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**Executive Board  
Annual Session**

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## **POLICY ISSUES**

### **Agenda item 5**

*For information\**



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## **UPDATE ON WFP'S ROLE IN THE HUMANITARIAN ASSISTANCE SYSTEM**

\* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for information.**

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

Multiple and acute humanitarian crises of the past year severely strained the capacity of humanitarian organizations at a time when the global financial crisis limited the resources available to support international responses. Through the Inter-Agency Standing Committee, humanitarian organizations undertook an intense review of arrangements agreed as a result of the 2005–2006 humanitarian reform effort. The resulting Transformative Agenda aims to make future humanitarian responses more efficient through improved leadership and coordination, clearer accountabilities and faster response. The agenda draws on experience since 2006 in implementing the cluster approach and on lessons from several massive, rapid-onset humanitarian emergencies. It brought to the fore the need for the humanitarian system to adapt to new realities and actors, and the critical importance of being accountable to populations affected by these crises.

WFP played a central role throughout this review, contributing practical knowledge and expertise based on experience, particularly in needs assessment, preparedness and early warning, cluster management and rapid response. In collaboration with operational partners, WFP's engagement helped to ensure that the protocols for system-wide response, leadership and coordination developed through the Transformative Agenda contain practical guidance and enhance collective engagement. Following completion of these protocols, WFP co-led the development of a strategy for disseminating and implementing the Transformative Agenda at the field level. Implementation is already under way in several countries and roll-out will continue throughout 2013 and beyond.

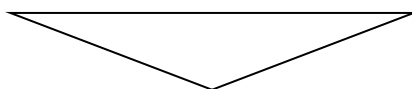
In consultation with partners, WFP is strengthening its leadership of the global logistics and emergency telecommunications clusters and its co-leadership of the global food security cluster with the Food and Agriculture Organization of the United Nations. WFP provides technical support, training and advice to country-level clusters, deploying additional staff when needed. The cluster system is the main platform for coordinating humanitarian responses, and WFP is committed to mainstreaming its leadership responsibilities and engaging with other clusters to ensure coherent field-level programming.

This report also highlights WFP's leadership on accountability to affected populations, and protection against sexual exploitation and abuse. Within the Inter-Agency Standing Committee WFP has been at the forefront of efforts to realize the commitments made by the Inter-Agency Standing Committee Principals to improve accountability throughout their respective organizations, particularly in the implementation of operations. This includes developing feedback and complaints mechanisms, policies, guidance and transparent communications for beneficiary populations.

Over the past year, WFP has demonstrated a strong commitment to working with partners to improve leadership, coordination and accountability across the humanitarian system, in line with the Transformative Agenda. WFP will continue these efforts, while remaining focused on its core mandate to deliver food assistance to vulnerable populations as effectively as possible.

WFP has been a leader in developing the new humanitarian architecture. With Inter-Agency Standing Committee partners, it has chaired committees, established common positions and drafted strategies, protocols and reference modules for putting the Transformative Agenda into practice. In the coming year, WFP and other agencies will roll out the agenda to country offices, ensuring that all clusters and cluster leads are fully cognizant of the agenda and facilitate its implementation.

## DRAFT DECISION\*



The Board takes note of “Update on WFP’s Role in the Humanitarian Assistance System” (WFP/EB.A/2013/5-C).

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\* 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.

## BACKGROUND

1. This document provides: i) an update to the report presented at the Board's 2012 Annual Session;<sup>1</sup> ii) information on the recent reform initiative within the Inter-Agency Standing Committee (IASC); and iii) details from the 2012 Annual Report to the Economic and Social Council of the United Nations (ECOSOC) and the Council of the Food and Agriculture Organization of the United Nations (FAO).<sup>2</sup>
2. It provides an opportunity to seek the Board's support for WFP engagement in humanitarian reform, particularly implementation of the IASC Transformative Agenda.

