POLICY ISSUES

Agenda item 5

For consideration

UPDATE ON WFP'S ROLE IN THE HUMANITARIAN ASSISTANCE SYSTEM

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

Since the United Nations General Assembly passed Resolution 46/182 in 1991, giving the Inter-Agency Standing Committee its mandate, the international humanitarian assistance system has demonstrated its ability to respond and reform in accordance with the evolving context of humanitarian action and the experience gained from complex, challenging and recurring emergencies in countries and regions all over the world.

The humanitarian cluster, financial and leadership reforms undertaken in 2005–2006 created a system that is better coordinated, and more coherent, inclusive and effective in delivering rapid and predictable life-saving emergency assistance.

The cluster approach builds on the operational and coordination roles of cluster lead agencies to improve coherence and capacity and reduce gaps and overlaps in emergency response. Establishment of the Central Emergency Response Fund and other pooled funding mechanisms has ensured more rapid disbursements for new or underfunded operations. The Humanitarian Coordinator system has improved coordination and leadership.

However, evaluations and assessments of the humanitarian community's response to the disasters in Haiti and Pakistan in 2010 concluded that challenges remain and there is room for improving the system. The Transformative Agenda initiated by the Emergency Relief Coordinator and currently being pursued by the Inter-Agency Standing Committee is designed to improve critical aspects of leadership, coordination and accountability through reforms that build on the cluster system's achievements and lessons learned.

Recent crises in the Horn of Africa and elsewhere have confirmed that WFP – including as the global cluster lead agency for logistics and emergency telecommunications, and the joint lead agency, with the Food and Agriculture Organization of the United Nations, of the global food security cluster – has a crucial and central role in the international humanitarian system, working with United Nations agencies, non-governmental organizations and other partners to ensure the delivery of life-saving assistance in the most effective and coherent way possible.

DRAFT DECISION[*]

The Board takes note of "Update on WFP's Role in the Humanitarian Assistance System" (WFP/EB.A/2012/5-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.

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BACKGROUND

1. This document provides an update to the report presented to the Board at its First Regular Session of 2010.[1] It also gives additional information on the recent reform initiative within the Inter-Agency Standing Committee (IASC), beyond the details provided in the Annual Report for 2011 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).[2]

2. The document provides the Secretariat with an opportunity to seek the Board's support for WFP engagement in humanitarian reform, particularly the IASC Transformative Agenda.

PROGRESS ON THE HUMANITARIAN REFORM AGENDA

The IASC Transformative Agenda

3. In 2011, the Emergency Relief Coordinator (ERC) and the Principals of IASC initiated a review of the humanitarian response system. This drew on the Phase II evaluation of the cluster approach and assessments of recent responses to humanitarian crises in Haiti and Pakistan.

4. The review led to the adoption of a Transformative Agenda in December 2011 by the IASC Principals, with actions to be developed and put into practice by agencies, Humanitarian Coordinators (HCs), humanitarian country teams (HCTs) and clusters. These actions aim to improve critical aspects of humanitarian leadership, coordination and accountability, and include:

   ➢ convening the IASC Principals within the first 48 hours of a major humanitarian emergency, to determine the level of humanitarian response necessary: system-wide, level 3; regional, level 2; or augmented country, level 1.

   ➢ when reinforced humanitarian leadership is needed for a level 3 response, agreeing to the deployment within 72 hours of a Senior/Emergency Humanitarian Coordinator for up to three months, and empowering this Coordinator to determine immediate priorities and take necessary decisions;

   ➢ establishing an inter-agency rapid response mechanism to ensure the rapid deployment of capable and experienced cluster leaders and staff to support the HC and HCT as necessary; and

   ➢ ensuring that the HC/HCT articulates a strategic humanitarian plan/framework within the first five to seven days of the onset of a level 3 emergency.

5. WFP is a central participant in this process, coordinating with operational humanitarian partners, particularly FAO, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF), and helping to shape outcomes that are as realistic and feasible as possible, oriented towards ensuring that changes in the system focus on maximizing agencies' capacities to assist those in need through effective and efficient coordination mechanisms for delivering life-saving assistance.

