



# Emergency Preparedness and Response Package

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# Foreword

Emergency preparedness is a critical part of WFP's efforts to improve its capacity to respond to crises—both natural and man-made. Planning in advance for a major event that could significantly impact our operations allows WFP to more effectively and efficiently use scarce humanitarian resources.

Preparedness is not a plan on a shelf. Rather it should be integrated into WFP operational decision making processes, including project formulation, operational planning and implementation. It should be a holistic process, which encompasses an analysis of the risks facing a country as well as the operational capabilities of the national government, WFP and partners – NGOs, other UN agencies, regional institutions, and many others. There is full recognition that successful preparedness activities need to incorporate the efforts of all these actors to ensure a comprehensive response to the humanitarian challenges looming on the horizon.

As the world in which we operate becomes ever more hazardous, complex and fast paced, the Emergency Preparedness and Response Package offers practical solutions to the immediate problems at hand, building on many years of experience. It also takes these skills and experience to a new level by integrating for the first time contingency planning, risk assessment, business continuity planning and security management. Complex as this integration is, this new tool uses a common sense approach to support the practical implementation of these efforts where they are most important: WFP Country Offices and Regional Bureaux.

We sincerely hope that this new Emergency Preparedness and Response Package will help WFP and partners to even more effectively assist those in need.



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Deputy Executive Director, Operations Department

The package and its annexes can be downloaded from WFP's EPweb at: <http://epweb.wfp.org/ep2/hp/>. Access to EPweb is password-protected to safeguard confidentiality. Please refer any access requests and questions to the Emergency Preparedness and Response Branch (ODEP) at WFP Headquarters and/or to the Regional Bureaux Emergency Preparedness and Response Officers.

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**The documents related to each Annex can be found on EPweb under: <http://epweb.wfp.org/ep2/eprp/> or on the CD-ROM for the EPRP focal point.**



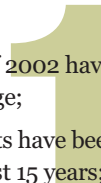
# Preface

This package is divided into four main sections:

## Section I: Introduction

This section provides:

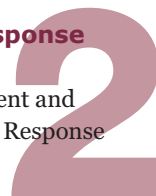
- an explanation as to why WFP’s Contingency Planning Guidelines of 2002 have been replaced by the Emergency Preparedness and Response Package;
- a brief overview on what’s new, and a summary of what achievements have been made by WFP in emergency preparedness and response over the past 15 years;
- an analysis of why emergency preparedness and response matter more than ever.



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## Section II: WFP’s Emergency Preparedness and Response Package (for Country Offices)

This section guides Country Offices in conducting a Risk Assessment and explains the purpose and use of the Emergency Preparedness and Response Checklists.



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## Section III: Emergency Preparedness and Response Checklists

This section contains the three, sequentially-linked **Emergency Preparedness and Response Checklists**:

- Minimum Preparedness Actions
- Emergency Readiness Actions
- Standard Operating Procedures for the First 72-Hour Response

It also provides a template with which to develop a Concept of Operations.



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## Section IV: Guidance on Emergency Preparedness and Response in Countries where WFP is not present (for Regional Bureaux).

The last section provides guidance for Regional Bureaux on how to set up an emergency preparedness mission and a start-up emergency response mission in countries where WFP is not present (oversight countries).



# Introduction

**Emergency preparedness<sup>1</sup> is not an end in itself but a process intended to enhance WFP's emergency response capability. The strongest value of emergency preparedness derives from a shared understanding of operational risks and their likely impact on WFP and its operating environment. Detailed emergency response planning should only be undertaken if a risk is almost certain and is well-defined. In other cases, mainstreaming a minimum level of emergency preparedness is more effective.<sup>2</sup>**

## 1.1 Why a new guide?

1. The Emergency Preparedness and Response Package has been developed following a Strategic Evaluation in 2009 of WFP's contingency planning. The Evaluation was carried out by a team of senior external evaluators with long-term experience in emergency preparedness and organizational development.
2. The Evaluation found that contingency planning had been exercised at least once in virtually all of WFP's Country Offices during the period 2002-2008. Where broad participation of staff and partners had been sought, contingency planning had been effective in promoting greater risk awareness, a better understanding of potential response strategies and gaps, and team building and improved coordination within WFP and with partners.

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1 WFP defines emergency preparedness as "Actions, arrangements and procedures in anticipation of an emergency to ensure that the response, when needed, be rapid, appropriate and effective." (Source: WFP's Programme Guidance Manual)

2 Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008). Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/ep/wfp210932.pdf>



3. Notwithstanding these accrued benefits, the effectiveness of WFP's contingency planning in contributing towards emergency preparedness and response at the field level was found to be rather limited. While much time had been devoted to detailed scenario development, too little emphasis had been placed on concrete preparedness-enhancing actions, such as the pre-positioning of stocks, logistical arrangements, improved access to sources of information, and pre-approved agreements with partners or authorities. Linkages to other preparedness-enhancing processes within WFP had been rather limited, leading to a duplication of work.
4. The Strategic Evaluation made the following recommendations which were endorsed by WFP Management at the October 2009 Executive Board meeting:<sup>3</sup>
  - i. Re-conceptualize contingency planning from a stand-alone operational planning activity to an element in an integrated strategic problem-solving process conducted within an overall inter-agency framework.
  - ii. Reaffirm and consolidate commitment to and support and accountability for emergency preparedness, including contingency planning, as and when appropriate.
  - iii. Build on field experience and initiatives to update the guidance material and develop skills while institutionalizing the revised approach.

## 1.2 What's new?

5. The Emergency Preparedness and Response Package builds on the findings and recommendations of the Strategic Evaluation, and follows extensive consultations with Regional Bureaux, Country Offices and relevant technical divisions in WFP Headquarters. It takes into account peer reviews, approaches to emergency preparedness as developed by partner UN agencies, and international standards.<sup>4</sup>

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3 Associated with each strategic recommendation are a number of operational recommendations which can be found on pages 15-16 of the Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008). Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/ep/wfp210932.pdf>

4 Please refer to ASIS SPC.1-2009. ASIS International. 2009. Organizational Resilience: Security Preparedness and Continuity Management Systems. Alexandria, USA, ASIS International. Posted at: [http://www.asisonline.org/guidelines/ASIS\\_SPC.1-2009\\_Item\\_No.\\_1842.pdf](http://www.asisonline.org/guidelines/ASIS_SPC.1-2009_Item_No._1842.pdf)

6. The Package is WFP's toolbox for enhancing emergency preparedness and response capabilities at the field level. As such, it replaces WFP's Contingency Planning Guidelines that were adopted in 2002. It is based on WFP's Emergency Preparedness and Response Framework, which outlines the organization's corporate policy, methods and procedures for establishing sufficient preparedness levels at all times.
7. The Package builds on the experience and expertise gathered by WFP and its partners in contingency planning, business continuity and pandemic planning. It creates linkages with other planning processes and frameworks, at both internal and inter-agency levels. These include Country Offices' Annual Performance Plans, WFP's corporate Risk Management Framework and Security Management Policy, Inter-Agency Contingency Planning and the Global Humanitarian Cluster Approach.<sup>5</sup>
8. The Package equips WFP Country Offices with the tools they will need during the Country Office Annual Performance Plan to conduct a Risk Assessment and to mainstream a minimum level of preparedness throughout all functional areas. When a specific risk becomes more imminent, Country Offices can use the Package's recommended Emergency Readiness Actions to help them step up their readiness level. In case of an emergency, the Package also provides guidance as to how to respond during the first 72 hours of a disaster.
9. Implementation of the Emergency Preparedness and Response Package requires the involvement of all functional units in WFP Country, Area and Sub-Offices. Country Office Management is to lead the process. As a management tool, the Package provides a framework for accountability and resourcing for emergency preparedness.

### **1.3 What is already in place?**

10. WFP's 1994 Mission Statement identifies disaster prevention, preparedness and mitigation as priority areas for the organization. Since the Mission Statement was published, WFP has championed a number of ground-breaking initiatives:

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5 Please refer to Annexes 1-4 for more information on each of these processes and frameworks.

- establishment of the Augmented Logistics Intervention Team for Emergencies, ALITE (1995);
  - stand-by agreements with 18 government agencies, NGOs and commercial companies (starting 1995);
  - launch of the Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST) (1998);
  - establishment of the first United Nations Humanitarian Response Depot (UNHRD) in Brindisi, Italy (2000), and then four more in Dubai, Ghana, Malaysia and Panama;
  - roll-out of emergency preparedness and response trainings (2001);
  - establishment of the Field and Emergency Support Office (FESO) in Dubai (2001);
  - launch of Contingency Planning Guidelines<sup>6</sup> and the Emergency Preparedness Web (EPweb) (2002);
  - partnership established with the Turin-based Information Technology for Humanitarian Assistance Cooperation and Action (ITHACA) to jointly develop IT products and services (2006);
  - launch of the joint, biannual WFP/UNICEF IT Emergency Management Training (2007);
  - collaboration established with the European Union Emergency Response Services to access satellite imagery for emergency preparedness and response (2009);
  - launch of WFP's global online learning course "Getting Ready for Emergencies" (2009); and
  - roll-out of the "Readiness Initiative" (Bangkok 2010), the latest in a series of inter-agency simulation exercises carried out at regional level since 2007.
11. At the inter-agency level, WFP was appointed co-chair of the Inter-Agency Standing Committee (IASC) Sub-Working Group on Preparedness in 2001. In this role, and in the same year, WFP facilitated the collective development of early warning tools and the launch of the IASC Contingency

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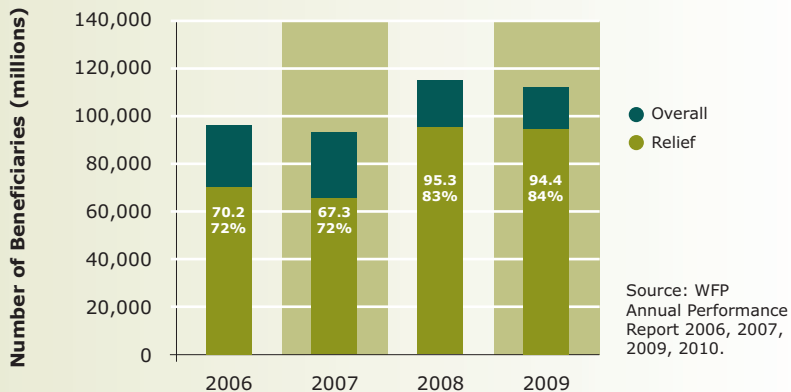
6 World Food Programme. 2002. Contingency Planning Guidelines. Rome, WFP. Posted at: <http://docustore.wfp.org/stellent/groups/EP1/documents/EP/WFP001081.pdf>

Planning Guidelines. In 2005, WFP became the Global Cluster Lead in Logistics and in Emergency Telecommunications. In December 2010, WFP assumed co-lead responsibilities for the Global Food Security Cluster. At the field level, WFP has led the Disaster Management Team in a number of complex emergencies.

## 1.4 Why does Emergency Preparedness and Response matter more than ever?

12. Food assistance needs have increased significantly since 2007/8 and, as a result, WFP beneficiary figures have risen. In order to formulate comprehensive preparedness and response strategies to the growing humanitarian challenges, the organization has been obliged to continually improve preparedness and to work more closely with partners in the UN system and with national governments, regional institutions, the NGO community and research centres.

**Figure 1.** WFP’s Relief Beneficiaries versus WFP’s Overall Beneficiaries 2006-2009<sup>7</sup>

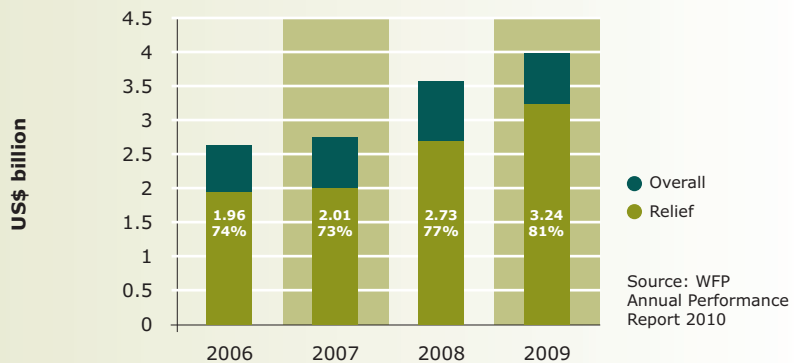


<sup>7</sup> Overall beneficiaries. 2009: 75 countries; 2008: 77 countries; 2007: 80 countries; 2006: 78 countries.



13. Between 2005 and 2010, WFP invested more than US\$40 million in country-specific emergency preparedness and response activities. This investment was funded by the Immediate Response Account for countries struck by a crisis or disaster. During the same period WFP declared twelve corporate emergencies. Another nine emergency operations required extensive corporate support from WFP, with regular Task Force meetings and international staff deployment. WFP's portfolio grew significantly, as did the proportion of WFP's programme of work allocated towards relief.

**Figure 2.** WFP Relief Expenses versus Overall Expenses 2006-2009<sup>8</sup>



14. The growing humanitarian challenges have had an impact on the livelihoods of local populations and on WFP. Natural and man-made disasters have also taken their toll. In 2010, WFP staff and assets were severely affected by Haiti's earthquake: one colleague lost her life, several were injured and nearly all struggled to cope with the deaths and injuries of family members and friends. WFP facilities and assets were badly damaged, forcing staff to relocate within the capital Port-au-Prince almost overnight.

<sup>8</sup> 2008 and 2009 expenses are according to IPSAS, while 2006 and 2007 values are based on UNSAS.

15. Armed conflict, civil unrest, terrorism and crime have become major threats to WFP and the whole UN system. Working on the frontlines, WFP colleagues and partners are exposed to the “trend [...] of a lack of respect for the emblems and efforts of humanitarian organizations [which has] continued unabated.”<sup>9</sup> This has led to politically- and criminally-motivated targeting of humanitarian workers and to their increased vulnerability.
16. The increasingly hazardous environment in which WFP operates has obliged the organization to move beyond the traditional way of doing contingency planning. Risk management, business continuity and security management issues must now be incorporated into the preparedness process.

### **Working under a (Semi-)Remote Control Set-up**

In situations of heightened insecurity, WFP may have to relocate staff and offices within the country, or outside, and switch to a (semi-)remote control implementation mode. This transition can happen suddenly and without warning, and its effects on staff and on operations may be protracted. WFP emergency preparedness planning needs to consider the rapid lock-down or closure of offices, destruction of sensitive documentation (electronic and hard copies), and relocation/evacuation of national and international staff. It also needs to identify options for WFP to maintain operational capability through partners, including NGOs, local authorities and/or commercial entities.

Since 2007 in Afghanistan, and later in Somalia, WFP has made extensive use of third parties to ensure that work carried out by its partners continues to be independently monitored. For this type of arrangement an NGO or for-profit consulting firm is selected to carry out the role of Food Monitor. This third-party contractor is completely removed from any aspect of programme design and implementation. They are trained by WFP and focus exclusively on assessments, distribution and post-distribution monitoring. Contractual arrangements of this type must include a degree of flexibility so that monitoring activities can be extended to new geographical areas if such an expansion is necessitated by WFP’s programme requirements and developments in the security situation.

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9 UN Secretary-General’s Report on Safety and Security of Humanitarian Personnel and Protection of United Nations Personnel (A/64/336) to the General Assembly. Posted at: <http://www.un.org/Docs/journal/asp/ws.asp?m=A/64/336>



# WFP's Emergency Preparedness and Response Package (for Country Offices)

# 2

Emergency preparedness is not a stand-alone, one-off activity. Instead, it is a process that is developed and adapted alongside and according to a country's risk profile, the humanitarian situation on the ground and the operational capability of WFP and its partners, including the national government.