## PROGRESS ON THE HUMANITARIAN REFORM AGENDA

### The IASC Transformative Agenda

3. On 13 December 2012, the IASC Principals endorsed the "Transformative Agenda protocols":
  - Concept paper on "empowered leadership";
  - Definition and procedures for humanitarian system-wide emergency "L3"<sup>3</sup> response activation;
  - An overview of what "empowered leadership" looks like in practice;
  - Cluster Coordination Reference Module; and
  - Humanitarian Programme Cycle overview.
4. The Principals signed a joint letter conveying these protocols to Humanitarian Coordinators (HCs) and country teams. They established a director-level steering group, led by WFP and InterAction,<sup>4</sup> to plan roll-out of the protocols to the field. The steering group finalized this plan in the first quarter of 2013, and handed it over to the Emergency Directors Group to manage implementation.
5. In the first quarter of 2013, under WFP's leadership, three additional protocols were submitted to the IASC for endorsement:
  - Concept paper on the Inter-Agency Rapid Response Mechanism;
  - Common Framework for Capacity Development for Emergency Preparedness; and
  - Operational Framework for Accountability to Affected Populations.
6. Development of a reference module providing guidance on components of the humanitarian programme cycle, led by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), is in progress. With the finalization of these protocols, attention is shifting to implementation of the Transformative Agenda.

<sup>1</sup> WFP/EB.A/2012/5-C.

<sup>2</sup> WFP/EB.1/2013/4.

<sup>3</sup> L3 refers to a large-scale sudden onset emergency that requires a system-wide response by the humanitarian community.

<sup>4</sup> Representing United States of America-based non-governmental organizations at the IASC.

7. Although the Transformative Agenda and its protocols were initially designed to improve the humanitarian response in large-scale, sudden-onset emergencies, there is broad consensus within the IASC that they should be applied in all humanitarian operations. Improved coordination is relevant to all complex crises and natural disasters, even when they are not L3.
8. In 2012 and early 2013, WFP senior managers participated in IASC missions in Chad, Myanmar and South Sudan to validate the Transformative Agenda protocols. Findings underlined the need to work with humanitarian country teams and clusters to set up coordination and leadership structures. The missions helped to refine the protocols and resulted in the development of a self-assessment tool for HCs and country teams to assess leadership, coordination and decision-making at the country level. The ultimate objective is improved leadership and coordination, clearer accountabilities and faster response.
9. Several HCs and country teams have requested support in implementing the Transformative Agenda. WFP and OCHA have already sent a support mission to Khartoum, and similar missions are expected throughout 2013, in line with the Transformative Agenda implementation strategy managed by the Emergency Directors Group. A system-wide simulation of an L3 response is planned for June 2013, with support from the Swiss Government. WFP is providing simulation management capacity from both its Corporate Response Exercise capacity and Readiness Initiative to assist in the design and conduct of this activity.
10. The implementation strategy recommends a training-of-trainers approach for creating awareness of the Transformative Agenda across a broad audience in the field and among key partners – donors, national governments, cluster leads, regional bodies, etc. Many of these players will become drivers of change, particularly in the countries that emergency directors have highlighted as requiring more intense attention. Humanitarian country teams in these countries will be encouraged to carry out self-assessments and will receive additional support missions or training to address specific weaknesses.
11. The IASC Working Group recommended the establishment of a small inter-agency secretariat to develop new and modify existing training tools based on feedback from the field. A light tracking tool and benchmarks will be developed for reporting on the Transformative Agenda roll-out. Ultimately, each agency will be responsible for the Transformative Agenda in its own systems and training.
12. As the lead or co-lead of three clusters, WFP works with other cluster lead agencies to ensure that policies, standard operating procedures and training programmes are aligned with the Transformative Agenda. The Cluster Working Group in WFP, convened by the Director of Emergencies, meets monthly to share experience and develop common positions on such issues as inter-cluster coordination, preparedness measures and performance monitoring. As a result, the Transformative Agenda is being mainstreamed into the management and operational support mechanisms that global clusters provide to the field. Internal guidance and policies are being reviewed to align them with the Transformative Agenda protocols.

### **The Transformative Agenda and L3 emergency response in the Syrian Arab Republic**

On 17 January 2013, after consultations among the emergency directors of IASC members and the IASC Principals, the Emergency Relief Coordinator activated a system-wide L3 emergency response to the humanitarian crisis in the Syrian Arab Republic. The logistics and emergency telecommunications (ETC) clusters were already activated. Following consultations with the Government, however, no further actions have been taken to implement the agreed humanitarian leadership model, convene a humanitarian country team and activate other clusters. This situation emphasizes the need to contextualize the protocols and apply them appropriately in each situation, while maintaining the fundamental objective of ensuring a more robust and rapid humanitarian response. Lessons from this experience will inform the Transformative Agenda implementation strategy. WFP deployed L3-capable staff to the region and launched activities to support the logistics and ETC clusters in addition to its food distribution operations.

