wills	f	Head of OIM and OpsCen	WFP

Name	Surname	Gender	Position / Division / Office	Organisation
JESSE	Wood	m	Senior Donor Relations Officer	WFP
Andreas	Wuestenberg	m	Project Manager - Strengthening Humanitarian Preparedness in High Risk Countries, Emergency Preparedness and Response Branch, OMEP	WFP
Desori	Wuni		Programme	WFP
Mageed	Yahia	m	Deputy Director	WFP
Kazuhiko	Yamazaki	m	Logistics Officer	UNHRD
Haider	Yaqub	m	Deputy Regional Director - Programs	Plan
Graham	Young	m	Head, Field Support Unit	WFP
Edgardo	Yu	m	Chief, Beneficiary IT Solutions, OSTB & (Business Process Review manager)	WFP
Rehan	Zahid	m	Policy Officer	WFP
Bahar	Zorofi	f	Programme Adviser (PREP – CAPRO)	WFP

## Emergency response case studies

19. The direct objectives of many PREP activities, as well as the overall goal of the initiative, seek to improve the level of preparedness and therefore strengthen the response of WFP and its partners to emergencies at the country level. As such, many of the indicators and data sources for the evaluation are located at the country level. The evaluation therefore included emergency response case studies as an important pillar of its data collection effort. The results of the emergency response case studies are documented separately, in short, informal and internal aide mémoires.

20. The case studies were selected based on the following criteria: Focus on corporate, L3 emergency responses; recent emergency responses, taking place in 2013 or 2014; and inclusion of different kinds of emergency situations.

21. Most case studies (except Cameroon) were conducted remotely, based on document review, interviews with relevant stakeholders at headquarters and regional bureau level and phone interviews with selected stakeholders in-country. The case studies included:

- The 2014 Iraq crisis response
- The 2014 Cameroon refugee response
- The 2013/14 South Sudan crisis response
- The 2013/14 Syria crisis national and regional response
- The 2013/14 Philippines typhoon Haiyan response

## Regional Bureaux consultations

22. The evaluation team visited several WFP Regional Bureaux in order to conduct interviews with first-wave responders to recent level 3 emergencies, staff members guiding or supporting the response from the regional level, staff members involved in PREP activities involving the regional level, partner organisations and access data records and documents related to the emergency response case studies.

23. The evaluation team visited the Regional Bureaux in Bangkok, Nairobi and Cairo and conducted phone interview with the Regional Bureau in Dakar and selected members of the Regional Bureau in Panama and Johannesburg.

## **Annex 6: Survey results**

### **Survey structure and questions**

24. The survey had four parts with 12 questions in total. Part I served to generate respondent data. It comprised 7 questions about location, staff category, functional area and years of experience among others. Part 2 contained two questions: one about the relevance of 15 selected PREP activities and one about the effects of these activities (excluding the leadership roster because it was not yet active). Respondents were asked to rate these activities from 'not important', 'somewhat important' to 'important', 'very important' or from 'negative effect', 'no effect', 'some improvement' to 'big improvement'. The selection of 15 PREP activities was based on our evaluation research including staff interviews until the launch of the survey on 10 November 2014. The juxtaposition of responses to the relevance and effects questions served to gauge the relative success of these PREP activities. Part 3 of the survey comprised 14 statements on PREP's aggregate effect. Respondents were asked to 'strongly disagree', 'disagree', 'agree' or 'strongly agree' with them. Part 4 asked two open questions: One about the three priorities on further EPR strengthening of each respondent and one about any other comment the respondent would like to make.

### **Survey respondents**

25. The survey was conducted November 10-18, 2015. It was sent to 929 WFP staff members, including regional directors, deputy regional directors, country directors, deputy country directors and heads of sub-offices, communication focal points, EPR officers, finance focal points, human resources focal points, heads of logistics, heads of programme, members of the internal reference group and functional area representatives at headquarters. 368 individuals responded, corresponding to a response rate of 39.6%. Of those respondents, 35% were female and 64% were male, the majority of whom (71%) had been involved in a WFP emergency response over the previous 3 years. The charts below show the percentage of respondents by staff category and by the level of their duty station.

