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Policy Issues

For consideration

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Update on WFP's Role in Collective Humanitarian Response

Executive summary

The scale and intensity of humanitarian need around the world has not diminished in 2016. Urgent and large-scale system-wide humanitarian responses continue in Iraq, South Sudan, the Syrian Arab Republic and Yemen. As highlighted in the Global Humanitarian Overview for 2016 released by the Emergency Relief Coordinator in December 2015, more than 125 million people around the world will need humanitarian assistance in 2016. To provide life-saving humanitarian assistance and protection to the most vulnerable 87.6 million of these people, an appeal was made for USD 20.1 billion – five times the funding needed for humanitarian responses a decade ago.

This is the context in which the United Nations Secretary-General convened the World Humanitarian Summit in Istanbul on 23–24 May 2016, to reaffirm the collective commitment to humanity and to chart a course for change. The summit's aims are to generate new ways of working that transcend the humanitarian–development divide and provide long-term solutions to the resource gaps that constrain efforts to reach people in need.

Building on earlier reforms, including the Inter-Agency Standing Committee's Transformative Agenda, WFP and other humanitarian actors have engaged in global fora to develop commitments that will form the Secretary-General's Agenda for Humanity resulting from the summit. As the central humanitarian coordinating body, the Standing Committee has generated ideas and promoted initiatives for this Agenda. WFP's participation in the IASC, particularly on issues of financing, emergency preparedness and response and cash-based programming, has facilitated improvements in the development and delivery of responses.

The Grand Bargain developed by the Secretary-General's High-Level Panel on Humanitarian Financing seeks to find ways of stretching available resources to reach more people in need. WFP is working with partner agencies, donors and affected states to ensure that the aspirations of the Grand Bargain are realized and to increase resources for people affected by humanitarian crises. Putting people at the centre of humanitarian action and defining new ways of working that facilitate collective outcomes for all actors is the overriding goal.

Other critical areas for WFP include humanitarian financing, strengthening capacities of local and national actors, and building resilience through support for the livelihoods and self-reliance of people trapped in protracted crises.

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Draft decision*

The Board takes note of “Update on WFP’s Role in Collective Humanitarian Response” (WFP/EB.A/2016/5-E).

Implementation of the Inter-Agency Standing Committee Transformative Agenda

1. With the normative phase of the Inter-Agency Standing Committee’s (IASC’s) Transformative Agenda completed, WFP is committed to aligning its internal processes and protocols with Transformative Agenda guidance. Overall responsibility for implementation of the Transformative Agenda rests with the IASC Emergency Directors Group (EDG), in which WFP is a member.
2. WFP and other agencies seek to address inter-agency constraints in field operations through involvement in EDG missions and the EDG annual review of operations. In December 2015, WFP joined the EDG mission to Burundi, which focused on early action to facilitate collective preparedness. In January 2016, WFP participated in the EDG 2015 Annual Review of Operations, which covered active Level 3 (L3) surge responses in Iraq, South Sudan, the Syrian Arab Republic and Yemen, the recently deactivated L3 response in the Central African Republic, countries that may be affected by humanitarian crisis, and other operations. The review helped IASC organizations to develop a common understanding of issues that require additional attention and in which the EDG’s involvement could facilitate concerted action.
3. The EDG provided further recommendations to IASC Principals on the system-wide L3 responses in Iraq, South Sudan, the Syrian Arab Republic and Yemen, while its review of the performance of Humanitarian Coordinators contributed to the identification of Humanitarian Coordinators and Deputy Humanitarian Coordinators.
4. WFP also participated in the EDG’s biannual meeting with donors, which focused on the surge mechanism for effective system-wide response to L3 emergencies, support and delivery in protracted crises, and humanitarian financing. WFP senior managers participated in the operational peer review mission to Yemen and the Senior Transformative Agenda Implementation Team mission to Chad. Both missions made recommendations to Humanitarian Coordinators and country teams on areas for improvement in the respective responses.