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

### *⇒ Logistics*

13. As lead agency of the logistics cluster, WFP supported humanitarian activities in the Democratic Republic of the Congo (DRC), Haiti, Libya, Mozambique, Pakistan, the Philippines, Somalia, South Sudan, the Syrian Arab Republic, Yemen and the Sahel by providing coordination and management services to non-governmental organizations (NGOs), United Nations agencies and government partners. To support critical programme activities in communities affected by disasters, conflict and prolonged insecurity, WFP coordinated common logistics services – including fuel provision and overland, barge, helicopter and marine transport – on behalf of more than 60 humanitarian organizations. For instance, in response to the volatile context in South Sudan, the logistics cluster standardized a mechanism for coordination between the humanitarian community and the United Nations Mission in South Sudan (UNMISS) to guarantee minimal availability of road transport in Jonglei State. In March 2013, the cluster organized four convoys with UNMISS escorts using 59 trucks to transport cargo on behalf of humanitarian organizations that included Catholic Relief Services, INTERSOS, Plan International, Peace Winds Japan, Polish Humanitarian Action, the United Nations Children’s Fund (UNICEF) and WFP.
14. To ensure that every emergency response operation has access to appropriate personnel and technical expertise in logistics and coordination, WFP funds nine logistics cluster posts from the Programme Support and Administrative (PSA) budget. It also provides support through other funding mechanisms including special operations, 15 of which had logistics cluster components in DRC, Haiti, Libya, Mozambique, Pakistan, the Philippines, the Sahel, Somalia, South Sudan, Syrian Arab Republic and Yemen in 2012. A three-year strategy, drafted in consultation with donors and humanitarian partners, outlines the operationalization of the IASC cluster mandate for logistics, the strategic goals of the logistics cluster and activities for reaching these goals.
15. The Relief Item Tracking Application (RITA) has been successfully piloted and supports the logistics cluster in South Sudan. Staff of WFP and the International Organization for Migration (IOM) – the logistics cluster’s common transport partner – use RITA to track services provided to the broader humanitarian community. Preliminary steps have been also taken for RITA’s potential roll-out in the Syrian Arab Republic response for common transport, storage, and tracking and reporting should the need arise. The logistics cluster has trained seven IOM and three WFP staff members in RITA.



⇒ *Emergency telecommunications*

16. Responding to recommendations of IASC cluster approach evaluations, and in line with the Transformative Agenda, WFP established a Global ETC Support Cell to address gaps identified in information and communications technology (ICT) services and related needs in the humanitarian community. The support cell's functions include: i) enhancing the range and quality of ICT services for emergency preparedness and response; ii) adapting ETC tools and activities to the Transformative Agenda protocols; iii) improving field-level orientation and local and regional emergency response capacity; and iv) expanding public-private sector partnerships.
17. Human resources hours have been identified to meet Inter-Agency Rapid Response Mechanism commitments for deployment within 72 hours. Professionals/seconded from NGOs and other United Nations agencies are included to ensure that the views of the broader humanitarian community are reflected in emergency responses in the field. The Global ETC Support Cell is expected to be fully functional by mid-2013, and already benefits from UNICEF and World Vision secondments. A Swedish Civil Contingencies Agency staff member seconded to WFP for three months led and coordinated development of the ETC Service Catalogue, which provides the humanitarian community with such services as security communications, voice and data connectivity, customer support, coordination and information management.