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[1] "WFP's Role in the Humanitarian Assistance System" (WFP/EB.1/2010/5-C).

[2] "Annual Report for 2011 to ECOSOC and FAO Council" (WFP/EB.1/2012/4/Rev.1).

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6.   WFP is a member of the small steering group of Principals convened by the ERC to guide the implementation phase and provide a point of contact for donors. The IASC Working Group organizes implementation around leadership, coordination and support systems, with accountability as the over-arching theme. WFP has elaborated several of the proposals now being taken forward within the Transformative Agenda. These include proposals for the inter-agency rapid response mechanism, inter-cluster coordination and cluster management arrangements.

7.   To further engage with the Transformative Agenda, WFP has assumed the co-chair of the Needs Assessment Task Force, an important subsidiary body of IASC, and continues as co-chair of the Sub-Group on Accountability to Affected Populations. Within WFP, a task force co-led by the Deputy Executive Directors for External Relations and Operations facilitates WFP's engagement in implementation of the Transformative Agenda.

8.   Specific measures are being developed to improve the humanitarian response.

➢   The procedure for determining a system-wide level 3 emergency is compatible with, and builds on, WFP's corporate emergency protocols. Based on five criteria – scale, complexity, urgency, capacity, and reputational risk – it clarifies the steps to be taken when a major humanitarian emergency occurs.

➢   WFP has proposed D2-level candidates for the Senior Emergency/Humanitarian Coordinator roster. WFP supports the principle of having the Resident Coordinator (RC) also function as the HC, for reasons of coherence and consistency in reporting, and relationships among humanitarian, transition and development efforts. When needed in a level 3 emergency, WFP will support the deployment of a separate Senior HC for up to three months.

➢   WFP agrees that the proposal for empowering an HC/HCT is a practical approach, given a perceived lack of experienced humanitarian leadership in some recent humanitarian emergencies. Such empowerment of leadership is compatible with agencies' fundamental accountability to their governing bodies, and will ensure that HCs have the capacity and tools at their disposal to coordinate humanitarian responses effectively, with support from the Office for the Coordination of Humanitarian Affairs (OCHA). Representatives of cluster lead agencies will continue to report to their own organizations, while also reporting to the HC on progress and achievements towards cluster objectives and cluster lead agency commitments under the agreed strategic framework.

➢   The inter-agency rapid response mechanism that is being established is compatible with WFP's rapid response protocols and allows agencies to determine appropriate deployments individually, based on needs determined at the field level.

➢   New coordination guidance will clarify and simplify coordination modalities, particularly for the management and functioning of clusters, and is derived from best practice. The role of the HC/HCT is central to determining the most appropriate mechanism for inter-cluster coordination. Avoiding additional layers of country-level coordination can help to limit meetings, bureaucracy and the burden on operational leaders.

➢   Elaboration of an initial strategic plan to guide the humanitarian response is an important means of establishing priorities that shape and guide the operational response, including cluster deployments and activation. The plan should include planning for the rapid needs assessment and the flash appeal.

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➢ The monitoring and reporting framework will be refined during field testing exercises in 2012. The accountability of country-level heads of agencies to the empowered HC will take into account the agencies' accountability to their governing bodies and to beneficiaries, governments and HCT members.

➢ A simulation exercise for IASC Principals to test a level 3 emergency response was undertaken in March 2012. Field testing of the Transformative Agenda in South Sudan will move forward in April 2012.

Updates on Global Clusters that are Led or Co-Led by WFP

⇒ *Logistics*

9.   To provide a better and more comprehensive service to its users, the global logistics cluster is redesigning its cargo tracking capabilities to use standard measures and is looking into the short-, medium- and long-term implementation of software systems. In 2011, the cluster worked with partners in the humanitarian community to develop a catalogue of common services. This document aims to improve transparency and predictability during the initial phases of the logistics cluster's emergency response operations, by outlining the services typically provided to partners during cluster operations, and providing basic information about how these are usually implemented.

10.   Work is also under way on a new tool for managing the rapid deployment of logisticians during the initial phases of an emergency response; a deployment list was developed in 2011 and is currently being evaluated.

