Preparedness and Response Enhancement Programme (PREP)

LOGICAL FRAMEWORK AND ON-GOING ACHIEVEMENTS

June 2011 – July 2014

INTRODUCTION

The Preparedness and Response Enhancement Programme (PREP) has now entered into the second year of implementation. Building upon lessons learned recommendations, consultations with emergency managers and detailed analyses of response capability requirements, its primary purpose is to act as a short-term injection, putting in place a New Response Model for WFP by 2014, in line with the organization's Framework for Action and new Strategic Objectives[1].

1.   PREP is founded on the principles of:

- Preparedness as Risk Management;
- Response harmonized with other humanitarian actors in a Whole-of-Society approach;
- Corporate spirit of learning through dynamic knowledge management;
- Value for Money;
- Sustainable Solutions;
- Flexible and Dynamic.

2.   **PREP Goal:** WFP has the capability to mount a more efficient and effective emergency response.

3.   **Target**: Effective response to two concurrent large-scale emergencies, reaching up to 6 million beneficiaries (as outlined in the Generic Response Capability Model (GRCM)[2]).

OBJECTIVES AND RESULTS

4.   **Objective 1**: **To strengthen WFP corporate response capacities to support emergency response for up to 6 million beneficiaries.**

    Result 1: Strengthened capacity to deliver effective and efficient response to sudden onset large-scale emergencies.

        Indicator 1.1: Average response time to sudden onset corporate emergencies (from event to first food/cash distribution). Target: 72 hours.

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[1] PREP's design has taken into account WFP corporate practices and as such is able to accommodate the current Strategic Objectives as set out in the WFP 2014-2017 Strategic Plan. PREP has also taken on-board WFP corporate indicators reflected in the Strategic Results Framework and Management Results Framework that have come into effect as of January 2014. In fact, PREP has been instrumental in the development of a series of key indicators both for the Strategic Results Framework as well as the Management Results Framework. PREP has also contributed to the development of the current WFP Strategic Plan, through providing substantive support, primarily in support of SO1.

[2] The Generic Response Capability Model (GRCM) is designed as a corporate tool for comprehensive emergency readiness planning by detailing a response scenario, outlining a realistic set of targets and then mapping out the capabilities required to meet the scenario parameters and targets. It is based upon a "2+1 scenario" that consists of two simultaneous corporate emergencies with a third occurring within a 12 month period, each with up to 2 million beneficiaries (i.e. 6 million in total).

Indicator 1.2: Number of beneficiaries reached with food assistance during 0-3 months of emergency, as percentage of planned number. Target: 100% in 1st month.

Key Outputs:

- Food: Faster general food distribution (GFD) increased range of Ready-to-Eat nutritional products.
- Funds: Advance financing mechanisms are strengthened.
- People: Corporate Response Rosters and Emergency Training programmes are in place at HQ and Regional levels (GRCM deployment targets are met).
- Equipment: Non-Food Item (NFI) Corporate Response Stocks are enhanced.
- Logistics: Increased regional logistics services.
- Information: Operational information management systems tailored to meet user needs support.

On-going Achievements:

Food
- Up to US$7.7 million from the Forward Purchasing Facility approved to use to develop a stock of 2700 metric tonnes of ready-to-use supplementary food. This is pre-positioned in the United Nations Humanitarian Response Depot Network (UNHRD), reducing the lead-in time for delivery to where they are needed.

Emergency Roster and Training (People)
- The corporate Emergency Response Roster (ERR) was announced through Executive Director Circular in August 2013. A Call for Applications in early 2014 resulted in more than 300 staff, including a high number of national staff, joining the ERR. The core roster component is now being complemented by consultants, ST and UN Volunteers to fill technical gaps. SOPs for roster implementation have been developed. ERR staff have deployed to level 3 emergencies in Cameroon, Central African Republic, Iraq and most recently to South Sudan. 60% of deployed staff are national officers.
- Basic emergency training course 'Getting Ready for Emergencies' has been revised, and the English version is launched in July 2014.
- FASTER – This flag-ship emergency training programme is designed to prepare ERR staff for deployment. An initial pilot was successfully conducted in May 2013, in partnership with the Logistics Development Unit, with participation of 40 staff from all functional areas. Based on this positive experience, a further two rounds of FASTER training have been delivered in April and June 2014, including a new pre-simulation e-learning platform and facilitator capacity building. To date, some 75 mostly field staff have benefitted from this training.
- Structure and content of field-based 'Emergency Response Orientations' for deployed/emergency responders in-country prepared and piloted in FASTER.
- A generic emergency preparedness and response (EPR) training module outline has been developed and is used as the pre-simulation learning material for FASTER. It can also be used for inclusion in technical trainings, or as a stand-alone module to implement the emergency preparedness and response framework.
- Building on the existing Middle Management Programme (MMP), PREP and the Human Resources Division have jointly developed a new approach to ensure a stronger emergency focus and deliver MMP to staff working in emergencies/high-risk countries. Participant course materials and facilitator guidelines have been revised; In 2013, PREP supported the roll-out of three Regional and two corporate MMPs, for a total of 85 participants. Support to MMP training sessions over the remainder of 2013 will continue.