⇒ *Food security*

18. In 2012, the global food security cluster (FSC) deployed surge capacity to 11 operations and support missions in 20 countries – including Egypt, Libya and countries in the Sahel – to assist new and established country-level FSCs by raising their profile, presence and effectiveness. Additional deployments improved FSC functions, structures, guidance and policy in Afghanistan, Bangladesh, Colombia, Côte d'Ivoire, Djibouti, DRC, Fiji, Mali, the State of Palestine, Senegal, Somalia, the Sudan, Timor-Leste and Yemen. Implementation of the IASC cluster self-assessment tool, developed under the Transformative Agenda, was facilitated in Kenya, Pakistan and Somalia.
19. In anticipation of the system-wide activation of an L3 response in the Syrian Arab Republic, the global FSC deployed two staff members to the region to contact current and future food security partners and explore avenues for strengthening support when required. The global FSC was also in touch with partners in Lebanon and Turkey, and participated in regional meetings of the health and the water, sanitation and hygiene (WASH) clusters in Lebanon and Jordan.
20. In March 2013, WFP expressed interest in having a coordinator for the international food security sector deployed to Turkey to enhance information management and coordination of assessments among stakeholders. This follows earlier suggestions for improving coordination with partners planning to work in the Syrian Arab Republic but not yet present in the country.
21. The global FSC engaged with other IASC partners to define global L3 response capacity within the IASC architecture. With the global health cluster, the global FSC co-led the development of the coordination performance monitoring component in the IASC reference module for cluster coordination at the country level. The monitoring component has two elements: i) the cluster activation checklist, which monitors cluster activation and implementation in an L3 response; and ii) the coordination performance report, which is used as a means to self-assess the quality of cluster operations and the outputs delivered.



22. To enhance guidance to FSC leaders and managers, four sets of standard operating procedures were developed in 2012 on predeployment of staff to country-level FSCs, staff deployment to FSCs, management of common humanitarian funds, and management of surge support missions.

⇒ *United Nations Humanitarian Response Depot network*

23. The United Nations Humanitarian Response Depot (UNHRD) network is an emergency preparedness and response tool operated by WFP to facilitate strategic stockpiling by the humanitarian community; it provides comprehensive supply chain solutions to 56 United Nations, international, governmental and non-governmental organizations. Network facilities and services enable UNHRD partners to coordinate their efforts, prioritize dispatches to emergencies, lend and borrow stocks among themselves, benefit from immediate access to goods and turnkey solutions, share logistics solutions and minimize costs when responding to emergencies.
24. In 2012, the UNHRD network managed more than US\$87 million-worth of non-food items at five locations worldwide, and provided comprehensive supply chain solutions to its 56 humanitarian partners. With 17,000 cubic metres of relief goods dispatched through 300 shipments to 60 countries, the total value of the cargo and logistics services provided to humanitarian partners was US\$28 million. Major interventions in 2012 included those in the Syrian Arab Republic, to which the Dubai Humanitarian Response Depot (HRD) organized 39 shipments to support the relief efforts; and in Burkina Faso, Mali, Mauritania and the Niger, to which HRD Ghana dispatched 26 consignments of medicines, supplementary food and shelter items to respond to the Sahel crisis.
25. The network's preparedness and response facilities expanded last year with the rehabilitation of the San Vito compound and training centre near Brindisi, Italy, and the signing of a Basic Agreement with the Government of Spain for establishment of a depot in Las Palmas for emergency response in West Africa and the Americas.
26. The United Nations Humanitarian Response Depot also established a strategic regional partnership with the Association of Southeast Asian Nations (ASEAN) Disaster Emergency Logistic System, established in 2012 to enhance disaster preparedness and response capacity, for which HRD Malaysia manages relief stocks. This will provide ASEAN countries with resources to respond jointly and to assist one another in the case of crisis.

⇒ *United Nations Humanitarian Air Service*

27. The United Nations Humanitarian Air Service (UNHAS) facilitates safe and reliable access by the humanitarian community to vulnerable populations during emergencies and protracted operations. Vast distances, poor roads, insecurity and lack of air services that meet minimum safety standards make UNHAS critical for implementing humanitarian relief.
28. In 2012, WFP managed UNHAS operations in Afghanistan, the Central African Republic, Chad, Côte d'Ivoire, DRC, Ethiopia, Iraq, Kenya, Mali, Mauritania, the Niger, Somalia, South Sudan, the Sudan and Yemen. UNHAS operated in 273 locations; transported 353,365 passengers and 1,919 mt of cargo; and carried out 930 medical and security evacuations. With a fleet of 50 aircraft in 13 countries and well-established systems, UNHAS has become the primary means of air transport for the 1,120 humanitarian organizations that rely on it for access to beneficiaries in inaccessible locations.