11.   The logistics cluster conducts training and capacity development to prepare staff in humanitarian organizations and the private sector to interact with the cluster in an emergency response. Logistics response team (LRT) training courses are conducted twice a year, each with 22 participants and 20 to 30 facilitators, representing approximately 15 humanitarian organizations; as of April 2012 a total of 222 people had been trained. Logistics emergency team courses are held three times a year for partners from private-sector logistics firms that regularly contribute material, equipment and expertise to logistics cluster operations – Agility, Maersk, TNT and UPS. One course per year for stand-by partners briefs a diverse group of logisticians from humanitarian partner organizations on the logistics cluster's operational methods.

12.   The logistics cluster devotes significant efforts to ensuring that every emergency response operation has appropriate personnel, including a dedicated logistics cluster coordinator if required. WFP supports the logistics cluster by funding 9.5 posts from the Programme, Support and Administrative (PSA) budget – worth US$1.8 million a year – and providing US$2.5 million a year in extra-budgetary funding for the cluster's work at the global level. Anyone assigned to one of the PSA posts must be available for rapid deployment in a new or existing emergency response operation; a primary function of these positions when not deployed in an emergency is supporting field personnel.

13.   During 2011, logistics cluster operations in the field received direct financial support through 11 Special Operations covering coordination activities in more than ten countries, including responses to the crises in Haiti, Libya, Pakistan, Somalia and Yemen.

14.   The logistics cluster has deployed logistics officers from the global logistics cluster support cell in Rome, both as coordinators during the initial phases of an emergency operation and to support ongoing operations that have experienced a surge in activity. Through the LRT, personnel from a wide range of humanitarian organizations are available for deployment as logistics cluster coordinators. Currently, seven logistics officers from

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the support cell and 13 staff members from outside the logistics cluster are available for rapid deployment, and another four coordinators are deployed in operations.

⇒ *Emergency telecommunications*

15. Since its designation as lead agency for the global emergency telecommunications cluster (ETC) in December 2010, WFP has concluded a review and update of the cluster's governance structure. This has facilitated consensus-building and decision-making, clarified the responsibilities of partner organizations, and improved collaboration and efficiency within ETC activities. Training programmes have been established to ensure that there is a pool of knowledgeable and experienced managers and technical specialists available for ETC response projects. Every year, ETC humanitarian partners – United Nations agencies, non-governmental organizations (NGOs), the Red Cross Movement, stand-by partners and WFP staff – are offered:

➢ information technology (IT) emergency management training: a two-week intensive course;

➢ IT field emergency management training: two days for IT specialists in the field; and

➢ ETC technical solutions in security communications, networking and electrical systems.

16. A pool of trained and experienced ETC coordinators can be deployed on 24 hours' notice. Coordinators have been deployed in all recent large-scale responses, including those in Côte d'Ivoire, Haiti, Libya, Pakistan and South Sudan.

17. WFP established a global ETC support cell to fulfil its leadership and coordination mandate for the ETC. The Board has mainstreamed the cost of the WFP resources in this cell into the PSA budget.

⇒ *Food security*

18. At the national level, the food security cluster (FSC) is developing models for WFP/FAO co-management that can be used across a range of emergency environments. In Somalia, the food assistance cluster's merger with the agriculture and livelihoods cluster provides a good example of a jointly managed structure that draws on the strengths of both WFP and FAO. The Afghanistan and Bangladesh FSCs are also developing joint management structures that draw on the strengths of each.

19. The global FSC has provided technical guidance to several country-led clusters, including for the development of a common assessment approach in Bangladesh; for cluster management in Afghanistan, Bangladesh, Côte d'Ivoire, Haiti, the Horn of Africa, Nepal, Senegal, Somalia and South Sudan; and for scoping missions in Colombia, Côte d'Ivoire, El Salvador, the Horn of Africa, Libya and Panama.

20. A communication strategy is being adopted to strengthen links between the global FSC and field-level clusters. Monthly regional calls now channel information through the cluster to the staff of WFP, FAO and partner agencies; so far, 33 countries have been included in six calls.

21. A FSC handbook is nearing completion, with feedback from partners and field coordinators incorporated into the final version. Standard operating procedures have been developed for pre-deployment orientation, and terms of reference for field-level FSCs, coordinators and information officers.

