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UPDATE ON WFP'S ROLE IN THE COLLECTIVE HUMANITARIAN 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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EXECUTIVE SUMMARY

The scale and scope of humanitarian crises have intensified since the last report to the Board on the collective humanitarian response submitted to its 2014 Annual Session. The exceptional level of need for humanitarian assistance has put humanitarian actors under intense pressure to maintain current levels of delivery. While crises in the Central African Republic, Mali, Nepal and elsewhere required scaled-up operations, system-wide Level 3 responses were either activated or extended in Iraq, South Sudan, the Syrian Arab Republic and Yemen.

The Inter-Agency Standing Committee Transformative Agenda, designed to improve the timeliness and effectiveness of humanitarian response, has facilitated a more collective approach. A number of emerging trends necessitate further adjustments in the current humanitarian response model, including: i) an increased emphasis on accountability to people affected by crises; ii) the growing number of affected people living in urban areas; iii) ensuring that protection concerns are a primary driver in all responses; iv) increasing politicization of humanitarian action; v) the widening gap between needs and resources; vi) calls for enhanced preparedness and nationally led responses.

WFP continues to make active contributions and share good practices to inform consultations and work towards positive outcomes of processes shaping the future global humanitarian agenda. The Deputy Executive Director's posting to New York in 2015 to steer WFP's engagement in global processes underlines WFP's firm commitment to these efforts.

Future focus areas include: ensuring appropriate staff competencies and expertise; maximizing the value of partnerships; increasing risk reduction and prevention; identifying new sources of funding; and innovating through the use of new technologies and social media.

DRAFT DECISION^{*}

The Board takes note of "Update on WFP's Role in the Collective Humanitarian Response" (WFP/EB.2/2015/4-B) taking into account considerations raised by the Board during its discussion.

^{*} 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.

A YEAR IN REVIEW: WFP'S ROLE IN THE COLLECTIVE HUMANITARIAN RESPONSE

1. Unprecedented levels of humanitarian need have resulted from more frequent and intense natural disasters, widespread conflict and displacement and public-health emergencies involving multiple countries. Complex conflicts are now the primary cause of humanitarian emergencies: their scale and longevity have pushed the international community beyond its capacity and prompted large-scale cross-border movements of people.

Implementation of the Inter-Agency Standing Committee Transformative Agenda

2. WFP participated in developing guidance on the Transformative Agenda,¹ which was issued by the Inter-Agency Standing Committee (IASC) in August 2015. This guidance aims to engender stronger inter-agency engagement in country-level priority setting and planning through humanitarian country teams and clusters. It provides the framework for joint management of the inter-agency humanitarian programme cycle and the development of humanitarian response plans for 2016. Following a protracted period of development at the global level, the guidance should lead to improved strategic orientation and efficiencies at the field level.
3. WFP remains deeply committed to operationalizing the Transformative Agenda and mainstreaming it into WFP processes and protocols. As a member of the IASC Emergency Directors Group (EDG), WFP is involved in assessing the need for system-wide Level 3 responses and reviewing the performance of Humanitarian Coordinators and humanitarian country teams. WFP participated in EDG missions to Mali, Senegal, Somalia, Sudan, South Sudan and Yemen in 2014, and Nigeria and Ukraine so far in 2015. WFP senior managers joined operational peer review missions to the Central African Republic in 2014 and the Syrian Arab Republic in 2015, which addressed practical constraints to field operations.
4. WFP took part in the EDG 2014 annual review of operations, covering lessons learned from: i) IASC system-wide Level 3 emergency responses in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic; ii) ongoing large-scale operations; iii) EDG "watch list" contexts; iv) the Ebola response; and v) cross-cutting issues affecting multiple operations. It helped set the priorities of the EDG-managed Senior Transformative Agenda Implementation Team in rolling out the Transformative Agenda at the field level and ensuring its coherent application in operations.
5. WFP continues to refine emergency preparedness and response training modules related to the Transformative Agenda, such as the Corporate Response Exercise and the Functional and Support Training for Emergency Response (FASTER). Elements of the Transformative Agenda have been included in three WFP-led or co-led cluster training modules.

¹ This includes the: Humanitarian Programme Cycle Reference Module; Multi-Agency Needs Assessment Guidance; Emergency Response Preparedness Guidance; Cluster Coordination Reference Module; and Inter-Agency Humanitarian Evaluation (IAHE) Module.