## STRENGTHENING HUMANITARIAN LEADERSHIP AND HUMAN RESOURCES

### WFP's Contribution to the Humanitarian Coordinator Pool

29. At the end of 2012, four WFP staff members were included in the HC pool: two from the Organisation for Economic Co-operation and Development (OECD) countries, including one woman, and two from non-OECD countries. In late 2012, in response to the Emergency Relief Coordinator's request for greater representation of senior women in the pool, another two women were proposed and will receive training for inclusion.
30. Under the Transformative Agenda, a roster of L3 HCs was created in 2012. Of WFP's two D2 managers on this roster, one has since retired; additional senior managers will be put forward for inclusion in 2013.
31. WFP currently has seven staff members serving as Resident Coordinators, and is proposing additional candidates for the assessment centre and subsequent inclusion in the pool.

#### ⇒ *Improvements in emergency rosters*

32. A working group on emergency preparedness and response training and deployment, established by WFP, has developed a strategic approach comprising an integrated emergency roster system and a comprehensive emergency training programme.
33. Collaborating with the Human Resources Division, the Emergency Preparedness Division has allocated funding for the development of WFP's StaffNet Corporate system to accommodate a corporate emergency response roster. Enhancements to StaffNet include improved search functions and increased capacity for managers to identify qualified staff by region. Project completion is set for December 2013, contingent on the availability of resources for setting up an Emergency Roster Support Cell.
34. To improve the candidate selection process, the Global Logistics Cluster Support Cell (GLCSC) enhanced its deployment roster in 2012, adding a more comprehensive personal history form and a systematic evaluation process for after deployment. From an expanded roster of 44 names, the GLCSC deployed personnel to DRC, Kenya, the Philippines, the Sahel, South Sudan and Thailand.
35. Senior logistics officers assigned to the GLCSC are required to be available for deployment as cluster coordinators in the event of an L3 emergency. Currently, four logistics officers from the GLCSC and seven other WFP staff members are available for rapid deployment to L2 emergencies; five coordinators are already deployed.
36. To increase the availability of deployable capacity for humanitarian response, including in L3 emergencies, experienced consultants have been trained through the global FSC training programme. Several of these trainees have already been deployed to provide surge support. For instance, an expert from World Vision was deployed for three months to assist the Regional HC in Dakar in implementing coordination strategies and solutions, including by developing a regional monitoring tool to measure the actual versus the planned outputs of national clusters in the region. A support mission to Mali worked with WFP and FAO to strengthen the coordination and information management infrastructure, resulting in the activation of a national FSC in March 2012.

⇒ *Security arrangements*

37. The Field Security Division ensures the safe and secure implementation of WFP's programmes. In 2012, volatile and complex security challenges necessitated more robust security support; resources were deployed to many locations, including the crises in DRC, the Sahel and the Syrian Arab Republic.
38. WFP's Field Security Division and Operations Department developed joint risk assessments. Security analysis ensured that crisis management strategies identified probable and possible outcomes of events, provided advice for developing responses, and minimized impacts to beneficiaries and WFP staff. Security training helped to develop the capacity of all personnel to behave in ways that do not endanger their safety and security, and enhanced their security preparedness.

## IMPROVEMENTS IN ACCOUNTABILITY, REPORTING, MONITORING AND EVALUATION

⇒ *Accountability to affected populations*

39. Building on its commitment to accountability to affected populations (AAP) as agreed by the IASC Principals in December 2011, WFP assumed co-leadership of the IASC task force on AAP with World Vision, and created an interdivisional group led by the Policy, Programme and Innovation Division to facilitate AAP across programme areas and WFP divisions. In 2012, WFP, FAO and the global FSC conducted an assessment of AAP across the humanitarian sector in Pakistan – particularly in food security – that informed the work of the task force. In 2013, WFP commenced a broader programme for AAP and protection from sexual exploitation and abuse (PSEA), building on existing strengths and approaches.
40. A global hotline maintained in WFP's Oversight Office at Headquarters provides a means for reporting misconduct by staff, partners and contractors. Country offices, including those in Afghanistan, Kenya, Pakistan, the Philippines and Somalia, have developed complaints and feedback mechanisms (CFMs). Corporate guidance and tools to support AAP are being developed, including more systematic implementation of CFMs and integrating an holistic approach to accountability. This more integrated approach will be piloted in the Mali country office subsequent to an AAP assessment mission conducted there in May 2013, and will include a CFM that operates in conjunction with those of cooperating partners and a strategy for improved communications with affected populations.

