POLICY ISSUES

Agenda item 5

For consideration

UPDATE ON WFP'S ROLE IN THE HUMANITARIAN ASSISTANCE SYSTEM

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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 WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

Over the past year, a number of severe crises have pushed the humanitarian system to its limit. Activating the system-wide humanitarian reforms designed under the Inter-Agency Standing Committee Transformative Agenda, a Level 3 emergency response was declared in November 2013 when typhoon Haiyan made landfall in the Philippines, wreaking destruction on a massive scale. Within the span of a few months, humanitarian crises deteriorated dramatically in the Central African Republic and South Sudan, also prompting the declaration of system-wide Level 3 responses. In these simultaneous emergencies, WFP and other humanitarian organizations scaled up their relief work in difficult circumstances. At the same time, the conflict in the Syrian Arab Republic continued to impact heavily on civilian populations, and refugees crossing borders into neighbouring countries stretched national capacities to support them. Protracted emergencies also continued unabated in Afghanistan, the Democratic Republic of the Congo, the Sahel, Somalia, Yemen and elsewhere.

The Inter-Agency Standing Committee Principals first conceived the Transformative Agenda in 2011 as a means to simplify and streamline the coordination of humanitarian activities. The protocols, which have been developed through a collaborative effort, are now shaping how humanitarian responses are planned, coordinated and delivered. This document highlights WFP's ongoing efforts to contribute to rolling out the Transformative Agenda with a view to ensuring that coordination enables more efficient delivery of humanitarian assistance. The scale of needs, however, continues to grow, while the level of resources available for humanitarian action remains static.

WFP is a prominent driver of change within the humanitarian system. It collaborates with a range of partners and continues to work on strengthening its leadership of the global logistics and emergency telecommunications clusters, and its co-leadership of the global Food Security Cluster with the Food and Agriculture Organization of the United Nations. Over the past year, WFP supported the wider humanitarian community through these clusters in each of the system-wide Level 3 responses, as well as numerous other operations around the world, coordinating an unprecedented scale of deployments and operational capacity.

WFP recognizes that to continue enhancing the effectiveness of our response by optimizing the use of increasingly limited resources, working more effectively in partnership and with partners is no longer optional, but mandatory. This has compelled WFP to move beyond purely operational implementing partnerships, to working in strategic partnerships with others to tackle hunger and food insecurity. The new WFP Corporate Partnership Strategy (2014–2017) seeks to promote excellence in partnering, and will guide the development of WFP's partnerships. It draws on the results of recent evaluations of WFP's work with partners, as well as an externally conducted "Fit for Partnering" assessment.

DRAFT DECISION*
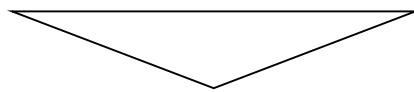
The Board takes note of "Update on WFP's Role in the Humanitarian Assistance System" (WFP/EB.A/2014/5-A).

BACKGROUND

1.   This document updates the report to the Board's 2013 Annual Session and describes WFP's ongoing work to implement the Transformative Agenda (TA) of the Inter-Agency Standing Committee (IASC).

PROGRESS ON THE HUMANITARIAN REFORM AGENDA

The Inter-Agency Standing Committee Transformative Agenda

2.   The TA reflects the outcome of extensive discussions among the Principals and Directors of IASC organizations on how to improve the collective humanitarian response. The WFP Executive Director noted: "The TA should not be seen as a one-off initiative but a process for shaping the future of humanitarian action; […] its components will become the established way of executing humanitarian response."[1]

3.   Building on its prominent role within the IASC, WFP has led the development and revision of a number of the TA protocols over the past year: i) the Inter-Agency Rapid Response Mechanism (IARRM); ii) preparedness, management and inter-cluster coordination for the Cluster Coordination Reference Module; and iii) the operational peer review component of the Humanitarian Programme Cycle Reference Module. As co-chair of the Needs Assessment Task Force, WFP led work on developing guidance on Multi-Cluster/Sector Initial Rapid Assessment (MIRA). As co-chair of the AAP Task Force, it led the development of an Operational Framework for Accountability to Affected Populations (AAP) and a framework for preparedness, as co-chair of the Preparedness Sub-Working Group. WFP also played a lead role in developing and managing the inter-agency, system-wide simulation exercise that took place in Switzerland in June 2013, which identified a number of areas for review within the TA protocols.