System-Wide Level 3 Responses

5. WFP is committed to ensuring that collective actions in system-wide responses are fit for purpose across the multitude of ongoing protracted crises. The IASC has refined the system-wide L3 emergency response mechanism to address humanitarian crises more efficiently by ensuring that such responses are prioritized in terms of empowered leadership, staffing and funding. Reviews of system-wide L3 responses in Iraq, the Syrian Arab Republic and Yemen have identified a need for a clear, common understanding of the adapted L3 mechanism and for greater consistency in its application.
6. The changing operational context, in which complex, protracted human-made crises have become the primary trigger for humanitarian emergencies, has led to increasing use of the system-wide L3 designation beyond its original purpose of signalling the need for a surge injection of capacity – leadership, staffing and funding.
7. These prolonged designations have generated the misperception that system-wide L3 status reflects the severity of the crisis and is a tool for prioritizing funding. This misunderstanding has made it difficult for the humanitarian community to transition from a system-wide L3 designation, with some L3 deactivations being interpreted as a drop in priority of the response or an improvement of the situation.

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

8. Through the EDG, the IASC has sought to refocus the system-wide L3 mechanism on its original purpose of providing an urgent, rapid injection of resources to close gaps for a limited period, to meet the demands of an acute, changing humanitarian situation while acknowledging context-specific situations.
9. The IASC organizations have agreed to change the terminology from “Level 3 response” to “Level 3 surge response” and to differentiate between the scale-up and consolidation phases of an L3 surge response. The initial scale-up phase would entail coordinating an injection of capacity following a marked change in the humanitarian situation. During the consolidation phase, resources would be aligned with the level of capacity needed for longer-term response.
10. New approaches are also being explored for tracking progress in system-wide L3 surge responses, to monitor and guide operational progress and manage the transition out of an L3 response. Applying benchmarks would help set standards for the expected level of collective response, mobilize efforts to scale up, and provide clear signposts to guide the deactivation of system-wide L3 surge responses.
11. WFP supports these efforts to realign the system-wide L3 mechanism emphasizing the need for processes to remain simple and for tools to be adaptable to field realities and to facilitate more effective response.
12. Any future revisions of WFP’s emergency response activation protocols will reflect these developments in the system-wide L3 mechanism.

Global Clusters and Shared Humanitarian Services

13. Sectoral coordination has proved to lead to better coverage, fewer gaps and duplications, greater economies of scale, wider inclusion of partners and more coherent response. However, in line with the Secretary-General’s report to the World Humanitarian Summit (WHS), adjustments are required in the coordination architecture to shift from coordinating inputs to achieving common outcomes.
14. Service clusters – for logistics and emergency telecommunications – already transcend this sectoral divide through the way in which they operate. At the programme level, since 2015 the global Food Security Cluster has been advocating for more systematic joint and cross-sectoral analysis of humanitarian needs that considers seasonal and livelihood factors in defining the preconditions for outcome-based joint programming.
15. Clusters play a central role in implementation of the resilience approach, which – as highlighted in WFP’s Policy on Building Resilience for Food Security and Nutrition¹ – calls for interventions that are multi-level and systems-based, multi-sector, multi-stakeholder and context-specific.
16. Clusters have also strengthened national partners’ capacities, particularly over the past two years, as in Bangladesh and the Pacific region through training in early warning, risk mapping and needs assessments. This work will be accelerated, as reflected in the Logistics Cluster strategy and the Food Security Cluster strategy for 2016–2017.
17. While continuing to provide shared telecommunication services for disaster responses, the Emergency Telecommunications Cluster (ETC) is also implementing its 2020 strategy, adopted in 2015, which seeks to ensure that all responders in an emergency – including affected populations – have access to vital communication services and digital aids.
18. Led by WFP, the global ETC is leveraging expertise across its extended network of partners to strengthen local communities as first responders, enable them to make informed decisions about their own lives, and facilitate delivery of digital assistance such as in cash-based programming.

¹ WFP/EB.A/2015/5-C.

