RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Agenda item 6

For consideration

REPORT OF THE EXTERNAL AUDITOR ON THE MANAGEMENT OF CORPORATE EMERGENCIES

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

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External Audit Report

**Performance Audit Report
on Management of Corporate
Emergencies by WFP**

COMPTROLLER AND AUDITOR GENERAL OF INDIA

Executive Summary

This report presents the results of the Comptroller and Auditor General of India's audit of the World Food Programme with regard to its performance on Management of Corporate Emergencies.

A "Corporate Emergency" is defined as an extraordinary emergency situation which overwhelms the capacity of the country office and the regional bureau to respond with existing in-country or regional resources. Therefore, a Corporate Emergency is likely to require the temporary activation of special emergency response procedures, capacities, systems and tools, and will normally involve direct augmentation of Headquarters support at the highest corporate level.

Since October 2012, WFP classifies Emergency Response operations according to a three-level scale, whereby a Level 3 Emergency Response, i.e. Corporate Response, is an emergency operation requiring mobilisation of WFP global response capabilities in support of the relevant country offices and/or regional bureau. Substantial resources have been deployed towards meeting the cost of operation of these emergency responses.

We observed that a WFP Emergency Response level is designated on the basis of an analysis of five criteria: scale, complexity, urgency, capacity and reputational risk. These are assessed at a strategic level by the Strategic Task Force. WFP have developed an options paper, a matrix that discusses emergency response level options based on analysis of the five criteria. This matrix was applied for the Iraq and Ebola situations. We encourage WFP to strengthen its mechanism of conducting and documenting detailed analysis of the five criteria prior to declaration of a Level 3 emergency in line with the practice it has followed in respect of the Iraq and Ebola situations.

In respect of the decisions taken in the STF meetings, WFP needs to have in place a formal follow-up mechanism for implementing the decisions taken in the STF meetings and for monitoring the progress made thereof.

We observed that a comprehensive Lessons-Learned Exercise report had not been brought out in respect of the Philippines and a Lessons-Learned Exercise focused on leadership aspects has not been initiated on any of the L3 emergencies. WFP may endeavour to adhere to the prescribed time schedule for finalising these reports.

WFP has a website called OPWeb, which is a unified platform for operations, preparedness and logistics. We are of the view that linkages or inputs from other divisions would enrich the website. We have been informed that WFP was already in the process of development of such a model.

We noted that the financial data presented to the Executive Board was by programme category and was not further sub-divided into L3 and other emergencies. We are of the opinion that the financial information on projects related to L3 response would help Executive Board and other stakeholders to better understand the past performance and to identify the resources allocated to support the L3 emergency responses.

INTRODUCTION

Strategic Objectives

1. The World Food Programme (WFP), the world's largest humanitarian agency addressing hunger worldwide, was jointly established by the United Nations and the Food and Agriculture Organization of the United Nations (FAO). The mission of WFP is to end global hunger.

2. The Strategic Plan (2014–2017) provides the framework for WFP's operations and role in achieving a world with zero hunger. It lays out the following objectives for the organization:

- Save lives and protect livelihoods in emergencies;

- Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies;

- Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; and

- Reduce undernutrition and break the intergenerational cycle of hunger.

Programme Categories of WFP

3. WFP operations are categorised into four groups:

- **Emergency Operations (EMOPs)** for food assistance to meet emergency needs;

- **Protracted Relief and Recovery Operations (PRROs)** for food assistance to meet protracted relief needs and support recovery after an emergency;

- **Development Projects (DEVs)** to support economic and social development;

- **Special Operations (SOs)** to rehabilitate and enhance transport infrastructure to permit speedy delivery of food assistance and to enhance coordination with the UN and partners through the provision of a designated common service.

Corporate Emergencies: An Overview

4. Saving lives and protecting livelihoods in emergencies is the first Strategic Objective of WFP. Thus, EMOPs are a vital part of WFP's objectives. Over the years, WFP has developed a well-defined emergency classification protocol. WFP classifies Emergency Response operations according to a three-level scale:

- *Level 1 Response:* Emergency Response operations within the response capabilities of the relevant WFP country office (CO), with routine support from the regional bureau (RB);

- *Level 2 Response:* Emergency Response operations requiring regional augmentation of country-level response capability; and

- *Level 3 Response:* Emergency Response operations requiring mobilisation of WFP global response capabilities (i.e. a Corporate Response) in support of the relevant CO(s) and/or RB.