4.   The TA protocols and guidance are now being rolled out to the field under the oversight of the IASC Emergency Directors Group (EDG). In late 2013, a concerted effort was made to enhance collective planning and prioritization in 22 countries through implementing revised Strategic Response Plan (SRP) guidance, which introduced a more flexible planning cycle for 2014 based on the country's crisis cycle. Lessons learned from this exercise will guide adjustments for the 2015 planning cycle.

5.   Based on consensus among the IASC Principals, the Emergency Relief Coordinator activated system-wide Level 3 responses to the crises in the Syrian Arab Republic, the Philippines, the Central African Republic and South Sudan. These activations were supported by analysis provided by the EDG and advice from the Humanitarian Coordinator (HC) and humanitarian country team (HCT). In each of these situations, WFP triggered internal Level 3 protocols in advance of the system-wide response, facilitating a rapid scaling up of coordination and implementation capacity in line with the TA. In the Philippines, a WFP manager was selected to serve as the Deputy Humanitarian Coordinator soon after activation of the system-wide Level 3 response. In the Central African Republic, a WFP manager was deployed as the Senior Humanitarian Coordinator to augment humanitarian leadership and coordination on the ground. In response to these crises, WFP deployed dedicated cluster coordinators and information management officers, and civilian-military experts working closely with counterparts from the Office for the

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[1] E-mail message from the Executive Director sent to all staff on 14 March 2014.

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Coordination of Humanitarian Affairs (OCHA) to support coordination during the initial response. In the Philippines and the Central African Republic, WFP also provided expertise to facilitate initial collective assessment exercises using MIRA.

6.   As part of implementation of the TA in non-Level 3 situations, and to learn from experiences in recent Level 3 contexts, WFP participated in an inter-agency TA mission to Myanmar and EDG missions to Afghanistan, the Central African Republic, the Democratic Republic of the Congo (DRC), Pakistan, South Sudan, the Syrian Arab Republic, and, most recently, the Sudan, where TA issues remain at the forefront of areas reviewed. The team conducting the operational peer review of the system-wide Level 3 response in the Central African Republic included a WFP manager. In addition, WFP co-facilitated with OCHA a support mission to the Sudan aimed at helping the HCT to improve its effectiveness through use of the TA protocols. A TA self-assessment tool was developed and is being used to identify areas requiring additional support and expertise, leading to a plan of action endorsed by the HCT.

7.   WFP's Executive Director issued communications on the TA to all staff in August 2013 and March 2014, to raise awareness and prepare the ground for system-wide implementation. In addition, two TA-related circulars were issued in August 2013: one on enhancing the engagement of WFP country directors in HCTs; and another on Country Directors' role in representing WFP as a cluster lead agency, including the associated accountabilities. Both circulars incorporated relevant aspects of the TA protocols and reflected guidance provided in the cluster and humanitarian programme cycle reference modules, effectively mainstreaming into the development, planning, coordination and implementation of WFP's country-level strategies.

8.   The Executive Director also recently decided to include inputs from Humanitarian Coordinators in the performance appraisals of WFP Country Directors, acting on a recommendation from the IASC Principals when the TA was initially formulated in 2011. These inputs will refer specifically to the Country Director's contribution to collective planning and strategic priorities agreed by the HCT and to her/his role in giving direction to, and representing, WFP-led clusters in the HCT.

Updates on Global Clusters Led or Co-Led by WFP, and Humanitarian Common Services Operated by WFP

⇒ *Logistics*

9.   As lead agency for the logistics cluster, WFP is responsible for implementing coordinated, country-level logistics services supporting humanitarian operations. Since June 2013, lessons-learned missions for logistics cluster activities have been conducted in Mozambique and Yemen. Following the logistics cluster joint evaluation in 2012, a three-year strategic plan was developed and is in its second year of implementation.