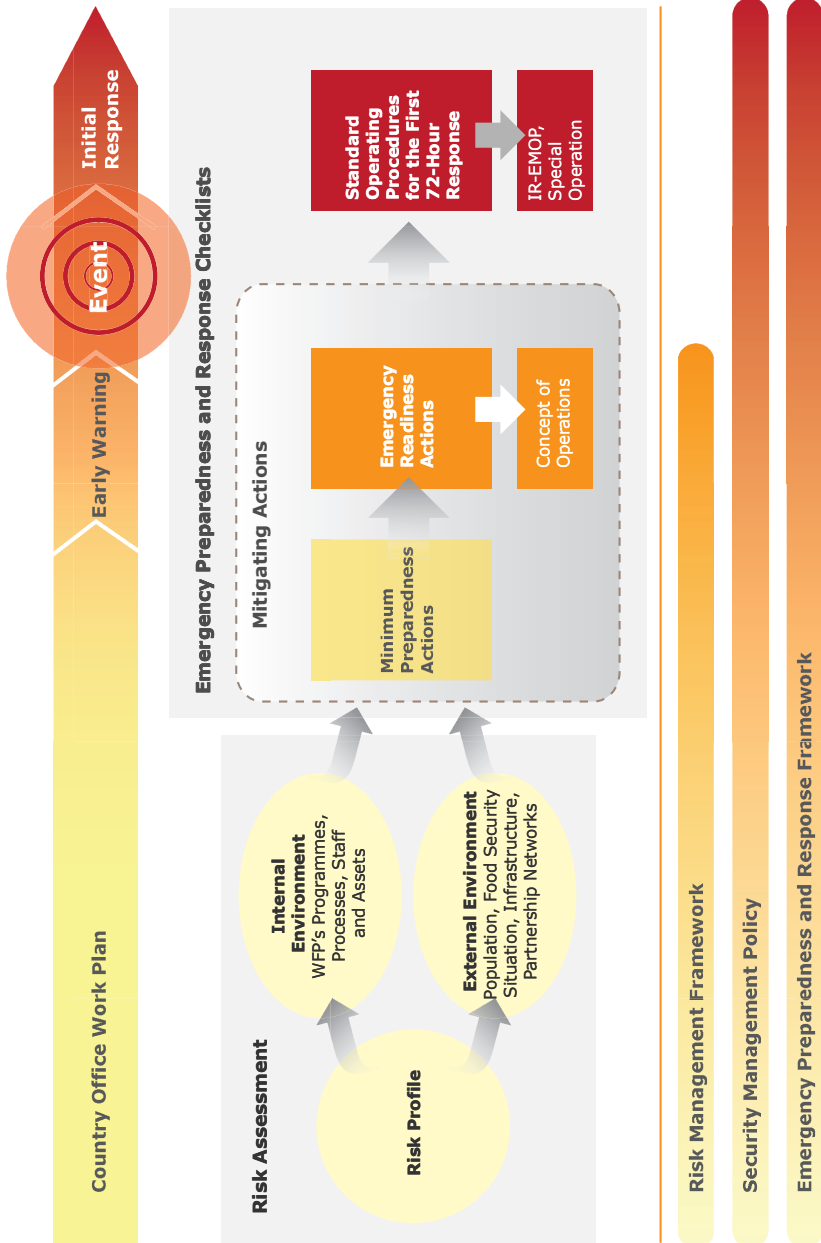
17. The Emergency Preparedness and Response Package consists of two, sequentially-linked parts that are to be implemented by WFP Country Offices in coordination with their respective Area Office and/or Sub-Office:

**Part I: Risk Assessment (Section 2.1)**

**Part II: Emergency Preparedness and Response Checklists (Section 2.2)**



**Figure 3.** WFP's Emergency Preparedness and Response Package



18. The objectives of the Emergency Preparedness and Response Package are to:
- i. provide a practical framework for Country Offices to continually improve their preparedness and response;
  - ii. forge a common understanding of potential risks and the impact that those risks might have on WFP's internal and external environment;
  - iii. establish and mainstream a standard for minimum emergency preparedness at Country Office level;
  - iv. guide Country Offices as a risk becomes more imminent, and help them raise their emergency readiness level;
  - v. allow Country Offices to maintain resilience and to recover quickly from any disruptions and crisis events;
  - vi. enable Country Offices to scale up their operational response capability so that they can adequately address food assistance needs among affected populations, and effectively assume their cluster-lead responsibilities;
  - vii. guide Country Offices in their initial emergency response;
  - viii. strengthen WFP in advance of a crisis or disaster by enabling the organization to position itself vis-à-vis government and partner agencies.
19. The Package requires the participation of all functional units in WFP Country, Area and Sub-Offices. **The Country Director (CD) has ultimate responsibility for the progressive adoption of the Package.** The Regional Bureaux and the Emergency Preparedness and Response Branch (ODEP) assume an advisory and technical support role in this process. Regional Bureaux are also tasked with identifying priority countries where WFP is not present and, in those countries, ensuring a minimum level of emergency preparedness.<sup>10</sup>

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<sup>10</sup> Please refer to Section IV "WFP's Emergency Preparedness and Response in Countries where WFP is not present".

## Emergency Preparedness: its definition and objectives

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WFP defines emergency preparedness as “actions, arrangements and procedures in anticipation of an emergency to ensure that response, when needed, be rapid, appropriate and effective”.<sup>11</sup> The Emergency Preparedness and Response Package (EPRP) provides guidance for Country Offices to implement a set of actions that address both WFP’s internal and external environment.

### Internal environment

WFP’s programmes, processes, staff and assets

In this context the EPR actions are designed to:

- protect the Country Office and its programmes against the negative impact of a crisis or disaster;
- allow the Country Office to maintain resilience and recover fast from any disruptions which may have compromised its functioning; and
- enable the Country Office to scale up its operational response capability with due attention to staff health and safety issues.

### External environment

Population, Food Security Situation, Infrastructure and Partnership Networks

In this context the EPR actions are designed to enable WFP to:

- quickly and adequately address food and nutrition security needs among the population affected by the crisis or disaster;
- effectively carry out cluster-lead responsibilities; and
- position the organization in advance of a crisis or disaster vis-à-vis government and partner agencies.

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11 WFP Programme Guidance Manual – Emergency Preparedness

## Inter-Agency Level

20. The EPRP does not substitute for Inter-Agency Emergency (IA) Preparedness and Contingency Planning. Roles and responsibilities assigned to and accepted by WFP at IA level need to become specific preparedness actions within the relevant EPR process to ensure that WFP maintains the capacity necessary to carry out its IA responsibilities.
21. The methodology suggested by the EPRP, which combines Contingency Planning, Business Continuity and Pandemic Planning as well as Risk Management, is increasingly being adopted by other UN agencies. It has been introduced to the Inter-Agency Standing Committee (IASC) Sub-Working Group on Preparedness and contributed significantly to the new methodology used in the revision of the IA Contingency Planning Guidelines which is due to be concluded by the end of 2012.

### 2.1 Part I: Risk Assessment

**Risk Management is a structured process which enables the user to identify and assess risks, and to establish measures or controls with which to respond to them. In this context, it is geared towards anticipating risks to which WFP and beneficiaries may be exposed, and towards preventing those risks from reducing WFP's capacity to effectively fulfil its mandate.**

22. In 2010, the WFP Division for Performance and Accountability Management (RMP) identified lack of preparedness to respond to heightened humanitarian food assistance needs and lack of preparedness to maintain business continuity in the event of a disaster as being key operational risks for the organization.
23. While the exact timing of a disaster cannot be predicted, understanding the likely impact of disasters on WFP's internal and external environment will help WFP Country Offices undertake minimum preparedness and adequate emergency readiness actions.

24. Risk Assessment is the first component of WFP's Emergency Preparedness and Response Package and is a mandatory part of the Annual Performance Plan for all Country Offices. The Assessment is based on RMP's Risk Profiling Methodology. It is structured into four steps:

**Step One: Risk Identification**

**Step Two: Risk Ranking**

**Step Three: Risk Illustration**

**Step Four: Risk Response**

**Risk is the possibility that an event will occur that will affect the achievement of WFP's objectives and mandate.**

25. Country Offices are the owners of their Risk Assessment. For the purposes of developing a Risk Profile for their country they are advised to consult with UN agencies, partners, the Red Cross and Red Crescent Movement, research institutes<sup>12</sup> and — where feasible — with the national authorities. These consultations will enable WFP to gather a variety of information, insights and views, to harmonize and link up with preparedness approaches of partners, and to gain a better understanding of response capabilities on the ground. National authorities may have data and monitoring systems in place to assess the risk of natural disasters. Similarly, WFP can assist those with whom they consult by acting as a source of risk-related information through WFP's Early Warning and other monitoring systems.
26. The Risk Assessment will consider the Threat and Vulnerability Assessment as carried out by the Security Management Team (SMT).
27. The Risk Assessment should be a consultative process in which different opinions are brought together. It should be carried out taking into consideration all possible cross-cutting issues that may arise in a given context. These may include protection<sup>13</sup>, gender, and HIV and AIDS. Responsibility for validation of the resulting Risk Assessment lies with the Country Director.

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12 National, regional and international scientific bodies, such as seismologic institutes and organizations, have the capacity to support WFP in disaster modelling.

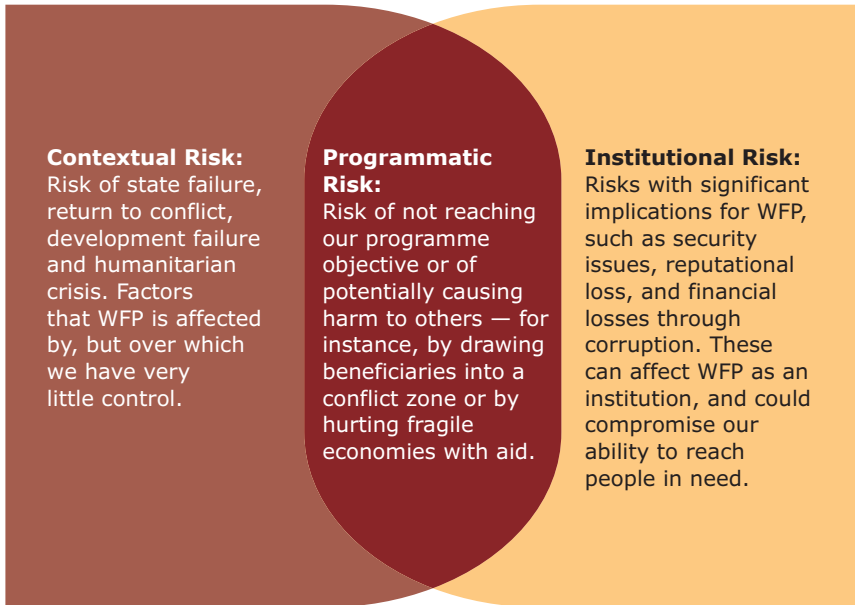
13 For examples of typical protection concerns please refer to Annex 39. More information on Protection in WFP operations is posted at: [http://pgm.wfp.org/index.php/Topics:Protection\\_issues](http://pgm.wfp.org/index.php/Topics:Protection_issues)



### 2.1.1 Step One: Risk Identification


28. Within WFP, risks are defined within three major categories: **contextual**, **programmatic** and **institutional**.

**Figure 4. Risk Categories**



29. **Contextual risks** are found in the broad settings in which WFP operates. They can include political and social risk factors such as intensified conflict, political instability and natural and climatic hazards. Generally, these contextual risks are beyond the control of humanitarian actors and cannot be prevented. However, they can be predicted and mitigated.

30. **Programmatic risks** can be grouped into two main areas: the risk of failing to achieve programme objectives, and the potential to cause harm to others. Risks associated with possible programme failure include setting overly ambitious objectives, using untested programme approaches, and basing programmes on flawed needs assessment. The second area covers a range of risks that may result in WFP interventions inadvertently having a negative effect. WFP's Do No Harm approach attempts to eliminate or minimise these risks.

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31. **Institutional risks** are internal to WFP but would have implications beyond the organization. They include fiduciary and corruption risks, and potential funding deficits and reputational loss.
  32. When identifying risks, the Country Office must look at all risks that it might face and group them within the three categories as being **contextual, programmatic** and/or **institutional**. As shown in Figure 4, programmatic risks may arise as a result of risks — or as a consequence of responses to risks — in either of the other two categories. Likewise, institutional risks may arise as a result of — or as a consequence of the response to programmatic risks.
  33. **The EPRP focuses on mitigating the effects of contextual risks that impact on ongoing operations or give rise to a need to launch new ones. These contextual risks can be divided into the following types:**
    - natural hazards, such as earthquakes and pandemics, and extreme seasonal weather events that cause floods, landslides or droughts;
    - armed conflict and civil unrest;
    - restrictive government legislation, such as export and import bans;
    - drastic changes in the socio-economic environment, such as a surge in prices of essential goods;
    - terrorism and crime.
  34. When risks are identified it is important to be as specific as possible when describing them so that they can be monitored (see section 2.1.5 on Triggers). If, for example, one of the identified risks is conflict then it needs to be clearly noted who the potential belligerents are, in which part of the country they could clash, and what main factors underlie the risk of violence.

### 2.1.2 Step Two: Risk Ranking

35. Once a Country Office has identified the most prominent risks, it needs to score them separately for each category by their perceived **impact** and **likelihood** of occurrence. In doing so, risks are ranked on a scale of 1 to 3. Multiplying these two variables will give a value that will indicate the **seriousness** – low, medium or high – of a given risk (see Figure 5). Table 1, below, provides guidance on how to assess impact and likelihood, and how to rate the level of seriousness.

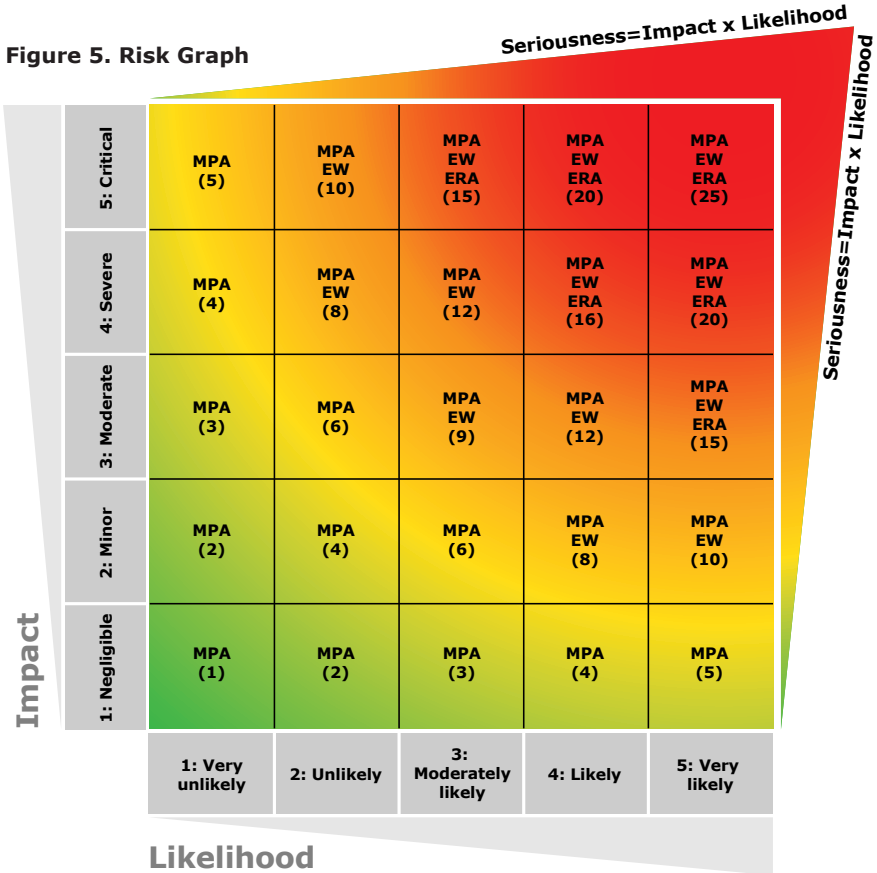
**Table 1. Components of Risk Ranking**


<b>Impact</b>
<p><b>Negligible (1)</b> WFP is still able to carry out its operations, with almost no delays/losses. Heightened food assistance needs and cluster-lead responsibilities can be addressed through minimal investment in on-going operations. National response capabilities and those of in-country stakeholders are high. Minimal impact on staff and assets.</p>
<p><b>Minor (2)</b> WFP is still able to carry out its operations, though with some delays/losses. Heightened food assistance needs and cluster-lead responsibilities can be addressed through minor investment in on-going operations. National response capabilities and those of in-country stakeholders are fairly high. Minor impact on staff and assets.</p>
<p><b>Moderate (3)</b> Programme delivery may be hampered. Additional resources and activities within ongoing operations and cluster-lead responsibilities will be required to attend to system disruptions and heightened humanitarian needs. National response capabilities and those of in-country stakeholders are medium. Some impact on staff and assets.</p>
<p><b>Severe (4)</b> Programme delivery will significantly be hampered. Substantial additional resources and activities within ongoing operations and cluster-lead responsibilities will be required to attend to system disruptions and heightened humanitarian needs. National response capabilities and those of in-country stakeholders are low. Considerable impact on staff and assets</p>
<p><b>Critical (5)</b> WFP activities could be blocked. The event may require a massive WFP response. National response capabilities and those of in-country stakeholders are extremely low. Critical impact on staff and assets.</p>

Likelihood	Seriousness
<p><b>Very unlikely (1)</b> The event has a remote chance of arising — up to a 20 percent chance within the current year — and/or has occurred very infrequently, if ever, in the past.</p>	<p>The seriousness rating is the multiplication of the impact risk ranking with the likelihood risk</p> <p><b>Low</b> Average Score: 1-7</p> <p><b>Medium</b> Average Score: 8-14</p> <p><b>High</b> Average Score: 15-25</p>
<p><b>Unlikely (2)</b> The event has a low chance of arising — between a 20 and 40 percent chance within the current year — or has occurred a couple of times in the past.</p>	
<p><b>Moderately likely (3)</b> The event has a possible chance of arising — between a 40 and 60 percent chance within the current year — or has occurred a few times in the past.</p>	
<p><b>Likely (4)</b> The event has a probable chance of arising — between a 60 and 80 percent chance within the current year — or has occurred several times in the past.</p>	
<p><b>Very likely (5)</b> The event has a significant chance of arising — over 80 percent chance within the current year — or has occurred frequently in the past.</p>	

### 2.1.3 Step Three: Illustration

36. Once a Country Office has ranked its risks, it should illustrate on a **Risk Graph** the contextual risks for which the EPRP provides mitigation actions. The Risk Graph helps the Country Office visualize its Risk Profile. It draws attention to those risks whose seriousness levels rank in the medium/high range and which require Mitigating Actions beyond the Minimum Preparedness Actions.