22. A new interactive global FSC website will be made public in the near future, and is currently accessible through a non-published address. This will serve as the information-sharing platform for country-level clusters, and contains food security-related documents, reports, tools and guidance.

23. In 2012, the global FSC established four working groups on:

   i) assessment;

   ii) urban/non-agriculture-based livelihoods;

   iii) inter-cluster nutrition and food security; and

   iv) advocacy.

STRENGTHENING HUMANITARIAN LEADERSHIP AND HUMAN RESOURCES

WFP's Contribution to the Humanitarian Coordinator Pool

24. Of the 31 HCs serving around the globe over the past year, many in countries where the cluster approach has been activated, two are WFP staff members. As of April 2012, all HCs are also RCs. Currently there are four WFP candidates in the HC pool, and two more are expected to be added in 2012. To prepare WFP candidates, two staff members have been proposed for the next United Nations senior mission leaders' course to be held in Kigali, Rwanda in 2012. The course is co-sponsored by the United Nations Department of Peacekeeping Operations and the governments of Rwanda and Australia, and is designed to prepare participants to assume senior leadership roles and responsibilities in a variety of operations. In line with the IASC Transformative Agenda and the challenges to leadership and coordination, WFP is setting up a roster of experienced senior leaders to guide humanitarian response from the outset of a major crisis.

⇒ *Improvements in emergency rosters*

25. The global logistics cluster support cell is developing a deployment roster as a tool to augment its surge capacity. Currently, the roster contains 35 names, and will be tested in the coming months. If the results are positive, further development will follow, including the establishment of a web-based component and procedures that facilitate easier updates and matching of candidates with required profiles. The roster will take into account both technical skills and candidates' soft skills – in coordination, facilitation, representation and building consensus in a multi-organizational/cultural environment – required for the unique nature of the cluster's mandate and way of working. In 2012 – at the recommendation of partners in the humanitarian community and based on the experience of senior logistics cluster personnel – the cluster support cell will engage with WFP's Logistics Development Unit to develop second-level logistics response training. The new training will prepare experienced logisticians to be logistics cluster coordinators during emergency operations, and will focus on interactions among the clusters, and donor relations. Also in 2012, the logistics cluster will conduct regional logistics cluster trainings in each region once a year, subject to funding availability.

26. The annual managerial and technical training courses organized by the global ETC have facilitated the creation of a large pool of staff from WFP and stand-by and other humanitarian partners. This constitutes an important roster of personnel with the diverse expertise needed for effective ETC rapid responses. An added benefit is that staff from

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other organizations who have participated in ETC training and are deployed by their own agencies can enhance the ETC response because they are familiar with the management processes and technologies used.

27. The global FSC has developed training for cluster coordinators and information management officers. As of mid-March, sessions in Bamako, Bangkok, Kuala Lumpur, Nairobi and Rome had trained more than 130 people. Additional workshops are planned for 2012 in Dakar, Panama City, and Rome. Sessions have been conducted in English, French and Spanish. In addition, capacity development sessions have been conducted in Bangladesh, Nepal, Senegal, South Sudan and the Sudan. The focuses of these ranged from technical support in assessments to supporting national governments in strengthening coordination capacity.

28. The global FSC support cell consists of seven international professional staff, three support staff, two consultants and two interns. Funding for 2011 and 2012 has been received from the European Commission Humanitarian Aid Department, the Department for International Development, the IASC Gender Standby Capacity project (GenCap) and the Government of Finland. WFP has mainstreamed three positions – two professional and one general service – for a total of US$630,000. The seven professional staff are from WFP, FAO, GenCap, the International Federation of Red Cross and Red Crescent Societies, and a three-month deployment from the Cooperative for Assistance and Relief Everywhere. The global FSC also maintains a roster of five trained coordinators and is developing an assessment process for determining which trained staff are ready for deployment in level 3 emergencies.