10.   Efforts have been made to enhance logistics guidelines, tools, standard operating procedures and strategies. In January 2014, the logistics cluster launched its website (www.logcluster.org), which allows access from platforms including tablets and mobile phones, with an easy to navigate structure that improves access to operationally relevant information for the humanitarian community at the field level. To improve performance tracking and customer support, the logistics cluster introduced the Relief Item Tracking Application (RITA), which supports common transport and storage services for the humanitarian community. This web-based system offers customers online access to their

current cargo status and allows the logistics cluster to monitor performance. RITA has been successfully deployed in the Philippines, South Sudan and the Syrian Arab Republic.

11.   Further innovations include Digital Logistics Capacity Assessments (D-LCAs), which replace the LCAs previously published on the logistics cluster webpage and internal WFP webpages. More than 60 D-LCAs are currently available and include information on port and airport capacities, road and rail networks, storage facilities, customs and handling procedures, labour rates and local transportation resources.

12.   Training and capacity development for logisticians from the non-governmental organization (NGO) community are offered induction training through the logistics cluster, which is conducted twice a year in partnership with THW Bundesschule in Neuhausen, Germany. A total of 16 participants from 12 organizations were trained during the most recent course.

13.   Logistics Response Team (LRT) training is conducted twice a year. In June 2013, 23 logisticians from 19 humanitarian organizations were trained in emergency response methodology, with senior logisticians from 15 organizations participating as facilitators. Since 2007, the logistics cluster has trained almost 300 logisticians who make up a roster of deployable cluster coordinators and information management officers.

⇒ *Emergency telecommunications*

14.   In 2013, the emergency telecommunications cluster (ETC) was activated in two additional countries – the Central African Republic and the Philippines – expanding the total number of countries to 50. The ETC contributes actively to TA guidance and strives to ensure that its surge capacity staff are fully conversant with any changes in the way the humanitarian community is expected to respond to emergencies. ETC guidelines and tools are being revised in line with the TA protocols.

15.   To support the broader humanitarian community, the ETC conducted training in information technology (IT) in emergency management in 2013. Technical personnel from 20 humanitarian organizations participated in the course, which is designed for humanitarian staff leading frontline disaster response operations. A pilot training on information and communications technology (ICT) in emergency management, for government and partners, was successfully conducted in Kabul in March 2014. A total of 28 participants from government, international NGOs and WFP attended, and now have the skills and expertise to coordinate and lead emergency operations more efficiently, effectively and safely. Feedback on this pilot training will be used to improve future courses.

⇒ *Food security*

16.   During the reporting period, the global Food Security Cluster (gFSC) deployed rapid surge capacity to the four system-wide Level 3 responses. Through these deployments, the gFSC helped to establish cluster teams and resources, and undertook lessons exercises to improve the coordination of food security responses in emergencies. Beyond these system-wide Level 3 emergencies, the gFSC deployed surge capacity to 28 operations and support missions in 12 countries – Afghanistan, the Central African Republic, Jordan, Kenya, Lebanon, Mali, the Niger, the Philippines, Somalia, South Sudan, Turkey and Yemen – to assist new and established country-level FSCs to raise their profile and effectiveness.

17.   The gFSC has developed and undertaken new Level 3 emergency response training for cluster coordinators to ensure that trained coordinators are deployed to major emergencies. An introductory e-learning package being developed will provide an overview of the humanitarian architecture and a thorough introduction to the roles and responsibilities of the

FSC and partners at the global and national levels. In-country training on cluster-related issues is undertaken as part of each surge and support mission. The gFSC provides country cluster teams with technical support and training in assessment methodology, monitoring, proposal writing, food security concepts and programme design.

18.   The gFSC maintains close engagement with other IASC partners to ensure that the needs of partners and national clusters are reflected in the TA protocols and wider architecture. The gFSC has supported development of the reference modules for cluster coordination and the humanitarian programme cycle, guidance on country strategic response monitoring, and development of an online indicator registry for humanitarian response.