5. A "Corporate Emergency" (CE) or Level 3 Emergency (L3 emergency) is defined as an extraordinary emergency situation which overwhelms the capacity of the CO and the RB to respond with existing in-country or regional resources. In contexts where the urgency, scale and complexity of the operation is beyond the immediate capability of the CO/RB and WFP/UN reputation is at risk and/or it temporarily requires extraordinary procedures, capacities and resources resident in WFP corporate capability, the emergency operation is categorized as an L3 Emergency Response. Therefore, a CE is likely to require the temporary activation of special emergency response procedures, capacities, systems and tools, and will normally involve direct augmentation of HQ support at the highest corporate level.

6. WFP designates Emergency Response levels on the basis of an analysis of five criteria: scale, complexity, urgency, capacity and reputational risk. Once a Level 3 has been declared the response is coordinated in accordance with WFP Emergency Response Activation Protocol to ensure optimization of resource allocation and to facilitate a timely, adequate and active response.

7. The following are the L3 Corporate Emergencies (CEs) activated from 2010 to 2014:

TABLE 1						
Name of L3 CE	**2010**	**2011**	**2012**	**2013**	**2014**	**Ongoing**	**L3 Activation Date**
Iraq					√	√	11 August 2014
Ebola					√	√	13 August 2014
South Sudan				√	√	√	23 December 2013
South Sudan			√				08 February 2012
Central African Republic				√	√	√	11 December 2013
Philippines				√			12 November 2013
Syrian regional response			√	√	√	√	14 December 2012
Somalia/Horn of Africa		√	√				19 July 2011
The Niger/Sahel	√						22 July 2010
Pakistan	√						20 August 2010
Haiti	√						13 January 2010

8.   The list of projects under WFP L3 Emergency Responses and Equivalents in the countries where L3 emergencies were declared during the audit period is shown in the Annexure.

9.   The portfolio of L3 emergencies since 2010 and the budget for them are as given in the table below:

TABLE 2			
Year	**No. of L3 emergencies**	**No. of beneficiaries**	**Total budget (in *USD million*)**
2010	3	17 844 817	924
2011	1	10 768 275	958
2012	3	19 206 072	1 852
2013	4	7 030 536	650
2014 (until June 2014)	3	5 900 000	1 674

10.   Substantial resources are deployed towards meeting the cost of operation (the cost to manage the operation and the cost of the assistance provided to beneficiaries) for these emergency responses and the reputational risk of non-delivery for WFP is exceptionally high.

11.   The funding positions of the four L3 operations, as on 31 August 2014, are depicted in the table below:

TABLE 3		
L3 Operations	**Funding requirements (*million USD*)**	**Confirmed contribution (*million USD*)**
Syrian regional	1 509.32	813.22
Philippines	72.85	73.31
Central African Republic	110.95	93.50
South Sudan	554.28	242.60
Cameroon*	17.88	10.74

* The activities aim to primarily ensure adequate food access and consumption for refugees from the Central African Republic.

Audit Objectives

12. The broad objectives of our Performance Audit of Corporate Emergencies were to assess whether:

- Robust criteria for identification of the corporate emergencies existed;

- Plans for determination of response (quantum and mode of intervention) were in place;

- Protocol model, in terms of functioning of Strategic and Operational Task Forces, emergency rosters, staffing, supply chain management (food and finance) etc*.,* was actively managed at HQ and the necessary coordination was ensured;

- Timeliness, degree and nature of response in the field was adequate and effective, particularly since simultaneous emergencies had to be handled;

- Partnerships with governments/other agencies were used effectively to avoid duplication and to optimize response;

- Monitoring/oversight by HQ/Regional Emergency Coordinator was adequate and there was an effective Management Information System in place.

Audit Scope

13. Our audit covered the WFP HQ in Rome and the selected three RBs,[1] three COs[2] and the Office of the Regional Emergency Coordinator, Amman. The audit was conducted between September and December 2014. The scope of audit involved all the L3 protocols activated from January 2010 to September 2014. The chain of events from the triggers of emergency, activation, execution and eventual deactivation from L3 were studied.