⇒ *Investments in security arrangements*

29. WFP's Field Security Division invests in a wide range of security measures to manage the risks in complex security environments and ensure the safety and security of WFP staff, assets and operations. Risk mitigation tools include specialist equipment and personnel, physical improvements to premises, and procedural changes that enhance security. The Field Security Division devotes financial and human resources to developing security awareness and understanding that enable rather than inhibit operations and ensure programme goals are met. The division works with other United Nations bodies to develop United Nations-wide security policies and standards, share ideas and conserve resources.

IMPROVEMENTS IN ACCOUNTABILITY, REPORTING, MONITORING AND EVALUATION

Accountability to Affected Populations and Member States

30. Accountability is one of WFP's recognized standards for humanitarian action, as stipulated in its Humanitarian Principles[3] and reaffirmed in the recent WFP Policy on Humanitarian Protection.[4] WFP is examining the complaint and feedback mechanisms currently in place in its operations, to map out existing complaint and response practice; identify what works and where there are gaps; and identify the resources and/or support needed to implement these mechanisms.

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[3] "Humanitarian Principles" (WFP/EB.A/2004/5-C).

[4] "WFP Humanitarian Protection Policy" (WFP/EB.1/2012/5-B/Rev.1).

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31.   In December 2011, the IASC Principals endorsed five Commitments to Accountability to Affected Populations,[5] which were developed by the Sub-Group on Accountability to Affected Populations co-chaired by FAO and WFP, and agreed to incorporate them into their organizations' policies and operational guidelines and promote them among operational partners, HCTs and cluster members. The operational framework is directed to field practitioners and structured around the programme cycle. During 2012 it will be piloted, with relevant inter-agency feedback and complaints mechanisms, in up to three countries. By the end of 2012, the IASC Working Group will review the results of the pilots, make necessary refinements, and endorse the operational framework for use by IASC organizations and promotion in the wider humanitarian community.

32.   The Annual Performance Report (APR) is an important accountability document for WFP and its Executive Director. Recent changes in the report's format and focus on results have been welcomed by the Board. Efforts continue to improve the quality of reporting, especially on the efficiency and effectiveness of WFP's strategic and management results. Standardized project reports are the APR's main source of information on WFP's project portfolio. Over past years, WFP has improved the quality of standardized project reports, which has enhanced outcome reporting.

⇒ *WFP evaluations and participation in real-time and/or system-wide evaluations*

33.   A coordinated approach is fundamental to humanitarian practice. The Office of Evaluation (OE) participates in the Inter-Agency Working Group on Real-Time Evaluation (RTE), and has been involved recently in evaluations in Haiti, Pakistan (both in 2011) and the Horn of Africa (ongoing). Changes in the RTE approach and methodology have been proposed in light of the IASC Transformative Agenda. The new approach may be used for a South Sudan evaluation in 2012, with particular emphasis on monitoring leadership, coordination and accountability.

34.   OE is working with UNHCR on a series of impact evaluations of food assistance in protracted refugee situations in Bangladesh, Chad, Ethiopia and Rwanda. A global logistics cluster evaluation is also being conducted with the Government of the Netherlands and UNICEF.

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[5] 1. Leadership/governance: Demonstrate commitment to accountability to affected populations by ensuring that feedback and accountability mechanisms are integrated into country strategies, programme proposals, monitoring and evaluation, recruitment, staff induction, training and performance management, and partnership agreements, and that they are highlighted in reporting.

  2. Transparency: Provide affected populations with accessible and timely information on the organizational procedures, structures and processes that affect them, to ensure that they can make informed decisions and choices, and to facilitate dialogue between organizations and their affected populations.

  3. Feedback and complaints: Seek the views of affected populations, to improve policy and practice in programming; and ensure streamlined, appropriate and robust feedback and complaints mechanisms for communicating, receiving, processing, responding to and learning from complaints about breaches in policy and stakeholder dissatisfaction.

  4. Participation: Establish clear guidelines and practices for engaging affected populations in the decision-making processes that affect them, and ensure that the most marginalized and affected groups are represented and have influence.

  5. Design, monitoring and evaluation: Involve affected populations in the design, monitoring and evaluation of programme goals and objectives, continuously feeding learning back into the organization and reporting on the results of the process.

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35.   WFP is a member of the United Nations Evaluation Group (UNEG) and has participated in task forces on impact evaluations and joint evaluations. In 2012, UNEG's annual meeting will take place in Rome, co-sponsored by WFP, the International Fund for Agricultural Development (IFAD) and FAO.