Equipment

- With a coordinated and comprehensive inter-divisional review and analysis of WFP's non-food item Corporate Response Stocks (CRS) nearing completion, work has now begun on examining modalities for the implementation of a dynamic supply chain strategy for such items.

Logistics Services

- WFP has established two regional trucks, one fleet located in Accra, Ghana and another in Kampala, Uganda. Most recently, two trucks from the regional fleet in Uganda were deployed to support L3 operations in South Sudan.

Operational Information Management (OIM)

- Following the establishment of OIM as a new functional area under the organisational realignment, the emergency response coordination function of the OIM unit, operational support and network of OIM and reports officers has been considerably strengthened. This is being achieved through:

  - Operationalisation of the Operations Centre (OPSCEN and its formal inauguration, by the UN Secretary General Ban Ki Moon and WFP ED, Ertharin Cousin on 8 May 2014.
  - Elaboration of a response system in the first 0-72 hours of an emergency that includes the Essential Elements of Information (EEI) required by all WFP functional areas designed for quicker and better-informed decision-making.
  - Critical incident support on a 24/7 basis provided jointly by the OPSCEN, Field Security (OMF) and HQ security (almost complete).
  - Improvement of Standard Operating Procedures (SOPs) in emergencies and Business Continuity Planning.
  - Strengthening of linkages and networks with other Operations Centres including the EU (Emergency Response Coordination Centre), UNICEF, the UN Operations and Crisis Centre (UNOCC) and the Inter-Agency Information Management Working Group.

- OIM Management support has been provided in the following ways:
  - OPSCEN support to Syria and the sub-region (L3), South Sudan (L3), Central African Republic (L3), Iraq (L2), DRC (L2), Yemen (L2), Mali (L2) throughout 2013 and 2014.
  - Support to corporate simulations including FASTER and the CRX with testing of an off-site Operations Centre and its support to emergency response.
  - Continued centralisation of operational reporting through the OPSCEN to ensure standardized and effective dissemination to senior management.
  - Deployment of HQ staff to Yemen, Central African Republic, Mali, South Sudan, Serbia & Bosnia-Herzegovina (from Cairo) to support country offices, enhance standardization of products   standardization and enhance linkages between HQ and the field.

- OIM guidance, learning and capacity development is now available, that iincludes:
  - DED and COO Directive on OIM, 29 May 2014.
  - Development of OIM and reporting guidance in the OIM Compendium on WFP's corporate guidance platform, the Programme Guidance Manual (PGM)
  - Inclusion of OIM as a functional area in the Emergency Response Rosters, August 2013

- o Online and face-to-face training of 170 OIM and reports officers between September 2013 and June 2014 in Rome, Kampala, Panama and Dakar.
- o Creation of an OIM Reporting community of practice through a network on teamwork space and sharing of best practices through an emerging knowledge management system.
- o Advancement of the new internal Emergency Preparedness Website (from EPweb to OPweb).

Risks and assumptions:

Assumption: WFP is able to reconstitute its capability to respond to a third large-scale emergency within 90 days. Funding is available to implement PREP activities as planned.

Risk: Three corporate emergencies occur simultaneously, combined with an additional corporate emergency within the same year and/or several Level 2 emergencies, surpassing WFP's response capability.

6. **Objective 2: To strengthen the accountability and coherence of WFP's response management.**

   Result 2: WFP systems and processes facilitate country-led efforts to respond to up to 6 million beneficiaries.

   Indicator 2.1: % achievement in timeliness of core internal business processes during 0-3 months or emergency response. Target: 100%
   Indicator 2.2: % achievement in performance of core internal business processes during 0-3 months of emergency response. Target: 100%

   Key Outputs:

   - EPR policies and frameworks in place to guide response management (new EPR Policy, Ready-to-Eat RTE Strategy).
   - Streamlined corporate systems are put in place.
   - EPR Knowledge Management systems and tools are developed.
   - The EPR Package is developed and delivered to WFP Sub Office/Country offices/ Regional Bureaux to improve their preparedness and response capacity.