<p><b>High Seriousness</b> (15-25)</p> <p><b>Medium Seriousness</b> (8-14)</p> <p><b>Low Seriousness</b> (1-7)</p>		<p>Emergency Readiness Actions (<b>ERAs</b>)</p> <p>Early Warning (<b>EW</b>)</p> <p>Minimum Preparedness Actions (<b>MPAs</b>)</p>
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## 2.1.4 Step Four: Risk Response

37. Having illustrated its risks, the Country Office should record them, by category, in a Risk Register. The Register consists of two parts: risk assessment and mitigation actions, indicating which risk response strategy should be applied and which mitigating actions should be put in place:
- **A**ccept the risk, as it is;
  - **C**ontrol the risk through mitigation actions;
  - **A**void the risk by temporarily halting WFP activities and stepping up monitoring activities; or
  - **T**ransfer the risk by operating through partners on a (semi-)remote control basis (as in Afghanistan and Somalia).
- (This sequence gives rise to the mnemonic **ACAT**.)
38. The EPRP is designed to assist Country Offices in controlling/mitigating the effects of the contextual risks identified.
39. Country Directors are advised to escalate a risk alert to Regional Bureau level, if:
- the risk might impact on neighbouring countries;
  - managing the risk requires capacities and resources beyond those available at Country Office level.
40. In their ongoing operations, Country Offices need to make adequate budgetary provisions for the implementation of both the Minimum Preparedness Actions and most of the Emergency Readiness Actions (as applicable). With sufficient justification, additional corporate resources can be requested from the Immediate Response Account and the Working Capital Financing Facility for the purposes of conducting assessments and disaster simulation exercises, and for pre-positioning food under the Emergency Readiness Actions.

## 2.1.5 Triggers for stepping up preparedness

41. Risk monitoring is an important part of the risk management process. Through their respective positions staff already monitor, in a general sense, important developments in the country. The EPRP focuses on specifics, i.e. critical indicators that need to be monitored in relation to risks that have been identified. Individually and/or collectively, these indicators need to be analysed for tipping points that will act as triggers for decision-making. Monitoring these critical indicators will enable the Country Office to decide whether it has reached a threshold that requires it to increase its preparedness level from Minimum Preparedness Actions (MPAs) to Emergency Response Actions (ERAs). For each contextual risk, the Country Office should identify those thresholds through a discussion process based on the following question:

*What has to happen to make it necessary to step up the Country Office's preparedness level by implementing the Emergency Readiness Actions?<sup>15</sup>*

42. **The final decision on when to implement the ERAs is taken by the Country Director.** The critical indicators — agreed upon by the Country Office — establish clear threshold levels that indicate when a risk is becoming significantly more imminent and, in so doing, support this decision-making process.
43. To enable them to monitor the identified risks more closely, the Country Office should consider asking for support from the Early Warning structures in Regional Bureaux and Headquarters.

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<sup>15</sup> Example: the risk is flood. A possible critical indicator might be: the water level in river *x*. In this case the trigger would be: the level of water in river *x* exceeds *y* cm.

**Table 2. Risk Register Facsimile**

RISK ASSESSMENT										MITIGATING ACTIONS				
CONTEXTUAL RISKS														
Risk No.	Risk Description	Impact (1/2/3/4/5)	Likelihood (1/2/3/4/5)	Seriousness (Impact x Likelihood)	Risk Response: Accept Control Avoid Transfer	Risk Manager	Triggers for stepping up preparedness	Status of MPAs (Note: Deadline set to 0.00% Initiated) State in %	Deadline to complete	Emergency Readiness Actions activated (Yes/no)	Status of ERAs (Note: Deadline set to 0.00% Initiated) State in %	Deadline to complete	Notes	
1							Indicator: Source: Threshold: Monitored by:							
2							Indicator: Source: Threshold: Monitored by:							
PROGRAMMATIC RISKS														
Risk No.	Risk Description	Mitigation Actions currently in place	Impact (1/2/3/4/5)	Likelihood (1/2/3/4/5)	Seriousness (Impact x Likelihood)	Risk Response: Accept Control Avoid Transfer	Mitigating Actions Needed	Risk Manager	Mitigation Action Implementer	Start Date/End Date	Notes			
1														
INSTITUTIONAL RISKS														
Risk No.	Risk Description	Mitigation Actions currently in place	Impact (1/2/3/4/5)	Likelihood (1/2/3/4/5)	Seriousness (Impact x Likelihood)	Risk Response: Accept Control Avoid Transfer	Mitigating Actions Needed	Risk Manager	Mitigation Action Implementer	Start Date/End Date	Notes			
1														

## 2.2 Part II: Emergency Preparedness and Response Checklists

44. The Emergency Preparedness and Response Checklists form the second part of the Package. The checklists employ a holistic approach, integrating security management, business continuity, IT disaster recovery and contingency planning. Each checklist has a specific function at a specific point during the evolution of a risk. Thus, the checklists are not to be adopted simultaneously:

No.	Type of Checklist	Timeframe for Adoption
1	Minimum Preparedness Actions (MPAs)	As part of the Country Office Annual Performance Plan and Mid-Year Performance Review.
2	Emergency Readiness Actions (ERAs) including CONOPS template	As a specific risk becomes imminent that will have medium/high-impact on a Country Office, its programmes, processes and the operating environment.
3	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Upon outbreak of a disaster or crisis.

45. Some of the preparedness and readiness actions need to be addressed by the Country Office Management directly. Others need to be addressed by individual functional units, facilitated by an EPR Focal Point who has been identified by the Country Office Management. Several actions may already have been initiated or completed as part of the regular work process. Others, such as data-gathering and mapping, may be carried out and provided by or through partners. Where there are gaps, these should be addressed through individual preparedness actions in the Annual Performance Plan and in the Work Plan of relevant staff. Country Offices can add more actions if deemed necessary in the context of their specific operating environment.

46. **Final responsibility and accountability for the Package lies with the Country Director** who must sign off on the MPAs, ERAs and SOPs and any updates.

### **2.2.1 Minimum Preparedness Actions (MPAs)**

47. Minimum Preparedness Actions (MPAs) represent the first checklist that a County Office must implement in order to mainstream a minimum level of emergency preparedness throughout all functional areas. The MPAs are based on a multi-hazard approach. While they do take into account the risk profile established for a Country Office, they are not risk-specific.
48. The objectives of the MPAs are to:
- establish a standard of minimum emergency preparedness for which Country Offices can be held accountable;
  - facilitate a rapid build-up of emergency readiness, should a risk become imminent; and
  - buffer against the negative impacts of an unexpected, sudden-onset disaster.
49. The progress of MPA implementation shall be reviewed on a six-monthly basis by the Country Office Management as part of the Country Office Annual Performance Plan and the Mid-Year Performance Review, and/or according to the seasonal hazard calendar.

### **2.2.2 Emergency Readiness Actions (ERAs)**

50. Emergency Readiness Actions (ERAs) represent the second checklist which will be acted upon when a risk becomes imminent or when a high-impact, sudden-onset event, such as an earthquake in a densely populated area, is anticipated. The term “Emergency Readiness Actions” is used to indicate actions that will bring the Country Office to an advanced level of readiness to respond to a specific risk.
51. Unlike the MPAs, the ERAs are risk-specific. They build on the MPAs already in place and include a set of questions and concrete actions that will enable the Country Office to augment its emergency response capability and



to develop a Concept of Operations (CONOPS). Most particularly at this stage, Country Offices are strongly advised to align their emergency preparedness strategies with those carried out at the inter-agency and cluster levels.

### **The purpose of the EPRP's Guidance Questions**

Before ERAs are implemented, the Country Office should assess the impact of the anticipated disaster on WFP's operation and beneficiaries in more detail. For this purpose, the EPRP contains boxes that precede the ERA checklist for each unit, which provide lists of guidance questions relating to the scope and context of the anticipated scenario. Before the unit's ERA template is filled out these questions should be used as bases for discussion within the unit. They are structured in a way that will gather essential background information and help to identify special requirements and operational constraints. It is important that these issues are considered so that an adequate preparedness level for potential disaster situations can be established. The questions, especially those for Country Office Management, are designed to be used as reference points in case the Country Office decides to draft a Concept of Operations (CONOPS).<sup>16</sup>

52. In cases of slow-onset or recurring emergencies, such as droughts or hurricanes, monitoring through early warning systems and seasonal timing will be critical in determining when to implement the ERAs. Monitoring, analysis and early warning can also provide valuable advance notice of impending conflict-related emergencies and, in so doing, maximise the impact of the ERAs. In the case of sudden-onset emergencies, such as earthquakes, there may be only very limited time — or none at all — to put the ERAs in place. In such emergencies, the MPAs and other preparedness-enhancing efforts adopted at Country Office, Regional Bureaux and Headquarters<sup>17</sup> will act as critical buffers that help the Country Office to maintain resilience.
53. Stepping up preparedness from minimum preparedness to an emergency readiness level is closely connected to monitoring the triggers, identified by

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<sup>16</sup> For the Concept of Operations template please refer to section 3.4.

<sup>17</sup> Please refer to the Emergency Preparedness and Response Framework.

the Country Office team during the risk assessment. **The decision as to when to implement the ERAs lies ultimately with the Country Director** and will follow consultation with partners in-country and the Regional Bureau. Regional Directors may determine the need to involve Headquarters units. Early warning analysis may support the Country Director in making this decision.

54. The objectives of the ERAs are to:

- step up the Country Office’s emergency preparedness level, in view of an imminent risk, to one of emergency readiness;
- guide the Country Office in identifying elements that are essential for drafting a Concept of Operations<sup>18</sup>, and obtaining information critical to inter-agency appeals such as the Central Emergency Response Fund (CERF), Flash Appeals and the Consolidated Appeal Process (CAP);
- complement and support the inter-agency contingency planning process and WFP’s cluster-lead responsibilities; and
- feed into emergency preparedness planning carried out by national authorities and other partners in-country.

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18 Please refer to section 3.4.

## Slow-onset disasters

Slow-onset disasters give humanitarian actors more time to get ready for the anticipated event; thus, preparations for them differ from those for sudden-onset events. In these contexts continuous monitoring systems will enable WFP Country Offices to assess the scope and course of the crisis more accurately. As soon as they realise that a slow onset disaster, such as a drought, is about to unfold, Country Offices must intensify their monitoring.

Preparedness for slow-onset disasters is often hampered by other factors like public unawareness, and this can lead to shortfalls in funding for the necessary scale-up of operations at the beginning of the crisis. Awareness-raising and the mobilization of funds are therefore essential parts of preparedness in the early stages of a slow-onset disaster. Sound analysis and extensive monitoring will enable the Country Office to provide periodic alerts and to present a coherent and proportional response strategy. In preparing a Concept of Operations<sup>19</sup> Country Offices will find the EPRP's Communications template useful. It is a concise document which will act as a guide to presenting WFP's operational response strategy to the impending crisis to donors, media and the general public in a clear and well-structured manner.

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<sup>19</sup> For the CONOPS template please see section 3.4.

### 2.2.3 Concept of Operations Template

55. When a Country Office identifies a need to step up its preparedness and it decides to implement the ERAs for one or more risks that have become imminent, the Country Office has the option to develop a Concept of Operations (CONOPS). A CONOPS is based on information gathered via the guidance questions that precede each ERA checklist. It should help the Country Office to structure its response activities before or in the immediate aftermath of an emergency. The objectives of the CONOPS are to:
- communicate in a concise and clear manner the anticipated scope of the disaster, and the nature and scope of WFP's planned operational response at Country Office, Regional Bureau and Headquarters levels;
  - support the timely drafting of an Immediate Response Emergency Operation (IR-EMOP) if the risk materialises;
  - clearly explain WFP's response strategy to the imminent risk to the host government, UN partner agencies and other relevant stakeholders; and
  - facilitate input and access to IA-funding mechanisms.

It may be important to reflect specific challenges in the CONOPS. In order to identify these challenges, each Country Office unit should go through the guidance questions which precede the unit-specific ERA checklist.

### 2.2.4 Standard Operating Procedures (SOPs) for the First 72-Hour Response

56. Standard Operating Procedures (SOPs) for the First 72-Hour Response represent the third checklist and should be implemented as soon as the disaster strikes. SOPs are meant to guide the Country Office in its initial emergency response when decisions have to be taken fast<sup>20</sup> and critical actions cannot be overlooked. Country Office Management and essential staff should review the SOPs at the ERA stage — i.e. once a risk becomes imminent — and assign responsibilities ahead of a disaster. Heads of Units (HOUs) are responsible for ensuring that their unit members are familiar with the SOPs, and should have a hard copy to hand and available to their

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20 The SOPs of the EPRP are complementary to the Critical Incident SOPs that have been developed for Headquarters.

staff members at all times. The objectives of the SOPs are to:

- promote the health and safety of all WFP staff and employees;
- maintain WFP's resilience and augment its operational capability (e.g. through the Immediate Response Account [IRA], Emergency Operations [EMOPs] and Special Operations [SO]);
- facilitate coordination within WFP and with partners. This also applies when WFP is the cluster lead.

## **2.3 Supporting Documents and Roles and Responsibilities**

### **2.3.1 The EPRP at Area Office and Sub-Office levels**

57. Being prepared and ready to respond to emergencies is important not only at Country Office level but also at Area and Sub-Office levels, and it is recommended that the EPRP is also implemented in these offices. The process is almost the same. It begins with validation of the risk assessment undertaken by the Country Office, but the scope of the assessment is adjusted to take into account factors specific to those or Area or Sub-Offices' contexts. After the assessment has been validated the EPR checklists are implemented. These may need to be adapted for each Area or Sub-Office to allow for offices' different structures, functions and sizes. Very small Area or Sub-Offices with only three to five staff may find that they only need to go through the MPA checklist and SOPs for Management, but large Area or Sub-Offices might find it more useful to go through all of the checklists that are applicable to their functional units. Annex 38 provides examples of MPA and ERA checklists, as well as SOPs, which have been tailored to the Area/Sub-Office context in pilot countries.

### **2.3.2 Roles and Responsibilities**

#### ***Country Office Management***

58. Country Office Management (usually, the Country Director [CD] and the Deputy Country Director [DCD]) is accountable for the implementation of the whole EPRP. The Country Office Management selects and directly supervises the EPRP technical Focal Point. The Risks Register, the



Minimum Preparedness Actions Checklists and, if implemented, the Emergency Readiness Actions Checklists, need to be approved and signed off by the Country Director. The Country Office Management also decides if and when to implement the ERAs to step up the Country Office's preparedness level for risks that have become imminent.

### ***EPRP Focal Point***<sup>21</sup>

59. The EPRP Focal Point is appointed by Country Office Management and supports the implementation of the EPRP in the Country Office as well as Area and Sub-Offices. The Focal Point's main responsibilities are facilitating the risk assessment exercise and consolidating the various units' checklists. He/she is also responsible for compiling and maintaining the Country Office emergency folder. He/she is the custodian of the final document and should update it periodically, especially when the risk profile of the country changes.

### ***Heads of Units***

60. Heads of Units (HOUs) are accountable for the implementation of their own Unit's checklist. They are encouraged to coordinate with other HOUs and the Country Office Management for cross-unit issues.

### ***Individual staff members***

61. Every staff member needs to participate in the emergency preparedness process so that the Country Office can achieve the highest possible standard of emergency preparedness. Staff members are responsible for implementing the actions assigned to them and should meet the deadlines set in the checklists.

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<sup>21</sup> Please see Annex 37 for the complete TOR of the EPRP Focal Point.

### **2.3.3 Support Tools**

#### ***EPRP web tool***

62. The EPRP will also be uploaded to EPweb. The online tool will display the preparedness level of each country so that everybody can access this information easily. The Country Office EPRP Focal Point is responsible for inputting data into the system and for keeping it up-to-date. These data will be presented in a similar way to those in the EPRP checklists. EPweb can also be used to directly request support from the Early Warning Team (EWT) in Headquarters regarding the monitoring of specific risks.<sup>22</sup>

#### ***E-Learning CD-ROM***

63. The E-Learning CD-ROM is an interactive learning tool for every staff member. It guides users through the EPRP, step by step, and explains the Package's background and purpose and how to implement the different parts. The CD-ROM can also be used as a support tool by newly-appointed EPRP Focal Points or any other staff member.