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

36.   A comprehensive performance management framework is now being used throughout WFP. The framework articulates WFP's mission, vision and values. It increases the focus on achieving strategic results – "Is WFP doing the right things?"; and management results – "Is WFP doing things in the right way?". It emphasizes systematic planning, performance measurement, reporting, review and learning; enhances attention to managing risk and identifying future strategic priorities in the annual performance planning cycle; and focuses more on multi-year operational planning supported by annual performance plans.

37.   Following on from the performance management framework, WFP put a Strategic Results Framework in place in 2009, and a Management Results Framework in 2011; these identify strategic and management results and performance indicators for the corporate, regional, country and divisional levels. They are updated annually. The Management Results Framework provides the basis for the annual performance plans developed by offices, which include performance indicators customized for particular units and contain the activities planned for the year. All projects are aligned to the Strategic Results Framework and most now report on outcome indicators.

38.   During 2011, WFP achieved a breakthrough in the institutionalization of risk management. Most offices now conduct regular risk self-assessments and maintain risk registers. These are critical components of an effective performance management framework. Over the past year, WFP has also made progress in establishing a country strategy process, which has become the principal planning tool for improving the focus of interventions and minimizing the risk of overlaps with other agencies. As part of ongoing efforts to improve data collection and reporting against the outputs and outcomes of the Strategic Results Framework, WFP is setting up a dedicated Monitoring and Evaluation Unit within the Programme Division, to guide and lead the improvement of monitoring processes and systems at the country, regional and global levels. WFP is also developing a corporate IT system for monitoring and evaluation, as a one-off investment prioritized in the Management Plan approved by the Board.

⇒ *Progress on implementation of the policy on protection from sexual exploitation and abuse*

39.   WFP is a member of the Task Force on Protection from Sexual Exploitation and Abuse (PSEA) created by the IASC Working Group in July 2010 following a global review of this issue. At the request of the IASC Principals, in December 2011 a senior focal point was designated within WFP – the Director of the Geneva Liaison Office – to be responsible for prevention of and response to sexual exploitation and abuse, and for ensuring that the PSEA work plan is implemented.

40.   WFP's 2003 policy directive on standards of conduct is being updated in accordance with IASC minimum standards for PSEA. This year, WFP intends to update the policy and develop a work plan for its implementation. WFP will focus on increasing PSEA training for its staff at Headquarters and in the field, and on raising awareness of PSEA among its beneficiaries. PSEA training will be included in staff courses – online modules for orientation, etc. – and in training on protection, and is already provided in 20 countries.

WFP will increase beneficiaries' awareness of PSEA, through work with partners in the field and the development of community-based complaint systems that enable better information gathering and response.

41.   Within WFP, a senior advisory committee has been established, made up of representatives from the Gender Service, which is the convening body, and the Human Resources Division, the Legal Office, the Programme, Policy and Strategy Division and the Office of Inspections and Investigations. WFP has PSEA focal points in all its country offices.

HUMANITARIAN FINANCING

Budget Figures and Expenditure for Humanitarian Programmes

42.   As of 25 March 2012, WFP had received US$1.18 billion in voluntary contributions against the 2012 programme of work, currently valued at US$5.67 billion for 76.3 million beneficiaries in 76 countries. In 2011, WFP received US$3.68 billion against its US$6.08 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 increase, as a result of the frequency and magnitude of crises in recent years. The average resourcing level of the last three years has been 60 percent, a decrease of more than 20 percent compared with 2007–2008.

⇒ *Trends in donor allocations, including earmarking, multi-year commitments and gaps*

43.   As well as the quantity, WFP strives to increase the flexibility and predictability of its funding, resulting in improved efficiencies and effectiveness. Last year, a series of seminars presenting the case for predictable and flexible funding to the Board demonstrated the quality and transparency of WFP's funding prioritization processes. This resulted in a larger proportion of unearmarked contributions, which represented 12 percent of 2011 contributions. To improve predictability, WFP has been entering into strategic partnership agreements and multi-year arrangements. Following Australia's lead in 2009, Canada and Luxembourg signed five-year strategic partnership agreements, and Belgium, Cambodia, Ireland, the Russian Federation, the United Kingdom and the United States of America entered multi-year agreements. Other donors increased their multilateral contributions, or aligned their directed contributions more closely to WFP's prioritization processes.