⇒ *United Nations Humanitarian Response Depot*

19.   In 2013, the United Nations Humanitarian Response Depot (UNHRD) network managed non-food items worth more than USD 52 million at five locations worldwide, providing comprehensive supply chain solutions to 32 humanitarian partners. With nearly 30,000 m^3 of relief goods dispatched through 951 shipments to 90 countries, the total value of services provided to humanitarian partners amounted to USD 35 million. Key interventions in 2013 included support to the relief operations of several complex emergencies, such as in the Central African Republic, Mali, South Sudan and the Syrian Arab Republic, and natural disasters, notably in the Philippines, where – within less than 48 hours – UNHRD had set up an air bridge linking three of its hubs and the most affected areas to ensure the uninterrupted supply of essential life-saving items. For this emergency response alone, UNHRD consolidated and dispatched 1,500 mt of relief items and ready-to-eat foods, valued at more than USD 8.2 million, on behalf of 24 humanitarian partners, and operated daily chartered flights and commercial freight consignments from its facilities in Brindisi, Dubai and Subang to Cebu, Manila and Tacloban airports.

20.   Over the past year, UNHRD substantially increased its operational response capacity and support to partners through enhanced coordination of upstream pipelines and cargo consolidation at humanitarian response depots, as well as increased field deployments and capacity development. The success of the Philippines response demonstrates the added value that these preparedness activities bring to the relief efforts of the humanitarian community, offering increased stockpiling capacity and an enhanced coordination mechanism. The network's preparedness and response facilities were expanded with completion of the San Vito compound and training centre near Brindisi, Italy; completion of the warehouse, office and training facilities in Accra, Ghana; and establishment of an antenna in Las Palmas de Gran Canaria, Spain, which will be operational from April 2014, to enhance further the preparedness and supply chain for responding to emergencies in West Africa and the Americas.

⇒ *United Nations Humanitarian Air Services*

21.   The United Nations Humanitarian Air Service (UNHAS) provides common air services to remote and insecure locations to facilitate the implementation and monitoring of humanitarian interventions. In 2013, UNHAS transported more than 30,000 passengers and 160 mt of light cargo per month to approximately 220 destinations. UNHAS has been operating in Afghanistan, the Central African Republic, Chad, DRC, Ethiopia, Mali, Mauritania, the Niger, Somalia/Kenya, South Sudan, the Sudan and Yemen, and in response to typhoon Haiyan.

22.   At the request of the HC/HCT, UNHAS provides transport to areas where access is limited as a result of insecurity, poorly developed infrastructure, long distances and lack of safe and reliable commercial air operators. In Mali, where access is constrained as a result of

insecurity, UNHAS has become the backbone of humanitarian interventions in the conflict-affected areas in the north, where many fragile communities reside. In the Central African Republic, air travel is the primary means of access to most humanitarian intervention areas. In December 2013, as the crisis in the Central African Republic escalated, UNHAS responded to increased passenger demands by amending the flight schedule to open a temporary air bridge between Bangui and Douala. In Jonglei State, South Sudan, UNHAS supported urgent humanitarian response, including medical evacuations and transport of non-food items. Following the outbreak of fighting in December, UNHAS relocated humanitarian staff to Juba and Nairobi and transported cargo and aid workers to locations where life-saving assistance was required. When typhoon Haiyan hit the Philippines last year, blocked roads and damaged infrastructure constrained the humanitarian response. UNHAS initiated operations within a week of the disaster, providing air services to 20 different locations until operations were discontinued in February 2014.

STRENGTHENING HUMANITARIAN LEADERSHIP AND HUMAN RESOURCES

WFP's Contribution to the Humanitarian Coordinator Pool

23.   As of March 2014, one WFP staff member is included in the Level 3 HC roster, and five staff members are included in the HC pool, including two senior women. This represents a 20 percent increase in WFP's contribution to the pool since the end of 2012. A total of nine additional staff members have been nominated to the HC pool, including three senior women, and another seven to the Level 3 HC pool. WFP is committed to building further the capacity of staff who are interested in pursuing HC roles, as part of its leadership development programme.

24.   WFP currently has seven staff members, including two women, serving as Resident Coordinators. WFP anticipates that one additional woman senior staff member will soon assume her resident coordinator duties pending government clearance. A further eight staff members have passed the resident coordinator assessment and are qualified to compete for future resident coordinator vacancies.

Improvements in Emergency Rosters and Stand-By Arrangements

25.   Since June 2013, the Global Logistics Cluster Support Cell (GLCSC) has deployed personnel to the Central African Republic, Jordan, Lebanon, the Philippines, South Sudan, the Syrian Arab Republic and Turkey. Senior logistics officers assigned to the GLCSC are required to be available for deployment as cluster coordinators in the event of a Level 3 emergency. The GLCSC consists of six logistics officers, including two civilian-military officers, who act as surge capacity for all current and future WFP logistics cluster operations. Civilian-military coordination is provided in close collaboration between the logistics cluster and OCHA, with recent deployments to support these efforts in the Central African Republic, the Philippines and South Sudan.