#### ***Electronic EPRP folder***

64. It is strongly recommended that the Country Office ICT unit creates an electronic folder on the shared drive and stores in it core documents collected through the EPRP implementation so that they are quickly accessible at all times. The folder should contain the electronic versions of the Country Office's risk graph, risks register, MPA, ERA, SOP checklists and all other related documents. In case a situation arises in which computers cannot be used, a hard copy of these documents should be stored in the Country Office/Area Office/Sub-Office and in a secure off-site location.

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22 To access the EPRP web tool, please go to: <http://epweb.wfp.org/ep2admin>

### 2.3.4 Early Warning Analysis and Crisis Support<sup>23</sup>

65. The ODEP “Early Warning Analysis and Crisis Support Team” monitors natural hazards and socio-political developments around the globe daily in order to identify situations that could impact WFP activities or trigger new operations.
66. The Headquarters-based team can provide tailored analytical services on-demand to Country Offices and Regional Bureaux, and it can collaborate with ODEP’s Emergency Preparedness and Response (EPR) and Geographic Information Systems (GIS) teams and other Headquarters units, such as Field Security Division (ODF) and the Vulnerability Analysis and Mapping Unit (VAM), to provide comprehensive and high quality products. For instance, the team can advise Country Offices and Regional Bureaux as to how to identify, detail and monitor natural hazards and political risks, and help them define indicators and thresholds for emergency readiness actions.
67. Country Offices are encouraged to make use of Headquarters capacity when developing EPRP risk profiles. At the same time, to ensure a common WFP view of risk, Regional Bureaux are encouraged to compile a regular regional “Early Warning Matrix” that is based on Country Office risk profiles and assessments for countries where there is no WFP presence.

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23 The ODEP Early Warning, Analysis and Crisis Support Team can be contacted through the regional EPR Focal Points or directly at [wfp.early.warning@wfp.org](mailto:wfp.early.warning@wfp.org)



**The checklists on the following pages are for reference only.**

**Working versions of the checklists are available for download at the EPRP page on EPweb at the following link:**

**<http://epweb.wfp.org/ep2/eprp/>**

### 3.1 Minimum Preparedness Actions (MPAs)



<<Name of Country>> <<Office>>

<<Year>>

**FOR CD/DCD ONLY**

**Original submission:**    \_\_\_/\_\_\_/\_\_\_

**Submitted by:**        \_\_\_

**Approval:**             \_\_\_/\_\_\_/\_\_\_

**Approved by:**        \_\_\_

STATUS		
Done	Deadline set	To be initiated
%	%	%

**FOR CD/DCD ONLY**

**1. Review**                \_\_\_/\_\_\_/\_\_\_

**Submitted by:**        \_\_\_

**Approval:**             \_\_\_/\_\_\_/\_\_\_

**Approved by:**        \_\_\_

STATUS		
Done	Deadline set	To be initiated
%	%	%

Type of risk(s):	<b>Multi-hazard</b> , including slow- and sudden-onset disasters.
Objective:	To establish a <b>standard for minimum emergency preparedness at Country, Area and Sub-Office level</b> that facilitates a speedy build-up of emergency readiness and helps buffer against the negative impact of a sudden-onset disaster.
When:	To be adopted as part of the <b>Country Office Annual Work Plan</b> . Progress has to be reviewed at the <b>Mid-Year Performance Review</b> and in response to significant changes in the operational environment. To be incorporated into the Terms of Reference and performance appraisals of individual staff.
Who:	<b>Focal Point with Country Office Management and functional units.</b>
Completion:	The checklist shall indicate for each MPA: <ul style="list-style-type: none"> <li>• <b>Status</b> (“Done”, “Deadline set”, “To be initiated”);</li> <li>• <b>Lead</b> (Name of person responsible for the implementation of the respective action);</li> <li>• <b>Due date/Timeframe</b> (to be identified for all actions with status “Deadline set” and “To be initiated”);</li> <li>• <b>Resource requirement</b> (as appropriate).</li> </ul>
Output:	<b>MPAs adopted and an emergency folder for each unit created.</b>
Accountability:	Overall accountability for the adoption of the Minimum Preparedness Actions lies with the <b>CD</b> . The <b>Focal Point</b> complies and updates the status before submitting it for approval to the <b>CD</b> .



Functional Areas	Name of Accountable Manager
CO Management	
Human Resources	
Programme	
Pipeline	
Food Procurement	
Non-Food Procurement	
Logistics	
ICT	
Finance	
Administration	
Security	
Communication	
Reporting	

CO Management							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$) <sup>24</sup>	Comments
		Done	Deadline set <sup>25</sup>	To be initiated			
1	Familiarize staff with the Emergency Preparedness and Response Package and related material, including the Critical Incidents SOPs; <sup>26</sup> the Emergency Preparedness and Response Framework, the Risk Management Framework; <sup>27</sup> and the Security Management Policy. <sup>28</sup>						
2	Identify needs and opportunities for staff training in emergency preparedness and exercise (simulations) at CO level. <sup>29</sup>						
3	Identify a Focal Point for compiling/updating the MPA checklist. The checklist and updates will be based on inputs by functional units. Determine a timeline for CD approval and reflect status of completion on EPWeb.						
4	Ensure that an emergency folder (hard and soft copy) is created and that it contains all relevant documentation required by the checklists. This will be needed in the event of an emergency. (It may be useful to organize the folder's in sections/sub-folders (per functional unit) for quick access.)						
5	Identify essential functions in the CO and establish a chain of command and communication protocol to be activated at the onset of an emergency.						
6	Identify potential off-site location(s).						
7	Identify essential CO documents; <sup>30</sup> keep hard and soft copies in off-site location(s).						
8	Establish a Risk Profile/Register for the country and place it on EPWeb.						
9	Establish contact with the emergency Focal Point(s) in the national government and put contact details in the emergency folder.						
10	Ensure WFP's participation in Inter-Agency Contingency Planning <sup>31</sup> and other disaster preparedness efforts at country level.						

<sup>24</sup> The resource requirements for the MPAs should be budgeted within the current CO programmes.

<sup>25</sup> If action is put in yellow or red, indicate a clear timeframe for its implementation in the "Due date/Timeframe" columns.

<sup>26</sup> For the Directive of Critical Incidents Standard Operation Procedures please refer to Annex 6.

<sup>27</sup> For WFP's corporate Risk Management Framework please refer to Annex 1.

<sup>28</sup> For WFP's corporate Security Management Policy please refer to Annex 2.

<sup>29</sup> RBX and HQ staff can provide advice on needs and sources of training as well as conduct in-country emergency management exercise (simulations).

<sup>30</sup> For a list of essential documents to be kept in hard and soft copy please refer to Annex 7.

<sup>31</sup> For Inter-Agency Contingency Planning Guidelines please refer to Annex 3.

CO Management (continued)							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
11	If time permits, conduct with support from the Regional Bureau and HQ an emergency management exercise (simulation) for one of the highest risks identified through the risk assessment.						
12	In liaison with Security, and in accordance with UN Department of Safety and Security (UNDSS) regulations, ensure that all staff are equipped with the required communication tools.						
13	Ensure that Focal Points for cross-cutting issues such as protection, gender, HIV and AIDS, Sexual Exploitation and Abuse as well as others are identified. <sup>32</sup>						
14	Make sure that all units concerned, e.g. Programme and Finance, are familiar with the most recent financial directives, particularly the guidelines on IRA, Preparedness, IR-EMOP and EMOP. <sup>33</sup>						
15	Ensure CO staff are familiar with inter-Agency emergency response mechanisms such as the Cluster Approach.						

<sup>32</sup> For Terms of Reference for protection Focal Points and more information on protection training for staff please contact the Humanitarian Policy and Transition Service (PST) in HQ.  
For information about the Sexual Exploitation and Abuse Focal Point please refer to the ED-circular: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp047703.pdf>

<sup>33</sup> For the directives please refer to Annex 5.

Human Resources							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Compile a list of all staff, <sup>34</sup> their contact details, installed dependents and next of kin, and distribute to all staff a list containing the essential contact information.						
2	Establish and regularly update a roster of national and local staff candidates for immediate recruitment for each functional area.						
3	Identify visa and security clearance requirements for staff deployment and evacuation.						
4	Remind staff to have up-to-date ID cards and other relevant personal documentation (e.g. vaccination booklet, etc.) at hand and to keep copies in the off-site location.						
5	Remind international staff to regularly update the list of their personal items for insurance purposes.						
6	Prepare and disseminate a contact list of medical professionals, clinics and hospitals to which staff should be referred in the event of a medical emergency. Familiarize all staff, especially drivers, with information about which facilities are equipped to handle which medical procedures, and where these facilities are located. Coordinate with the head of drivers to train their team so that all drivers are familiar with the routes.						
7	In coordination with Security, ensure that all CO/AO/Sub-Office staff have received first aid training.						
8	Ensure that all CO staff have received basic and advanced security training <sup>35</sup> that all staff and partners have received a copy of the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse, <sup>36</sup> and that all have received a copy of the ICSC's <sup>37</sup> <i>Standards of Conduct for the International Civil Service</i> .						
9	Ensure that every staff member receives essential information (security, medical procedures, etc.) and that this information is also disseminated to those who might not have access to e-mail (e.g. drivers).						

<sup>34</sup> Staff includes TDYers and staff on R&R in the Country, Area and Sub-Offices. Please refer to Annex 33 for an emergency staff contact sheet.

<sup>35</sup> For basic and advanced security training courses please go to <http://go.wfp.org/web/vfjgpo/fieldsecurity/training>.

<sup>36</sup> For the zero tolerance policy on Sexual Exploitation and Abuse, including the SG Bulletin and ED circulars please go to: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wrfp016115.pdf>

<sup>37</sup> International Civil Service Commission : [http://home.wfp.org/hrmanual/Acrobat\\_Docs/ICSC\\_Std\\_Conduct-English.pdf](http://home.wfp.org/hrmanual/Acrobat_Docs/ICSC_Std_Conduct-English.pdf)

Programme							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	<p>Ensure the regular update of the Country Profile.<sup>38</sup></p> <p>Ensure the availability of the following maps, lists and calendars:<sup>39</sup></p> <ul style="list-style-type: none"> <li>map(s) of the population profile, ideally depicting food security, poverty, malnutrition levels, ethnicity and population density by administrative areas. If the maps cannot be produced, collect the relevant GIS-data and contact the GIS unit at HQ for support;</li> <li>a list of food sector/cluster partners per administrative area;</li> <li>a list of other humanitarian actors (including NGOs/CBOs) per administrative area (food and non-food);</li> <li>a list of WFP distribution points per administrative area;</li> <li>seasonal food security calendar(s);</li> <li>seasonal hazard calendar(s).<sup>40</sup></li> </ul>						
3	<p>Compile and regularly update contact details of local and national government counterparts.</p>						
4	<p>Closely monitor developments in the food security situation through internal and/or external monitoring systems, such as vulnerability analysis and mapping (VAM), the Ministry of Agriculture (MoA), FAO, etc.</p>						
5	<p>Prepare a list of culturally acceptable foods that would be suitable in an emergency and could be rapidly mobilized.</p>						
6	<p>Together with the HR unit identify candidates who are qualified to carry out emergency food security assessments and keep their contact details at hand.</p>						
7	<p>Have generic checklists/questionnaires<sup>41</sup> for such assessments as well as other essential assessment-related tools in place. These include GPS devices, calculators, stationery and paper, etc.</p>						
8	<p>Ensure that a Monitoring and Evaluation (M&amp;E) matrix is available that can be easily adapted and used.<sup>42</sup></p>						
9	<p>Ensure that the programme staff is familiar with the Alternative Programme Implementation Framework (APF).<sup>43</sup></p>						

<sup>38</sup> For an overview of standard information to be included in a Country Profile please refer to the EMOP project document templates in Annex 8.

<sup>39</sup> For examples of the following maps, lists and calendars please refer to Annex 9. Data for these products does not necessarily have to come from WFP.

<sup>40</sup> Seasonal hazard calendars are prepared by ODEP and are available for every country on EPweb.

<sup>41</sup> For generic checklists, questionnaires, as well as guidance material for initial and rapid food security assessments, please refer to Annex 10.

<sup>42</sup> For a manual on how to work with the M&E Matrix please refer to <http://home.wfp.org/inannuals/me/135.htm>

<sup>43</sup> The APF is currently being developed by the Programme Division in HQ. For more information, refer to <http://epweb.wfp.org/ep2/pages/?pageID=122>

Pipeline						
No.	Minimum Preparedness Actions (MPAs)	Status	Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done				
1	Ensure that the Pipeline has up-to-date information concerning the expected time of arrival of new-arrival and in-country stocks so that commodity reallocation can be carried out at any given time.	To Be initiated				
2	Ensure that the WFP advance mechanisms, how they work, and any supply-chain procedures are sufficiently understood.					
3	Monitor and review regular sources of data and information required for taking Pipeline decisions. These include commodity prices, borrowings, food statistics and lead times, etc.					
4	Ensure that Pipeline is part of the supply chain group for the allocation of Food Forward purchases.					
5	Make sure that contributions that have been confirmed are programmed swiftly.					

Food Procurement							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Identify the type and quantity of food that can be rapidly procured, borrowed and processed locally and regionally.						
2	Monitor the prices and availability of the main local food commodities.						
3	Compile a list of existing and potential local food suppliers, including private traders, parastatal organizations and national strategic grain reserves.						
4	Ensure that contact has been established with national authorities regarding import and export restrictions, local legislation, and the availability of local product specifications, etc. Communicate this information and these arrangements to RB.						
5	Ensure that staff beyond the procurement team are familiar with rules governing local purchases.						

Non-Food Procurement								
No.	Minimum Preparedness Actions (MPAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Compile a list of suppliers of office equipment, stationery, and fuel supplies, etc.							
2	Negotiate long-term agreements (LTA) <sup>44</sup> with these suppliers. These agreements should include a clause guaranteeing that the supplier will keep in stock a mutually agreed minimum level of supplies/stocks specifically for WFP.							
3	Identify potential partners who could make available critical non-food items on a loan/lease basis during an emergency. Such items would include vehicles and ICT equipment, etc.							
4	Identify local transportation services to which the CO/AO/Sub-Office can resort if at any time there should be a shortage of office vehicles.							

<sup>44</sup> For a long-term agreements sample please refer to Annex 13.



Logistics							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Ensure that the logistics capacity assessment (LCA) <sup>46</sup> is up-to-date and at hand at all times.						
2	Review the landside transport, storage and handling (LISH) matrix every six months (minimum).						
3	Ensure that the shortlists of transporters and other logistical service providers are up-to-date. These lists should be updated at least once per year.						
4	Identify a Focal Point to get familiar with customs clearance and tax waiver procedures. That is because he/she will need to be able to identify options for fast-tracking emergency cargo for the country and neighbouring countries.						
5	Compile a contact list of Logistics Focal Points in other UN agencies as well as in local and international partner organizations. Establish a close working relationship with them and determine their logistics needs and capacities, and their potential to share assets.						
6	With support from HQ Aviation, evaluate air operators' rates, safety aspects, and their capacity to mobilize air taxis and helicopters for emergency response. Be familiar with procedures for over-flight and landing permits.						

<sup>46</sup> For guidance on how to prepare an LCA please refer to Annex 11.

ICT							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	<p>Establish an appropriate ICT applications and services system for working from home for essential staff. The system will include:</p> <ul style="list-style-type: none"> <li>• Internet connections;</li> <li>• laptops that are equipped with endpoint protection software, up-to-date versions of Windows and Microsoft Office, mail systems and any other essential software, adaptors and a wireless network interface;</li> <li>• VHF hand-held radios and mobile phones.</li> </ul> <p>Ensure that eligible and newly arriving staff have received VHF radio training.</p>						
2	<p>Ensure that in the event of an emergency the Office's off-site location can be rapidly equipped with an autonomous back-up communications system (BITSAT or BGAN), an IT toolkit, a mail server and COMPAS station, media (tapes and hard drives), a satellite phone, a VHF base radio station, a solar power kit and a 5KVA generator.<sup>46</sup></p>						
3	<p>Liaise with Admin-unit and the head of drivers to equip at least one office vehicle with two batteries and a charger/inverter to re-charge phones and laptops, and to always have additional batteries in stock. Also include a VHF and HF mobile communication kit, a satellite phone and a GPS.</p>						
4	<p>Conduct and test on a weekly basis a backup of essential documents identified by CO units to be stored in off-site location(s).</p>						
5	<p>Compile a contact list of ICT Focal Points in other UN agencies, as well as in local and international partner organizations, and establish close working relationship with them. Determine their ITC capacities and their potential for sharing assets.</p>						
6	<p>Establish an EPRP folder on the shared drive with sub-folders for each unit and maintain it.</p>						

<sup>46</sup> To avoid potential damage from flooding and/or roof leaks, "data centres" or "server rooms" should not be located in the basement or on the ground or top floors.

