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**Executive Board  
Second Regular Session**

**Rome, 9–13 November 2009**

## **EVALUATION REPORTS**

**Agenda item 6**

*For consideration*



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## **MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE STRATEGIC EVALUATION OF WFP'S CONTINGENCY PLANNING (2002–2008)**

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## 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 WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Director, Performance and Accountability Management Division:	Ms R. Hansen	tel.: 066513-2008
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).



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## BACKGROUND

1. The Secretariat appreciates the evaluation recommendations, which highlight the importance of senior management commitment to contingency planning and developing staff skills for preparedness.
2. The Secretariat reaffirms its commitment to enhancing staff capacities for contingency planning and preparedness and will assure accountabilities for these functions.
3. The Secretariat's responses to the recommendations are presented in the attached matrix.



**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT TO THE STRATEGIC EVALUATION OF WFP'S CONTINGENCY PLANNING (2002-2008)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Strategic Recommendation 1:</b> 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. Specific operational recommendations include those below.</p>	<p>Operations Department – Emergency Preparedness Branch, Performance and Accountability Management Division</p>	<p>Agreed.</p>	
<p><b>Operational recommendation 1.1:</b> Focus on the objective of ensuring that WFP (and particularly each WFP country office) is aware of potential risks and prepared to respond appropriately when needed. Prepare detailed contingency plans only for imminent or well-defined threats. Develop and use other tools to ensure awareness and more general preparedness. Update the Emergency Preparedness and Response Framework (EPRF) accordingly.</p>	<p>Operations Department – Emergency Preparedness Branch, regional bureaux, country offices</p>	<p>Partially agreed. This recommendation focuses only on contingency planning and, as noted later, a more comprehensive approach is required.</p> <p>WFP has been providing the regional bureaux and country offices with guidance in developing contingency plans. In consultation with them, WFP will continue to develop guidance for the new WFP Integrated Preparedness Framework. This will include comprehensive hazard and risk analysis, contingency planning and business continuity planning. Through this process, programme and operational needs will be identified, critical functions prioritized, control measures developed to mitigate risks, and recovery strategies developed to ensure the continuity of essential operations and programme delivery. Once this process is completed, the EPRF will be updated accordingly.</p>	<p>December 2010</p>
<p><b>Operational recommendation 1.2:</b> Establish risk analysis and preparedness review – followed by contingency planning when needed – as an integral part of regular planning, management and reporting processes.</p>	<p>Operations Department - Emergency Preparedness Branch, regional bureaux, country offices</p>	<p>Agreed. It is expected that when the new preparedness framework is finalized and approved it will become part of the regular planning management and reporting process.</p>	<p>December 2010</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Operational recommendation 1.3:</b> Integrate current contingency planning activities, pandemic planning, business continuity planning, security planning and risk management in a combined analysis and planning framework, in particular at country office level.</p>	<p>Operations Department - Emergency Preparedness Branch</p> <p>Performance and Accountability Management Division</p> <p>Resource Management and Accountability Department</p>	<p>Agreed. In consultation with field offices, a new preparedness framework will be drafted that integrates and harmonizes risk analysis, business continuity planning and contingency planning. To ensure synergy between risk analysis and other preparedness tools, the Emergency Preparedness Branch and the Performance and Accountability Management Division will develop a comprehensive framework for integrating contingency planning, pandemic and other business continuity planning at the country office level. Training modules for risk management that incorporate these elements will be developed. To support country offices' integration of contingency planning with other processes related to risk management, the Branch and the Division will jointly develop a risk profile register to record, track and report on risk indicators and mitigation actions taken.</p> <p>Within the Resource Management and Accountability Department, a two-year Committee of Sponsoring Organizations of the Treadway Commission (COSO) project is being established to develop and roll out corporate enterprise risk management and internal control frameworks. The COSO project deliverables and outputs will subsequently be integrated into ongoing work on risk management.</p>	<p>December 2010</p> <p>July 2011</p>
<p><b>Operational recommendation 1.4:</b> Reorient contingency planning more specifically to anticipate and solve potential problems and build preparedness capacities.</p>	<p>Operations Department Emergency Preparedness Branch</p>	<p>Agreed. Contingency planning will continue to address and anticipate specific, well-defined threats. It will also continue to strengthen the preparedness capacity of WFP.</p>	<p>Ongoing/ December 2010</p>
<p><b>Operational recommendation 1.5:</b> Continue to be proactive in supporting and seeking inter-agency contingency planning and ensure that risk analysis and contingency planning by WFP complements (does not duplicate) inter-agency efforts, including those of clusters.</p>	<p>Emergency Preparedness Branch, regional bureaux, country offices</p>	<p>Agreed. In keeping with current practice and in its role as co-chair for the Inter-Agency Standing Committee Sub-Working Group on Preparedness and Contingency Planning, WFP will continue to support inter-agency efforts and integrate the comparative advantages of the knowledge bases of other specialized agencies.</p>	<p>Ongoing</p>