⇒ *Update on the CERF and other pooled funding mechanisms*

44.   As of 25 March 2012, WFP had received US$61 million in pooled funding, of which US$38 million was from the United Nations Central Emergency Response Fund (CERF). Since its inception in 2006, CERF has consistently been a top-ten WFP donor, and WFP is one of its largest recipients. In 2011, as WFP's eighth largest donor, CERF contributed US$126 million of the US$196 million received in pooled funding. These contributions support both food operations and WFP's lead roles in the logistics cluster and the ETC. Other important pooled funding sources include the new Peace-building Fund, which contributed just over US$2 million for the second consecutive year, and the Common Humanitarian Fund, which contributed US$24 million to four of WFP's main areas of operation: the Central African Republic, the Democratic Republic of the Congo, Somalia and the Sudan.

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$\Rightarrow$ *Private-sector partnerships*

45.   In 2011, WFP continued to develop and expand its innovative partnerships by working in the markets with the greatest opportunities. Donations from the private sector reached US$93.7 million, making it WFP's ninth largest donor. Since its approval by the Executive Board in 2008, the private partnerships and fundraising strategy has raised US$488 million. The private sector emerged as an important donor for the Horn of Africa crisis, contributing just over US$24 million. WFP's global online presence is also growing rapidly, with net online donations reaching US$7 million in 2011. WFP's e-mail supporter base grew by 178 percent, its Facebook community by 101 percent, and its Twitter followers by nearly 200 percent.

46.   The ETC has established two important private-sector partnerships that are making a major contribution to the cluster's success:

➢   Vodafone is providing resources and funding for IT emergency management training programmes.

➢   Ericsson Response is providing important elements of ETC standard services, including local communications networks, a mobile GSM telephone system for emergency deployment, and staff to implement, commission and support technical solutions.

EMERGENCY PREPAREDNESS AND CAPACITY DEVELOPMENT

Improvements in Emergency Preparedness, Contingency Planning and Early Warning

47.   Since its inception in 2011, the Preparedness Response Enhancement Programme (PREP) has brought rapid improvements to WFP's emergency preparedness capacity, contingency planning and early warning expertise. PREP is a three-year initiative aligned with WFP's Strategic Plan (2008–2013). It aims to improve WFP's emergency preparedness and response capacity.

48.   PREP is implementing a wide range of activities to lay the foundations for WFP's new response model, such as improving early warning capacities by integrating innovative satellite imagery with remote sensing practices, to gather and analyse early warning information that facilitates better preparedness, targeting and response in emergencies. A package that guides country offices as they step up their emergency preparedness and response is being rolled out. Components of the package include early warning analysis that fosters risk identification in preparation for an eventual crisis by merging aspects of contingency and business continuity planning, security risk assessment and risk management into a holistic approach for emergency preparedness and response.

49.   At another level of emergency preparedness, WFP has established a national disaster-management organization to strengthen capability in this area. The engagement framework outlines WFP's comparative advantage for providing special assistance, and reaffirms WFP's commitment to reducing community-level vulnerabilities by working with subnational disaster management authorities.

50.   WFP's Forward Purchase Facility has been expanded to include more than cereals and broader geographical coverage. Supply lines established in East Africa in July 2011 and West Africa in December 2011 have enabled corporate food requisitions of nearly 700,000 mt. As of 20 February 2012, 533,000 mt – 80 percent of the amount requested –

had been procured, with 468,000 mt, or nearly 90 percent of food procured, being purchased by projects. Pre-positioning and global purchases of approximately 19,000 mt of nutritious food products also increased response readiness.

51.   The ETC has established a stockpile of telecommunications equipment, giving it the capacity to respond to two concurrent large-scale emergencies.[6] Long-term agreements are in place for rapidly replenishing stockpiles that have been deployed. Stand-by partnership agreements with ten organizations provide a large pool of technically qualified personnel for deployment at short notice. In recent years, stand-by partners have been deployed in most emergencies and in all large-scale ones.