26.   Through the Augmented Logistics Intervention Team for Emergencies (ALITE), WFP Logistics has an emergency roster of standby partners who are experts in various fields and who can be deployed immediately to emergencies. In 2013, 16 agencies provided standby partner support through both individual deployments and service packages. A total of 166 experts were seconded to WFP operations. The expertise deployed most frequently was in logistics, fleet management, ICT, protection, cash and vouchers and engineering.

With support from the International Humanitarian Partnership (IHP), base camps were set up in the Philippines and South Sudan.

27.   To ensure rapid response, the ETC relies on a pool of coordination, information management, information technology, telecommunications and electrical specialists, the Fast Information Technology and Telecommunications Emergency Support Team (FITTEST), which can be called on for deployment within 24 hours. To increase the availability of deployable capacity for humanitarian response, including in Level 3 emergencies, experienced partners have been trained through the cluster training programme. Several of these trainees have already been used to provide surge support.

28.   Within hours of typhoon Haiyan striking the Philippines, the ETC coordinator deployed from FITTEST was operating on the ground. In 48 hours, five responders were deployed in collaboration with ETC partners, emergency.lu and Ericsson Response. The team members were equipped with "fly-away kits" containing equipment and communication tools for carrying out life-saving work. To ensure that the views of the broader humanitarian community were well reflected in emergency response, the ETC also deployed a dedicated NGO coordinator, who is part of the Global ETC Support Cell.

29.   To deploy appropriate staff to Level 3 emergencies, the gFSC has harnessed expertise from among the 200 participants from NGOs, the International Federation of Red Cross and Red Crescent Societies (IFRC), the Food and Agriculture Organization of the United Nations (FAO) and WFP who have completed the FSC coordinator training. The gFSC has strengthened partner involvement through bilateral Memoranda of Understanding that enable the timely secondment of experienced staff, and by drawing on standby partnerships. The gFSC is also assisting national FSCs in identifying qualified staff for cluster and sector emergency responses.

IMPROVEMENTS IN ACCOUNTABILITY, REPORTING, MONITORING AND EVALUATION

Accountability to Affected Populations

30.   The aim of Accountability to Affected Populations (AAP) is to improve the quality of humanitarian service delivery to all segments of an affected community, identifying community members' specific needs by gender, age, disability and diversity. This is done at every phase of the project cycle, including through information and two-way communication, participation and representation, and complaints and feedback.

31.   Establishment of the first inter-agency AAP coordination role in the typhoon Haiyan response in the Philippines, with WFP support through the deployment of an AAP expert to OCHA, is seen as a ground-breaking "first" in implementing AAP. For example, the wide sharing of the outcomes of consultations with women, men, children, adolescents and the elderly resulted in a number of agencies rapidly adjusting their programming. The first collective AAP action plan was launched by the EDG and facilitated through WFP's chairing of the IASC Task Team, outlining the specific activities and responsibilities for AAP, protection from sexual exploitation and abuse (PSEA) and Communicating with Communities (CwC) to be undertaken by each level of the system.

32.   Over the past year, WFP has taken steps to enhance internal awareness of, and commitment to improving, the organization's accountability to populations affected by crises. In the Policy, Programme and Innovation Division, the focus has been on building internal capacity and engagement in inter-agency efforts. A global community of practice

has been developed within WFP, allowing regular communication across roles and functions. In collaboration with the Communications Division, an event was organized to consider ways of improving communications with vulnerable communities. WFP is now represented on the Communicating with Disaster Affected Communities Network, strengthening its institutional links with organizations specializing in this area.