⇒ *Implementation of the protection from sexual exploitation and abuse policy*

41. WFP's policy on humanitarian protection, adopted in February 2012 and rolled out since July 2012, aims to promote the protection of food assistance recipients from harm and abuse. A related work plan involving such WFP functions as policy, gender, human resources, investigations, ethics and legal includes: i) revision and updating of the Executive Director's Circular on PSEA; ii) elaboration of corporate guidance on PSEA for country offices; iii) mainstreaming of PSEA in country office work plans and the performance appraisal of focal points and other responsible staff members; and iv) staff training and sensitization workshops.
42. WFP nominated a senior PSEA focal point to lead implementation of the work plan and report on progress. WFP is a member of the global-level IASC Task Force on PSEA, which is responsible for developing inter-agency standard operating procedures for PSEA, disseminating best practices, and promoting advocacy and awareness-raising activities.

43. In 2012 and 2013, WFP raised staff awareness of sexual exploitation and abuse through country- and regional-level training on protection; the development of mandatory electronic training on PSEA is being considered. As part of the global humanitarian community's efforts to improve knowledge dissemination and advocacy, WFP provided financial and other support to the revision of a video on PSEA, which highlights the obligations of all humanitarian personnel, contractors and partners defined in the United Nations Secretary-General's Bulletin on PSEA, and the importance of complaint mechanisms and functional reporting systems. WFP plans to use the video as a training and communication tool for staff and partners.

⇒ *Improvements in results-based management and performance-based monitoring*

44. WFP's performance management framework, organized around the five Strategic Objectives and five Management Result Dimensions, provides the basis for results-based management and performance-based monitoring and reporting. Preparation of the new Strategic Plan has taken into account lessons learned over recent years, to fine-tune the Strategic Results Framework and the framework for measuring management results. To support the use and application of sharpened metrics, WFP has also strengthened its processes for applying key performance indicators and its reporting tools. Significant investments have resulted in enhanced staff capability through training, and the establishment of information technology (IT) systems for monitoring and reporting performance relative to the Strategic Objectives via the Country Office Monitoring and Evaluation Tool (COMET), and by management dimension via the Performance and Risk Organizational Management Information System.

45. Based on its own field monitoring of outputs and outcomes, WFP contributed to development of the IASC response monitoring and reporting framework by sharing with the technical group on monitoring its best practices and tools in field-level data collection and reporting. The framework aims to harmonize humanitarian response results and is being field tested prior to approval.

46. Regular monitoring of agreed output and outcome indicators for the overall humanitarian response will be essential to the newly developed humanitarian programme cycle, in informing decision-making and demonstrating results.

## HUMANITARIAN FINANCING

### Budget Figures and Expenditure for Humanitarian Programmes

47. As of 17 March 2013, WFP had received US\$1.17 billion in voluntary contributions against a 2013 programme of work valued at US\$6.04 billion for 69.4 million beneficiaries in 75 countries. Throughout 2012, WFP received US\$3.95 billion against its US\$6.84 billion programme of work. Since 2007, WFP's annual global funding has increased by approximately US\$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 four years, the average resourcing level against needs has been 60 percent – a decrease of more than 20 percent compared with 2007–2008.

⇒ *Trends in donor allocations*

48. While WFP has received record levels of funding from both traditional and emerging donors, overall funding has become increasingly flexible and predictable, resulting in more efficient and effective programming. In 2012, unearmarked contributions represented 10.6 percent of total funding – 1.5 percent lower than in 2011 when they represented 12.1 percent. To increase the predictability of its funding, WFP enters into strategic partnership agreements and multi-year arrangements; in 2012, the Netherlands signed a two-year multilateral agreement and Norway signed a four-year strategic partnership agreement.
49. In 2013, WFP will sign strategic partnership agreements with Ireland and the Russian Federation when the Executive Director makes her first official visits to these countries, and with New Zealand to formalize the core multilateral contribution. Australia, the first donor to sign a strategic partnership agreement, in 2009, will sign its second four-year agreement in mid-2013.
50. Over the past year, the Executive Director made two official visits to Canada, whose five-year strategic partnership framework was signed in 2011. Luxembourg's strategic partnership agreement was signed in 2011; and Belgium, Cambodia, the United Kingdom and the United States of America have multi-year agreements in place. Other donors increased their multilateral contributions, or aligned their directed contributions more closely to WFP's prioritization processes. Many donors, including Canada, the Netherlands and the United Kingdom, are increasing their multi-year funding for specific projects. WFP is working with the Russian Federation – current holder of the G20 Presidency – to encourage predictability of food assistance by promoting the Food Assistance Convention in the G20 agenda.