Audit Criteria

14. The performance of WFP in management of CEs was evaluated against its own Strategic Objectives and specific policies/rules/regulations/directives framed by it for managing CEs. We also relied on the General and Financial Regulations of WFP.

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[1] Cairo, Dakar and Bangkok

[2] Cameroon, the Philippines and South Sudan

Audit Methodology

15.   We discussed the audit objectives, scope and methodology with the Management at HQ, the COs and RBs during Entry Conference(s). We issued questionnaires to the field offices visited, scrutinized and analysed documents and records and held interviews with concerned officials. We held interviews with key WFP functional heads to seek their insights and valuable information on the various aspects of the divisions under their respective charges. We also discussed our audit findings with management during Exit Conference(s).

Acknowledgement

16.   We thank WFP management for the cooperation and assistance extended to us at all stages of audit.

AUDIT FINDINGS

Declaration of Corporate Emergencies

17.   The activation of L3 CEs was governed by the WFP Activation Protocol for Responding to Corporate Emergencies, 2006. This has subsequently been superseded by WFP Emergency Response Activation Protocol 2012.

18.   The mechanism for assessing the scale and complexity of a situation is broadly based on the recommendation from the CO/RB concerned, the report of other humanitarian agencies and other UN agencies, media reports and the alerts received through other channels. In some cases, field missions are tasked to get a good idea of the magnitude of the emergency to help arrive at a decision on the appropriate classification of the emergency. The Director of Emergencies uses such background inputs to recommend a declaration of L3 Emergency Response to the Deputy Executive Director/Chief Operating Officer.

19.   WFP developed an options paper, a matrix that discusses emergency response level options based on analysis of the five criteria described in paragraph 6. The results of this matrix are submitted to the Strategic Task Force (STF) for their appreciation and endorsement (or not). The matrix was applied for the Iraq and Ebola situations, and was to be used for future deliberations thereafter.

20.   We observed that although six L3 emergencies were declared after the protocol of October 2012, the detailed analysis was conducted only in respect of Iraq and the Ebola situation.

21.   WFP stated that there was no obligation or commitment under the WFP Emergency Response Activation Protocol 2012 to produce and provide an option paper or any other document to justify an L3 emergency response declaration. The protocol provides a framework of analysis which has always been used during discussions on activation options. Moreover, the memorandum declaring an L3 emergency response has a section in which the rationale for such activation is always provided.

22.   We are of the view that documentation on the analysis of the five criteria needs to be strengthened as was done in respect of Iraq and the Ebola situation, prior to declaration of an L3 emergency.

Recommendation 1

We encourage WFP to strengthen its mechanism of conducting and documenting detailed analysis of the five criteria prior to declaration of a Level 3 emergency in line with the practice it has followed in respect of Iraq and the Ebola situation.

23.   The management accepted the audit recommendation.

Strategic Task Force

24.   According to Emergency Response Activation Protocol 2012, the STF is responsible for addressing strategic issues, including the performance of WFP Emergency Response Leadership. The STF is chaired by the Executive Director (ED) and comprises the Deputy Executive Director/Chief Operating Officer, the Chief of Staff, the Assistant Executive Directors, the Director of Emergencies, the Corporate Response Director, Regional Directors (RDs) of affected region(s) and the Director of Communications.

25.   We examined copies of the minutes of the meetings pertaining to each of the L3 emergencies and observed that:

i)   In respect of the Syrian L3 emergency a number of STF meetings were held at regular frequencies. The same was not observed in respect of the other L3 emergencies.

ii)   Copies of many minutes made available to us were in shorthand, handwritten format and from this it was not decipherable as to what decisions were taken in the meetings, who attended the meetings and what actionable points arose from the meetings for follow-up at subsequent dates.

iii) In respect of the decisions taken in the STF meetings the associated follow up memoranda/circular for taking action based on the outcome of the STF meetings could not be made available to Audit. Consequently, we were not able to derive assurance as to whether STF meeting decisions were effectively implemented and followed up in respect of the L3 CEs.

Recommendation 2

WFP may strive to make the STF system more effective by having in place a formal follow-up mechanism to implement the decisions taken in the STF meetings and monitor the progress made thereof.

26. While acknowledging the audit recommendation, the management stated that systems to monitor the implementations of the decisions taken already exist, and the forthcoming update of the various CE protocols will better clarify and improve the tracking system of the decision taken.

