



**World Food
Programme**

**Programme
Alimentaire
Mondial**

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Alimentos**

**برنامج الأغذية
العالمي**

Preparedness and Response Enhancement Programme (PREP)

UPDATE - NOTE on a SUSTAINABLE FUNDING STRATEGY for PREP ACTIVITIES

14 December 2012

BACKGROUND

1. The more than 60 Preparedness and Response Enhancement Programme (PREP) activities are at different stages of implementation, depending on their nature and urgency. By mid-2014, prior to completion of the PREP programme, all activities will be owned by the relevant divisions/units and funding sources identified in order to prepare for a post-PREP transition. This strategy will help to mainstream all the activities, as required, in WFP's regular functioning and ensure that they are handled with the urgency and priority they deserve by the responsible divisions. The continuation of these activities is imperative for the organization to continue to strengthen its capacity to respond timely and effectively to large-scale emergencies when disasters strikes. PREP activity design to date includes sustainability considerations to the highest extent possible. Additional information on the sustainability strategy, outlining the detailed plan for PREP activities, will follow.

SUSTAINABLE STRATEGY ANALYSIS

2. Since the 2nd quarter of 2012, an analysis of all PREP activities has been carried out by an experienced Senior Budget Analyst to ensure their sustainability. They are analysed individually with respect to their – (i) nature; (ii) funding source; (iii) ownership; and (iv) duration. Based on these parameters, four broad categories have been appropriately identified for their way forward:
 - (i) Investment with no Recurrent Costs Implications;
 - (ii) Investment with Cost Recovery Solutions;
 - (iii) Mainstreaming Through Management Plan/PSA; and
 - (iv) Re-enforcing with Additional Directed (XB) Support.
3. It is expected that more than 50% of the PREP activities will be completed and mainstreamed into WFP's regular work without additional recurrent costs. Most of them will be completed before the end of the PREP period while others will be continued, as applicable, in the respective divisions/units where the activities belong. Preliminary analysis shows that we are likely to face challenges in the areas of emergency preparedness and response (EPR) trainings, UNHRD, logistics services and WFP led/co-led clusters.
4. One of the main lessons learned from previous emergency preparedness and response strengthening efforts in WFP, dating back to the early 2000's, was a lack of sustainable funding solutions. Over the past several years, while there has been a continuous effort to enhance emergency preparedness and response capabilities, this is one of the first times that sustainable funding issues have been explicitly targeted and analyzed. PREP has identified and linked ownership, funding and sustainability planning. The programme has already received donor's support and funding to start-up a number of these activities.

UPDATE ON THE SUSTAINABLE FUNDING STRATEGY

5. During the 5 September Operational Briefing session, Executive Board members were informed on the strategy to sustain the activities enabling WFP to strengthen its response capacity for large scale emergencies after mid-2014, post PREP. As a part of the overall planning and in response to external and internal queries, this is to update the membership on identified funding and sustainability considerations of certain activities under the PREP portfolio.
6. Through further analysis, some of PREP activities requiring a relatively high level of funding have been identified. For the implementation of these activities, PREP will require significant initial investment and a solid strategy to sustain them. The details of these activities are listed below:
 - (i) **Emergency Training** – This includes a combination of activities related to staff and manager EPR trainings and to capacity building of dedicated teams to support response. These are fundamental to ensuring effective and efficient emergency response and comprise, for example, (a) emergency middle management training; (b) functional and support training for emergency response (FASTER); (c) a coaching and mentoring programme, (d) emergency response orientations (EROs) and a sub-office capacity building and support programme. While some of these activities have received full funding, many have received only partial or none at all.
 - (ii) **UNHRD Capacity Building** - The objective of this activity is to support the high developmental costs of the UNHRD and Network. This includes the augmentation and enhancement of global deployment support-item stockpiling, improvement of related warehouse mechanisms and systems, and development of training facilities in order to facilitate timely and efficient response by the wider humanitarian community. Although the UNHRD Capacity Building activity under PREP does not cover the recurring costs, there are significant costs involved for further systems development, a procurement node and training facilities which seem to have issues concerning sustainability.
 - (iii) **Logistics Services** – This includes both Stand-by Rotary Wing Capacity and Strategic Truck Fleets. The funding gap of these two activities is relatively large. The rotary wing activity is designed to support rotary air asset pre-positioning efforts through the maintenance of a stand-by global air reserve cell as well as the development of external stand-by air asset arrangements. In addition, included in the logistics services is Strategic Truck Fleet, support to the logistics establishment of three strategic stand-by regional truck fleets, in pre-identified disaster-prone areas, ready for immediate emergency response use also identified as one of the activities for further consideration on sustainability issues.
 - (iv) **Cluster Activities** - The PREP activity portfolio includes estimated extra-budgetary requirements for WFP's led/co-led clusters – the Logistics Cluster, the Emergency Telecommunication Cluster and the global Food Security Cluster. Covering staffing, surge support and training needs, the funding requirement of these activities seem to be relatively high and are of a concern regarding sustainability.