33.   At the field level, analysis of WFP's AAP efforts was conducted in Mali, with a focus on strategies for communicating with communities and improving the handling of complaints. In the Kenya and Somalia operations, on-site consultations were undertaken on complaints and feedback mechanisms, and on the hotline and PSEA activities that have been pursued in Kenya. Remote coaching, feedback and advice were provided throughout the year to regional and country offices covering Afghanistan, Bangladesh, Burkina Faso, Djibouti, Ecuador, Ethiopia, Jordan, Kenya, Malawi, Pakistan, the Philippines, Somalia, Syrian Arab Republic and East Africa. Together with FAO and the gFSC, WFP conducted an assessment of AAP across the humanitarian sector in Pakistan, with an emphasis on food security.

34.   WFP continues to provide leadership to the IASC Task Team on AAP including PSEA, as Chair of the Task Team and through technical expertise and hosting of the Task Team Coordinator. A number of IASC priorities are being driven by WFP, including the coordination of joint missions to emergency operations to build capacity and share good practices. WFP led a peer workshop on AAP in Geneva in October 2013 for United Nations colleagues and Red Cross movement delegates, with the assistance of the Humanitarian Accountability Project and FAO.

Improvements in Results-Based Management and Performance-Based Monitoring

35.   To enhance accountability and transparency, WFP initiated a number of improvements to its performance reporting. In particular, the Annual Performance Report – WFP's core accountability document – has been restructured to improve reporting against outcome-level results. As organization-wide reporting on performance draws on high-quality project-level reporting, WFP has also strengthened its outcome and output data, and the partnership reporting in its standard project reports.

36.   With the move to a new strategic planning cycle, WFP adjusted its results frameworks – the Strategic Results Framework (SRF) and the Management Results Framework – during 2013 to facilitate implementation of the 2014–2017 Strategic Plan.

37.   In line with WFP's shift from food aid to food assistance, the SRF aims to reflect more accurately the results of WFP's efforts to prepare for and respond to shocks, restore and rebuild lives and livelihoods, enhance nutrition coverage, reduce vulnerability and build lasting resilience. The new SRF integrates gender issues, protection, accountability to affected populations and partnership through a set of cross-cutting results and indicators.

38.   Following on from development of its 2014–2017 results frameworks, WFP enhanced its approach to monitoring and reporting to support the IASC's efforts in 2013 to finalize the IASC Response Monitoring Framework and develop the Humanitarian Response Monitoring Guidance. The framework and guidance outline how progress against objectives of the Strategic Response Plan should be achieved and measured, by whom and when, with a set of indicators for monitoring inputs, outputs and outcomes of the collective humanitarian response.

39.   WFP has signed up to the International Aid Transparency Initiative (IATI) in line with its commitment to ensuring the highest levels of accountability and transparency in its work. IATI is a multi-stakeholder initiative that has brought together donors, developing country governments, civil society and aid information experts to agree on a common international standard for publishing more and better information about aid. During 2013, WFP delivered on its commitment by starting to publish IATI-compliant data, including details on more than 600 project activities in more than 90 countries, with monthly expenditures from January 2010 onwards. WFP also added forward-looking project data, including activity budgets covering three years of operational volume on a quarterly basis. WFP is now a leader within the United Nations regarding the transparency initiative.

Evaluation

40.   During the last year, the Office of Evaluation (OEV) increased its participation in the IASC Steering Group convened by OCHA to improve inter-agency humanitarian evaluation (IAHE). IAHE guidelines have been finalized as part of the guidelines for implementation of the IASC humanitarian programme cycle under the TA. OEV is also working with FAO on a joint strategic evaluation of the FSC system, with case studies in Bangladesh, Chad, Kenya, Lebanon, Mali, Pakistan, the Philippines and Turkey to be presented at the November 2014 Board session.

HUMANITARIAN FINANCING

Budget Figures and Expenditure for Humanitarian Programmes

41.   In March 2014, WFP had received USD 1.03 billion in voluntary contributions against a 2014 programme of work valued at USD 7.17 billion for beneficiaries in 74 countries.

42.   In 2013, WFP received the second highest level of contributions in its history, at USD 4.38 billion, of which USD 4.15 billion was recorded against its USD 6.7 billion programme of work. This total comprises USD 1.61 billion for WFP's emergency operations, USD 1.58 billion for its protracted relief and recovery operations, USD 371 million for its development projects, USD 208 million for its special operations and USD 348 million of multilateral contributions (including Immediate Response Account).