Chart 1: Respondents by staff category

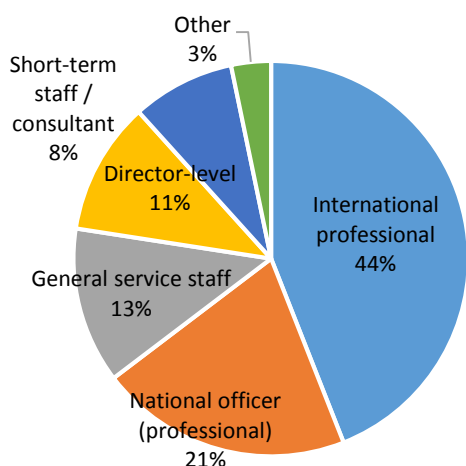


Chart 2: Functional area of respondents

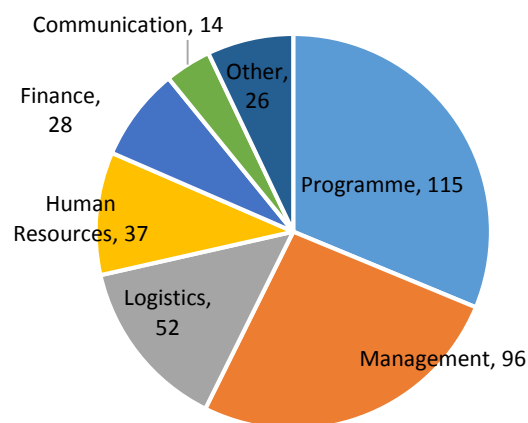


Chart 3: Survey respondents by the level of their duty station

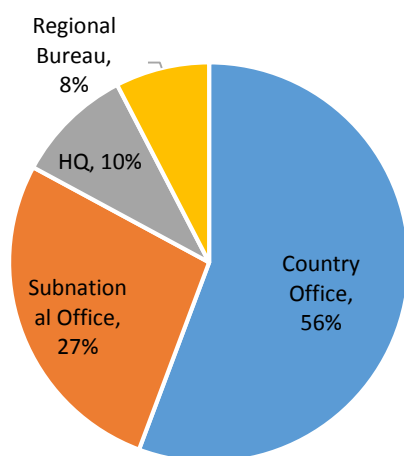
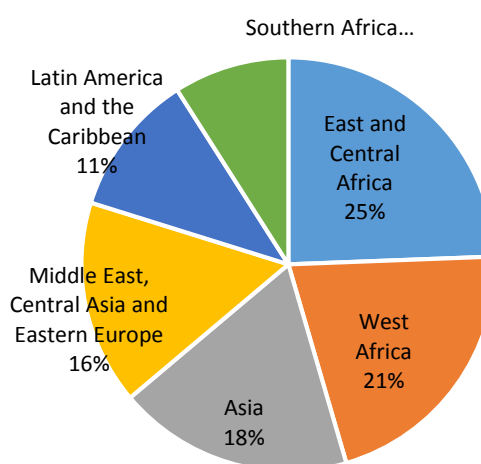


Chart 4: Survey respondents by region



### Relevance of selected PREP activities

26. The perceived relevance of different PREP activities covered in the survey varied considerably. A number of PREP related activities were seen as very important, including the advance financing project, the Emergency Response Roster, the EPR package and the activation protocol. While the relevance of the Emergency Response Roster and activation protocols have a similar perceived level of relevance across levels, the advance financing project is seen as more relevant at the headquarters and regional bureau levels, while the EPR package is seen as more relevant at the sub-national and country levels. By comparison, several PREP activities were not seen as very important, including CAPRO, the regional truck fleets and the GCRM. For details, see chart 5.



**Table 1: Relevance of selected PREP activities**

	<i>Very important</i>	<i>Important</i>	<i>Somewhat important</i>	<i>Not important</i>	<i>Don't know</i>	<i>N/A</i>
1) Emergency Preparedness and Response Package	187	78	21	1	9	72
2) The Activation Protocol	177	85	10	1	22	73
3) Corporate Emergency Response Roster	171	80	27	7	6	77
4) The Advance Financing Project	170	75	2	1	45	75
5) Activities to improve the pre-positioning of Corporate Response Stocks	162	86	13	3	24	80
6) Institutionalization of lessons learned exercises for L3 responses	149	90	19	3	29	78
7) The Corporate Response EMOP Facility	142	90	17	2	44	73
8) Inclusion of ready-to-eat foods in the Forward Purchase Facility	134	89	35	6	26	78
9)FASTER training	103	87	19	1	73	85
10)Leadership Roster (still under development)	103	73	20	6	85	81
11) Extension of UNHRD's capacity	92	118	38	2	41	77
12) National Disaster Management Agency Framework and Capability Partnership Programme (CAPRO)	86	103	23	7	70	79
13) Creation of regional truck fleets	82	99	46	17	45	79
14) Enhancement of Operational Information Management	81	114	22	2	75	74
15) Generic Response Capability Model	73	80	26	6	113	70