   On-going Achievements:

   EPR Policies and Frameworks
   - Revised EPR Framework presented to the EB, to lay the foundation for a new EPR Policy in 2015.
   - Suite of Organizational Resilience Circulars/tools developed and issued: Emergency Response Activation Protocol, Crisis Incident Management and Business Continuity Management. A revision is already underway for the Emergency Response Activation Protocol, reflecting lessons learned from its initial use in Syria.
   - Normative guidance has been developed and issued in July 2013 to assist country directors and other managers in their inter-agency leadership roles:
     - o The 'WFP Leadership in IASC Clusters' Circular describes WFP roles, responsibilities and accountabilities for cluster activation, leadership, management, and deactivation.
     - o The 'Role of Country Directors in the Humanitarian Country Team (HCT)' Circular provides a clear understanding of a country director's role in the

Humanitarian Country Team, with a particular reference to the implementation of the Transformative Agenda (TA).

- Inventory of existing emergency normative guidance conducted, in preparation for the development of a quick-reference catalogue of emergency guidance.
- With the Boston Consulting Group (BCG), a scoping study and a roadmap/workplan were completed for the formulation of WFP's first ready-to-eat (RTE) foods strategy.
- Regional bureaux EPR strategies have been integrated to ensure coherence and complementarity.
- A new Corporate Response EMOP Facility (CREF) concept has been approved and more related detailed guidance is being developed.
- Scoping study and inception mission for the new EPR Policy are completed and the Policy Concept Paper fully developed. PREP is working closely with the Evaluation Service to ensure that the policy process and EPR Strategic evaluation process complement each other.

EPR Knowledge Management

- A standard methodology to conduct Lessons Learned Exercises has been developed and tested, to ensure coherency of information and facilitate tracking of recommendations.
- Lessons Learned Exercises have been made a corporate requirement following each Level 3 or Level 2 Response, as per the revised Activation Protocol. Lessons Learned exercises completed in the Horn of Africa (Level 3), South Sudan (Level 3), the Sahel (Level 2), Philippines Typhoon Haiyan (Level 3). The Syria Lessons Learned exercise takes place in July/August 2014, in coordination with the WFP Operational Evaluation.
- First external Lessons Learned report issued – South Sudan.
- Since the Philippines Typhoon Haiyan Response, a time-line tool has been developed and is being used to track real-time events and information during the emerging crises, to feed into the Lessons Learned Exercises.
- A comprehensive Lessons Learned Tool-Kit, 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. The tool-kit was piloted in West Africa.
- The Lessons Learned Database has been fully developed with enhanced features for historical data mining, in-depth search functions, and implementation tracking. It currently stores over 650 recommendations that have been ranked and prioritized, enabling WFP to see at any time the 'top 20' recommendations requiring action.
- Joint research project with the University of Auburn completed; qualitative study on WFP emergency response over the past decade. Phase 2 of the project completed to produce a WFP corporate-wide reflection on the historical progression of our emergency response, in the form of a Synthesis Paper, to inform upcoming evaluations of EPR and PREP.
- PREP is actively participating in a Rome-Based Agency initiative on experience capitalization, providing inputs to the proposed course-content, including concrete field case-studies from the field outreach network.

Emergency Preparedness and Response Package (EPRP)

- Operations Directive issued by Executive Management in 2012 announcing the implementation of EPRP as corporate requirement for emergency preparedness. This is being revised to reflect lessons learned in the past years and will be issued concurrently with the launch of the revised edition of the EPRP in 2014.
- Feedback has already been collected from more than 50 Country Offices (66% of WFP Country Offices), and results were discussed with the Regional Energency Preparedness

and Response Teams at the Global Emergency Preparedness and Response Officer workshop held in May 2014.

- Roll-out of the EPRP has been completed in 75 out of 76 (98.7%) of WFP Country Offices.
- EPRP simulation guidance manual has been developed to assess the preparedness levels of a WFP Country Office and strengthen its emergency response capacity. Such simulations are designed specifically to validate implementation of the EPRP at the country level. Piloting of the manual completed in five countries: Kenya, Afghanistan, State of Palestine, Rwanda and Liberia.