Programme and Emergency Response

6. Lessons from the Philippines and the Syrian Arab Republic have demonstrated that WFP's focus on preparedness has improved its response capacity. In the Syrian Arab Republic, preparedness activities implemented as part of the Emergency Preparedness and Response Package and the Corporate Response Exercise just before the outbreak of the crisis in 2013 helped to prepare staff. Investments in preparedness are necessary to mitigate risks and optimize the limited human and financial resources.
7. In the Philippines, relief stocks in place when Typhoon Haiyan struck helped reduce response time. WFP's government partnerships enabled a more timely response and well-coordinated operation. Thanks to existing government infrastructure for cash delivery WFP was able to scale up cash distributions quickly and channel food distribution through government counterparts.

Access and Proximity

8. Access and proximity to affected people was a challenge in 2014 and 2015. Security remained the primary impediment, especially in Afghanistan, the Central African Republic, Iraq, Pakistan, South Sudan, the Syrian Arab Republic and Yemen. WFP lowered risks to staff by negotiating security guarantees directly with belligerent forces, establishing access strategies and training teams. Afghanistan's access strategy enabled an estimated 20 percent increase in access during 2014, one of the country's most violent years.
9. Delays in and denials of administrative authorizations also seriously hindered the timeliness and coverage of WFP's assistance. In Iraq, the Syrian Arab Republic and Yemen, both government and non-state actors denied WFP access to reach those in need. Internal policy approaches to security risk management, such as the use of armed escorts, and structural arrangements in some contexts for a United Nations' integrated presence challenged perceptions of impartiality and neutrality, and made it difficult to ensure the safety and security of humanitarian staff.
10. Experiences such as in Afghanistan and the Central African Republic have shown that establishing contact with non-state forces can sometimes be more challenging than negotiating with those forces. While direct negotiation at the local level tends to be the most difficult form of communication, it is also the most effective way of gaining credible assurances of security. The personality-driven nature of such communications invariably complicates the process, reinforcing the need for effective context analysis, including a register of major power brokers and their contact details, and the constant re-evaluation of access plans.
11. Despite these challenges, WFP and its partners have developed innovative approaches to securing access and proximity. The integrated rapid response mechanism established in South Sudan in 2013 by WFP and the United Nations Children's Fund (UNICEF) was replicated in 2014 with several partners in the Democratic Republic of the Congo and Iraq. WFP is now reviewing its approaches to access in various contexts: the Policy and Programme Division recently launched a project to enhance WFP staff capacity for analysis and strategizing in relation to obstacles to access.

Evaluation

12. In 2014 and 2015, the Office of Evaluation continued to participate in the IASC Steering Group convened by the Office for the Coordination of Humanitarian Affairs (OCHA) to improve inter-agency humanitarian evaluation. The guidelines developed were applied to the 2014 evaluation of the Typhoon Haiyan response in the Philippines, and

adapted for the inter-agency humanitarian evaluations in the Central African Republic and South Sudan. The Office of Evaluation is participating in the Inter-Agency Humanitarian Evaluation Steering Group's meta-analysis of evaluations related to the Syrian crisis response, part of the Coordinated Accountability and Lessons Learning Initiative.

Humanitarian Financing

13. In 2014, WFP received USD 5.6 billion – 66 percent of its USD 8.5 billion needs. Host governments provided USD 210 million, the largest amount ever. The Central Emergency Response Fund (CERF) was eighth among WFP's donors, providing more than USD 137 million; country-based emergency response funds provided USD 2.3 million and common humanitarian funds USD 10.1 million. Humanitarian needs continue to outstrip resources. New ways must be found to make best use of resources, increase the predictability of funding and create funding mechanisms.
14. As of August 2015, WFP had received USD 84.6 million in pooled funding to support emergency operations, of which 83 percent – USD 70.8 million – came from the CERF. Since its inception in 2006, the CERF has been a top-ten donor to WFP, with WFP one of its largest recipients.
15. A 2014 evaluation of WFP's use of pooled funds found that their timeliness, predictability and additionality made positive contributions to WFP's operations; the CERF rapid-response window in particular facilitated rapid response. However, pooled funds served more to reinforce existing coordination structures than to address weak or absent systems. Evaluation recommendations included: strengthening the life-saving focus of pooled funds; reducing the earmarking of grants; and enhancing contributions from pooled funds to support common services in emergencies.