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<p><b>Operational recommendation 1.6:</b> Reinforce the links between contingency planning and current and emerging early-warning systems within WFP and at the inter-agency level. Assure reporting on the evolving situation and preparedness action taken, or the reasons for inaction.</p>	<p>Emergency Preparedness Branch, regional bureaux</p>	<p>Agreed. WFP will continue to improve the links among early warning and contingency planning at Headquarters, regional bureaux and country offices and at the inter-agency level.</p>	<p>Ongoing</p>
<p><b>Strategic Recommendation 2:</b> Reaffirm and consolidate commitment to - and support and accountability for - preparedness, including contingency planning, as and when appropriate. Specific operational recommendations include:</p>	<p>Executive Board Senior management</p>	<p>Agreed.</p>	
<p><b>Operational recommendation 2.1:</b> Re-affirm the priority that WFP accords to being prepared to respond to humanitarian crises and needs using all relevant tools including contingency planning when appropriate; develop quality indicators; and clearly define responsibilities with related accountabilities and incentives for staff in all functional areas.</p>	<p>Executive Board Senior management  Human Resources Division</p>	<p>Agreed. When the new framework is finalized, appropriate reference to preparedness will be included in the job profiles of staff in all functional units.</p> <p>Agreed. The Human Resources Division will review the issues raised, and take action to ensure that accountabilities related to contingency planning and risk management are integrated into the professional generic job profiles. The review is expected to be completed by the end of 2009.</p> <p>The "Leading Operationally" training course to be delivered in November and December 2009 will include contingency planning and risk analysis modules.</p>	<p>December 2009</p>
<p><b>Operational recommendation 2.2:</b> Ensure, as a core function within WFP: i) the provision of necessary technical support to country offices (and regional bureaux) to facilitate risk analysis, preparedness and contingency planning processes; and ii) systems to monitor the quality of the outputs of those processes and ensure the learning and dissemination of lessons and the sharing of experiences among regional bureaux and country offices.</p>	<p>Operations Department, Emergency Preparedness Branch</p>	<p>i) Agreed. Efforts will be made to ensure allocation of funds to create positions in Headquarters and regional bureaux. Reflecting the Headquarters reporting line, the regional emergency preparedness officer will report directly to the Regional Deputy Director.</p> <p>ii) Preparedness actions will be integrated into the existing monitoring system. The current practice of disseminating lessons learned and experiences will be reinforced, clearly defining roles and responsibilities for information sharing.</p>	<p>Depending on funding, senior management and Board decision</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Operational recommendation 2.3:</b> Assure adequate long-term funding for the technical support and other functions outlined in these recommendations, and for specific contingency planning exercises as required.</p>	<p>Executive Board Senior management</p>	<p>As with other activities central to WFP's role in humanitarian response, long-term funding will be addressed in the current financial framework discussions. In the meantime, within current funding availability, priority will be given to guaranteeing technical support.</p>	
<p><b>Operational recommendation 2.4:</b> Include assessment of the role and impact of prior contingency planning and related preparedness measures in the terms of reference of all future evaluations of emergency operations (EMOPs) and any protracted relief and recovery operation (PRRO) for which there has been a budget revision to respond to a new crisis during the period under review.</p>	<p>Office of Evaluation</p>	<p>The Office of Evaluation agrees with the recommendation and, where a contingency plan has been prepared, will request an assessment of the extent to which contingency planning and related preparedness measures have influenced the relevance, efficiency, effectiveness, impact and connectedness of a subsequent EMOP or modified PRRO.</p>	<p>January 2010</p>
<p><b>Operational recommendation 2.5:</b> Establish cost–benefit measurement processes at the country office level to be able to assess the value of contingency planning against investment in the activity.</p>	<p>Emergency Preparedness Branch, regional bureaux</p>	<p>A study will be carried out to establish best practices and identify the appropriate methodology for analysing cost–benefit measurements. Depending on the outcomes, the appropriate tools will then be developed.</p>	<p>January 2011</p>
<p><b>Strategic Recommendation 3.</b> Build on field experience and initiatives to update the guidance materials and develop skills while institutionalizing the recommended revised approach. Specific operational recommendations include:</p>	<p>Emergency Preparedness Branch, regional bureaux</p>	<p>Agreed. All experiences and lessons learned will continue to be taken into consideration during the process of updating guidance material.</p>	<p>Ongoing</p>
<p><b>Operational recommendation 3.1:</b> Update the contingency planning guidelines and further develop the on-line tool kit to reflect the re-conceptualization proposed above, incorporate field experience, and emphasize the analysis of food security implications, response options, the anticipation of potential problems and the identification of ways to avoid or minimize such problems.</p>	<p>Emergency Preparedness Branch, regional bureaux</p>	<p>Agreed. The updating will be done as soon as the new preparedness framework is approved.</p>	<p>June 2011</p>



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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Operational recommendation 3.2:</b> Review policies and recent practice and develop practical guidance on how to ensure confidentiality for sensitive scenarios while encouraging the widest possible participation in preparedness reviews and contingency planning.	Emergency Preparedness Branch, regional bureaux	Agreed. Specific guidance will be prepared, in consultation with the regional bureaux and the field.	December 2009
<b>Operational recommendation 3.3:</b> Ensure appropriate skills development among staff in all functional areas, and include modules on preparedness and contingency planning in existing training activities.	Operations Department, regional bureaux, country offices	WFP has ongoing skills development training for staff. Once the new preparedness framework is finalized and approved, and depending on the funds, new training materials will be developed and presented to the regional bureau, and all relevant staff will be trained.	Ongoing June 2011
<b>Operational recommendation 3.4:</b> Consolidate arrangements and practices for inter-country contingency planning and planning for situations that may become corporate emergencies.	Operations Department, Emergency Preparedness Branch, regional bureaux	Partially agreed. The issue is not related to whether or not a situation may become a corporate emergency but to the effects of a situation on multiple countries. Subregional/multi-country contingency planning is being done when necessary. Procedures are in place and WFP will make efforts to improve these procedures on the basis of lessons learned.	Ongoing