Bringing Out Comprehensive Lessons Learnt Report

27. According to Emergency Response Activation Protocol 2012, within 60 days of deactivation of an L3 Emergency Response, the Director of Emergencies will commission a comprehensive Lessons-Learned Exercise (LLE), the STF will organize a separate lessons-learned exercise focused on leadership aspects during the L3 response and in the event of the deactivation of a Humanitarian System-wide Emergency, WFP will participate in the after-action management review.

28. We observed that a comprehensive LLE report had not been brought out in respect of the Philippines, although the L3 emergency in respect of the Philippines had been deactivated on 11 January 2014.

29. We also observed that a lessons-learned exercise focused on leadership aspects has not been initiated on any of the L3 emergencies as yet.

30. WFP responded that the LLE report for the Philippines L3 was currently being finalised.

> **Recommendation 3**
>
> WFP may endeavour to adhere to the prescribed time schedule for finalising the lessons-learned reports and organizing a separate lessons-learned exercise focused on leadership aspects during the Level 3 response.

31.   While acknowledging the recommendation, WFP stated that since 2010, seven LLEs have been conducted and the issue of timeliness was a challenge in the context of protracted crisis.

OPWeb as a Tool for Managing Corporate Emergencies

32.   An effective response in the case of an L3 emergency is critically dependent on preparedness both at the corporate and field levels. As in a CE, Headquarters supports the emergency response efforts, it is a prerequisite that there is a systematic response initiative. In this context, we conducted an appraisal of the key response initiatives in place in the WFP.

33.   OPWeb[3] has been operational since July 2014. It seeks to seamlessly merge operations, preparedness, situation reports, deployment and logistics information to provide a comprehensive platform for all WFP staff. OPWeb provides guidance on the Essential Elements of Information (EEI), which is a label for a pre-defined set of structured information gathered, processed and used within the first 72 hours of a sudden onset emergency. EEI serves to support the decision-making process in order to ensure an effective and coordinated response.

34.   While OPWeb was a unified platform for operations, preparedness and logistics, it was not a combined platform for all divisions. We are of the view that linkages or inputs from other divisions would enrich the web.

35.   WFP stated that they were already in the process of development of such a model; and that a survey on the use of OPWeb had been launched, the results of which were being analysed.

> **Recommendation 4**
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> WFP may continue the efforts of updating OPWeb to ensure that it emerges as a comprehensive site combining the relevant information of all divisions.

36.   The management accepted the audit recommendation.

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[3] OPWeb is a web portal that replaced and expanded on EPWEB (former Emergency and Preparedness Portal).

Reporting to the Executive Board

37. As per General Rule Article XIV paragraphs 1, 2, and 3, the Executive Board should exercise full scrutiny of the WFP funds. One of the main mechanisms for exercising control over the WFP funds by the Executive Board is through the Management Plan. The Executive Board is responsible for approval of the budget and the programme of work. The Management Plan outlines the budget based on need and funding of the programmes based on forecasted contributions, a Programme Support and Administrative budget, unforeseen requirements and a review of the last management plan among other things.

38. We observed that the financial data presented to the Executive Board was by programme category and it was not further subdivided into L3 and other emergencies.

39. WFP stated that reporting in the Management Plan was on all projects which included estimated resources and expenditures for each programme category (DEV, EMOP, PRRO and SO) as required by the Financial Regulations and that specific reporting to the Executive Board on corporate responses was carried out through the quarterly operational briefings. They added that an L3 Emergency Response was not another type of project, it was the state of a (possibly current) project which reflected the state of a country situation. Accordingly, there was no substantive operational need to open a new, separate project code when an L3 Emergency Response was activated.

40. We observed that EMOPs relating to L3 Emergency Responses were the major activities of WFP, as these accounted for 55–60 percent of the total programme cost of WFP. We are, therefore, of the view that the financial information (including expenditure incurred) on projects related to L3 response would help the EB and other stakeholders to better understand the past performance and to identify the resources allocated to support the L3 Emergency Responses.

Recommendation 5

WFP may consider the possibility of presenting the financial information (including expenditure incurred) on projects related to Level 3 response.