19. For example, focusing on communications with communities, the ETC2020 Nepal project seeks to develop a preparedness plan for emergency information and communications technology for government, humanitarian, media and private sector actors, with a focus on enabling faster and better communications among affected communities. The ETC2020 Philippines project, led by ETC member Ericsson Response, is building relationships between mobile operators and the humanitarian community to facilitate rapid recovery of mobile phone services after a disaster, for affected populations and to enable more effective delivery of aid.

Inter-Agency Standing Committee

20. Since the last update in June 2015, the IASC Principals met to review protection, access and resources for the humanitarian responses in the Syrian Arab Republic and Yemen and to discuss the migration and refugee crisis in Europe. They also reviewed the recommendations of the Secretary-General's High-Level Panel on Humanitarian Financing (HLP) and preparations for the WHS. As requested by WFP, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund and the World Health Organization (WHO), the coordination of cash transfer programming was included on the agenda. The four agencies developed a joint paper to inform this discussion, which resulted in the creation of a strategic task team of IASC Principals to consider the use of cash in humanitarian contexts. The team is led by the World Bank Group and will make recommendations to the June 2016 meeting of IASC Principals. WFP is committed to significantly scaling up the use of cash when appropriate, as it can provide greater choice, dignity and empowerment for affected populations, economic multipliers that strengthen local markets, and enhanced efficiency and value for money.
21. Throughout 2015, WFP continued to co-chair the IASC Working Group's Task Team on Preparedness and Resilience (TTPR) and served as a co-sponsor of the Humanitarian Financing Task Team (HFTT).
22. The HFTT led global consultations on the future of humanitarian financing, which resulted in the "Future Humanitarian Financing: Looking beyond the Crisis"² report used as an input for the HLP and the WHS. A desk review of the main challenges in access to country-based pooled funds and a report on partner capacity assessments that recommends greater transparency were also completed. A study on donor conditionalities led by WFP and the United Nations Population Fund and undertaken on behalf of the HFTT provided recommendations for more efficient delivery of humanitarian assistance, including reducing the earmarking of funds, harmonizing and simplifying donor reporting requirements and providing predictable multi-year humanitarian funding. These recommendations are being discussed with the Good Humanitarian Donorship initiative.
23. The TTPR finalized and is rolling out the emergency response preparedness approach. The value of this approach, which is based largely on WFP's methodology, was highlighted in the response to the devastating earthquake in Nepal. The TTPR also continued to develop the IASC early warning early action process, enabling more effective consideration of response capacity relative to identified risks.
24. At the end of 2015, the IASC reviewed the priorities of the EDG and the Working Group and its subsidiary bodies for the biennium 2016–2017.

² https://interagencystandingcommittee.org/system/files/fhf_looking_beyond_the_crisis_report.pdf

25. The Working Group's new priorities seek to align the work of the IASC with the Sendai Framework for Disaster Risk Reduction, the 2030 Agenda, the outcome of the Twenty-First Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21), and the projected outcomes of the WHS. The four priorities agreed for the next biennium are effective response to emergencies and protracted crises; accountability and inclusivity; displacement and protection outcomes; and financing. WFP is co-leading a reference group that focuses on early warning and preparedness, and is a co-sponsor in the work on financing, engaging with other interested groups, such as the Good Humanitarian Donorship initiative, on behalf of the IASC.
26. Based on a review of its work plan at the end of 2015, the EDG identified objectives for its work in 2016: consider and advise on operational issues of immediate concern, including those on the agenda of the IASC Principals; undertake regular monitoring and review of emergency operations; consider future high-risk scenarios and determine appropriate early actions; and continue optimizing systems for collective delivery of humanitarian assistance to people in need. The EDG's work is supported by the Senior Transformative Agenda Implementation Team, which advises Humanitarian Coordinators and country teams; undertakes operational peer reviews; and organizes webinars on topics such as the transformative potential of cash-based transfer programming, accountability to affected populations, donors and the Transformative Agenda, preparedness and learning from the Nepal earthquake response, and humanitarian access.
27. WFP is participating in a functional review of the Office for the Coordination of Humanitarian Affairs (OCHA) to clarify OCHA's role and operating model and ensure that it is fit for purpose. The review is being conducted by two external management consulting companies under the oversight of the Deputy Emergency Relief Coordinator. WFP welcomes this review as a timely opportunity to reflect on OCHA's support role at the country and global levels, including the Emergency Relief Coordinator's role as chair of the IASC.

WHO Reform

28. WFP's Deputy Executive Director participated in the high-level advisory group on reform of WHO's work in outbreaks and emergencies with health and humanitarian consequences, which concluded its work in early 2016. The group was chaired by Dr David Nabarro and comprised 19 experts. WFP also supported WHO's internal reform through the secondment of technical staff to support supply chain management.
29. Guided by recommendations issued by the high-level advisory group and the deliberations of WHO's Executive Board in January 2016, the Director-General, Deputy Director-General and Regional Directors of WHO issued a statement committing to the urgent and comprehensive reform of WHO's emergency work "through the establishment of one single Programme, with one workforce, one budget, one set of rules and processes and one clear line of authority" and "an independent mechanism of assessment and monitoring of the performance of the Organization, reporting to the governing bodies".

Global Processes

30. WFP's strategic priority is ensuring synergies and coherence in its engagement in global processes, under the overall leadership of the Deputy Executive Director. During the period under review, these efforts focused on COP 21 and the WHS. As a member of the Global Alliance for Urban Crises, WFP is also engaging in preparations for the Conference on Housing and Sustainable Urban Development (Habitat III) to take place in Quito, Ecuador from 17 to 20 October 2016.

COP 21

31. COP 21 held in Paris last year resulted in a major step in tackling climate change issues. The three main goals of the 2015 Paris Agreement – limit the global temperature increase to below 2°C, increase climate resilience and adaptation, and secure financial flows for these ends – reflect the fundamental priority of ensuring food security and ending hunger. The Agreement also addresses the adverse consequences that climate change will have on food systems and livelihoods.
32. The Paris Agreement influences both WFP’s approach to food security, nutrition and access to climate finance, and its work to support governments in reducing hunger and adapting to climate change. WFP is an observer to the Green Climate Fund, which provides new architecture for climate financing. During COP 21, WFP launched its Food Security Climate Resilience (FoodSECuRE) Facility, which could be eligible for funding from both the Green Climate Fund and the climate finance of bilateral donors.
33. The Paris Agreement also addresses the issue of loss and damages, calling for increased efforts in early warning systems, emergency preparedness, slow-onset events, comprehensive risk assessment and management, climate risk insurance, and resilience of communities, livelihoods and ecosystems. With its experience in responding to climate disasters, disaster risk reduction, resilience-building and safety nets, WFP is seen as a leader in these efforts.

World Humanitarian Summit

34. The first ever WHS, in Istanbul on 23–24 May, represents an opportunity for a turning point in creating the political momentum for change and standing up for common humanity. Responding to the Secretary-General’s call to leave no one behind and to reach out first to those furthest behind, the commitments and actions undertaken through the Agenda for Humanity will provide an early indication of the global commitment to realizing the goals of the 2030 Agenda.
35. The three main goals of the WHS place affected people at the centre of humanitarian action and alleviating suffering: reaffirm global commitment to humanity and humanitarian principles; initiate actions and commitments that enable countries and communities to prepare for and respond to crises and be more resilient to shocks; and share innovations and best practices that can help save lives around the world.
36. WFP worked closely with the WHS Secretariat in shaping priorities ahead of the summit, and was represented at all eight regional consultations and the global consultations. Regional bureaux participated in the steering committees for regional consultations; technical experts, including global cluster leaders, contributed to thematic group discussions and consultations; and WFP seconded staff to the WHS and HLP secretariats. WFP also contributed to summit preparations through the IASC and its mechanisms.
37. WFP contributed to the synthesis report on the WHS regional consultation process, the HLP report “Too Important to Fail” and the Secretary-General’s “One Humanity: Shared Responsibility” report and “Agenda for Humanity”. It submitted papers to the WHS online portal, including the WFP position paper for the WHS (August 2015), a statement outlining five proposals that WFP believes will contribute most effectively to closing the gap in humanitarian financing, and a joint paper with other global cluster lead agencies on “Cluster Lead Agencies (CLA) Accountability – Ten Years in Perspective: Enhancing Effectiveness of CLAs”.
38. During the WHS, commitments will be developed for each of the five core areas of responsibility in the Agenda for Humanity: i) political leadership to prevent and end conflict; ii) upholding the norms that safeguard humanity; iii) leaving no one behind; iv) changing people’s lives – from delivering aid to ending need; and v) investing in humanity. These core commitments, along with other more specific commitments, will be at the centre of the seven high-level leaders’ roundtables and 15 special sessions. United Nations agencies are expected to align with all of the core commitments and are encouraged to develop additional collective and individual commitments that support their fulfilment. The overall aim is to develop a new way of working aimed at collective outcomes, multi-year timeframes and the comparative advantages of responders.

