



**World Food
Programme**

**Programme
Alimentaire
Mondial**

**Programa
Mundial de
Alimentos**

**برنامج الأغذية
العالمي**

Preparedness and Response Enhancement Programme (PREP)

GENERIC RESPONSE CAPABILITY MODEL (GRCM)

OVERVIEW

BACKGROUND

1. Despite overall success in WFP corporate response, previous lessons learned have highlighted areas in which WFP can enhance its response abilities in order to more effectively and efficiently meet the needs of beneficiaries. In doing so, it is widely recognized that at the centre of such enhancements is a need for a thorough understanding of the response capability targets that the organization must strive to meet.
2. As a result, from January to May 2012, the Boston Consulting Group (BCG) collaborated with the Preparedness and Response Enhancement Programme (PREP) to develop version 1.0 of a *Generic Response Capability Model (GRCM)*. The GRCM is designed as a corporate tool for comprehensive emergency readiness planning by detailing a response scenario, outlining a realistic set of targets and then mapping out the capabilities required to meet the scenario parameters and targets. It also serves as the basis for the PREP programme to sharpen its goal and clearly define its objectives and targets.
3. The development of the GRCM builds upon earlier scenario modelling and response capability targeting work accomplished in the Bangkok Regional Bureau (ODB) as well as upon similar efforts conducted in Headquarters (HQ) in 2011. It is supported by a thorough desk review of corporate emergencies going as far back as the 2004 tsunami in Indonesia, and by more than 80 extensive consultations at Country Office (CO), Regional Bureau (RB) and HQ levels as well as with inter-agency partners¹.

PURPOSE

4. The GRCM has three (3) main objectives. It is a *strategic preparedness planning* tool intended to:
 - (i) identify the drivers and scenario features impacting WFP when facing a corporate response;
 - (ii) provide a platform for agreement on a realistic set of targets for WFP when facing a corporate response; and
 - (iii) define WFP's response capabilities.
5. Underpinning this is the recent shift from WFP's existing "four simultaneous corporate emergencies" response capability target to a "2+1" scenario (i.e. two simultaneous corporate emergencies plus one later in the same year) with up to two (2) million beneficiaries in each emergency (i.e. up to six (6) million beneficiaries in total).

¹ Inter-agency partners included FAO, IFRC, IOM, UNHCR, UNICEF, WHO and World Vision International.

6. Although certain variables (inputs) in the GRCM are able to be modified to cater to changing contexts, it is *not* intended to be used as a real-time operational tool. Within the context of operational response planning, however, it can still support related discussions and planning in conjunction with WFP’s more traditional response tools.
7. The model is also not designed to project a doctrinal position for use in operational response, replacing existing tools and techniques, but, rather, it is intended to provide a more “scientific” basis for WFP emergency capability.

STRUCTURE

8. The GRCM package developed by BCG is divided into four (4) working modules.
 - (i) **Scenario.** Using the 2+1 combination as a starting point, a detailed corporate response reference scenario is developed based on WFP’s actual experiences. This includes elements of various situations that collectively represent a plausible set of circumstances for which WFP may be expected to respond.
 - (ii) **Response Targets.** Using the detailed scenario as a basis, realistic response targets are defined and agreed upon. These are based upon past experiences as well as current and projected operational (assistance) programmes and tools.
 - (iii) **Resources and Capabilities.** Using the defined and agreed upon response targets, capability levels required in order to meet those targets are determined and established. This is accomplished within the developed scenario parameters and includes elements of food, staff, non-food items, funding, etc.
 - (iv) **Key performance indicators (KPIs)**². The final module helps to define a set of indicators to be used before, during and after corporate emergencies in order to measure performance against the response targets.

COMPONENTS

9. While acknowledging the importance of an enabling environment that includes appropriate policies, procedures, and guidelines³, the GRCM includes and assesses capabilities six (6) key elements of corporate response:
 - (i) Food Assistance;
 - (ii) Support Services;
 - (iii) IT Services;
 - (iv) Staffing;
 - (v) Logistics Services; and
 - (vi) Funding Requirements

² Although BCG’s project work plan included the KPI module, it is not considered part of the central model; it is an extension of the GRCM itself. The KPIs are also still to be further developed in-house with relevant departments, particularly the performance management unit.

³ Currently outside of the scope of the GRCM.

10. Requirements for Special Operations (SO), notably aviation and logistics, as well as WFP's three clusters – Logistics, Emergency Telecommunications and Food Security – are also assessed and included.
11. Within the six areas, questions are answered with respect to what it means to be ready to respond. These include identifying and elaborating on the necessary and plausible response requirements using the scenario parameters. Addressing the modalities in which to successfully meet the requirements themselves and defining the implementation methods are outside the scope of the GRCM.

MODEL FORMAT

12. Version 1.0 of the GRCM consists of two distinct products. The first product is a comprehensive BCG report that details the context, objectives, scenario, targets and preliminary KPI considerations related to the GRCM and, thus, the overall findings. The second product is a back-office Excel tool that consolidates *inputs* (scenario parameters, response targets, technical assumptions, etc.) and systematically calculates *outputs* as resources and capabilities. Within this tool, some of the “core” variables can be changed to allow for adaptation and GRCM development.

GRCM APPLICATIONS

13. The GRCM is acknowledged as the basis with which to enhance WFP's emergency preparedness and response (EPR) abilities. With the completion of GRCM version 1.0, a suite of more than 20 activities/areas in which the GRCM may support EPR enhancement efforts has been identified. These range in activities that augment WFP response capacities, enablers/abilities for response, and the external arena of partnerships and services⁴. Examples include defining the parameters for corporate response stock (CRS) development and pre-positioning, the development of a ready-to-eat foods strategy, and a global air reserve cell.

NEXT STEPS

14. Upon completion of the project, BCG handed over the GRCM to the Emergency Preparedness and Response branch (ODEP); ODEP is responsible for ensuring the overall integrity, proper usage and continuous updating and application of the tool. Full endorsement of the GRCM at the corporate level will be sought in order for successful mainstreaming in all EPR planning processes. Subsequent versions of the GRCM are also anticipated as WFP develops its response modalities, in line with its shift from a food aid to food assistance organization and its inter-agency obligations. Apart from refining the existing GRCM requirements (e.g. Air, LTSH, External Transport, etc.), version 2.0 is expected to internalize the upcoming ready-to-eat (RTE) foods strategy and to place greater emphasis on Level 2 (regional) applicability.

⁴ Refer to the GRCM Applications paper for additional information.