**Effects of selected PREP activities**

27. The next question asked respondents to evaluate a similar list of PREP activities according to their perceived effectiveness. This comparison showed that there is strong correlation between efforts that are seen to make big improvements and that are considered relevant. The most positively rated activities are the Advance Financing Project, the Emergency Response Roster, the EPR package and the Activation Protocol (in order of rating). For details, see chart 6.

**Table 2: Effects of selected PREP activities**

	<i>Big improvement</i>	<i>Some improvement</i>	<i>No effect</i>	<i>Negative effect</i>	<i>Don't know</i>	<i>N/A</i>
1) The Advance Financing Project	145	67	2	0	69	85
2) Emergency Response Roster	139	91	16	4	34	84
3) Emergency Preparedness and Response Package	116	111	11	1	45	84
4) The Activation Protocol	112	115	4	2	54	81
5) The Corporate Response EMOP Facility	110	96	8	0	75	79
6) Activities to improve the pre-positioning of Corporate Response Stocks	104	94	7	0	76	87

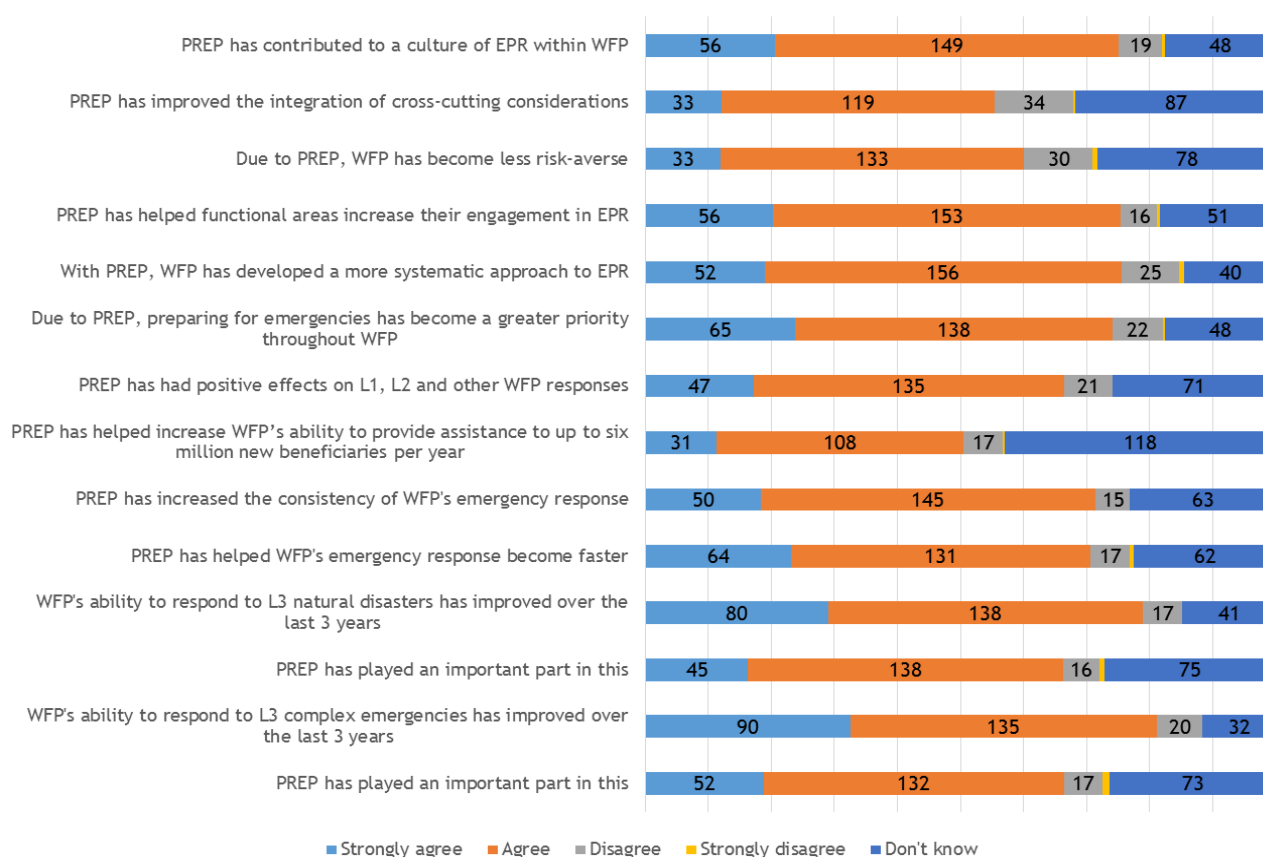
	<i>Big improvement</i>	<i>Some improvement</i>	<i>No effect</i>	<i>Negative effect</i>	<i>Don't know</i>	<i>N/A</i>
7) Institutionalization of lessons learned exercises for L3 responses	88	96	21	1	81	81
8) Inclusion of ready-to-eat Foods in the Forward Purchase Facility	86	94	14	2	89	83
9) Enhancement of Operational Information Management	72	111	13	0	92	80
10) FASTER training	62	96	20	0	104	86
11) National Disaster Management Agency Framework and Capability Partnership Programme (CAPRO)	61	83	24	1	117	82
12) UNHRD capacity extention	57	99	23	1	105	83
13) Creation of regional truck fleets	53	85	27	3	119	81
14) Generic Response Capability Model	43	76	20	1	148	80