Finance							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Identify key finance staff whose presence will be required in the event of an emergency. Ensure that those responsible for or who are designated to perform financial transactions are properly informed of and instructed in their financial responsibilities, and that they are equipped with the necessary WINGS profiles.						
2	Put in place a suitable panel of approving and certifying officers so that segregation of duties is ensured at all times. <sup>47</sup>						
3	Establish a suitable CO/Sub-Office panel of signatories for bank accounts and electronic payment systems (EPS).						
4	Appoint disbursing officer(s) and petty cash account holders/cashiers per staff eligibility criteria.						
5	In consultation with the RFO and the CFO, establish backup mechanisms for financial procedures, as required. <sup>48</sup> These mechanisms must be capable of being employed during intermittent loss of connectivity, financial system breakdown or other types of emergency.						
6	Use the existing corporate checklist to verify documentation required to support each type of financial transaction. <sup>49</sup>						
7	Ensure that a cash safe is available at all office sites for the safekeeping of cash, fuel coupons, other cash items and important documents.						

<sup>47</sup> This is to ensure compliance with CF02.006/003 "Policy on Procedural Change on the Delegation of Financial Authority". Please refer to Annex 12.

<sup>48</sup> Please refer to [http://wiki.wfb.org/financialresourcemanagementmanual/index.php/Main\\_Page](http://wiki.wfb.org/financialresourcemanagementmanual/index.php/Main_Page) for guidance.

<sup>49</sup> Please refer to [http://wiki.wfb.org/financialresourcemanagementmanual/index.php/Main\\_Page](http://wiki.wfb.org/financialresourcemanagementmanual/index.php/Main_Page) for guidance.

Administration							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Assist CO Management in identifying potential off-site location(s) for work. <sup>50</sup>						
2	Assist CO Management in identifying staff accommodation facilities that can be rapidly activated when needed.						
3	Identify appropriate location(s) to hold strategic stocks of essential non-food items. Regularly check up on stocked items to ensure that they are usable and in good condition.						
4	In coordination with security, arrange for first aid kits to be distributed to all individual staff members, and ensure that first aid kits and fire extinguishers are present in all vehicles and WFP premises, as per the requirements of Minimum Operating Security Standards (MOSS) and/or the WFP Security Risk Assessment. Ensure that all kits and extinguishers are maintained.						

<sup>50</sup> The size of the potential off-site location(s) depend(s) on the size of the Country Office and Sub-Offices and on the likely impact of the scenario(s) identified in the country's risk profile.

Security							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Liaise with the HR unit to ensure that all CO staff have received basic and advanced security training. <sup>51</sup>						
2	Familiarize all staff with relevant parts of the country-specific UN Security Plan. <sup>52</sup>						
3	Ensure compliance with minimum operating security standards (MOSS)/minimum operating residential security standards (MORSS) in each operational area and advise staff to keep sufficient food and water supplies at home.						
4	Liaise with UNDSS and establish a Warden System with communication protocols, <sup>53</sup> etc.						
5	In cooperation with UNDPSS, set up clear procedures for the evacuation of all buildings, <sup>54</sup> including off-site locations, guesthouses, etc., and conduct regular drills to test these procedures.						
6	Determine the number of essential heavy and light vehicles and how many of them need satellite tracking devices, and ensure funding for the same. <sup>55</sup>						
7	In coordination with Human Resources, ensure that all CO/SO/AO staff have received first aid training.						
8	Coordinate with Administration, who is responsible for arranging the distribution of first aid kits to all individual staff members, and for ensuring that first aid kits and fire extinguishers are present in all vehicles and WFP premises, per the requirements of MOSS and/or the WFP Security Risk Assessment.						
9	Liaise with Human Resources and produce and distribute emergency essential contact information to all staff.						

<sup>51</sup> For basic and advanced security training courses please go to <http://go.wfp.org/web/wfpapp/fieldsecurity/training>

<sup>52</sup> For more information on the Security Risk Management (SRM), Minimum Operating Security Standards (MOSS), and Guidelines for Determining Acceptable Risks please refer to: [http://docustore.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp200457.pdf](http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp200457.pdf)

<sup>53</sup> For guidance on establishing a warden system and communication protocols please refer to the *Security in the Field Booklet* posted at: [http://docustore.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp184437.pdf](http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp184437.pdf) (under revision).

<sup>54</sup> For guidance on how to develop a building evacuation plan please refer to the *Security in the Field Booklet* posted at: [http://docustore.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp184437.pdf](http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp184437.pdf) (under revision).

<sup>55</sup> Evacuation plans should address transport, emergency sheltering and food needs. Satellite tracking devices for vehicles are required in "medium- to high-risk" security environments.

Communication								
No.	Minimum Preparedness Actions (MPAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Put in place a protocol on how media issues should be handled at CO/CO/Sub-Office level, and identify a spokesperson for the CO.							
2	Ensure the designated spokesperson has received appropriate media training.							
3	Develop a media and communication strategy for the country that is aimed at fostering and preserving WFP's positive image among, and the organization's acceptance by, the local population and partners. <sup>56</sup>							
4	Maintain up-to-date key talking points <sup>57</sup> at all times.							
5	Make sure a designated, qualified Public Information (PI) Officer/Focal Point has been identified and is trained in how to update the CO web page <sup>58</sup> on WFP's website.							
6	Establish a list of linguistic skills among staff on the ground so that staff with relevant skills can be contacted by the PI Officer if he or she needs support for field visits.							
7	Ensure that lists of national and international media and media contacts in the country are up-to-date. Lists should include media relations departments and contacts in partner organizations (UN, NGOs, Stand-by partners, and government).							
8	Ensure that essential equipment, such as digital stills cameras and/or other video cameras, is available and functioning. Make sure that PI staff and the PI Focal Point are trained to use these devices.							
9	Identify who to contact if the CO should require external visual support services for video and/or stills.							
10	For communication purposes keep in stock a minimum quantity of visibility items, such as hats, T-shirts, stickers and flags, etc.							

<sup>56</sup> For further information please refer to WFP's corporate Communications Strategy (2008) in Annex 14.

<sup>57</sup> For sample Talking Points please refer to Annex 15.

<sup>58</sup> For guidelines on how to update CO Country Pages please refer to the *Guidance for Country Editors* and the links to tutorials provided in Annex 16.

Reporting							
No.	Minimum Preparedness Actions (MPAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Make sure a designated, qualified Reports Officer is appointed and that he/she is familiar with WFP's ongoing operations and projects.						
2	Develop a Reports Matrix <sup>59</sup> for the Country Office for use during emergencies. The Matrix should include a timeline for circulation and a dissemination list.						
3	Have corporately pre-formulated report templates <sup>60</sup> readily available and/or in use and ensure that they are regularly updated and adapted to the situation in the country.						
4	Ensure that the computer software is adequate for the preparation of reports.						
5	Ensure that the Report Officer(s) or Focal Point(s) are familiar with the structure of the Concept of Operations to be drafted in case a risk becomes imminent (chapter 3.4).						

<sup>59</sup> For a Reports Matrix template please refer to Annex 17.

<sup>60</sup> Such reports may include Sitreps, Executive Briefs and Nightly Notes. General information, reporting templates and/or samples can be found in Annex 18. For information and guidance on Donor Handouts, Activity Updates, Monitoring and Evaluation reports, Funding Proposals, and Pipeline Updates, etc., please refer to <http://go.wfp.org/web/wfpoo/reports>





### 3.2 Emergency Readiness Actions (ERAs)

RISK: \_\_\_\_\_



<<Name of Country Office>>

<<Year>>

**FOR CD/DCD ONLY**

Original submission: \_\_\_\_\_ / \_\_\_\_ / \_\_\_\_

Submitted by: \_\_\_\_\_

Approval: \_\_\_\_\_ / \_\_\_\_ / \_\_\_\_

Approved by: \_\_\_\_\_

**FOR CD/DCD ONLY**

1. Review

Submitted by: \_\_\_\_\_

Approval: \_\_\_\_\_ / \_\_\_\_ / \_\_\_\_

Approved by: \_\_\_\_\_

STATUS		
Done	Deadline set	To be initiated
%	%	%
		Not applicable
		%

STATUS		
Done	Deadline set	To be initiated
%	%	%
		Not applicable
		%

Type of risk:	<b>Specific</b> slow- or sudden-onset <b>disasters</b> .
Objective:	To <b>step up WFP's emergency readiness level at Country, Area and Sub-Office level</b> in order to maintain resilience and augment the organization's operational response capability in the event of a disaster.
When:	Once a <b>risk has become imminent</b> or when a <b>high-impact, sudden-onset event is anticipated</b> .
Who:	<b>Focal Point with CO Management and essential staff</b> in consultation with the wider humanitarian community and government, if feasible.
Completion:	A <b>Focal Point</b> shall be identified to compile the ERA checklist for <b>CD approval</b> . The checklist will be based on inputs provided by <b>functional areas' accountable managers</b> . The checklist shall indicate for each ERA: <ul style="list-style-type: none"> <li>• <b>Status</b> ("Done", "Deadline set", "To be initiated"); <i>Actions that are not applicable should be marked as such in the "comment" column.</i></li> <li>• <b>Lead</b> (Name of person responsible for its implementation);</li> <li>• <b>Due date/Timeframe</b> (to be identified for actions with the status "Deadline set" and "To be initiated"); and</li> <li>• <b>Resource requirement</b> (as appropriate).</li> </ul>
Output:	<b>ERAs adopted</b> by the CO with relevant supporting documentation in place (e.g. Concept of Operations).
Accountability:	Overall accountability for the adoption of Emergency Readiness Actions lies with the <b>CD</b> , who approves any update.

Functional Areas	Name of Accountable Manager
CO Management	
Human Resources	
Programme	
Pipeline	
Food Procurement	
Non-Food Procurement	
Logistics	
ICT	
Finance	
Administration	
Security	
Communication	
Reporting	

## ERAs: Country Office Management Guidance Questions (basis for drafting a CONOPS)

### Questions to be considered by CO Management in relation to stepping up the Emergency Readiness Level:

#### 1) Scenario and planning assumptions:

- ✓ What type of disaster is anticipated and in what location?
- ✓ What are the triggers to be closely monitored?
- ✓ What will be the humanitarian impact within the country and beyond? How many people will be affected? Will it lead to displacements? Will it lead to access challenges?
- ✓ What is the likely response of the national government, neighbouring countries, bilateral partners, regional entities, the humanitarian community and donors?
- ✓ What is the likely impact of the crisis on WFP's operational capability?
- ✓ Is the government likely to come forward with a request for assistance?
- ✓ What would be the scope of WFP's assistance (type of activity, number of beneficiaries, locations and duration)?
- ✓ What would be the delivery, distribution and monitoring arrangements?
- ✓ What are the risks and opportunities for WFP and the humanitarian community at large? Will organizations require additional security measures?

#### 2) Coordination (internal and external) and partnership arrangements:

- ✓ What will be the coordination arrangements at national and sub-national level? Will the Logistics, Emergency Telecommunications and/or Food Security Clusters be activated? If yes, does the CO have sufficient staff with an adequate skill set available to assume cluster coordination responsibilities?
- ✓ Has an inter-agency contingency plan been developed for the disaster?
- ✓ Who will be WFP's counterparts in the national government and among the local authorities to support an emergency response?
- ✓ What are the capacities of WFP's partners to continue operating during an emergency response?
- ✓ Does the CO foresee the involvement of military actors in the emergency response; if yes, is there a need for civil-military coordination?

#### 3) Resourcing requirements (i.e. food, non-food and staffing)

- ✓ What are the augmented resource requirements? What is the expected donor response?
- ✓ What is the potential for rapidly accessing food and non-food items? In case of local/regional purchase, what are the potential constraints and repercussions of the disaster on markets?
- ✓ Will the scenario demand changes in the staffing structure (e.g. staff augmentation or relocation/evacuation)?
- ✓ Will the scenario require enhanced security measures to ensure staff health and safety?
- ✓ Can the CO absorb operational augmentation under the existing programmes in-country? Will it require an IR-EMOP and/or a Special Operation?
- ✓ Will the CO need specific technical support from the RB and/or HQ? Does the CO foresee the need to run a simulation exercise to stress-test its emergency readiness capability?

CO Management							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set <sup>61</sup>	To be Initiated			
1	Ensure that the EPR Focal Point compiles the ERA checklists based on inputs by functional units, and determine a timeline for CD approval.						
2	Check whether the Minimum Preparedness Actions are in place and updated.						
3	Review the Standard Operating Procedures for the First 72-Hour Response so that responsibilities for each action point can be assigned.						
4	Develop a Concept of Operations for the imminent disaster.						
5	Put in place enhanced security measures as agreed by the SMT.						
6	If drastic deterioration of the security situation is foreseen, identify options for: rapid lock-down or closure of offices; the destruction of sensitive electronic and hard-copy documentation; remote or semi-remote control implementation.						
7	Review the need for any of the clusters (Logistics, ETC, Food Security) to be activated, and be familiar with the responsibilities as lead/co-lead of any of them. If clusters do need to be activated, advise the RC/HC.						
8	In case clusters are activated, assess whether the CO has the necessary infrastructure in place to cope with increased staffing and operational demands.						
9	Review essential functions in CO/AO/Sub-Office, identify the profile and number of additional staff that may be required, and determine sources for possible staff augmentation (e.g. through deployment of international staff and stand-by partners and/or recruitment of national and local staff).						
10	Contact the emergency Focal Point in the government to assess the national emergency response capability and the scope for WFP assistance.						
11	Review coordination arrangements and response plans with UNCT/HCT/DMT and cluster partners, and discuss the need for — or update of — an inter-agency contingency plan.						
12	Review options for rapidly accessing food and non-food items through call-forward of shipments, local and regional procurement, borrowing from local and regional stocks, government, UNHRDs and FITTEST, and put in place pre-authorisations for loans from host governments and partner agencies, etc.						

<sup>61</sup> If an action is highlighted in yellow or red, indicate a clear timeframe for its implementation in the "Due date/Timeframe" column.

**CO Management (continued)**

No.	Emergency Readiness Actions (ERAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
13	Identify sources for funding emergency readiness actions (e.g. IRA and Working Capital Financing Facility).							
14	Develop a list of donors that require pre-approval of loaning of food to different projects.							
15	Together with the units concerned — such as Programme, Logistics and Finance — discuss and assess the need for drafting an IRA Preparedness.							

### Human Resources

**Questions to be considered by Country Office Human Resources in relation to stepping up the Emergency Readiness Level:**

- ✓ Is there a need to augment the CO Human Resources staffing structure?
- ✓ Does the CO have the facilities and procedures in place to track staff at the duty station and their dependents at all times?
- ✓ Does the CO have in place the capacity to rapidly recruit additional staff?
- ✓ What personal preparedness measures are CO staff recommended to take, and have staff been informed about them?

Human Resources							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Update information in the staff contact list <sup>62</sup> .						
2	Request that staff update the list of their personal items. Remind them to have ID cards and other relevant documents at hand, and to store copies for safekeeping in off-site location(s).						
3	Draft generic terms of reference for additional staff who might need to be deployed/recruited.						
4	Identify opportunities for recruitment of local and national staff through the CO roster and/or deployment of international staff and stand-by partners. The latter should be done in consultation with CO Management, RB and HQ.						
5	Identify accommodation and transportation options to cater for augmented staff needs.						
6	In consultation with Security, communicate changes in security clearance requirements.						
7	Liaise with Security on visa requirements, and obtain relevant visas for international staff and their dependents in-country to prepare for eventual evacuation, should that become necessary.						
8	Update the list of visa requirements for incoming international staff. If restrictions are encountered, liaise with RB for support and find solutions.						

<sup>62</sup> Staff includes TDYers and staff on R&R in the CO/AO/Sub-Office. For a sample of a staff tracking system please refer to Annex 33.