39. As well as contributing to the development of core and specific commitments, WFP and its partners are also organizing events during the WHS. These include a high-level side-event on harnessing the power of food and nutrition to achieve collective outcomes, and side-events on innovative humanitarian finance: forecast-based action, index insurance and multi-year recovery finance; challenges and opportunities in assessing needs and targeting people for humanitarian interventions in urban areas; and advancing humanitarian connectivity through private-sector partnerships. WFP will also participate in the Exhibition Fair, presenting the five services it provides to the humanitarian community: the ETC, the Logistics Cluster, the Fast Information Technology and Telecommunications Emergency Support Team, the United Nations Humanitarian Response Depot, and the United Nations Humanitarian Air Service. At the Innovation Marketplace, WFP and partners will showcase innovative solutions to humanitarian challenges, such as the digital supply chain, and innovations for zero hunger – Automatic Disaster Analysis and Mapping, mobile vulnerability analysis and mapping, and the Innovation Accelerator.

High-Level Panel on Humanitarian Financing and the Grand Bargain

40. WFP contributed substantially to the work of the HLP – a major element of preparations for the WHS. The HLP called on donors and humanitarian organizations to develop new ways of working together to reduce humanitarian needs, deepen and broaden the resource base and agree on a Grand Bargain of concessions between donors and agencies. The central assumption behind these recommendations was that greater efficiencies will drive down costs and attract new donors, thereby reducing the humanitarian funding gap.
41. The three key elements of the Grand Bargain proposed by the HLP are: i) steps that donors and organizations can take together to increase financial transparency, provide more support and funding to national first responders, and scale up the use of cash-based programming while improving the coordination of its delivery; ii) steps that organizations can take to reduce duplication and management costs, carry out expenditure reviews, increase joint and impartial needs assessments, and enhance the involvement of beneficiaries in the actions and decisions that affect them; and iii) steps that donors can take to provide more multi-year humanitarian funding, decrease earmarking, and harmonize and simplify reporting requirements.
42. Related commitments for presentation at the WHS are being developed through ten workstreams co-led by donors and agencies. WFP co-leads the workstream on cash programming. Other workstreams include reducing the earmarking of funding; increasing support to front-line responders; the humanitarian–development nexus; multi-year planning; needs assessments; “participation revolution”; reducing management costs and functional reviews; harmonized reporting; and transparency.
43. WFP is engaged in all of these areas, drawing on its well-established capacity in needs assessments, its work on enhancing transparency and its commitment to scaling up support to national partners. In all of these efforts, improving efficiency is a priority – for instance through advocacy for reducing earmarking and harmonizing reporting requirements – thereby enabling more resources to be directed to affected populations.

Focus Areas

Humanitarian Financing

44. In recent years, the international community, particularly WFP, has experienced widening funding gaps, with humanitarian needs stretching the humanitarian response system. Over the past five years, an average of 62 percent of WFP’s needs were funded, compared with 66 percent of appeals coordinated by the United Nations.
45. The alarming rise in humanitarian emergencies, and the complex and protracted nature of these crises have highlighted the need for new approaches to humanitarian financing. WFP is involved in broad strategic discussions of these future approaches through its engagement in the IASC’s HFTT and the HLP’s proposals for the Grand Bargain.