41. The management accepted the audit recommendation.

Donor Relations

42. According to Emergency Response Activation Protocol 2012, when an L3 response is declared, WFP operational divisions are to activate divisional response protocols for the mobilization of WFP global resources.

43. We observed that the L3 emergency operations were supported at the onset with an appeal letter addressed to a list of donors, signed by the Executive Director, requesting funding support. In addition to issue of paper appeals, WFP explored non-traditional sources of finance by way of developing country specific donor profiling and other engagements, such as personal outreach of senior management, sharing of situation reports, external reports, donor visits to the field, informal operational briefings to the Executive Board, updates, participation in joint UN appeals, media outreach (press releases, video footage and stories widely shared, social media, etc.).

Recommendation 6

We encourage WFP to continue its efforts to engage both traditional and non-traditional donors for the mobilization of global resources.

44. The management acknowledged the audit recommendation.

Capacity-Building

45. The Corporate Risk Register of December 2011 brought out that existing expertise and skill-sets were not adequate to accelerate scaling-up of new initiatives. It highlighted that the number of concurrent emergencies limited the availability of properly trained and experienced staff. Information and management systems could not cope with the volume of requests for information and analysis and management focus was overextended. For this, the risk register indicated the significance of development of an emergency training and deployment strategy amongst other issues. The Corporate Risk Registers of 2012, 2013 and 2014 continued to identify training and deployment strategy and establishment of standby capacity, as mitigating actions to take care of WFP being overextended in multiple emergencies.

46. WFP stated that the status of implementation of these actions was updated quarterly and presented to the Executive Management Group (EMG). The latest update was conducted in September 2014 where mitigation actions have been assessed in terms of their completeness and effectiveness. WFP further stated that the implementation of mitigation actions warranted a reduction in risk level. Nevertheless, EMG members have assessed that this remained a "high risk" for the organization.

47. We observed from the Corporate Risk Register of 2014 that in respect of "WFP overextended in multi emergencies" there were 16 mitigating actions out of which only 6 actions had been fully completed and the others were at 40 percent to 90 percent completion stage. In respect of the risk "Lack of skills for new initiatives", two mitigation actions had been identified in the risk register which were at 60 percent and 80 percent completion stage.

Recommendation 7

WFP may expedite the process of addressing the risks identified in the Corporate Risk Register of 2014 in respect of "WFP overextended in multi emergencies" for early completion.

48. The management acknowledged the audit recommendation.

ANNEXURE

WFP Level 3 Emergency Responses and Equivalents – 2010–2014			
Country	**Project No.**	**Project Type**	**Project Title**
Ebola	200760	SO	Provision of Humanitarian Air Services in Response to the Ebola Virus Disease Outbreak in West Africa
	200767	SO	Logistics and Emergency Telecommunications Support to the Ebola Virus Disease Outbreak in West Africa
	200698	IR-EMOP	Assistance to Food-Insecure Ebola Victims
	200761	EMOP	REGIONAL: Support to Populations in Areas Affected by the Ebola Outbreak in Guinea, Liberia, and Sierra Leone
Iraq	200677	EMOP	Emergency Assistance to Populations Affected by the Iraq Crisis
	200729	IR-EMOP	Emergency Food Assistance for Internally Displaced Persons in Iraq as a Result of the Fighting in Mosul City, Ninewa Governorate
	200746	SO	Special Operation – Logistics Cluster and Emergency Telecommunications Support in Iraq
Syria and Region	200279	IR-EMOP	Emergency Food Assistance to People Affected by Unrest in Syria.
	200339	EMOP	Emergency Food Assistance to People Affected by Unrest in Syria
	200536	IR-EMOP	Emergency Food Assistance For People Affected By Intensification of Civil Unrest
	200410	SO	SO – Syria – Syria Unrest: WFP Logistics Augmentation, Logistics Coordination, and Emergency Telecommunications Coordination
	200477	SO	Logistics and Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria
	200433	EMOP	REGIONAL: Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria
	200414	IR-EMOP	Assistance to Syrian Refugees in Jordan
	200426	IR-EMOP	Emergency Food Assistance to Syrian Refugees in Lebanon