## Overall effects of PREP

28. Survey findings on the overall effect of PREP on WFP’s EPR capacities are shown in Chart 7 below.

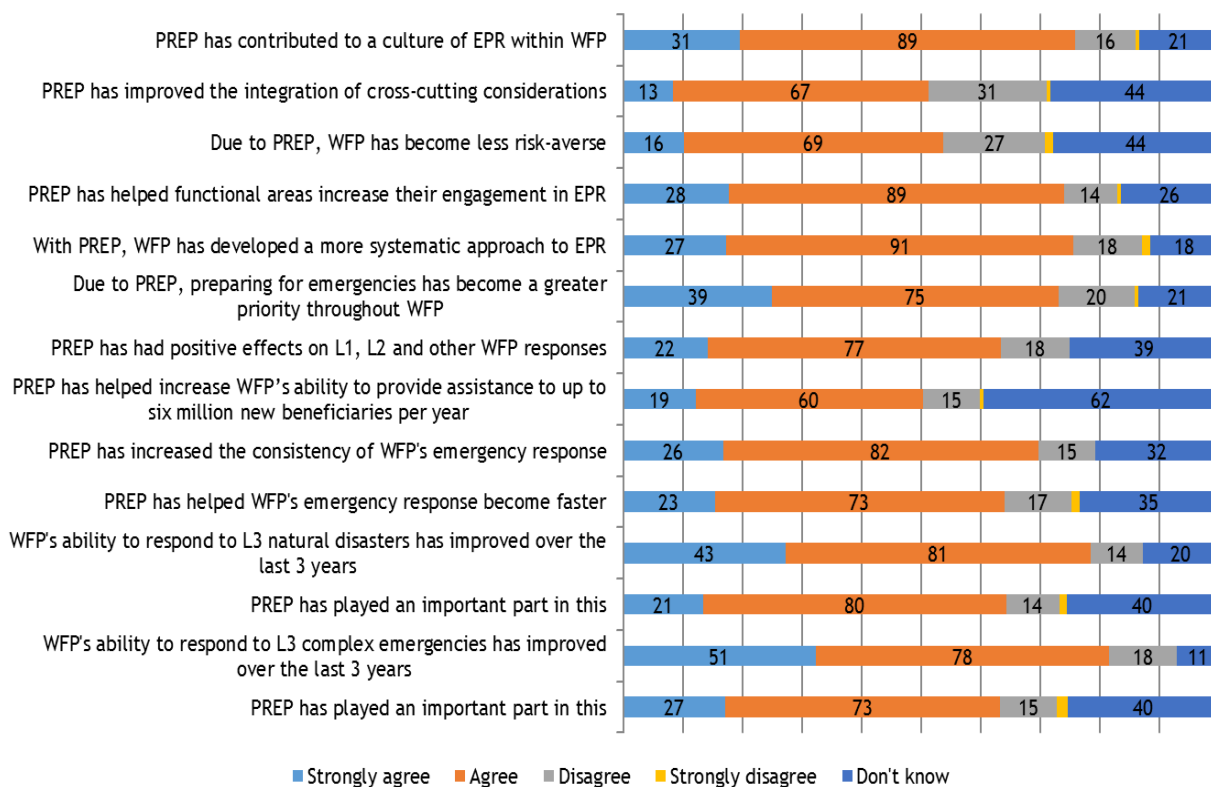
Around 90% of those expressing an opinion (not counting “no answer” or “don’t know” responses) agreed or strongly agreed WFP’s ability to respond to Level 3 emergencies has improved over the last 3 years and that PREP has played an important part in this.

**Chart 5: Overall effects of PREP**



Of the respondents, director-level (n = 33) and international staff (n = 126) expressed more sceptical opinions about the overall contributions of PREP (see Chart 8).

**Chart 6: Director-level and international staff perceptions of the overall effects of PREP**



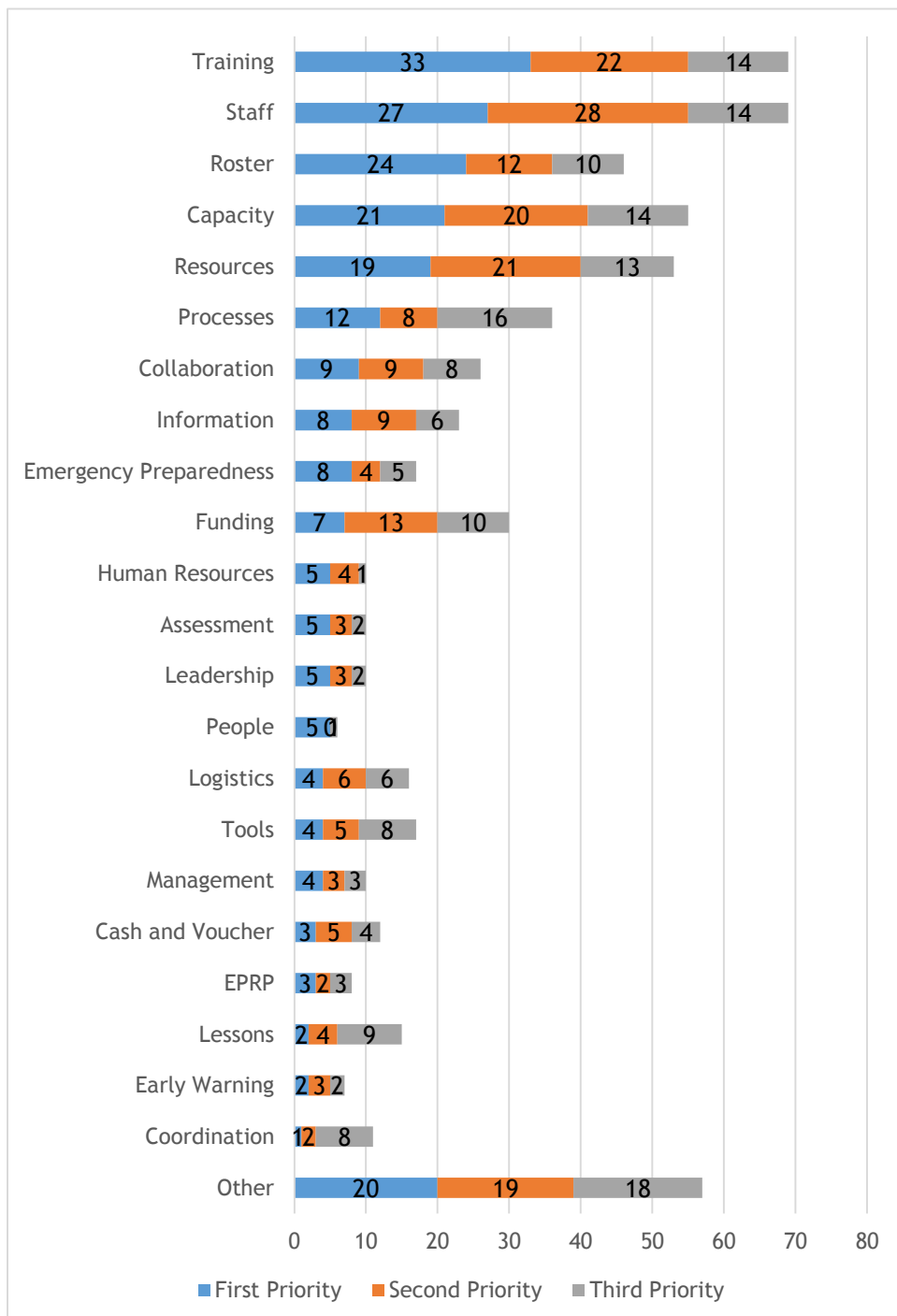
### Open ended questions

29. In the final part of the survey, respondents were able to insert submissions in their own words. First, they were asked to identify and prioritize the areas or activities they believed WFP should focus on. The written responses were analysed and codified in order to detect trends and preferences (see chart 9). In addition, the following was observed:

- Trainings along with focusing more efforts on staff and capacity building were by far the most frequently mentioned priorities. This included providing lessons, manuals, simulations as well as refreshers.
- With regards to staff, the need to build and prepare appropriate and diverse teams was listed often, while the lack of incentives for qualified and senior staff to engage in on-going efforts was criticized. Suggestions included showing more appreciation and making the investment to facilitate deployment and to focus on standby teams.
- In general, pre-preparedness was often identified as a major need. This included standby staff, prepositioned resources including food, advanced financing as well as an overall stronger emphasis on emergency and disaster preparedness.

- The existing but oftentimes not functioning emergency and staff rosters were highlighted many times, typically asking for further investment or improvement in this mechanism.
- The need for stronger leadership and management in crisis situation, but especially the need to simplify working processes, lessen bureaucratic requirements and facilitate internal work steps was also frequently mentioned.
- Rarely mentioned topics included security, innovation, specific programs and regional priorities.

**Chart 7: Priorities for future EPR strengthening**



30. The last question invited respondents to submit any other comments they would like to make. A total of 71 respondents provided comments. The majority of comments (46) suggested priorities or concrete recommendations for further EPR strengthening. Of these, the largest number (20) refers again to human resources issues: Staff selection, training, deployment and career development. Several comments noted that it is not just important to ensure WFP has the right capacities to deploy for emergency response, but that deployments are planned more carefully to ensure resources are not wasted. Next to staff, only two other issues were raised repeatedly in the comments: The need to strengthen the EPR capacities of country and regional offices; and the importance of enhancing the utilization of EPR products throughout the organisation. The second largest set of comments (12) included assessments of PREP, either as a whole or of individual activities. Process issues and the lack of take-up of PREP products were mentioned frequently.

## **Annex 7: Bibliography**

- BCG/WFP.** 2014. Working Capital Financing Facility review, Informal Board Consultation.
- ECHO.** 2015. Statement on behalf of the European Union at WFP's Executive Board Meeting, Summary Evaluation Report of WFP's Cash and Voucher Policy (2008-2014) and Management Response.
- Grunewald, F.** et al. 2010. *Inter-agency real-time evaluation in Haiti: 3 months after the earthquake.*
- Hidalgo, Silvia.** 2011. *Inter-Agency Real-Time Evaluation of the Humanitarian Response to the Earthquake 20 Months After.*
- IASC.** 2010. *Response to the Humanitarian Crisis in Haiti: Achievements, Challenges and Lessons to be Learned.*
- Murtaza, N.** et al. 2010. *Pakistan Floods 2010: The DEC Real-Time Evaluation Report.*
- Patrick, John.** 2011. *Evaluation Insights, Haiti Earthquake Response, Emerging Evaluation Lessons.* Department for International Development; Grunewald, F. et al. (2010).
- Polastro, R.** et al. 2011. *Inter-Agency Real Time Evaluation of the Humanitarian Response to the Pakistan's 2010 Flood crisis.*
- WFP.** 2002. *Corporate Response Stocks Gap Analysis Report.*
- WFP.** 2003. *EPR Framework.*
- WFP.** 2009. *Building WFP's Capacity to Respond to Emergencies Final Report.*
- WFP.** 2009. *Strategic Evaluation of WFP's Contingency Planning 2002-2008.*
- WFP.** 2010. *Directive Civil-Military Coordination Operational Guidance.*
- WFP.** 2010. *Madrid meeting NFR, 7 July 2010.*
- WFP.** 2010. *Madrid Shared Action Plan.*
- WFP.** 2011. *Decision Memorandum, Recommendations for RUSF forward purchases of approximately US\$7.7 million (food value) for strategic positioning with 'UNHRD Network' management as custodian.*
- WFP.** 2011. *Lessons from WFP Personnel Responding to the 2010 Haiti Earthquake Emergency.*
- WFP.** 2011. *Lessons from WFP Personnel Responding to the 2010 Pakistan Floods Emergency.*
- WFP.** 2011. *Lessons from WFP Personnel Responding to the 2010 Sahel Food Crisis.*
- WFP.** 2011. *Madrid Shared Action Plan EPR Activity Report.*
- WFP.** 2011. *Management Plan 2012-2014.*
- WFP.** 2011. *Management Response to Summary Evaluation Niger EMOP 200170.*
- WFP.** 2011. *Summary Evaluation Niger EMOP 200170.*