46. While strengthening measures for improving the management of resources and maximizing efficiencies, WFP continues to advocate for greater flexibility, increased predictability and sustained resourcing through multi-year and multilateral funding. At 8.3 percent, multilateral, untied contributions still represent a small fraction of WFP's overall funding. The predominance of short-term, project-based, earmarked funding contributes significantly to fragmentation and competition for resources and restricts the potential for cost efficiencies in food procurement, transportation services and partnership agreements, among other areas.
47. In the context of the 2030 Agenda and the WHS, WFP supports calls for greater integration of development and humanitarian work, including enhanced complementarity between development and humanitarian funding and strengthened partnerships among donors, national governments, civil society, the private sector and WFP for sustainable results towards ending hunger.

Strengthening Local Capacities and Resilience

48. The call for international humanitarian actors to complement, rather than duplicate or substitute for, local and national capacities was prominent in the WHS consultations and was reinforced by the HLP and the Secretary-General's "One Humanity, Shared Responsibility" report.
49. Before the WHS, WFP participated in discussions on how to localize humanitarian assistance, highlighting its commitment to facilitating resource and capacity transfers to national front-line responders and encouraging donors to provide multi-year funding to help incentivize the capacity strengthening of local actors.
50. Helping host governments fight hunger is one of WFP's six corporate priority areas in 2016. WFP is working on improving its ability to assist host governments with their national strategies to address food insecurity and improve their emergency preparedness capacity with the ultimate goal of reaching zero hunger. As a first step, WFP is taking a more holistic approach to its capacity-strengthening role by clearly defining desired final outcomes and the requisite technical capacities and resources and improving the harmonization and coordination of these activities.
51. WFP partners more than 900 community-based organizations and national non-governmental organizations (NGOs), which play essential roles in humanitarian response. Through its co-leadership and training of local food security and logistics clusters, WFP helps prepare national NGOs for effective partnerships with other actors, including governments and donors. WFP invests about 60 percent of its annual USD 3 billion supply chain expenditure in local markets, working directly with the local private sector to deliver assistance. WFP's purchasing power and expertise help enhance the capacity of local commercial transport, commodity and retail sectors.
52. Recognizing their complementary mandates and focus areas, which include food security, nutrition and rural development, WFP and the International Federation of Red Cross and Red Crescent Societies (IFRC) have reinvigorated their partnership. WFP has committed to supporting IFRC's One Billion Coalition for Resilience. At the global level, the goals of this initiative and the Zero Hunger Challenge complement and reinforce each other.
53. The One Billion Coalition for Resilience aims to scale up community and civil society action to involve at least 1 billion people around the world in strengthening the resilience of the most vulnerable by 2025. WFP is a member of the Global Steering Committee of the One Billion Coalition, which will meet for the first time in Istanbul during the WHS.
54. The Executive Director of WFP and the Secretary General of IFRC have issued a joint letter encouraging interested IFRC national societies and WFP country offices to identify and pursue new opportunities for cooperation that is beneficial to the two organizations and the people they serve. This work will be underpinned by the sharing of best practices and lessons learned and scaled up joint advocacy efforts.