WFP Level 3 Emergency Responses and Equivalents – 2010–2014			
Country	**Project No.**	**Project Type**	**Project Title**
Central African Republic	200522	SO	Provision of Humanitarian Air Services in Central African Republic
	200565	IR-EMOP	IR-EMOP-CFCO-Armed Conflict in Central African Republic
	200605	SO	Logistics Support to WFP Operations, and Logistics and Emergency Telecommunications Cluster Augmentation in Central African Republic
	200646	SO	Strengthening Food Security Cluster Coordination in Central African Republic
	200689	EMOP	REGIONAL: Food and Nutritional Assistance to Central African Refugees in East and Adamaoua Regions
	200650	EMOP	Saving Lives and Protecting Livelihoods in the Central African Republic
South Sudan	200659	EMOP	Emergency Operation in Response to Conflict in South Sudan
	200572	PRRO	Food and Nutrition Assistance for Relief and Recovery, Supporting Transition and Enhancing Capabilities to Ensure Sustainable Hunger Solutions in South Sudan
	200174	PRRO	KENYA: Food Assistance to Refugees
	200365	PRRO	ETHIOPIA: Food Assistance for Somali, Eritrean, Sudanese and South Sudanese Refugees
	200429	PRRO	UGANDA: Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees and Extremely Vulnerable Households
	200597	EMOP	SUDAN: Food Assistance to Vulnerable Populations Affected by Conflicts and Natural Disasters
	200702	SO	Air Bridge Cargo Operations
	200634	SO	Provision of Humanitarian Air Services in Republic of South Sudan
South Sudan	200341	SO	Provision of Humanitarian Air Services in Republic of South Sudan
	200423	SO	Food Security Cluster Augmentation in Response to the Continued Humanitarian Situation in South Sudan
	200399	SO	Emergency Telecommunications Cluster – Provision of ICT Services in Support of the Humanitarian Community in the Republic of South Sudan
	200361	SO	Logistics Cluster Activities in Support of the Humanitarian Community in South Sudan
	200338	EMOP	Food Assistance for Food-Insecure and Conflict-Affected Populations in South Sudan

WFP Level 3 Emergency Responses and Equivalents – 2010–2014			
Country	**Project No.**	**Project Type**	**Project Title**
Philippines	200631	EMOP	Assistance to the People Affected by the Super Typhoon Haiyan
	200633	SO	Food Security and Agriculture Cluster Coordination in Response to Typhoon Haiyan (Yolanda) in the Philippines
	200595	SO	Logistics and Emergency Telecommunications Augmentation in Response to Typhoon Haiyan in the Philippines
Somalia/ Horn of Africa	200281	EMOP	Tackling Hunger and Food Insecurity in Somalia
	200344	SO	Logistics and Emergency Telecommunications Cluster Augmentation in Response to the Humanitarian Situation in Somalia
Pakistan	200145	PRRO	Food Assistance for Household Food Security, Early Recovery and Social Stability
	200177	EMOP	Emergency Food Assistance to Families Affected by Monsoon Floods in Pakistan
	200181	SO	Logistics Cluster Coordination to Support the Humanitarian Community and Enhancement Emergency Preparedness and Response Capacity
	200363	SO	Logistics Cluster Augmentation in Support of the Government of Pakistan and the Humanitarian Community's Response to Flooding in Southern Pakistan
The Niger/Sahel	200051	PRRO	Saving Lives, Reducing Malnutrition and Protecting Livelihoods of Vulnerable Populations
	200124	SO	Logistics Augmentation in Support of PRRO 106110 and EMOP 200170 and Inter-Agency Services (Logistics and Emergency Telecommunications Clusters)
	200170	EMOP	Saving Lives and Improving the Nutritional Status of Food-Insecure Populations Affected by Drought and High Malnutrition Rates in the Niger
Haiti	200108	SO	Logistics and Telecommunications Augmentation and Coordination for Relief Operations in Response to the Earthquake in Haiti
	200109	SO	Provision of Humanitarian Air Services in Response to the Earthquake in Haiti
	200110	EMOP	Food Assistance to Earthquake-Affected Population in Haiti

ACRONYMS USED IN THE DOCUMENT

CE	Corporate Emergency
CO	country office
DEV	development project
EEI	Essential Elements of Information
EMG	Executive Management Group
EMOP	emergency operation
HQ	Headquarters
LLE	Lessons-Learned Exercise
PRRO	protracted relief and recovery operation
RB	regional bureau
SO	special operation
STF	Strategic Task Force