**WFP.** 2012. *Activation of a WFP Level 3 (Corporate) Response for the Syrian Arab Republic and Surrounding Countries.*

**WFP.** 2012. *Corporate Emergency Response Teams Options Paper EMG, 20 December 2012.*

**WFP.** 2012. *Directive, EPR Package.*

**WFP.** 2012. *Executive Director's Circular, WFP Emergency Response Activation Protocol.*

**WFP.** 2012. *EPR Training and Deployment Strategy, 30 November 2012.*

**WFP.** 2012. *Fit-for-Purpose – WFP's New Organisational Model.*

**WFP.** 2012. *Generic Response Capability Model.*

**WFP.** 2012. *Lessons Learned Exercises Method.*

**WFP.** 2012. *Lessons from WFP Personnel Responding to the 2012 Sahel Food Crisis.*

**WFP.** 2012. *Madrid-Montreux Action Plan Update.*

**WFP.** 2012. *Management Plan 2013-2015.*

**WFP.** 2012. *Memo Corporate Response Stocks and the UNHCR Network.*

**WFP.** 2012. *NDMO Framework EPRO.*

**WFP.** 2012. *Somalia an Evaluation of WFP's Portfolio.*

**WFP.** 2012. *The Forward Purchase Facility Requirements and Costs, 27 April 2012.*

**WFP.** 2013. *Activation of a WFP Level 3 (Corporate) Response for The Republic of South Sudan.*

**WFP.** 2013. *Addressing the Needs of Leadership in Emergencies, 02 July 2013.*

**WFP.** 2013. *CAPRO Brief.*

**WFP.** 2013. *Civil-Military Coordination Workshop Report, February 2013.*

**WFP.** 2013. *Civil-Military Guidance.*

**WFP.** 2013. *Controls Functional Area Enhancement Proposals and BPR recommendations, 22 July 2013.*

**WFP.** 2013. *Evaluation of Niger Country Portfolio 2007-2011.*

**WFP.** 2013. *Executive Director's Circular Country Director's role in the Humanitarian Country Team.*

**WFP.** 2013. *Executive Director's Circular Leadership in IASC Clusters.*

**WFP.** 2013. *Executive Director's Circular, WFP Emergency Response Roster.*

**WFP.** 2013. *Preliminary Asia Specialised NFI Requirements, 6 January 2013.*

**WFP.** 2013. *South Sudan Corporate Response February 2012 – December 2012, Lessons Learned Exercise, Lessons from WFP Personnel and Partners.*