43.   Since 2007, WFP's annual global funding has increased by more than USD 1 billion, but operational and assessed food assistance needs have outpaced this growth because of the frequency and magnitude of crises in recent years. Over the past five years, the average resourcing level against needs has been less than 60 percent – a decrease of more than 20 percent compared with 2007–2008.

Trends in Donor Allocations

44.   The amount of multilateral contributions fell in 2013, continuing a downward trend started in 2011. However, these reductions do not appear to be part of a strategic shift by core multilateral supporters. In fact, multilateral support has remained stable among core donors, most of which registered slight increases. In line with the Principles and Good Practice of Good Humanitarian Donorship, WFP will attempt to increase the flexible portion of its funding. The organization will need to engage in an open and frank discussion around this crucial subject with its donors.

45.   WFP is committed to increasing donors' awareness of the benefits of multi-year contributions. Such efforts allowed the total annual contributions available from multi-year commitments to surpass the USD 500 million mark for the first time in 2013, against the USD 386 million raised in 2012.

Update on the Central Emergency Response Fund and other pooled funding mechanisms

46.   As of 10 March 2014, WFP had received USD 17.7 million in pooled funding in support of emergency operations in 2014, of which 98 percent – USD 17.4 million – was from the United Nations Central Emergency Response Fund (CERF). Since its inception in 2006, the CERF has been a top-ten WFP donor, and WFP remains one of its largest recipients. In 2013, as WFP's seventh largest donor, the CERF contributed USD 143.3 million of the USD 168.8 million received in pooled funding. These contributions supported food operations and WFP's leadership of the logistics and emergency telecommunications clusters in 37 countries. In 2013, 21 percent – USD 35.7 million – of WFP's pooled funding was allocated to special operations. Other important pooled funding sources include country-based emergency response funds, contributing USD 7.2 million, and common humanitarian funds, contributing USD 18.3 million to four of WFP's largest operations: the Central African Republic, DRC, Somalia and the Sudan.

Private-Sector Partnerships

47.   In 2013, donations from the private sector totalled USD 88.4 million, an increase of 37 percent over 2012. A significant USD 11.8 million was raised for the Philippines emergency response, making the private sector the second largest contributor to this operation and providing the first funds available on the ground. In line with the new private sector partnerships and fundraising strategy (2013–2017) approved in 2013, WFP is using tools, training and processes to facilitate effective engagement with the private sector at all organizational levels, in support of humanitarian activities.

Initiatives within the Inter-Agency Standing Committee

48.   In 2013, WFP engaged with the IASC Sub-Working Group on Humanitarian Financing. As of 2014, WFP is co-sponsoring the Task Team, with the International Council of Voluntary Agencies. Among IASC priorities that WFP currently supports is the move towards a common position on donor visibility requirements.

49.   WFP's Director of Emergencies has participated in periodic EDG-donor meetings on the TA, providing updates on WFP's internal efforts to implement and mainstream the TA, and briefings on large emergency responses. The EDG has had biannual meetings with this group of humanitarian donors, in addition to meetings for sharing information on Level 3 system-wide declarations and response issues.

EMERGENCY PREPAREDNESS AND CAPACITY DEVELOPMENT

Improvements in Emergency Preparedness, Contingency Planning and Early Warning

⇒ *Preparedness and Response Enhancement Programme*

50.   WFP's three-year Preparedness and Response Enhancement Programme (PREP) ensures that WFP has the capability to prepare for emergencies and mount a more efficient and effective emergency response in line with the TA protocol and guidance. Aligned with WFP's Strategic Plan, PREP has three core objectives: to strengthen WFP corporate response capacities to support emergency response for up to 6 million beneficiaries; to strengthen the accountability and coherence of WFP's response management; and to strengthen partnerships with national authorities, the international humanitarian community and other humanitarian actors for a more effective humanitarian response. PREP activities are cross-divisional, engaging both field offices and Headquarters, and were designed by building on lessons learned and recommendations from evaluations. Through PREP, training has been rolled out, to provide staff with the capacity to be "Level 3-ready" at the onset of an emergency. In May 2013, 40 staff members from all functional areas participated in an initial pilot of FASTER, an emergency training programme designed to prepare emergency response staff for deployment. WFP now includes other agencies in FASTER training, which includes TA-related modules.