- In May 2014, OME conducted the first of a series of Trainings of Simulation Facilitators where regional emergency preparedness and response officers and emergency preparedness and response focal points at the Country Office level were trained in the development and facilitation of EPRP simulations, and corresponding follow-up actions As an approach to progressive mainstreaming of simulations within each region, it is envisioned that Regional EPR Officers and EPR focal points from various Country Offices in the region will ultimately be responsible for organizing EPR simulations, with support from Rome HQ when needed.
- The R-EPRP is a tool under development aimed to provide a clear and concise list of actions that Regional Bureaux need to take ahead of an emergency, during the initial phases of the emergency response operation and in the immediate aftermath of a critical incident or crisis. It provides Regional Bureaux with an overview of the Country Offices risk profiles and assessment of the contextual risks that could potentially have regional impact.
- The tool has been tested in the Middle East and Central Asia Regional Bureau (Cairo), and is currently under review to be better aligned with the new WFP organizational resilience approach and the recently developed Functional Response Protocols for L3 emergency response operations. Roll out is planned for the second semester of 2014.
- A guide that details how the Regional Bureaux can better prepare for an emergency operation in countries with no WFP presence (oversight countries) has been developed.
- Through efforts made by the EPRP team, Emergency Preparedness Planning Guidelines for the global Food Security Cluster (gFSC) were developed in 2013. These guidelines detail preparedness and response actions at the country level for the gFSC to adequately and effectively respond to the food security needs of a population affected by natural or man-made disasters. They are based on and linked to countries' inter-agency preparedness planning processes.
- Guidelines similar to those developed for the gFSC are currently being developed for the Emergency Telecommunications Cluster, and are projected to be finalised in the coming months.

Corporate Readiness Exercise (CRX)
- CRX 2 was successfully conducted in Amman, Jordan in December 2012. The exercise was linked to the Syrian contingency planning process, and was instrumental in ensuring WFP's readiness for both an Agency and System-wide Level 3 response in Syria.
- CRX 3 was conducted in the first quarter of 2014. CRX3 was a multi-layered exercise that involved a Country Office, Panama Regional Bureau, and Rome Headquarters. It provided an opportunity to exercise WFP's Operations Centre situated in Headquarters and several of the emergency response procedural improvements developed through PREP, including the Corporate Response EMOP Facility (CREF).
- Based on the outcomes of CRX3 and lessons learned, WFP will be revising Emergency Response activation protocols and procedures. CREF will be issued as an Operations Directive during the course of 2014.

Sub-National Office Support and Enhancement:

- A HQ brainstorming session, a bilateral sub national office scoping exercise and a field-based sub-national office workshop were conducted to gather inputs.
- A globally disseminated sub national office survey was developed after consultation with WFP's 12 functional areas, a team from Headquarters and select staff from sub national offices. The response rate was nearly 100%, clearly illustrating buy in from staff. Based on earlier activities, and analysis and validation of survey responses, emergency preparedness and response enhancement recommendations spanning all WFP functional areas and management have been identified and prioritized.
- Building on previous workshops and sub national office work in launching the extremely detailed sub national office survey, a final workshop that is aligned with the Business Process Review (BPR) was held in March 2014.

Risks and assumptions:

Assumption: EPR is sustainable and mainstreamed as a part of WFP's work.

7. **Objective 3: To strengthen partnership with national authorities, the international humanitarian community and other humanitarian actors for a more effective humanitarian response.**

Result 3.1: National disaster management authorities (NDMAs), international humanitarian actors and other partners are better able to prepare for and respond to emergencies.

Indicator 3.1.1: Level of preparedness in targeted countries.
Indicator 3.1.2: Increase in the pool of trained disaster management experts in targeted countries.

Key Outputs:

- Coordinated approach to EPR capacity-building of NDMAs is developed and implemented (CAPRO).
- Humanitarian Common Services are boosted (UNHRD stockpiling and training facilities, UNHAS Stand-by Global Air Reserve Cell, International Supply-Service Centre).
- Involvement of NGOs, private sector and other partners in WFP EPR capacity building activities is increased.

On-going Achievements:

CAPRO
- A 2nd phase of the global mapping exercise of WFP's engagement with NDMAs was undertaken to provide in-depth analysis of country profiles and contribute to a repository of existing best practices.
- WFP's Standard practices and methodologies for Early Warning, GIS, ICT Emergency Management (ETC) and VAM are now available for use by national disaster management authorities through generic and self-contained training modules that are adaptable to various national contexts. Additional technical training tools, modules and guidance documents, such as an emergency simulation training guide for national governments are in development and testing phase.
- A sustainable knowledge exchange mechanism linked to and based on existing corporate knowledge management tools is in its design phase. This Knowledge management system would

facilitate responding to a request by National Governments, WFP Offices and the donor community to make available relevant technical knowledge, tools methodologies.