**WFP.** 2013. *Strategic Plan 2014-2017.*

**WFP.** 2014. *Activation of a WFP Level 3 (Corporate) Response for Cameroon – C.A.R. Refugee response.*

**WFP.** 2014. *Activation of a WFP Level 3 (Corporate) Response for the Republic of Iraq.*

**WFP.** 2014. *CRX Progress Report, March 2014.*

**WFP.** 2014. *Emergency Preparedness Capacity Index, 24 April 2014.*

**WFP.** 2014. *Executive Director’s Circular, WFP Activation Protocol Revision.*

**WFP.** 2014. *Executive Director’s Circular, WFP Emergency Response Roster.*

**WFP.** 2014. *Directive Operational Information Management, 29 May 2014.*

**WFP.** 2014. *EPR Policy Concept Note, 29 July 2014.*

**WFP.** 2014. *EPRF Presentation, 08 May 2014.*

**WFP.** 2014. *FASTER Proposal, 19 February 2014.*

**WFP.** 2014. *FASTER Progress Report, March 2014.*

**WFP.** 2014. *Gender and EPR Potential Areas of Engagement.*

**WFP.** 2014. *Fifteen years of WFP emergency response – Synthesis Report [Draft].*

**WFP.** 2014. *Financial Framework Review, Restructuring of the Working Capital Financing Facility.*

**WFP.** 2014. *Management Plan 2015-2017.*

**WFP.** 2014. *OPweb launch, 25 July 2014.*

**WFP.** 2014. *People Strategy.*

**WFP.** 2014. *Pre-Defined Organisational Structures, 29 August 2014.*

**WFP.** 2014. *Progress Report on the EPR Normative Guidance Project, March 2014.*

**WFP.** 2014. *Syria Lessons Learning Exercise: Draft Report.*

**WFP.** 2014. *Table: Overall cost performance of the two regional fleet (received by email from Nenad Grkovic, Global Logistic Fleet Manager) 14 August 2014.*

**WFP.** 2014. *The Corporate Response EMOP Facility Components. 30 July 2014.*

**WFP.** 2014. *The WFP Leadership Roster Call for Applicants. May 2014.*

**WFP.** 2014. *Transformative Agenda Lessons Report.*

**WFP.** 2015. *An Evaluation of WFP’s Regional Response to Syrian Crisis, 2011-2014.*

**WFP.** 2015. *Wfp’s 2008 Cash and Voucher Policy Evaluation 2008-2014 .*

**WFP.** 2015. *Management Response to the Recommendations of the Summary Evaluation Report of WFP’s Cash and Voucher Policy 2008-2014.*

**WFP.** 2015. *Summary Evaluation Report of WFP’s Cash and Voucher Policy 2008-2014.*

**WFP.** (Undated). *Generic Corporate Response EMOP.*



**WFP.** (Undated). *FASTER Training Design and Structure.*

**WFP.** (Undated). *Lessons Learned Database Scoring.*

**WFP.** (Undated). *Proposal for Implementation of the Corporate Response Stocks Initiative.*

**WFP.** (Undated). *Strategic Plan 2008-2013.*

**WFP.** (Undated). *The Emergency Response Roster Deployment List.*

**WFP.** (Undated). *The Emergency Response Roster Members.*

**WFP.** (Undated). *The Emergency Preparedness and Response Package.*

**WFP PREP.** 2012. *Activity Portfolio I.*

**WFP PREP.** 2012. *Executive Board Information Paper.*

**WFP PREP.** 2012. *Engagement and Budget Strategy.*

**WFP PREP.** 2012. *Logical Framework.*

**WFP PREP.** 2012. *Logical Framework and Accomplishments.*

**WFP PREP.** 2012. *PREP Evolution, 2012.*

**WFP PREP.** 2012. *PREP Towards a New Response Model, Presentation to the EB.*

**WFP PREP.** 2013. *Activity Portfolio II.*

**WFP PREP.** 2013. *Evolution of PREP.*

**WFP PREP.** 2013. *Initiatives linked to PREP.*

**WFP PREP.** 2013. *PREP EPR Knowledge Management.*

**WFP PREP.** 2013. *PREP Financial Status.*

**WFP PREP.** 2014. *Activity Portfolio III.*

**WFP PREP.** 2014. *Emergency table.*

**WFP PREP.** 2014. *Logical Framework and on-going achievements.*

**WFP PREP.** 2014. *OME Portfolio Budget by Activity.*

**WFP PREP.** 2014. *PREP Contribution Details.*

**WFP PREP.** 2014. *PREP Field Outreach Network.*

**WFP PREP.** 2014. *PREP Financial Status.*

**WFP PREP.** 2014 *Table of WFP Corporate Emergencies.*

**WFP PREP.** 2014. *Update on Sustainable Funding Strategy for PREP Activities.*

**WFP PREP.** (Undated). *PREP Field Outreach Network TORs.*

**WFP PREP.** (Undated) *PREP Functional Group List.*

**UNHRD.** 2011. *Management of WFP HEBs.*

Rome, April 2015, OEV/2014/14

**Office of Evaluation**  
**[www.wfp.org/evaluation](http://www.wfp.org/evaluation)**



**World Food Programme**