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

51. As of 22 March 2013, WFP had received US\$50 million in pooled funding, of which US\$35 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 is one of its largest recipients. In 2012, as WFP's seventh largest donor, the CERF contributed US\$137 million of the US\$192 million received in pooled funding. These contributions support food operations and WFP's leadership of the logistics and ETC clusters. In 2012, 22 percent – US\$42 million – of WFP's pooled funding was allocated to special operations. Other important pooled funding sources included emergency response funds, contributing US\$6.7 million, and common humanitarian funds, contributing US\$31 million to four of WFP's largest operations: the Central African Republic, DRC, Somalia and the Sudan.

⇒ *Private-sector partnerships*

52. In 2012, donations from the private sector were US\$64.4 million, which was less than in 2011, partly because there was no high-profile, corporate emergency involving heavy fundraising by the private-sector team. A revised strategy for private-sector partnerships for fundraising and/or capacity development is to be presented to the Board for approval at its 2013 Annual Session.



53. In November 2012, the logistics cluster hosted a logistics emergency team course for partners from private-sector logistics firms – Agility, Maersk, TNT and UPS – that regularly contribute material, equipment and expertise to logistics cluster operations. In partnership with the German Federal Agency for Technical Relief, the cluster also provides training for standby partners from humanitarian partner organizations and NGOs.

## EMERGENCY PREPAREDNESS AND CAPACITY DEVELOPMENT

### Improvements in Emergency Preparedness, Contingency Planning and Early Warning

#### ⇒ *Preparedness and Response Enhancement Programme*

54. The three-year Preparedness and Response Enhancement Programme (PREP) has significantly enhanced WFP's emergency preparedness capacity, including preparedness planning and early-warning expertise. Aligned with WFP's Strategic Plan (2008–2013), PREP integrates appropriate elements of the Transformative Agenda in all its activities.
55. In October 2012, the Emergency Response Activation Protocol was issued, clarifying roles and responsibilities in L1, L2 and L3 emergencies. The wide range of PREP activities includes the Corporate Response Emergency Operation Facility, which uses a streamlined process, revised procedures and delegations of authority to ensure that WFP can respond within 72 hours to a sudden-onset, large-scale L3 emergency.
56. The Emergency Preparedness and Response Package (EPRP) became a corporate requirement in July 2012, and has been rolled out to 78 percent of WFP's country offices to establish emergency preparedness and response capacities. Implementation of the EPRP is supported by an e-learning tool, and country offices' operational readiness is monitored through an online tool. The EPRP method has been adopted in revisions of the Inter-Agency Contingency Planning Guidelines and the Food Security Cluster Preparedness Planning Guidelines.
57. In 2012, WFP adopted a risk-focused approach for early warning and analysis, which monitors, analyses and provides anticipatory warning of hazards based on the risks identified in EPRP analysis. Early-warning information flags serious conflict, economic and natural hazard risks and supports core WFP business processes, including operational readiness and resource allocation – pipeline management. Multi-risk analysis using geospatial and remote sensing products led to more effective preparedness. In 2012, a Geographic Information System training package was developed for use in WFP, partner and national capacity development.
58. WFP also led the transformation of the IASC Early Warning Report into a semi-annual, risk-based product.
59. WFP's Capabilities Partnership Programme (CAPRO) pilot commenced in 2011. CAPRO facilitates the management of the portfolio of activities in which WFP uses its expertise to strengthen the capacities of national disaster-management authorities to prepare for and respond to emergencies, ultimately contributing to local resilience. In each of the countries where CAPRO-related activities have commenced or have been implemented, WFP has at least one humanitarian partner, to ensure that programmes are cohesive, aligned and integrated with those of partners and governments.