Global Clusters and Common Services

⇒ *Emergency telecommunications cluster*

16. Since the last report, the emergency telecommunications cluster (ETC) provided shared telecommunications services to over 5,000 humanitarian workers in the Central African Republic, Iraq, Nepal, South Sudan, the Syrian Arab Republic, Vanuatu, Yemen and West Africa.
17. The newly adopted ETC 2020 strategy aims to improve digital aid. The cluster is working through Communications with Communities, an inter-agency initiative to improve accountability to affected people, to enable disaster-affected people to communicate and to support their leadership. It is supporting governments in building their communications resilience and has decentralized preparedness activities. The cluster will improve connectivity and energy solutions and continue to provide timely, predictable and effective emergency communications services to the humanitarian community.

⇒ *Food security clusters*

18. There are 36 food security clusters and similar coordination mechanisms around the world. In 2014, the global cluster responded to Level 3 emergencies in the Central African Republic, Iraq, the Philippines, South Sudan and the Syrian Arab Republic.
19. The global cluster has increased its readiness for emergencies by organizing training sessions and managing a roster. In 2014 and 2015, 116 potential cluster coordinators were trained during six sessions, 77 percent of whom were included in the roster; 57 percent of those on the roster have been deployed to country clusters.

⇒ *Logistics cluster*

20. In 2014, the global logistics cluster supported 13 operations – 5 of them Level 3 emergencies – and provided transport and storage support to 160 humanitarian organizations. Following the Nepal earthquake, the cluster: activated nine logistics hubs and several trailhead camps; handled 11,300 mt of cargo for 121 organizations; and provided aviation support to 97 organizations. Alternative delivery mechanisms, including teams of mountaineers, pack animals and other unconventional delivery mechanisms, were used to access challenging areas. The new staging area at Kathmandu Airport, inaugurated a month prior, was crucial to the response.
21. To foster partnership and collaboration, annual cluster meetings gathered over 150 participants from 60 organizations to discuss cluster operations, share feedback on cluster performance and make plans. Cluster members trained partners in cluster coordination and facilitated FASTER and WFP information management training. At the logistics response team training in April 2015, 24 logisticians from 21 humanitarian organizations were trained in emergency response methodology.

⇒ *United Nations Humanitarian Response Depot*

22. In 2014, the United Nations Humanitarian Response Depot (UNHRD) managed USD 50 million of stocks in six locations, supporting 37 humanitarian partners and deploying 17 members of its rapid response team to support operations. Over 33,000 cubic metres of relief items and emergency equipment were dispatched to 104 countries compared to 90 countries in 2013. In August 2015, UNHRD had 69 partners – a 70 percent increase in five years.
23. The 2014–2017 UNHRD strategy focuses on: operational response; efficient processes; outreach for preparedness; and long-term sustainability.

⇒ *United Nations Humanitarian Air Service*

24. At the request of humanitarian country teams, the United Nations Humanitarian Air Service (UNHAS) facilitates humanitarian access to remote locations, often under precarious security conditions. In 2014, UNHAS carried 241,000 passengers and transported 3,930 mt of cargo to 258 destinations. Since April 2015, UNHAS has been flying regularly from Djibouti to Yemen, providing a vital service during the crisis. Between January and June 2015, UNHAS evacuated 847 humanitarian employees from several locations. By August 2015 UNHAS was operating flights in 19 countries, serving more than 300 destinations.

Responding to the Ebola Crisis

25. The UNHRD hub in Accra hosted the United Nations Mission for Ebola Emergency Response (UNMEER) during the first months of its operation in 2014/15. Following a request from UNMEER, WFP activated an integrated common services platform for the first time in its history by providing the backbone of the logistics response to the Ebola crisis in Guinea, Liberia and Sierra Leone. A food security cluster was activated in Liberia and the emergency telecommunications cluster expanded to provide services to health workers, government responders and humanitarians at eighty facilities in the three countries.
26. UNHRD dispatched 1,600 mt of construction materials and equipment valued at USD 14 million from hubs in Accra, Brindisi, Dubai and Las Palmas to remote hubs, Ebola treatment units and community care centres. For highly specialized items, UNHRD engaged new suppliers and undertook market assessments. Regional staging areas were

established at the Accra and Las Palmas depots; by August 2015, UNHAS had transported over 23,000 health workers and other humanitarian staff. UNHAS was the first to evacuate humanitarian staff with Ebola symptoms using specially equipped helicopters. In cooperation with the Government of Senegal, WFP constructed a humanitarian terminal at Dakar International Airport to facilitate the movement of humanitarian staff travelling to and from Ebola-affected countries.

27. WFP also supported the World Health Organization (WHO) in its response. WHO's district-by-district approach, implemented through a WFP–WHO joint framework, leveraged WFP's operational capacity to allow WHO to track down and contain the Ebola virus. Through WFP's leadership of the logistics cluster – and with support from the United Parcel Service – a staging area in Cologne was dedicated to the consolidation of air shipments. UNICEF created a coordination cell in Copenhagen to share information on air cargo capacity and allow for co-loading of flights in order to increase speed and lower costs.

Global Processes Shaping the Humanitarian Environment

28. Under the leadership of its Deputy Executive Director, who was relocated to New York in early 2015, WFP is contributing to several global processes shaping the future humanitarian and development environments. These include the post-2015 sustainable development agenda negotiations, the World Conference on Disaster Risk Reduction in Sendai in March, which set targets and priorities for disaster risk reduction, incorporating food security and nutrition as key elements in the road map for building resilience; and the Third International Conference on Financing for Development in Addis Ababa in July, which established new financing mechanisms. In September WFP participated in the Special Summit on Sustainable Development in New York, where the Sustainable Development Goals were adopted.
29. WFP is preparing for the United Nations Climate Change Conference in Paris in December by helping countries to address the impacts of climate change on food security and build resilience. In the lead-up to the Habitat III Conference on Housing and Sustainable Urban Development to be held in October 2016 in Quito, WFP is ensuring that safety nets are prioritized in urban areas.
30. The World Humanitarian Summit is providing a fresh opportunity to review the architecture of humanitarian action. WFP has been engaged in the deliberations both at the global level and throughout the regional consultations. This includes participation in regional steering groups, the Executive Director's participation in two regional consultations in the Pacific and South and Central Asia, and the commitment of two senior staff to thematic teams on humanitarian effectiveness and transformation through innovation.
31. In August 2015, WFP sent a written submission to the World Humanitarian Summit Secretariat, highlighting its priorities: i) enhancing the complementarity between humanitarian and development assistance; ii) safeguarding the foundations of humanitarian action; and iii) better serving people in need. WFP and UNICEF also led the development of a paper on the role of cluster lead agencies in the collective response. In preparation for the October 2015 Geneva Global Consultations, WFP out-posted a staff member to the World Humanitarian Summit Secretariat in Geneva to facilitate planning and provide substantive support, drawing on good practices and experience as a field-oriented organization.

EMERGING TRENDS

32. Political, economic and social challenges have significantly changed the global humanitarian environment over the last decade. These shifts require humanitarian actors to adjust and bring people into the centre of humanitarian response. WFP continues to refine its programming and response capacity, ensuring through its people-centred approach that targeted actions address increased needs and maximize the effectiveness of its response.

Accountability to Affected Populations

33. In the years following the IASC endorsement of the five commitments on accountability to affected populations,² work has been undertaken to increase collective accountability and embed the commitments in humanitarian response. Better coordination based on common standards is required along with greater country-level commitment; this requires the enhanced commitment of WFP and other actors, especially considering the unprecedented need, competing priorities and resource constraints.

Responding in Urban Settings

34. Conflicts such as those in Iraq and the Syrian Arab Republic are displacing a growing number of people into towns and cities. Natural disasters such as Typhoon Haiyan in the Philippines and the Nepal earthquake highlight the vulnerability of urban areas. New approaches, tools and capacities are being developed to match the unique contexts in towns and cities – including infrastructure and functioning markets – and the specific vulnerabilities of urban populations.
35. WFP participates in the IASC Reference Group for Meeting Humanitarian Challenges in Urban Areas and in the High-Level Committee on Programmes Urban Working Group, and contributed to a paper on urbanization and sustainable development. In addition, WFP is involved in the Adapting to an Urban World project with the Urban Settings Working Group led by the global food security logistics cluster, which aims to identify assessment tools and develop approaches for measuring food security in urban areas.

Refugees Living Outside of Camps

36. According to the Office of the United Nations High Commissioner for Refugees (UNHCR), only one-third of refugees globally reside in camps. Others reside in rural areas and the majority live in urban areas. In many countries, there is no legal framework for safeguarding refugees' rights and institutional arrangements are inadequate to provide for their basic needs. Refugees living outside of camps – including vulnerable groups such as women, children and elderly people – are exposed to greater protection risks and deprivation than those in camps.
37. WFP continues responding to the needs of refugees in urban areas. The Adapting to an Urban World project involves a joint study with UNHCR to understand issues related to targeting Syrian refugees in urban areas in Egypt, Jordan and Lebanon. WFP is also reviewing its approaches to assisting refugees outside of camps, including urban areas, in consultation with UNHCR.

² Leadership/governance; transparency; feedback and complaints; participation; and design, monitoring and evaluation.

Protection

38. Recent developments within the IASC and other United Nations bodies have placed human rights and protection more firmly on the humanitarian agenda. The Secretary-General's Human Rights Up Front initiative reinforced the United Nations commitment to human rights and the IASC has prioritized protection as a strategic concern since 2013. This increased focus brought a comprehensive understanding of protection, which includes all aspects of humanitarian response. In South Sudan and the Syrian Arab Republic for example, humanitarian country teams developed their own protection strategies. But despite these positive developments, more work is needed to capitalize on the capacities of different humanitarian actors. WFP is working to ensure that protection remains at the centre of all humanitarian response through protection-sensitive programming.

Gender Mainstreaming

39. WFP's gender policy requires that gender and age analysis be included in all broader analyses of context and of nutrition. This enables better insights into beneficiaries' specific needs, roles, vulnerabilities, risks, including: gender-based violence, sexual exploitation and abuse, access to resources, coping strategies and capacities of women, men, girls and boys. In crises, rapid gender and age analysis considers pre-existing inequalities and the impact of the crisis on them. WFP's food assistance policies and programmes adhere to the IASC gender marker and minimum standards for prevention and mitigation of gender-based violence, which WFP adapted for use in the food and nutrition sectors.

Humanitarian Preparedness and Early Response

40. There is wide recognition that greater analysis and early warning regarding natural, economic and political risks are required for preparedness. WFP continues to improve its multi-hazard risk analysis and early warning practices with improved data, technology and partnerships. Given the growing risks from weather extremes, WFP is investing in food security before, during and after natural disasters through medium-term and seasonal climate forecasts. Through forecast-based financing, WFP is testing mechanisms to trigger preparedness and response actions before shocks occur. WFP recently launched the Food Security Climate Resilience Facility initiative to improve preparedness and early response to climate disasters, and build resilience in post-disaster recovery operations.

41. Geodata sharing, meteorological forecasting, satellite imagery and mobile data-collection tools are being employed to improve preparedness. These tools are building resilience in areas affected by recurrent crises and enabling more effective coordination and response. By combining satellite images that represent rainfall and vegetation with seasonal forecasts, WFP can track growing seasons and assess risks and impacts on vulnerable livelihoods.

42. WFP co-chairs with the United Nations Development Programme (UNDP) the IASC Task Team on Preparedness and Resilience (TTPR). The TTPR formulated the IASC Emergency Response Preparedness, which is largely based on WFP's Emergency Preparedness and Response Package (EPRP), and the IASC/United Nations Development Group (UNDG)/United Nations Office for Disaster Risk Reduction (UNISDR) Common Framework for Preparedness for building preparedness of national and local actors. In support of the EDG, the TTPR prepares inter-agency early warning reports highlighting readiness status against specific risks; WFP is the facilitating agency for the analyst group.

43. To ensure smooth and well-coordinated country-led responses, WFP continues to work with governments to build national and local capacities for responding to shocks and reducing disaster risk; WFP also complements national capacity when needed. In the Philippines, WFP's response to Typhoon Haiyan was largely delivered through the national social protection system. Through the Livelihoods, Early Assessment and Protection project in Ethiopia, WFP helped the Government to link early warning and risk-transfer mechanisms with conventional social protection schemes. In Malaysia, UNHRD provides annual humanitarian logistics training for the disaster-management officers of the Association of Southeast Asian Nations member states.

Politicization of Humanitarian Response

44. Increasingly, humanitarians are being asked to respond to human-made complex emergencies where state and non-state actors attempt to interfere in humanitarian response for their own political or security purposes. The increasing instrumentalization of humanitarian assistance by state and non-state actors represents an additional obstacle to principled humanitarian access and ultimately limits the humanitarian community's effectiveness in responding.
45. Such politicization of aid – for example attempts to prevent aid from reaching opponents and to direct it to supporters, tying humanitarian assistance to counter-terrorism measures and activities for stabilizing fragile states, or other conditions for selecting who receives assistance and how the assistance is delivered – distorts perceptions about the neutrality and operational independence of WFP and the impartiality of its food assistance, and also increases the security risks for WFP staff and partners. To avoid actual or perceived alignment with the political objectives of any particular government or non-state actor, WFP must carefully and continuously assess and manage perceptions of its neutrality and balance the pursuit of this principle with others – humanity and impartiality – to respond to the needs and priorities of conflict-affected populations.

Integrated Presence

46. In United Nations integrated presences, WFP engagement is premised on ensuring access to those in need and on seeking opportunities for further cooperation with United Nations peacekeeping and special political missions. However, decisions about the structural configuration and working arrangements in United Nations integrated settings do not always adequately consider the potential risks of very visible engagement between United Nations peacekeeping missions – particularly those with a mandate that includes peace enforcement tasks – and humanitarian actors. Furthermore, the security priorities in integrated United Nations settings do not always sufficiently take into consideration the differences in risk tolerance and mitigation measures between missions and humanitarian actors. There have been instances where some humanitarians have felt pressure from the mission to use armed escorts beyond the use of last resort called for in IASC guidance. Other challenges in United Nations integrated settings relate to the perceived – and sometimes actual – overlap between the mission's activities and humanitarian work, such as quick-impact projects, and the lack of distinction between mission and humanitarian advocacy and communication, including in access negotiations. All of these issues potentially have an impact on WFP's ability to access affected populations and deliver effectively.

47. At the policy level, WFP has contributed to three important United Nations reviews: the High-Level Independent Panel on United Nations Peace Operations (HIPPO); the Advisory Group of Experts on Review of Peacebuilding Architecture; and the Global Study on Women, Peace and Security. Throughout, WFP has advocated for consistent implementation of the Integrated Assessment and Planning Policy. To date, all reports have called for tailored, coherent and inclusive processes and – particularly the HIPPO – for United Nations peace operations that are people-centred and that reaffirm the need to maintain a clear distinction between peacekeeping operations with enforcement mandates and humanitarian actors and objectives.

Humanitarian Financing

48. The gap between humanitarian requirements and available financing – estimated in 2014 to be USD 7.5 billion – continues to grow despite record levels of funding in 2014. According to OCHA’s mid-year status report,³ the USD 16.4 billion consolidated appeal for 2015 addressed the needs of 57.5 million people in 22 countries. By June 2015, the appeal expanded to respond to crises in 15 more countries affecting 21.4 million people with a USD 2.4 billion increase in the amount of assistance required. As of June 2015, 26 percent of the overall USD 18.8 billion required had been funded.

49. The inclusion of food security and nutrition in the Addis Ababa Action Agenda and the post-2015 outcome document is welcome recognition that realizing the Zero Hunger Challenge requires increased investment in social protection, rural development, disaster risk reduction and capacity development. WFP has seconded a staff member to the Secretary-General’s High-Level Panel on Humanitarian Financing, which focuses on the gap between growing humanitarian needs and available resources. The panel is expected to submit its recommendations in November 2015 to frame World Humanitarian Summit discussions.

50. WFP is also an active member of the IASC Task Team on Humanitarian Financing, serving as the group’s co-sponsor and co-leading a study with the United Nations Population Fund focusing on how conditional donations affect United Nations agencies and international non-governmental organizations. The study findings will be used to develop advocacy for the Good Humanitarian Donorship initiative, the Secretary-General’s High-Level Panel and the World Humanitarian Summit.

THE FUTURE

51. WFP will continue adapting its capacities to ensure the efficiency and effectiveness of its operations.

Adapting Staff Competencies and Expertise

52. WFP is making progress on its People Strategy with respect to its staff members’ ability to respond to emergencies. Through the recently developed career framework, programming for emergencies has been included as one of five core competencies for staff members working in the programme policy function; the skills-development opportunities have been increased and the job profiles of programme policy officers updated. In addition, programming for emergencies is being emphasized in job profiles within other functional areas.

³ OCHA. 2015. “Global Humanitarian Overview: Status Report”.

New Financing Architecture

53. A new financing architecture is required for investment to address the variety of factors contributing to vulnerability and risk: costs of service delivery, targeting, ensuring appropriate responses, innovation and technology are all part of the equation. There are limits to how much additional financing can be mobilized from current revenue sources.
54. Innovative financial mechanisms are being pursued that allow for higher levels of short-term funding, greater predictability and more cost-effective use of existing resources. The principles are: i) financing should be as predictable, timely and flexible as possible; ii) financing should be efficient and cost-effective; iii) funding should be accessible by all humanitarian actors; iv) national response capacities should be strengthened; v) early response capabilities should be institutionalized; and vi) transformative change is necessary to meet growing financial needs.
55. WFP is also working with IASC partners on proposals related to the Good Humanitarian Donorship principles, including how to incentivize investment in disaster preparedness, which can reduce costs of humanitarian response.

Adjusting WFP Programme and Emergency Response

56. WFP supports a coordinated approach to securing access to beneficiaries, including by negotiating permission for operations and leading the logistics cluster. It is developing guidance and training materials on access, and working to facilitate access through community engagement and more flexible security measures.
57. WFP will ensure that its approach to access is coherent with United Nations integration, while engaging in assessment and planning to sustain access over the long term. To mitigate the potential impacts of national counter-terrorism measures on its operations, WFP is reviewing its policies, engaging in inter-agency discussions and conducting due diligence.
58. In situations of limited access, WFP will continue to expand the use of innovations including: i) voice and text messages for needs assessments; ii) food security and programme monitoring; iii) communication with affected populations; iv) cash-based transfers using electronic cards when needed; v) third-party monitors; and vi) the potential use of drones for assessing the security, assistance and logistics needs. Where feasible in refugee operations, WFP and UNHCR biometrics will be linked to enhance food-assistance delivery, ensuring more accurate targeting and streamlined distribution.

Innovation through Technology

59. The widespread adoption of new technologies has created a paradigm shift in humanitarian action, generating new solutions. WFP has a history of bringing innovations to scale while ensuring their maximum benefit. For example, the Digital Food programme, in collaboration with MasterCard, has reached 800,000 Syrian refugees in Lebanon. This innovative cash-based transfer programme allows refugees to buy food at local shops using electronic cards. In addition to boosting the local economy, the programme makes WFP's operations more efficient and cost-effective.
60. Other innovative approaches that increase efficiency and reduce costs include a biometrics project in Kenya that cross-references beneficiaries' fingerprints against UNHCR's refugee registration database, ensuring that rations are distributed only to intended recipients. Through better beneficiary targeting, WFP has been able to save USD 1.5 million per month.

61. An equally powerful innovation is WFP's mobile vulnerability assessment and mapping (mVAM), which uses mobile phone surveys to collect household food security data. Launched in ten countries, including those affected by Ebola, mVAM has proven a reliable, fast, safe and cost-effective means of assessing vulnerability in remote areas. WFP uses mVAM to conduct 10,000 surveys each month, benefitting millions of people.

Social Media

62. WFP will increase its use of social media to raise awareness and mobilize resources in support of its work. In June 2015, WFP launched the ShareTheMeal application, which allows users to share meals with children in need using their Smartphones. In the first two months following its release, over 100,000 users downloaded ShareTheMeal worldwide and donated more than USD 600,000. Integration with Facebook and Twitter further increases awareness of WFP and encourages others to share meals.

ACRONYMS USED IN THE DOCUMENT

CERF	Central Emergency Response Fund
EDG	IASC Emergency Directors Group
ETC	emergency telecommunications cluster
FASTER	Functional and Support Training for Emergency Response
HIPPO	High-Level Independent Panel on United Nations Peace Operations
IASC	Inter-Agency Standing Committee
mVAM	mobile vulnerability assessment and mapping
OCHA	Office for the Coordination of Humanitarian Affairs
TTPR	Task Team on Preparedness and Resilience
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNMEER	United Nations Mission for Ebola Emergency Response
WHO	World Health Organization