51.   An Analysis and Early Warning Unit (AEW) was established in February 2013, providing WFP for the first time with dedicated anticipation capability, focused on contextual risk. The unit's staff have expertise in meteorology/natural hazards, conflict analysis and economic analysis. AEW established the monthly WFP Early Warning Report, which uses a risk-based probability of impact distribution method. AEW also created a risk background brief to support country offices' risk identification. To ensure a holistic WFP approach to early warning, AEW led the creation of the Early Warning Network, which comprises different WFP units, including vulnerability analysis and mapping. To facilitate network communications, AEW has established monthly early warning calls that feed into the Early Warning Report. Early warning is now one of the five core inputs for programmatic resource allocation via WFP's Strategic Resource Allocation Committee.

52.   As part of WFP's Capabilities Partnership Programme (CAPRO) initiative, AEW worked with Italy's Department of Civil Protection to develop early warning training targeted to national disaster management agencies. Building on its recognized technical expertise, in 2013 WFP invested in strengthening its partnerships with national authorities and the international community to focus on preparedness for response activities, tightly aligned with the TA Operational Framework for Preparedness. WFP works with national authorities through CAPRO as the humanitarian partner of choice.

53.   In an effort to enhance internal information sharing on preparedness and readiness actions, an Emergency Preparedness and Response Package web tool has been developed, which had been rolled out to 92 percent of WFP country offices by December 2013. WFP is also responsible for providing partners with geospatial and remotely sensed data and analysis via the WFP-led clusters; related capacity strengthening activities fall under the umbrella of PREP. In 2013, the newly developed inter-active mapping platform was rolled out in WFP's Level 3 responses in both the Philippines and the Syrian Arab Republic. This enabled the entry and use of real-time geospatial data by humanitarian partners, via an open-source platform.

Information Management

54.   The Operational Information Management Unit was established in February 2013 and information management has become one of the twelve WFP functional areas that collaborate to provide one common operating picture for decision-making during crises and emergencies. The unit provides essential operational information to internal and external partners, through the WFP Operations Centre, and ensures transparency and accountability to donors and the Executive Board. As part of this effort, the emergency directors of FAO and WFP participated in quarterly donor and Board briefings, further enhancing collaboration on operational issues.

55.   Since June 2013, training has been provided to 110 reports and information management officers. A cross-functional working group on operational information management, led by the unit, coordinates WFP information management. At the inter-agency level, progress has been made on common and fundamental operational datasets.

Lesson Learning

56.   Lessons learned exercises are now a corporate requirement following each Level 3 or Level 2 emergency, in accordance with WFP's revised Activation Protocol. A standard methodology for conducting lessons learned exercises has been developed and tested to ensure coherency of information and facilitate the tracking of recommendations. In addition, a comprehensive lessons learned toolkit, comprising guidance on the process, interview questions, templates and draft correspondence, has been developed for regional bureaux and country offices to conduct their own exercises.

57.   Since 2010, five corporate lessons learned exercises have been commissioned: Haiti, Pakistan and the Sahel in 2010; the Horn of Africa in 2011; and South Sudan in 2012/13. These exercises will continue during 2014, with plans in place for the Level 3 responses in the Central African Republic, the Philippines, South Sudan and the Syrian Arab Republic; support to disseminating lessons learned on TA implementation in focus countries; and support to regional and country offices in conducting lessons learned exercises.

ACRONYMS USED IN THE DOCUMENT

AAP	Accountability to Affected Populations
AEW	Analysis and Early Warning Unit
CAPRO	WFP's Capabilities Partnership Programme
CERF	Central Emergency Response Fund
D-LCA	Digital Logistics Capacity Assessment
DRC	Democratic Republic of the Congo
EDG	IASC Emergency Directors Group
ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
gFSC	global Food Security Cluster
GLCSC	Global Logistics Cluster Support Cell
HC	Humanitarian Coordinator
HCT	humanitarian country team
IAHE	inter-agency humanitarian evaluation
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	information and communications technology
MIRA	Multi-Cluster/Sector Initial Rapid Assessment
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PREP	Preparedness and Response Enhancement Programme
PSEA	protection from sexual exploitation and abuse
RITA	Relief Item Tracking Application
SRF	Strategic Results Framework
TA	Transformative Agenda
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot

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