



**World Food
Programme**

**Executive Board
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EVALUATION REPORTS

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATIONS OF WFP'S EMERGENCY PREPAREDNESS AND RESPONSE

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal points indicated below, preferably well in advance of the Board's meeting.

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DRAFT DECISION^{*}

The Board takes note of "Management Response to the Recommendations of the Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response" (WFP/EB.2/2015/6-B/Add.1).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

BACKGROUND

1. This document presents the management response to the synthesis report of the evaluation series on WFP's emergency preparedness and response (EPR) between 2012 and 2015, which covered evaluations of the Global Logistics Cluster (2012), the Global Food Security Cluster (2014), the use of pooled funds for humanitarian preparedness and response (2015) and the Preparedness and Response Enhancement Programme (2015).
2. The evaluations occurred as WFP was making the transition from food aid to food assistance and restructuring and decentralizing its functions, and they coincided with the six Level 3 emergencies in 2014, which stretched EPR capacities.
3. Management is pleased to note the conclusion that WFP's investments in EPR have improved the effectiveness and predictability of responses, especially in major sudden-onset emergencies. The report highlighted WFP's contributions to United Nations reform, particularly its support for coordination mechanisms. Management nonetheless recognizes the challenges identified in the report such as the need to provide adequate human and financial resources for EPR.
4. The attached matrix sets out proposed follow-up actions and timelines.



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATIONS OF WFP'S EMERGENCY PREPAREDNESS AND RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: Executive management should ensure that more resources and stronger leadership are directed towards human resources management specifically for EPR, placing EPR centrally within the implementation of WFP's People Strategy. The Human Resources Division (HRM) should assume responsibility for developing a holistic, multi-functional approach that includes recruitment, career development, capacity, deployment, health and well-being, with special consideration for national staff and women. Staff capacity development should include options beyond formal training, and should provide incentives for person-to-person approaches such as mentoring and on-the-job training (EMG, HRM).</p>	<p>Executive Management Group (EMG) and Human Resources Division (HRM)</p>	<p>Agreed.</p> <p>EPR is a central element of the People Strategy, which is being mainstreamed; EMG has already dedicated resources to HRM.</p> <p>The People Strategy aims to recruit and retain an optimum workforce, train leaders, especially women, and create an organization that focuses on the development and welfare of its staff, especially national staff members. HRM has the primary responsibility for implementation, and will update EMG on related initiatives.</p> <p>HRM is promoting the "70.20.10" approach to capacity development whereby 70 percent of staff development occurs on the job, 20 percent occurs through learning from others and 10 percent results from training. HRM is accordingly offering opportunities for experience in EPR, for example by enlarging the emergency response roster and developing regional rosters, and reinforcing performance management to enhance accountability for feedback and mentoring, for example through performance appraisals for short-term staff.</p>	<p>December 2016</p>
<p>Recommendation 2: WFP's new corporate knowledge management initiative should address EPR challenges faced by field staff, with an emphasis on:</p> <ul style="list-style-type: none"> ➤ informal information-sharing and learning; and ➤ more systematic use of information and data for EPR operational decision-making (EMG, Innovation and Change Management Division [INC], Emergency Preparedness and Support Response Division [OSE]). 	<p>EMG, INC, OSE</p>	<p>Agreed.</p> <p>INC's knowledge-management initiative will address the findings on EPR and mitigate challenges in the field. A holistic approach to knowledge management will improve the sharing of knowledge and lessons learned in the field for application in EPR decision-making.</p> <p>Roll-out will begin in the fourth quarter of 2016, subject to approval of the WFP information classification system and completion and updating of the related software.</p> <p>OSE's approach to EPR knowledge management and learning will continue to inform the development of the initiative.</p>	<p>December 2016</p>



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SYNTHESIS REPORT OF THE EVALUATIONS OF WFP'S EMERGENCY PREPAREDNESS AND RESPONSE

Recommendations	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 4: Taking greater advantage of its involvement in global humanitarian reform processes such as the World Humanitarian Summit and discussions on humanitarian financing, WFP should emphasize:</p> <ul style="list-style-type: none"> ➤ giving more balanced consideration to all types of emergency operation, including chronic, lower-level and under-funded or “forgotten” crises; ➤ reducing demands on field staff associated with global processes and focusing limited resources on improving the quality of emergency response, including better communication with and accountability to affected populations and more emphasis on gender and protection; and ➤ disseminating WFP’s positive experiences with advance financing among other agencies and partners, supporting partners in setting up similar mechanisms, and advocating to increase advance financing (EMG, Deputy Executive Director, OED, OSE). 	<p>EMG, Deputy Executive Director, Office of the Executive Director (OED), OSE</p>	<p>Agreed.</p> <p>WFP continues its engagement in the World Conference on Disaster Risk Reduction, Financing for Development, the Sustainable Development Goals, the 2015 Paris Climate Conference and the World Humanitarian Summit, advocating for balanced consideration of emergency operations and their contexts: in discussions on indicators for disaster risk reduction, for example, WFP argues for the inclusion of people affected by drought; in its submission to the World Humanitarian Summit, WFP argues for context-specific and flexible delivery systems. WFP warmly appreciates the support of Member States, especially in inter-governmental negotiations.</p> <p>WFP’s post-2015 task force – the Deputy Executive Director and staff from Headquarters, regional bureaux and the New York, Geneva and Addis Ababa offices – is involved in these processes. WFP and its partners are promoting tools such as Transformative Agenda protocols.</p> <p>WFP is involved in initiatives for humanitarian financing and shares ideas through the IASC, the High-Level Panel on Humanitarian Financing and the World Humanitarian Summit on issues raised by the Executive Director regarding emergency relief coordinators and IASC principals. Other examples include WFP’s assistance with establishing emergency capacity in the World Health Organization and its involvement in a multi-agency initiative on forecast-based financing funded by Germany. These processes will continue after the World Humanitarian Summit.</p>	<p>May 2016</p> <p>December 2016</p> <p>Ongoing</p>

ACRONYMS USED IN THE DOCUMENT

EMG	Executive Management Group
EPR	emergency preparedness and response
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
INC	Innovation and Change Management Division
OED	Office of the Executive Director
OSE	Emergency Preparedness and Support Response Division