ADVOCACY AND INFORMATION MANAGEMENT

52.   The Executive Director regularly advocates for humanitarian principles and space. In April 2011, for instance, during a joint mission to Dadaab, Kenya – with the United Nations High Commissioner for Refugees and the Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women – an appeal was made for countries to keep their borders open and allow Somali refugees to live with dignity. During the crisis in Libya, concern was voiced over the humanitarian situation and access to food for people trapped by the violence. The Executive Director appealed to all parties for safe access and an immediate ceasefire, to allow an assessment of the humanitarian situation and deliver food assistance. More recently, the Executive Director has underscored the severity of the situation in the Sahel, raising awareness of the grave threat of food and nutrition insecurity for 10 million people in that region.

53.   Alongside raising awareness through traditional media such as TV, print and radio, WFP also uses the web and social media platforms to position itself as an innovative and effective player in the humanitarian system. This will lead to the roll-out of the next generation of online donation infrastructure to widen opportunities for individuals to support WFP operations, and the increasingly high-quality visualization of information about these operations.

54.   WFP has continued to improve its operational information management systems and products. EPweb, WFP's internal platform for sharing information, has more user-friendly features, better user support and stronger user outreach. HEWSweb has also been revamped as an early warning monitoring tool for natural disasters. As lead agency for three clusters, WFP has developed specialized websites to meet the information management needs of the logistics cluster, the ETC and, most recently, the FSC.

55.   Technical consultations are exploring ways of filling significant gaps in the management of important operational information. Innovations include new templates for reporting on emergency situations and organizing efficient reporting flows. WFP's corporate capacity for managing emergency information is also being enhanced. A working group is bringing together all WFP's information management focal points, and a mapping exercise is identifying WFP's information products and systems for emergency responses.

56.   Future work will focus on identifying gaps and ways to improve corporate information management, and developing well-defined emergency reporting/information management procedures and products with clear roles and responsibilities for each level, to guarantee efficient information flow.

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[6] A large-scale emergency has at least five areas of operation and 500,000 affected people.

CONCLUSION

57.   WFP has a central and indispensable role in the global humanitarian assistance system, as leader and provider of last resort for the global logistics cluster and ETC, and as co-leader of the global FSC. As the United Nations humanitarian agency with the greatest deep-field presence of staff in the most crisis-affected countries, WFP is also an essential partner for the other United Nations cluster leads and for NGOs working in the deep field.

58.   While working with partners to improve the humanitarian system's response to complex and challenging emergencies – learning from experiences in Haiti, Pakistan and elsewhere – WFP will strive to ensure that the ongoing humanitarian reform and IASC's Transformative Agenda build on the successes of the cluster system, including the operational and coordination roles of agencies as cluster leads.

59.   In line with humanitarian imperatives and principles, and in accordance with its core mission of saving lives and livelihoods in emergencies, WFP will continue to focus on improving its accountability to affected populations – building on the IASC Commitments – and to Member States in governing bodies. It will work with OCHA and agency partners to enhance mutual accountability within HCTs, including with HCs.

60.   The response of WFP and the humanitarian community to the emergencies in the Horn of Africa and the Sahel in 2011–2012 showed that in spite of shortcomings, the system can work coherently in delivering effective life-saving and other assistance to prevent hunger and human suffering, and in deploying innovative tools such as forward purchase when supported by governments and donors.

ACRONYMS USED IN THIS DOCUMENT

APR	Annual Performance Report
CERF	Central Emergency Response Fund
ERC	Emergency Relief Coordinator
ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FSC	food security cluster
GenCap	IASC Gender Standby Capacity project
HC	Humanitarian Coordinator
HCT	humanitarian country team
IASC	Inter-Agency Standing Committee
IT	information technology
LRT	logistics response team
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OE	Office of Evaluation
PREP	Preparedness Response Enhancement Programme
PSA	Programme, Support and Administrative
PSEA	protection from sexual exploitation and abuse
RC	Resident Coordinator
RTE	real-time evaluation
UNEG	United Nations Evaluation Group
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

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