## Programme

### Questions to be considered by Country Office Programme in relation to stepping up the Emergency Readiness Level:

- ✓ Does the CO have sufficient skilled staffing capacity in Programme to conduct assessments, augment operations, and fulfil its Food Security Cluster co-lead responsibilities, if the Cluster is activated?
- ✓ What is the likely impact of the disaster on WFP's ongoing programme activities? How will the disaster impact on WFP's key partners?
- ✓ Does the CO have enough information about the population likely to be affected by the disaster? For instance, are sufficient data available concerning demographic statistics, food security and nutrition status, and local food economies? Are there any information gaps that need to be filled through assessments?
- ✓ Will WFP engage partners in these assessments? Is there a need for training assessment team members?
- ✓ Does the CO have sufficient logistical support (such as vehicles, aircraft, and GPS) and ICT communications equipment (computers, radio handsets, etc.) for assessment teams?
- ✓ Does the CO want to request an IRA Preparedness for funding assessment activities?
- ✓ What type of new activities may be required? What would be the most appropriate assistance, taking into account local food habits, the functioning of food markets and other food sources, and access to cooking facilities and water?
- ✓ What will be the geographic targeting and beneficiary selection criteria?
- ✓ What will be the distribution and monitoring arrangements during the emergency phase? Will those arrangements require additional partners, training, equipment and/or tools?
- ✓ What measures need to be put in place to ensure the protection of beneficiaries during food distributions?
- ✓ In collaboration with Logistics, try to project how long current food stocks and expected consignments will cover the estimated needs. What are the outstanding requirements?

For checklist, see following page.



Programme							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
	<p>Call for an inter-agency food security meeting (or Cluster meeting, if activated)<sup>63</sup> to:</p> <ul style="list-style-type: none"> <li>Analyse preparedness and response capabilities of government and partners;</li> <li>Define food assistance gaps to be filled by WFP and other actors;</li> <li>Decide whether additional food security assessments are needed. If yes, agree on the composition of assessment teams, potential training needs, and funding and equipment requirements.<sup>64</sup></li> </ul>						
1							
2	<p>Draw up a Programme Impact Matrix<sup>65</sup> to identify the scope of the emergency's potential impact on the programmes. Draw up a Programme Criticality Matrix<sup>66</sup> to identify the requirements, and prioritize the continuation of running programmes and implementation in case of the disaster.</p>						
3	<p>Contact mapping and data units (GIS and VAM, etc.) for the latest versions and updates of all essential maps and data and, if applicable, establish a regular communication strategy for updates.</p>						
4	<p>Identify the most appropriate activities needed to reach potential beneficiaries (including vulnerable groups) and estimate initial relief requirements.</p>						
5	<p>Have key food commodity prices at hand in order to facilitate the rapid compilation of an IR-EMOP and/or an EMOP budget.<sup>67</sup></p>						
6	<p>Compile a list of potential cooperating partners and their contact details.</p>						
7	<p>Ensure that the complaints and feedback mechanisms are functional and that beneficiary communities are informed at distribution points and project sites on how to access the complaints mechanisms.<sup>68</sup></p>						
8	<p>Ensure that a basic template of both distribution cards and distribution reports is drafted and – if applicable – translated into local languages to be quickly printed and available.</p>						

<sup>63</sup> For Terms of Reference of the Food Security Cluster please refer to Annex 35.

<sup>64</sup> For generic checklists, questionnaires, and guidance material for initial and rapid food security assessments please refer to Annex 10.

<sup>65</sup> For more details and guidance on how to use the Programme Impact Matrix please refer to Annex 19.

<sup>66</sup> For more details and guidance on how to use the Programme Criticality Matrix please refer to Annex 19.

<sup>67</sup> For IR-EMOP and EMOP budget templates please refer to Annex 5 and 20.

<sup>68</sup> For information on different good practices please contact the Humanitarian Policy and Transition Service (PSH) in HQ.

## Pipeline

### Questions to be considered by Country Office Pipeline in relation to stepping up the Emergency Readiness Level:

- ✓ Is there a need to augment the CO staffing structure in Pipeline?
- ✓ Does the CO have enough informed Pipeline Officers to meet increasing reporting demands?
- ✓ What potential problems might there be for Pipeline's current structure during the expected disaster?

Pipeline								
No.	Emergency Readiness Actions (ERAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Assess whether regular sources of data and information that are required for decision-making — e.g. commodity prices, borrowings, food statistics, and lead time, etc. — are still available and reliable, and monitor changes.							
2	Identify, together with the Programme and Logistics units, needs for and sources of potential operational augmentation.							

### Food Procurement

**Questions to be considered by Country Office Food Procurement in relation to stepping up the Emergency Readiness Level:**

- ✓ Is there a need to augment the CO staffing structure in Food Procurement?
- ✓ What are the likely impacts of the disaster on local and regional food markets?
- ✓ What are the local and regional food procurement options during an emergency phase?
- ✓ What might be the impact of WFP's response on local and regional food markets?
- ✓ What are the food processing and food transformation facilities in the country and in the region?

Food Procurement							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Step up the monitoring of prices of main food commodities in local as well as regional markets. Monitor the latter with assistance from RB.						
2	Set up a shortlist of local and (with RB) regional food suppliers with potential capacity to deliver during an emergency.						
3	Identify food reserves at national level, assess the government's food reserve policy, and determine opportunities for loans/donations.						
4	In liaison with FAO, identify local and regional food processing and food transformation options, as required, and ascertain mechanisms for quality testing.						
5	Have at hand key food commodity prices that will facilitate the rapid compilation of an IR-EMOP and/or EMOP budget. <sup>68</sup>						

<sup>68</sup> For IR-EMOP and EMOP budget templates please refer to Annex 5 and 20.

## Non-Food Procurement

### Questions to be considered by Country Office Non Food Procurement in relation to stepping up the Emergency Readiness Level:

- ✓ Does the CO need a stock of basic necessity items to attend to staff needs?
- ✓ Does the CO need additional vehicles (including armoured vehicles) to transport staff? Are sufficient fuel reserves in place for WFP vehicles?
- ✓ Does the CO have generators in place to ensure an unhampered supply of electricity?

Non-Food Procurement							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	<p>Review local and regional procurement options, including the availability of non-food items (NFIs) at UNHRD:</p> <ul style="list-style-type: none"> <li>• Compile a list of local/regional non-food suppliers that have capacity to continue supplying during an emergency;</li> <li>• Draw up long-term agreements;<sup>70</sup></li> <li>• If LTAs do not exist, prepare Purchase Requisitions/Purchase Orders (PRs/POs) for essential NFIs.</li> </ul>						
2	<p>Discuss with on-site service contractors the likely implications of the anticipated event and seek ways to ensure continuity of services through existing contractors and/or alternative arrangements (supply of stationery, water, transportation, spare parts, and fuel, etc.).</p>						
3	<p>Review options for seeking loans/leases of critical NFIs from partners.</p>						

<sup>70</sup> For a long-term agreement sample please refer to Annex 13.

## Logistics

### Questions to be considered by Country Office Logistics in relation to stepping up the Emergency Readiness Level:

- ✓ Is the LCA up-to-date?
- ✓ If the Cluster is activated does the CO have sufficient skilled Logistics staffing capacity to update the LCA, augment operations, and fulfil its Logistics Cluster-lead responsibilities?
- ✓ Do you foresee that other agencies might request logistics services from WFP?
- ✓ Will there be a need for more COMPAS stations?
- ✓ Does the CO need support from the Global Logistics Support Cell and ALITE for the deployment of stand-by partners, and for drafting a Special Operation, etc.?
- ✓ Can the needs for logistics augmentation be covered by the current operation or does it require the launch of a Special Operation? Will it be necessary to launch an air operation for cargo and/or passenger services (UNHAS)?
- ✓ Will there be a need for the deployment of emergency kits and other emergency logistics support equipment, such as mobile storage units, from the UNHRD network?
- ✓ Will the disaster have an impact on import or export regulations?
- ✓ How will the disaster impact on WFP's contractors and suppliers?
- ✓ Where are the in-country storage locations and what are their capacities? Are they located in secure areas and protected from the effects of the anticipated disaster (e.g., floods)? If storage capacity needs to be augmented, will the CO require third-party service providers?
- ✓ What are the delivery routes from WFP warehouse(s) in the country to the affected area and how easily accessible are they?
- ✓ Does the CO have enough in-country transport capacity to serve primary, secondary and tertiary legs? If not, how could capacity be increased?
- ✓ What could be the alternative transport modes to reach the affected population? What would be the schedule for opening new routes? What actions would be required from the government, WFP and others?
- ✓ Are additional security arrangements required on transport routes and/or at storage facilities? What would be the costs of augmenting security measures?
- ✓ How will the anticipated emergency response affect the current landside transport, storage and handling (LTSH) rate?
- ✓ How much food is currently available in stock? How much food is *en route* and how long will it take to arrive?
- ✓ In collaboration with Programme and Pipeline, project for how long the total estimated food needs will be covered by current food stocks and expected consignments.
- ✓ Will there be a need for international or national military or civil defence assets? If yes, has the need been discussed with the Humanitarian Country Team?

For checklist, see following page.

Logistics							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Revise the LCA, if necessary. <sup>71</sup>						
2	Based on initial relief requirements estimated by Programme, and the food available in the country and <i>en route</i> , review the need for pre-positioning of food and/or logistical assets at EDPs and arrange necessary pre-positioning.						
3	Have key transport and logistics rates at hand in order to facilitate the rapid compilation of an IR-EMOP and a Special Operation, as required.						
4	Call for an inter-agency logistics coordination meeting (or cluster meeting, if activated) <sup>72</sup> to determine existing logistics capabilities and augmentation needs.						
5	Create an inventory of spare logistics capacity (transport and warehousing, etc.). Identify requirements for additional logistics support equipment (e.g. prefabs, pallets, generators, scales and MSUs, etc.) and determine modes/schedules for the acquisition of such equipment.						
6	Identify contractors able to ensure the fumigation of warehouses and food items should infestation occur. If contractors are not available, ensure that fumigation equipment and products are stockpiled and easily accessible, and train staff how to use them properly.						
7	Review the main service providers' availability and competency to support augmented logistics operations. These suppliers include UNHRD, local and regional suppliers, airport/port, customs and civil aviation authorities, transporters, aircraft operators and warehouse owners, etc.						
8	Update the shortlists of potential service providers and draft Requests for Quotations, <sup>73</sup> as required.						
9	Review the need for air support, including United Nations Humanitarian Air Service (UNHAS) deployment: <ul style="list-style-type: none"> <li>if support is needed, contact HQ Aviation to review the procedures for deploying an air operation and to seek landing permits, and assess the need and feasibility for pre-positioning aircraft or helicopters in the region.</li> </ul>						
10	Establish contacts with port authorities to identify slots for bringing in WFP shipments.						
11	Develop a strategy to maintain adequate and secure access to fuel (diesel, petrol and Jet A-1).						
12	Contact the Global Logistics Support Cell and ALITE to ensure that logistics-related cost elements — such as transport rates and acquisition of logistics assets, etc. — are readily available so that the LTSH matrix can be revised as required.						

<sup>71</sup> For an LCA report template and LCA guidelines please refer to Annex 11 and <http://dlca.logcluster.org/>.

<sup>72</sup> For Terms of Reference of the Logistics Cluster please refer to Annex 34.

<sup>73</sup> For a Request for Quotations (RFQ) template please refer to Annex 21.

## ICT

### 4) Questions to be considered by Country Office ICT in relation to stepping up the Emergency Readiness Level:

- ✓ If the Cluster is activated does the CO have sufficient skilled ICT staffing capacity to support operational augmentation, and to fulfill its cluster-lead responsibilities in Emergency Telecommunications?
- ✓ Does the CO have sufficient information on possible clients of the ETC (e.g. location and contact details, etc.)?
- ✓ Does the CO have sufficient ICT and associated equipment in place for essential staff to work from home and/or in an off-site location?
- ✓ Does the CO have sufficient ICT communications equipment in place to cater to the needs of additional staff deployed and/or recruited? Equipment needed would include computers, mobile phones, radio sets, satellite phones and bandwidth, etc.
- ✓ What are the sources through which additional ICT and communications equipment could be acquired, if need be?

For checklist, see following page.

ICT								
No.	Emergency Readiness Actions (ERAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Call for an inter-agency ICT coordination meeting (or ETC meeting, if cluster is activated) <sup>74</sup> to determine existing ICT capabilities and augmentation needs.							
2	In order to support operations, prioritize critical IT applications and services for staff and partner agencies. <sup>75</sup>							
3	Update the inventory of spare ICT and communications equipment and contact potential sources (e.g. regional stocks, local suppliers, FITTEST and FESO) to ensure that any equipment gaps can be rapidly filled.							
4	Ensure availability and functionality of equipment that will allow staff to work from home (if terrestrial connectivity is still usable and commercial service providers are still functioning), and/or from a fully equipped off-site location. Disseminate to staff alternative operating and activation procedures for the off-site location.							
5	Ensure that backup communication and electrical systems, associated equipment and hardware are in place and functioning, including HF/VHF, VSAT, Internet, telephone, etc., in CO/AO/Sub-Office and off-site locations. Conduct regular checks to ensure that all equipment is functioning.							
6	Assess with partner agencies the need to set up a UN Radio Room.							
7	Draw up a draft budget for augmented in-house ICT services and WFP's cluster-lead responsibilities.							
8	Remain in close contact with the Regional IT Officer (RITO), ODIF and FITTEST.							

<sup>74</sup> For Terms of Reference of the Emergency Telecommunications Cluster please refer to Annex 22.

<sup>75</sup> For information on IT emergency response see WFP IT Best Practices on [www.wfp.org/ict-emergency](http://www.wfp.org/ict-emergency).



## Finance

### Questions to be considered by Country Office Finance in relation to stepping up the Emergency Readiness Level:

- ✓ Is there a need to augment the CO staffing structure in Finance?<sup>76</sup>
- ✓ Does the CO/AO/Sub-Office have an adequate signatory panel for its bank accounts and electronic payment systems (EPS)?
- ✓ Are those responsible or designated to perform financial transactions properly briefed about their financial responsibilities? Are the required WINGS profiles granted?
- ✓ Are the banks in which CO/AO/Sub-Office maintain bank accounts likely to function during the anticipated disaster? If not, should the CO/AO/Sub-Office operate on a cash basis or can other UN agencies perform these functions for WFP? If alternatives to conventional banking are resorted to, will they entail additional costs for WFP?
- ✓ Will the petty cash level be sufficient at CO/AO/Sub-Office level? If not, have measures been put in place to: 1) either increase the petty cash level to the allowed maximum level, or 2) request the opening of an imprest or sub-imprest account?
- ✓ Is the current petty cash threshold for making payments adequate? If not, have you considered the use of operational advances or opening a cash imprest or sub-imprest account?

For checklist, see following page.

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<sup>76</sup> Always ensure segregation of duties among Finance staff. In the event that complete segregation of duties cannot be observed — for instance at the early stage of an emergency and pending deployment of additional staff — ensure that this scenario is properly documented and that necessary waivers are obtained from the Executive Director or her delegate.

Finance							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be inflated			
1	Review the composition of the panel for approving and certifying officers and for joint bank signatories.						
2	Provide CO Management with frequent updates on the budget status per line item.						
3	<p>Assess whether the banks in which WFP maintains its accounts have the capacity to continue operating and to meet WFP cash requirements in the event of an emergency:</p> <ul style="list-style-type: none"> <li>• If yes, review the need of opening an imprest/sub-imprest account;</li> <li>• If no, determine whether WFP may have to work on a cash basis. If so, agree on procedures for cash replenishment, disbursements and safeguarding,<sup>77</sup> in consultation with RFO.</li> </ul>						
4	Identify whether it is necessary to request an increase in the petty cash level and threshold at CO/AO/Sub-Office.						
5	Review the checklist of documentation required to support all financial transactions and ensure that such documentation remains readily accessible in the event of a disaster.						

<sup>77</sup> Each cash advance of more than US\$5,000 requires a safe with combination and keys, and a safe inventory.

**Administration**

**Questions to be considered by Country Office Administration in relation to stepping up the Emergency Readiness Level:**

- ✓ Is there a need to augment the CO staffing structure in Administration?
- ✓ Does the CO need to open new/additional office sites to accommodate an augmented staffing structure? If yes, what are the site preparation requirements?

Administration								
No.	Emergency Readiness Actions (ERAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Update the staff contact list with staff call signs provided by Security and distribute it to staff.							
2	Establish a draft Goods and Services Plan <sup>78</sup> to support operational augmentation.							
3	In coordination with Security and HR unit, update office inventory and ensure that there is a surplus of critical equipment and supplies to attend to staff needs. This includes inventory such as vehicles, basic spare parts, fuel, drinking and non-drinking water, emergency food (with cooking facilities), blankets, sleeping bags, mosquito nets and pre-paid SIM cards. <sup>79</sup>							
4	Ensure that new or additional office sites, when needed, can be very rapidly furnished with essential office equipment and supplies.							
5	In coordination with Security, prepare a vehicle allocation plan to ensure that MOSS-compliant vehicles can be made available in areas where needs are expected to rise.							
6	Ensure that sufficient, alternative local driving and transportation services are in place.							

<sup>78</sup> For a sample Goods and Services Plan please refer to Annex 23.

<sup>79</sup> Mobile phones are to be provided by ICT.

## Security

### Questions to be considered by Country Office Security in relation to stepping up the Emergency Readiness Level:

- ✓ Is there a need to augment the CO staffing structure in Security?
- ✓ Will the crisis or disaster lead to changes in the security situation?
- ✓ If yes, will these changes allow the CO to function with the current staffing structure? Will these changes require relocation or evacuation of staff?
- ✓ Will there be a need for additional security measures?
- ✓ Will CO staff and partners be able to access office premises and operational areas?
- ✓ Are support and the ability to analyse the security situation in the operational area adequate?
- ✓ Are additional security arrangements required on transport routes and/or at storage facilities? What would augmenting security measures cost?
- ✓ Is there a need for additional safety measures at distribution points?

For checklist, see following page.

Security								
No.	Emergency Readiness Actions (ERAs)	Status			Due date/ Timeframe	Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated				
1	Seek support from the Regional Security Officer/ODF to update the WFP Security Risk Assessment and to amend the Security Plan accordingly.							
2	Inform CO staff of any changes in the security situation.							
3	Identify additional security measures that are required (e.g. guards, armoured vehicles, perimeter protection and radios, etc.); provide staff with radio equipment and call signs, as required, and train them how to use it.							
4	Liaise with Procurement and/or Administration to determine resourcing options (e.g. UNHRD, local/regional procurement), and ascertain what LTAs and customs preparation, etc. are needed.							
5	Exercise the Security Plan.							
6	Review the relocation and evacuation plan <sup>60</sup> and make the necessary preparations in collaboration with Administration and Human Resources.							
7	Provide a list advising international staff which items they should take with them in case of a relocation/evacuation.							
8	Exercise a building evacuation drill.							
9	Develop a crisis communication strategy with SMT members and test and use the communication system for the exchange of crisis-specific information and assistance.							
10	Remind staff to keep emergency stocks of ready-to-eat food and water at home, as necessary.							
11	In coordination with Administration, prepare a vehicle allocation plan to ensure that MOSS-compliant vehicles can be made available in areas where needs are expected to rise.							

<sup>60</sup> For guidance on how to develop an evacuation or relocation plan please refer to the Security in the Field Booklet on [http://docustore.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp184437.pdf](http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp184437.pdf)  
Evacuation plans should include transport, emergency sheltering and food needs.

## Communication

### Questions to be considered by Country Office Communication in relation to stepping up the Emergency Readiness Level:

- ✓ What would WFP's media and communications strategy be for the anticipated emergency and how will it link to the strategy that the UN Crisis Management Team (CMT) may establish?
- ✓ What support is required from RB/HQ? Is there a need to strengthen the CO's PI staffing structure?

No.	Emergency Readiness Actions (ERAs)	Status				Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	Reviewed/Initiated	Not Started			
1	Consult with RB/HQ on a potential media and communication strategy and its roll-out for the anticipated crisis. <sup>81</sup>							
2	Start developing risk-specific talking points and Q&As with the RB PI Officer and HQ Communications Division. <sup>82</sup>							
3	Ensure that the Country Page <sup>83</sup> on WFP's website carries up-to-date information on the developing situation.							
4	Ensure that WFP is represented in UN press briefings.							
5	Ensure that media contacts are up-to-date, including media relations in partner organizations (UN, NGOs, Stand-by partners, government), and agree on a common approach to protect families and to relay messages to the press, etc.							
6	Consider dialoguing with the media to sensitize them to the developing situation. Organise field trips for Journalists, especially for slow-onset disasters.							
7	Pre-position visibility items in key hubs in order to brand vehicles, warehouses and offices as quickly and widely as possible as and when they are needed.							
8	Initiate the call forward of those items, if needed.							
9	Ensure prompt availability of video and photo crews.							

<sup>81</sup> For further guidance please refer to the emergency communication checklist provided in Annex 24.

<sup>82</sup> For sample Talking Points and Q&As please refer to Annex 15.

<sup>83</sup> For guidelines on how to update CO Country Pages please refer to the *Guidance for Country Editors* and the links to tutorials provided in Annex 16.

## Reporting

### Questions to be considered by Country Office Reporting in relation to stepping up the Emergency Readiness Level:

- ✓ Is there a need to augment the CO staffing structure in Reporting?
- ✓ Does the CO have enough informed Reports Officers who could meet increasing reporting demands?
- ✓ Are the currently-used reporting templates and tools adequate for the new situation or do they need to be adapted?
- ✓ Who is to receive what kind of information and when? Are distribution lists likely to change?

Reporting							
No.	Emergency Readiness Actions (ERAs)	Status			Lead	Resource Requirement (US\$)	Comments
		Done	Deadline set	To be initiated			
1	Draft a Nightly Note <sup>84</sup> to inform Senior Management on the developing situation.						
2	Review the Reports Matrix <sup>85</sup> for the Country Office and ensure that it is up-to-date.						
3	Review pre-formulated report templates <sup>86</sup> already designed and/or in use, and check if they will meet the needs for an emergency. Ensure that updates of latest reports are available.						
4	Review the dissemination list for different reports and ensure that the list will meet the information needs of RB, HQ, donors and partner agencies.						
5	Ensure that essential equipment and software — including alternative access to internet, email and computer systems, etc. — are available and functioning. If there are problems, ensure they are addressed quickly together with ICT.						
6	If decided by CO Management, assist in drafting a Concept of Operations (chapter 3.4).						

<sup>84</sup> For a Nightly Note template please refer to Annex 18.

<sup>85</sup> For a template of a Reports Matrix please refer to Annex 17.

<sup>86</sup> Such reports may include Sitreps, Executive Briefs, and Nightly Notes for which general information, reporting templates and/or samples can be found in Annex 18.





### 3.3 Standard Operating Procedures for the First 72-Hour Response



<< Name of Country Office >>

<<Year>>

<b>FOR CD/DCD ONLY</b>	
<b>Original submission:</b>	____/____/____
<b>Submitted by:</b>	_____
<b>Approval:</b>	____/____/____
<b>Approved by:</b>	_____

- Type of event: **Outbreak of a slow- or sudden-onset disaster.**
- Objectives:
- **Promote the health and safety** of all WFP staff and employees.
  - **Maintain WFP's business continuity** and **augment its operational capability** (e.g. through IR-EMOPs and Special Operations).
  - **Facilitate coordination** within WFP and with partners, including as cluster lead.
- When: **Within first 72 hours of a crisis/disaster.**
- Who: **All CO staff**
- Output:
- **CO staff and installed dependents accounted for.**
  - **Response gaps identified.**
  - **Relief assistance started.**
  - **WFP positioned in the inter-agency emergency response and with Government.**
  - **IR-EMOP** and inputs for the Concept of Operations drafted and submitted to RB/HQ.
- Accountability: Overall accountability for the adoption of Standard Operating Procedures lies with the **CD**.

CO Management			
No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
1	Account for all staff and dependants, including staff on mission and R&R, and promote health and safety.		
2	Conduct an initial briefing with staff present in the office and remind them to implement the respective SOPs.		
3	Contact the Regional Director and the Director of Emergencies to: <ul style="list-style-type: none"> <li>• Inform them about the disaster;</li> <li>• obtain endorsement for the CO to offer assistance to the government;</li> <li>• determine the need for Task Force Meetings and whether WFP's emergency response is to be treated as a Corporate Emergency.<sup>87</sup></li> </ul>		
4	Contact the emergency Focal Point in the government to better understand the humanitarian impact of the disaster and the national response capability. Seek the government's endorsement for a WFP intervention.		
5	Consult with UNCT/HCT/DMT/SMT members about the humanitarian and security impact (i.e. possible need for relocation/evacuation), cluster activation, inter-agency response plans and coordination mechanisms.		
6	Convene a meeting with CO essential staff to: <ul style="list-style-type: none"> <li>• Implement the decision from consultations with UNCT/HCT/DMT/SMT regarding security measures/relocation/evacuation;</li> <li>• Agree on a staff augmentation, if applicable;</li> <li>• Review whether it is necessary to cancel any activities or missions.</li> </ul>		
7	Define whether further office space is required to accommodate additional staff.		
8	Develop a Concept of Operations. <sup>88</sup>		
9	Advise the Regional Director and Director of Emergencies on critical resource requirements (i.e. food, non-food and staffing).		
10	Draft an IR-EMOP and inputs for a CONOPS Logistics/Special Operation, as necessary, and submit them to the Regional Bureau and ODL for processing. <sup>89</sup>		

**Within First 24 Hours**

**Within First 72 Hours**

<sup>87</sup> Please refer to the *Activation Protocol for Responding to Corporate Emergencies (ED2006/003)* in Annex 25.  
<sup>88</sup> For the Concept of Operations template please refer to section 3.4.  
<sup>89</sup> For guidance on how to draft an IRA EMOP and a Special Operation, and for CONOPS logistics samples, please refer to Annexes 20, 26 and 27.

Human Resources			
No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
1	Get in contact with all staff using the staff contact list <sup>90</sup> to ascertain health and safety.		
2	In coordination with Security, prepare a list of affected staff and their installed dependants <sup>91</sup> and share the list with CO Management.		
3	Assist affected staff and their installed dependants in seeking medical service <sup>92</sup> and psychosocial support, as required.		
4	Assist the CO Management in dealing with survivors.		
5	Assist CO Management in informing the families of local and national staff who have been affected and share emergency contact information with them. <b>Do not release any information on staff welfare prior to approval by CO Management.</b>		
6	Establish a system of support teams on rotating, six-hour shifts so that these families can be in contact with WFP on a 24/7 basis.		
7	Assist the CO Management and Security in preparing for staff relocation or evacuation, if needed. Ensure that visas are in place for staff and their installed dependants who have to be evacuated to a safe haven.		
8	Initiate the recruitment of local and national staff per the staff augmentation plan with the support of the Roster System, if established.		
<b>Within First 24 Hours</b>			
<b>Within First 72 Hours</b>			

<sup>90</sup> For a sample of a staff contact list please refer to Annex 33.

<sup>91</sup> Affected staff and dependants include all individuals who are in grave danger, have been injured or have died as a result of the crisis or disaster. The list should indicate whether there are minors that need to be cared for because their parents or guardians have been affected.

<sup>92</sup> For guidance on medical evacuations please refer to the *Medical Evacuation Procedures for WFP Staff (2008)* in Annex 28.

Programme <sup>83</sup>			
No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	<p>1 Dispatch an assessment team with Logistics<sup>84</sup> to the affected area and identify beneficiaries and their location for immediate relief assistance.</p> <p>2 Identify geographical priority areas for a WFP intervention; estimate the number of people affected and in need of emergency food assistance; develop an initial Food Allocation Plan and share with Logistics.</p> <p>Based on the above, draw up inputs for an IR-EMOP.</p>		
<b>Within First 72 Hours</b>	<p>Call for an inter-agency food security coordination meeting (or cluster meeting, if activated) to:</p> <ul style="list-style-type: none"> <li>• review the impact of the disaster on the food security of affected populations;</li> <li>• agree on the modalities and scope of an initial/rapid emergency food security assessment<sup>85</sup> as part of an inter-agency endeavour;</li> <li>• access food stock availability among government and partners.</li> </ul> <p>4 Define tools and modalities, including partnership arrangements for food distributions and monitoring.</p>		

<sup>83</sup> To facilitate discussing challenges that may prevent you from implementing the programme as per standard procedures, and to assess possible alternatives, please use the Alternative Programme Framework (APF). See the link to the tool in EPweb.

<sup>84</sup> For generic checklists and questionnaires, as well as guidance material for initial and rapid food security assessments, please refer to Annex 10.

<sup>85</sup> Please refer to Annex 10 for WFP's initial and rapid food assessment template, and to Annex 29 for the Inter-Agency Guidance Note on Needs Assessment.

Pipeline				
	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	Together with Logistics, determine food stocks available in-country and in neighbouring countries.		
<b>Within First 72 Hours</b>	2	Determine possibilities for loans and borrowings among existing programmes to cover the additional food requirements assessed by Programme.		
	3	Liaise with Regional Bureau and HQ to define how to fulfil the additional food requirements.		

Food Procurement				
	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	In coordination with HQ and RB, contact local and regional food suppliers and ascertain the type, quantity and price of food that is available for immediate purchase.		
<b>Within First 72 Hours</b>	2	Initiate purchase of food, as feasible, taking into account food market conditions. <sup>96</sup>		

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<sup>96</sup> Country Director delegated authority: direct food purchases for EMOPs up to US\$200,000; competitive food purchases for EMOPs up to US\$500,000.

Logistics				
No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments	
Within First 24 Hours	1	Together with Pipeline, determine the type and quantity of WFP food that is available in the country and <i>en route</i> , and communicate this information to CO Management.		
	2	Together with Programme, dispatch an assessment team to the affected area.		
	3	Based on the initial Food Allocation Plan prepared by Programme, draw up a transport and delivery plan and start deliveries.		
Within First 72 Hours	4	In coordination with HQ, RB and/or CO Food Procurement, determine modalities and a timeframe for the delivery of local/regional food purchases to the affected area.		
	5	Call for an inter-agency logistics coordination meeting (or cluster meeting, if activated) to: <ul style="list-style-type: none"> <li>review the logistics requirements;</li> <li>assess the need for WFP to extend logistics support services to partner agencies;</li> <li>ensure that logistics efforts under the inter-agency response are coordinated.</li> </ul>		
	6	Mobilize and contract transport and storage arrangements to distribute WFP food in the affected area and to provide services to cluster clients.		
	7	Mobilize NFI requirements (e.g. MSU, prefabs, pallets, etc.) and acquire fuel for transportation.		
	8	If air support and UNHAS deployment are required, contact HQ Aviation.		
	9	Draft inputs for a Logistics CONOPS and a Special Operation, and submit to HQ/RB logistics.		





## Finance

No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
1	Advise CO Management of budget status per line item.		
2	Monitor the functioning of the local banking system.		
3	If local banks are not functioning, determine the need for the CO/AO/Sub-Office to operate on a cash basis, and activate back-up procedures with respect to cash replenishments, disbursements and the safeguarding of cash, as agreed with the RFO.		
4	In case of full or intermittent loss of connectivity, activate back-up recording and reporting mechanisms to capture disbursements of cash based on available IT/systems support (WINGS/Non-WINGS). Once connectivity is re-established, ensure that all financial transactions are inputted into WINGS.		
5	Ensure that all financial transactions are fully documented with original paperwork.		
6	Review the composition of the panels for approving and certifying officers and for joint bank signatories. <sup>98</sup>		
7	Review the need for opening a sub-imprest account.		
8	Establish WFP's cash requirements.		
9	Review whether it is necessary to request increases in the petty cash level at CO/AO/Sub-Office and in the threshold to effect payments by petty cash.		
10	Review whether it is necessary to request an allocation from the Working Capital Financing Facility <sup>99</sup> , and communicate this information to CO Management.		

**Within First  
24 Hours**

**Within First  
72-Hours**

<sup>98</sup> In the event that complete segregation of duties cannot be observed at the early stage of the emergency and pending deployment of additional staff, ensure that this scenario is properly documented and that necessary waivers are obtained from the Executive Director or her delegate.

<sup>99</sup> For information on the Working Capital Financing Facility please refer to Annex 30.

Administration/Non-food Procurement				
	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	Mobilize and provide critical supplies to staff, including, as required: sanitary items; drinking/non-drinking water; emergency food with cooking facilities; blankets; sleeping bags; and pre-paid SIM cards.		
	2	Start implementing the Goods and Services Plan <sup>100</sup> to support operational and staff augmentation.		
	3	In the event of system outage and loss of connectivity, transactions should be manually recorded and supported by relevant documentation.		
<b>Within First 72 Hours</b>	4	Identify additional office space, as required. In close collaboration with ICT and Security, mobilize essential equipment and supplies to ensure immediate functionality.		
	5	Hire local services to cater for augmented staff transportation needs.		

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<sup>100</sup> For a sample Goods and Services Plan please refer to Annex 23.

## Security

	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	Ascertain changes in the security situation, including changes in security clearance requirements, through immediate consultation with UNDSS and the deployment of a security assessment team, preferably with UNDSS. Inform CO Management, CO staff and ODF/HQ accordingly.		
	2	Identify additional security measures that are required — guards, vehicles with special requirements, perimeter protection and radios, etc. — and communicate these requirements to CO Management and ODF/HQ.		
	3	Request assistance from ODF/OMI to conduct a post-event technical assessment of office buildings, if circumstances warrant this.		
	4	Determine whether relocation/evacuation are needed. <sup>101</sup> If so, facilitate the process in close collaboration with Administration and Human Resources.		
	5	Identify and activate additional communication channels per the country-specific Security Plan (UNDSS/SMT).		

<sup>101</sup> For guidance on evacuation and relocation plans please refer to the *Security in the Field Booklet*, which is posted at: [http://docustore.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp184437.pdf](http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp184437.pdf)  
Evacuation plans should address transport, emergency sheltering and food needs.