- To support the global roll-out of CAPRO principles, a comprehensive normative and operational guidance package (why, what and how) is in development drawing on the CAPRO executive summary and CAPRO Brief both of which have been presented to members of the WFP Executive Board during informal consultations in February of 2013. The guidance also promotes a more systematic approach towards applying the 'Whole of Society' principle.
- As a proxy to showcase WFP's commitment to align its work to national priorities, key performance indicators and measurement tools have been institutionalized through the Management Results Framework and Strategic Results Framework.

Humanitarian Basecamps
- The completed draft version of the Standard Operating Procedures (SOPs) for the establishment of WFP-run inter-agency basecamps have been tested under 'active' conditions in a number of locations in the Philippines during the international communities response to Typhoon Haiyan in late 2013/early 2014. Based in the experiences gained from this 'real-life' testing, further consultations will be held with stakeholders prior to the finalisation of the SOPs by end 2014.

Risks and Assumptions:

Assumption: WFP has capacity to provide support to national disaster management authorities.

Risk: Governments are not interested or willing to be more involved in emergency response.

Result 3.2: Strengthened coordination with humanitarian partners

  Indicator 3.2.1: Timeliness of joint emergency needs assessments.
  Indicator 3.2.2: Percentage of WFP-led clusters that develop sectorial plans, objectives and indicators with partners, to support HC/HCT strategic priorities. Target: 100%

Key Outputs:

- Capacity to lead IT, Logistics and Food Security Clusters is stronger (training, guidelines, regional staging areas).
- Guidance and training on Civil-Military Coordination is developed and implemented.
- The Transformative Agenda is implemented (IASC field testing and simulation, Inter-Agency Rapid Reponse Mechanism (IARRM).

On-going Achievements:

Clusters/Transformative Agenda
- As highlighted above in Objective 2 (EPR Policies and Frameworks), two Executive Director Circulars have been developed and issued to assist country directors and other managers in their inter-agency leadership roles.
- Key aspects of the TA including WFP's commitments under the inter-agency rapid response mechanism (IARRM) were stress-tested at a Level 3 regional-level simulation exercise in Amman, Jordan.
- An integrated Level 3 inter-agency simulation exercise was conducted in Schwarzenburg (Switzerland) to stress-test the TA protocols and guidelines linked to a humanitarian system wide response. The exercise was held during the last two week of June 2013 with support provided by WFP throughout the development process, both in terms of technical expertise and in shaping the overall concept for the simulation, and in the actual facilitation of the exercise.

- TA-related modules have been included in WFP's Emergency Preparedness and Response training, particularly CRX and FASTER. In addition, the TA is being included in all WFP-led cluster training events, most recently at the IT Emergency Management training for WFP staff and partners in September organized by the emergency telecommunications cluster.
- EPRP methodology was adopted in the revision of the Inter-Agency Contingency Planning Guidelines, which are part of the IASC TA and in the Food Security Cluster Preparedness Planning Guidelines. As a result, an Inter-agency Emergency Response Package (ERP) has been developed and is soon to be officially launched.
- WFP Transformative Agenda Lessons Learned exercise currently underway to identify best practices and areas for further refinement with a view to guiding WFP engagement in inter-agency fora.

Civil-Military Coordination (CMC)

- In February 2013, a global WFP CMC workshop was conducted with more than 20 participants from a multitude of WFP functions, locations and experience levels. In part, the workshop helped to identify WFP CMC priorities and actions items, define corporate guidance and training requirements, and formulate key messaging on the subject.
- Building on the global WFP CMC workshop and a recently developed WFP civil-military coordination resource paper:
  o A network of field-based WFP CMC focal points covering all regions has been established.
  o WFP-specific CMC Operational Guidance has been prepared and has been issued under a DED/COO Directive.
  o Corresponding training modules for WFP personnel have been determined and a CMC Training Strategy is nearing completion.
- WFP contributed to a preparatory scripting workshop, through the development of simulation injects, for the NATO-led Common Effort Exercise which served to inform international militaries on humanitarian principles and working modalities in the context of humanitarian civil-military coordination.

Risks and Assumptions:

Assumption: Better coordination results in a faster, more effective response.
WFP's mandate to lead Logistics, IT and Food Security clusters continues.

SCOPE OF PREP

8. The activities that feed into the PREP objectives outlined above are complementary to a number of broader EPR-related activities, such as disaster reduction and resilience, national capacity development, and social safety nets.