The Humanitarian–Development Nexus and Protracted Crises

55. From the universality of the 2030 Agenda and the commitment to leaving no-one behind, to the preparations for the WHS, there have been increasing calls for a new approach that transcends the humanitarian–development divide by working towards collective outcomes, based on comparative advantages and multi-year timeframes, especially in protracted crises and fragile contexts.
56. Through its inter-agency work, WFP has played an important role in advocating for and developing such an approach. For example, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP have developed a conceptual framework for collaboration and partnership on strengthening resilience for food security and nutrition. The framework outlines six principles to guide support to the absorptive, adaptive and transformative capacities of vulnerable, food-insecure people in response to shocks or stresses.
57. To address protracted situations, WFP, FAO and IFAD supported development of the Committee on World Food Security’s Framework for Action for Food Security and Nutrition in Protracted Crises. The framework’s overarching principles guide multi-stakeholder efforts to address food insecurity and undernutrition and build resilience in ways that are tailored to the particular challenges of protracted crises and that contribute, where possible, to resolving the underlying causes.
58. WFP is working with UNHCR to move from a “care and maintenance” approach towards one that emphasizes self-reliance, enabling refugees in situations of protracted displacement to live in greater dignity and meet more of their own food and nutrition needs. A joint strategy will be applied in all countries where UNHCR and WFP have joint operations, starting with those in which there are possibilities for achieving early results, such as Chad, South Sudan and Uganda.
59. In South Sudan, UNHCR and WFP jointly launched a new self-reliance initiative targeting refugee women in the country’s southeast in 2015. Following an analysis of local constraints and opportunities, the initiative provides refugee women with a holistic package of support designed to enhance their financial capital by helping them to establish microenterprises, their human capital by providing them with financial literacy training, and their social capital by organizing them into savings and loan associations.
60. In Uganda, UNHCR and WFP jointly strengthened their support to refugee farmers, enabling them to engage more profitably in the agricultural economy outside refugee camps. With land for cultivation provided by the host government, refugees are receiving training in post-harvest handling and storage equipment while farmers from the host community receive the same assistance. Through this more inclusive approach, UNHCR and WFP are building social capital, reducing tension between the two communities and ensuring that the benefits are shared equally.
61. WFP is also following the Solutions Alliance, which held its first roundtable with partner organizations in February 2016. Co-chaired by the United Nations Development Programme, UNHCR, Denmark, Turkey and the International Rescue Committee, the Solutions Alliance has three main areas of work: engaging the private sector; research, data and performance management; and rule of law. Initial work is focusing on solutions for displaced populations in Somalia, Uganda, the United Republic of Tanzania and Zambia. During the alliance’s first roundtable, WFP’s work with the private sector, notably Vodafone in Kenya, was cited as an example of good practice.

Humanitarian Innovation

62. In partnership with other actors, WFP is developing innovative ways of using technology to ensure protection, dignity and service to affected populations. New tools and processes aim to enhance the adaptability, efficiency and agility of humanitarian action, thereby improving traceability and accountability in humanitarian assistance, for both beneficiaries and donors, as well as allowing greater flexibility in preparing for and responding to emergencies. In particular, the move towards integrated platforms facilitates the sharing of information among partners and creates opportunities to increase synergies and the effectiveness of service delivery. These

systems also provide models to discuss with governments as options for government-to-citizen service platforms, such as those required by national safety net programmes.

63. For example, WFP's beneficiary and transfer-management platform SCOPE enables governments and partners to work towards the development of a single registry for each country, bringing transparency and accountability to humanitarian response, which are especially critical when cash-based assistance is being provided. For instance, in northwest Nigeria, WFP and the International Organization for Migration (IOM) are partnering the Government's National Emergency Management Agency to create a single registry for distributing cash assistance to affected populations via mobile money. WFP and IOM partnered on the development of another single registry in South Sudan, which led to the launch of a new market access programme involving 70 local retailers. Expansion of the SCOPE platform to other partners in South Sudan is expected later this year.
64. Building on shared experiences in Bangladesh, Burundi, Jordan, Kenya and Lebanon, WFP and UNHCR are developing a global data-sharing agreement, strengthening their collaboration and the ability to safeguard sensitive information on the people they serve.
65. While SCOPE is rolled out across WFP, humanitarian country teams, including in Iraq, are interested in using the platform for inter-agency management of assistance. WFP also plans to support a government pilot to create a single registry for social protection programmes in Uganda.

Acronyms Used in the Document

COP 21	Twenty-First Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
EDG	Emergency Directors Group
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization of the United Nations
HFTT	Humanitarian Financing Task Team
HLP	High-Level Panel on Humanitarian Financing
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
L3	Level 3
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
STAIT	Senior Transformative Agenda Implementation Team
TTPR	Task Team on Preparedness and Resilience
UNHCR	Office of the United Nations High Commissioner for Refugees
WHO	World Health Organization
WHS	World Humanitarian Summit