Communication				
	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	In consultation with RB, PI and HQ Communications, establish a public position for the media on WFP's emergency response and issuance media talking points, Q&As and a press release with an ED statement. <sup>102</sup>		
	2	Update the CO webpage <sup>103</sup> and feed the latest information on the situation into EPweb's Crisis Page. <sup>104</sup>		
	3	Feed into and attend all UN press briefings.		
<b>Within First 72 Hours</b>	4	Share with, and solicit regular media updates from, media Focal Points in partner organizations so as to ensure a common approach and to harmonize messages to the press.		
	5	Consider deploying a PI Officer to the affected zone, accompanied by the media, if appropriate and feasible.		
	6	Determine whether the CO has any specific audio-visual requirements and communicate them to RB/HQ. Hire video and photo crews, if necessary.		

<sup>102</sup> For sample Talking Points and sample Q&A please refer to Annex 15. For a press release sample with an ED statement please refer to Annex 3.1.

<sup>103</sup> For guidelines on how to update CO Country Pages please refer to the *Guidance for Country Editors* and links to tutorials provided in Annex 16.

<sup>104</sup> For guidelines on how to update EPweb's Crisis Page please refer to: [http://epweb.wfp.org/guides/file.aspx?file=2009%2f10%2fMicrosoft+Word+-+EP+WEB+COUNTRY+PAGE+CONTENT+MANAGEMENT\\_Guide.pdf](http://epweb.wfp.org/guides/file.aspx?file=2009%2f10%2fMicrosoft+Word+-+EP+WEB+COUNTRY+PAGE+CONTENT+MANAGEMENT_Guide.pdf)

Reporting				
	No.	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Lead	Comments
<b>Within First 24 Hours</b>	1	Prepare a first daily situation report and submit it to RB/HQ. <sup>105</sup>		
<b>Within First 72 Hours</b>	2	Continue to prepare daily situation reports and to meet all other reporting requirements, including Executive Briefs and Nightly Notes.		
	3	In consultation with Programme and Logistics, compile inputs for CERF requests and other appeals and donor proposals, as applicable.		

<sup>105</sup> For a Situation Report template please refer to Annex 18.



WFP/poly Egerton/Cambodia

### 3.4 Concept of Operations Template

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#### Background

- General context: *Please give a concise overview of the situation in the affected country/region and of the crisis's origin(s), background and effects.*
- Recent developments: *Please explain the latest developments in the situation (e.g. political developments, conflict intensification, population movement, increase in flooding, etc.)*
- WFP's current operational structure: *Please provide a brief outline of WFP's structure in the country; any current operations, such as ongoing EMOPs, PRROs, etc.; and any response to the crisis that has been provided through operations that pre-dated the crisis.*

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#### Scope of Emergency

- Planning assumptions: *Please specify the anticipated scale of the affected population/vulnerable groups; the additional WFP caseload; the geographic area of assistance and how the situation may affect, and/or necessitate change in, on-going operations.*
- Security: *Please list and explain any security concerns that relate to WFP staff, beneficiaries and operations.*
- Operational constraints: *Please list critical areas for WFP's assistance and obstacles to provision in those areas, such as communication difficulties, import restrictions, visa restrictions, access constraints, etc.*



## **WFP's operational response**

Operation objective: *Please try to specify the objective of WFP's planned operation (e.g. to meet the basic nutritional needs of the people most affected by the crisis by providing food assistance).*

Programme: *Please explain the planned Programme activities.*

- i. Basic conclusions of assessments already carried out, or a short summary of planned assessments. (Summaries of findings must not exceed three lines and should not detail methodology, etc.)*
- ii. What is the planned Programme approach, including activities (i.e. new activities/modified existing activities; targeting; food/cash/vouchers; and which modality – general food distribution (GFD), safety net, etc.)?*
- iii. How does WFP plan to carry out the activities (i.e. partners, pre-positioning, technology, etc.)?*
- iv. Distribution. Who will be WFP's partners?*

Logistics and Procurement:

*Please specify the arrangements and plans with regard to:*

- i. Logistical support needs. What will they be (SO, UNHAS)?*
- ii. Storage: briefly describe WFP's logistic capacity in the country. If applicable, also describe government and other capacities that WFP could use.*

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**Coordination**

*Briefly summarise WFP's coordination mechanisms with the government, the implementing partners and other stakeholders. If applicable, also specify WFP-led cluster activities (ETC, Logistics, Food Security) and IASC-activities.*

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**Anticipated Resource Requirements**

Food:

*Please specify the overall needs for food, pointing out what can be covered through existing Pipeline arrangements.*

Budget:

*Please summarise expected needs for the amended budget and specify possible options that have been identified to cover these funding needs. If this document outlines two or more operations, then the budget for each should be summarized separately.*

Operational capacity:

*Please summarise likely additional operational capacity requirements (offices, staff, vehicles etc.), and state how they will be addressed (recruitment, TDY, partnerships, etc.).*

# WFP's Emergency Preparedness and Response in Countries where WFP is not present (for Regional Bureaux)

68. WFP has an obligation to ensure a minimum level of emergency preparedness in countries in which it is not present. This applies especially to those countries that are prone to any contextual risks outlined in paragraph 33, and that are likely to request humanitarian assistance and/or cluster support in the event of a disaster. Regional Bureaux play an important role in this regard, coordinating closely with ODEP,<sup>104</sup> ODL,<sup>105</sup> ODI,<sup>106</sup> and ODXF,<sup>107</sup> etc., as well as with regional inter-agency preparedness networks.
69. Emergency preparedness in priority countries where WFP is not present includes:
- risk identification and monitoring through early warning systems;
  - collection of data and other types of information concerning the livelihoods of local populations and the operating environment;
  - identification of national and regional emergency response capabilities and options (through the government, partner agencies on the ground and WFP structures in neighbouring countries);
  - identification of opportunities to link up with national and regional emergency preparedness initiatives.
70. Regional Bureaux are also advised to:
- monitor at Country Offices and UNHRDs within the region the availability of food stocks, logistics equipment and ICT kits which can be called forward in an emergency;

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104 ODEP: Emergency Preparedness and Response Branch (WFP Headquarters)

105 ODL: Logistics Division (WFP Headquarters)

106 ODI: IT and Facilities Management Services Division (WFP Headquarters)

107 ODXF: WFP Food Security Analysis Service

- compile a list of staff per functional area who can be called upon for immediate deployment; and
- explore with RM<sup>108</sup> possibilities and procedures for working on a cash basis and for manually recording transactions in case of disruption of the banking system and/or system outage.

71. In cases where WFP does not have enough information (either within the organization or from secondary sources), it is recommended that the relevant Regional Bureau, with the support of Headquarters, launches a multi-functional emergency preparedness mission to the country concerned.<sup>109</sup> The information gathered will be consolidated at Regional Bureau level and made available on EPweb. If the risk level persists or if the country environment changes drastically, the Regional Bureau shall update the information through established contacts or a follow-up mission.
72. Once a disaster strikes, the Regional Bureau, in consultation with the Director of Emergencies, will field a start-up emergency response team to the country concerned. The team will be headed by an Emergency Coordinator and will seek administrative and logistics support through partners on the ground (e.g. UNDP) in order to become operational. It will work with the Resident Coordinator and the Humanitarian Coordinator on coordination issues. It will seek their support in developing a working relationship with the government to agree on the scope and modalities of a WFP intervention, including cluster support. The team will set up the necessary WFP management and operational structures. It will carry out a rapid Emergency Food Security Assessment and an LCA (if not done beforehand), define partnership arrangements, assume cluster responsibilities and start relief assistance. The mission will coordinate with all relevant stakeholders on the ground, including donor representatives.

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<sup>108</sup> RM: Resource Management and Accountability Department

<sup>109</sup> The options for applying for an IRA Preparedness can be taken into consideration to improve the preparedness in countries where WFP is not present. For the directive please refer to Annex 5.

## **4.1 Terms of Reference for a Multi-functional Emergency Preparedness Mission**

### **1. Meet with representatives of UN agencies and other key partners among the NGO community, the Red Cross and Red Crescent Movement, regional/global financial institutions and donors to determine:**

- the risk profile of the country (including triggers);
- the likely humanitarian impact of the risks identified;
- risk monitoring capacities in place;
- the emergency preparedness and response strategy within the international aid community;
- potential coordination and partnership arrangements in an emergency response (including the need for cluster activation);
- food aid policy and strategy within the country;
- potential administrative and operational support required by a WFP start-up team; and
- potential funding sources.

### **2. Meet with line ministries, including the government's emergency focal point, to assess:**

- the emergency preparedness and response capacity of the national government;
- whether the government is likely to come forward with a request for WFP's assistance in the event of a disaster (including as cluster lead);
- potential coordination and partnership arrangements in an emergency response, including the nomination of Focal Points within the government and WFP; and
- risks and opportunities for WFP.

### **3. Conduct the following assessments:**

- a Food Security Assessment, including food market analysis, to determine the vulnerability profile of the local population, the most appropriate programme tools (e.g. food/cash/vouchers), and the potential scope of a WFP intervention and its partnership arrangements;
- a Logistics Capacity Assessment (LCA) to identify points of entry (and their capacity), customs clearance procedures, the transport market, warehousing capacity and infrastructure; and
- a Security Assessment<sup>110</sup> to determine what security measures to put in place to protect WFP staff, assets and premises, should WFP establish a presence.

### **4. Identify options for:**

- rapidly accessing food and non-food items from the regional UNHRD and/or food stocks held at national level by government, NGOs, the Red Cross and Red Crescent Movement and the private sector;
- office accommodation and transportation of staff;
- contracting services, employing national/local staff, and processing payments; and
- regional/local food procurement.

### **5. Draw up a proposal for the composition of an initial emergency response team, including:**

- an Emergency Coordinator, supported by Programme, Logistics, Human Resources, Finance/Administration, ICT, Communications/Reporting staff; and
- the identification of potential team members who could commence deployment preparation.

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<sup>110</sup> Depending on information available through UNDSS.

## **4.2 Terms of Reference for a Start-up Emergency Response Team**

### **1. Establish contact with line ministries, including the government's emergency focal point, to determine:**

- the humanitarian impact of the disaster;
- the emergency response capability of the national government;
- the scope of WFP's emergency assistance, based on the government's request;
- coordination and partnership arrangements, including nominating Focal Points within the government and WFP; and
- risks and opportunities for WFP.

### **2. Meet with UN agencies, cluster partners and the donor community to determine:**

- the humanitarian and security impact of the emergency;
- inter-agency response plans and coordination mechanisms (including the need for cluster activation);
- operational response mechanisms; and
- potential funding sources.

### **3. Assume cluster-lead responsibilities as required:**

- determine membership and coordination structures of Food Security, Logistics and ECT clusters, as applicable in the given context; and
- determine cluster partners' service requirements and estimate related costs.

#### 4. Assessments

- Conduct an *Emergency Food Security Assessment* to determine food assistance needs among the affected population, suitable Programme tools (food/cash/vouchers), and funding requirements.
- If it has not been done already, conduct a Logistics Capacity Assessment to identify points of entry (and their capacity), customs clearance procedures, the transport market, warehousing capacity and infrastructure.

#### 5. Project formulation

- Draw up IR-EMOP, EMOP and Inter-Agency appeal requests (e.g. CERF, Flash Appeal, CAP) as well as donor proposals.
- Draw up inputs for a CONOPS logistics and/or SO (if required) and submit to ODL.

#### 6. Implementation

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##### HR

- Initiate the recruitment of local and national staff.
- Facilitate deployment of international staff and stand-by partners (e.g. by addressing visa and security clearance requirements) and identify adequate support mechanisms in the duty station (e.g. the provision of accommodation and transportation).

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##### Programme

- Define Programme modalities, including Programme tools such as food/cash/vouchers.
- Identify Cooperating Partners and draw up partnership agreements.
- Initiate distributions and put in place monitoring arrangements.



- Food Procurement**
- Identify local food procurement and food transformation options (if applicable).
- 

- Logistics**
- Process customs clearance for incoming emergency cargo.
  - Mobilize transport and warehousing arrangements.
  - Initiate deliveries of relief items to beneficiaries and cluster partners.
- 

- ICT**
- Install essential ICT equipment, internet connections and communication systems in newly-deployed office sites, and extend services to cluster clients, as required.
- 

- Finance**
- Establish cash requirements and payment modalities.
  - Put in place a suitable panel of approving and certifying officers.<sup>112</sup>
  - Open an imprest/sub-imprest account.
  - Establish a suitable Country Office/Sub-Office signatory panel for bank accounts and electronic payment systems (EPS).
  - Appoint disbursing officer(s) and petty cash account holders/cashiers.
  - Ensure that a cash safe is available at all office sites for the safekeeping of cash, fuel coupons and other important items and documents.
- 

<sup>112</sup> Ensure segregation of duties at all times in compliance with CFO2006/003 “Policy on Procedural Change on the Delegation of Financial Authority”.

- Identify office space and set up Country Office and Sub-Office structures. Mobilize essential equipment, supplies and services to ensure immediate functioning of the office(s) and to cater to staff needs.
- Determine transport requirements and modalities (through purchase, rent or leasing).

- 
- Put in place adequate security measures to promote the safety of WFP staff, assets and premises.

- 
- Complete all reporting requirements (Daily Situation Reports, Executive Briefs, and Donor Briefs, etc.).
  - Draw up a County Office web page<sup>113</sup> and feed daily updates on the situation into the EPweb Crisis Page.<sup>114</sup>
  - Respond to media queries in line with the media strategy, as agreed with HQ Communications Division.

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113 For guidelines on how to update CO Country Pages, please refer to the *Guidance for Country Editors* and the links to tutorials provided in Annex 16.

114 For guidelines on how to update EPweb's Crisis Page, please refer to [http://epweb.wfp.org/guides/file.axd?file=2009%2f10%2fMicrosoft+Word+-+EP+WEB+COUNTRY+PAGE+CONTENT+MANAGEMENT\\_Guide.pdf](http://epweb.wfp.org/guides/file.axd?file=2009%2f10%2fMicrosoft+Word+-+EP+WEB+COUNTRY+PAGE+CONTENT+MANAGEMENT_Guide.pdf)

# Acronyms

ALITE	Augmented Logistics and Intervention Team for Emergencies
AO	area office
CAP	Consolidated Appeal Process
CBO	community based organization
CD	Country Director
CERF	Central Emergency Response Fund
CFO	Chief Financial Officer
CM	corporate monitoring
CMT	crisis management team
CO	Country Office
COMPAS	Commodity Movement Processing and Analysis System (WFP)
CONOPS	Concept of Operations
DCD	Deputy Country Director
DMT	disaster-management team
ED	Executive Director
EDP	extended delivery point
EFSA	emergency food security assessment
EMOP	emergency operation (WFP)
EPR	Emergency Preparedness Response (WFP)
EPRO	Emergency Preparedness and Response Officer (WFP)
EPRP	Emergency Preparedness and Response Package (WFP)
EPS	electronic payment system
ERA	emergency readiness action
ETC	emergency telecommunications cluster
EWT	early warning team
FAO	Food and Agriculture Organization of the United Nations

FESO	Field Emergency and Support Office
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
FP	focal point
GFD	general food distribution
GIS	geographic information system
HCT	Humanitarian Country Team
HF	high frequency
HOU	Head of Unit
IA	Inter-Agency Emergency
IACP	Inter-Agency Contingency Plan
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IR-EMOP	Immediate Response Emergency Operation
IRA	Immediate Response Account
IT	Information Technology
LCA	logistics capacity assessment
LTA	long-term agreement
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MORSS	minimum operating residential security standards
MOSS	minimum operating security standards
MPAs	Minimum Preparedness Action
MSU	Mobile Storage Unit
NFI	non-food item

NGO	non-governmental organization
ODEP	Emergency Preparedness and Response Branch (WFP)
ODF	Field Security Division (WFP)
ODI	IT and Facilities Management Services Division (WFP)
ODL	Logistics Division (WFP)
PC	Personal Computer
PI	Public Information
PR/PO	Purchase Requisition/Purchase Order
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administration Budget
Q&A	Questions and Answers
RB	Regional Bureau
RC/HC	Resident Coordinator/Humanitarian Coordinator
RFO	Regional Finance Officer
RITO	Regional IT Officer
RMP	Department for Performance and Accountability Management
R&R	rest and recuperation
SMT	Security Management Team
SO	Special Operation
SOP	standard operating procedures (for First the 72-Hour Response)
TDY	temporary duty assignment
TOR	terms of reference
UN	United Nations
UNCT	United Nations Country Team
UNDSS	United Nations Department of Safety and Security
UNHRD	United Nations Humanitarian Response Depot
UNHAS	United Nations Humanitarian Air Service
VAM	vulnerability analysis and mapping
VHF	Very High Frequency
VSAT	Very Small Aperture Terminal
WFP	World Food Programme







The ODEP EPRP-team can be contacted directly through **[EPRP.support@wfp.org](mailto:EPRP.support@wfp.org)**

To access the EPRP web tool, please go to **<http://epweb.wfp.org/ep2admin>**

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