⇒ *Standby arrangements and training*

60. WFP uses standby partners where it does not have internal capacity. Twenty agreements have been signed, and the partner list is being expanded to fill gaps and meet new needs. Two new partners signed agreements in 2012: the Estonian Rescue Board and Finland's Crisis Management Centre.
61. In 2012, there were 143 deployments, valued at US\$14.4 million, to 37 countries, all of WFP's regional bureaux and Headquarters. Although standby partners maintain a core capacity in logistics, roughly two thirds of the standby deployments supported functions other than logistics.
62. The logistics cluster trains staff in humanitarian organizations and the private sector on interacting with the cluster in an emergency response. Two logistics response team training courses during the year each had 22 participants and 20 to 30 facilitators representing 15 humanitarian organizations. By September 2012, 244 humanitarian responders had been trained in logistics cluster response.
63. WFP partners with the Government of Luxembourg and a consortium of Luxembourg-based private-sector firms on *emergency.lu*, which – in combination with Ericsson's Wireless LAN in Disaster and Emergency Response solution and WFP components – provides an integrated ETC platform for rapid deployment in emergency response. A pool of standby personnel helps improve communications between emergency response teams in the field and at Headquarters, and facilitates on-site coordination. The humanitarian community will use the platform as part of ETC cluster services, and its components will modernize and greatly enhance WFP's IT capacity as the cluster lead for global emergency response; it has already been deployed in Mali and South Sudan.
64. In 2012, the global FSC trained 187 participants to work as coordinators and information managers with partner NGOs, the International Federation of Red Cross and Red Crescent Societies, FAO and WFP. The regional training was conducted in English, French and Spanish in Rome, Nairobi, Bangkok, Kuala Lumpur, Bamako, Panama City and Dakar, covering general humanitarian knowledge and technical issues. An e-learning package is being developed for cluster co-lead agencies and other partners.
65. The global FSC deployed WFP and FAO staff through standby partnership arrangements to assist country-level clusters with coordination and information management. New agreements with NGO partners CARE and World Vision enabled deployments to West Africa and Kenya. Standby agreements made available expertise in gender (GenCap/NRC), protection (ProCap/NRC and NORCAP/NRC),<sup>5</sup> and age and disability (HelpAge). Additional agreements are under negotiation. WFP, FAO and the International Federation of Red Cross and Red Crescent Societies also provide programme expertise.

<sup>5</sup> Gender Standby Capacity (GenCap); Norwegian Refugee Council (NRC); Protection Standby Capacity Project (ProCap); Norwegian Capacity (NORCAP).



## Advocacy and Information Management

⇒ *Promotion of humanitarian principles and international humanitarian law, and advocacy for humanitarian needs*

66. Since July 2012, implementation of WFP's protection policy has facilitated awareness of humanitarian principles and international law and their application in WFP operations. So far, 450 staff members from WFP, partners and host governments have been trained in WFP's protection approach, humanitarian principles and the legal framework in nine countries: Burkina Faso, Kenya, Mali, Pakistan, the Philippines and four countries affected by the Syrian refugee crisis – Egypt, Jordan, Lebanon and Turkey; three regional bureaux – Bangkok, Johannesburg and Panama – covering 28 countries; and Headquarters. At the inter-agency and global levels, WFP advocates for meeting the immediate food needs of affected populations and ensuring the space for humanitarian action, particularly in volatile settings where an integrated United Nations presence is being considered or reviewed, such as in DRC, Mali, Somalia and the Syrian Arab Republic.

## ACRONYMS USED IN THE DOCUMENT

AAP	accountability to affected populations
ASEAN	Association of Southeast Asian Nations
CAPRO	Capabilities Partnership Programme
CERF	Central Emergency Response Fund
CFM	complaints and feedback mechanism
DRC	Democratic Republic of the Congo
ECOSOC	Economic and Social Council of the United Nations
EPRP	Emergency Preparedness and Response Package
ETC	emergency telecommunications
FAO	Food and Agriculture Organization of the United Nations
FSC	food security cluster
GLCSC	Global Logistics Cluster Support Cell
HC	Humanitarian Coordinator
HRD	Humanitarian Response Depot
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
IT	information technology
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PREP	Preparedness and Response Enhancement Programme
PSEA	protection from sexual exploitation and abuse
RITA	Relief Item Tracking Application
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan