



World Food Programme

Programme Alimentaire Mondial

Programa Mundial de Alimentos

برنامج الأغذية العالمي

Preparedness and Response Enhancement Programme (PREP)

ENGAGEMENT and BUDGET STRATEGY

BACKGROUND AND OVERVIEW

1. Given the emergency nature and mandate of WFP, emergency preparedness and response (EPR) enhancement efforts inherently span the entire organization and can be found in one form or another among nearly all of the initiatives at WFP. Within the broad scope of EPR Strengthening (EPRS), the Preparedness and Response Enhancement Programme (PREP) is actively engaged on a variety of levels.
2. The starting point for defining this engagement is leveraging the lessons learned recommendations from previous large-scale emergencies as well as senior management and staff feedback. To date, PREP has already identified over 60 EPR enhancement activities/initiatives contained within three (3) distinct categories¹ that align with PREP's objectives². For these, efforts have been made to address issues and incorporate aspects of "greening", sustainability, value for money (efficiency) and staff health and safety into these activities, where appropriate.
3. To date, several activities related to Objectives 1 and 2 have seen excellent advancement and good accomplishments³, with some still under development and to be implemented. Those related to Objective 3 are underway but, given their external nature, still require more time for rollout.
4. PREP's engagement with the specific EPR enhancement activities can be defined in a systematic and distinct way in relation to all initiatives at WFP. This is best depicted, along with their broad relationship to PREP's objectives, using a concentric circle approach with PREP-DIRECT, PREP-ASSOCIATED and PREP-SUPPORTING levels of engagement (see next section).
5. The concentric circle approach also elaborates the PREP budget strategy by which activities are funded. Funding for activities related to PREP are channelled through a variety of sources and mechanisms. These include Trust Funds (TF), Working Capital Financing (WCF), Special Operations (SO), Special Accounts (SA), etc. For individual enhancement activities which may be broad in scope (e.g. UNHRD), however, it is sometimes difficult to draw a clear distinction between the degree to which PREP will support them and to which other means are required.
6. PREP has derived a preliminary budget for its portfolio of activities. Given current and anticipated organizational changes, particularly through the Rapid Organizational Assessment

¹ Response Capacities; Abilities; External

² Objective 1: To strengthen WFP corporate response capacities to support emergency response for up to 6 million beneficiaries.
Objective 2: To strengthen the accountability and coherence of WFP's response management.

Objective 3: To strengthen partnership with national authorities, the international humanitarian community and other humanitarian actors for a more effective humanitarian response.

³ Examples include the development of an EPR Deployment and Training Strategy and a Generic Response Capability Model (GRCM) and the establishment of an independent stock of nutritious foods within the Forward Purchase Facility (FPF).

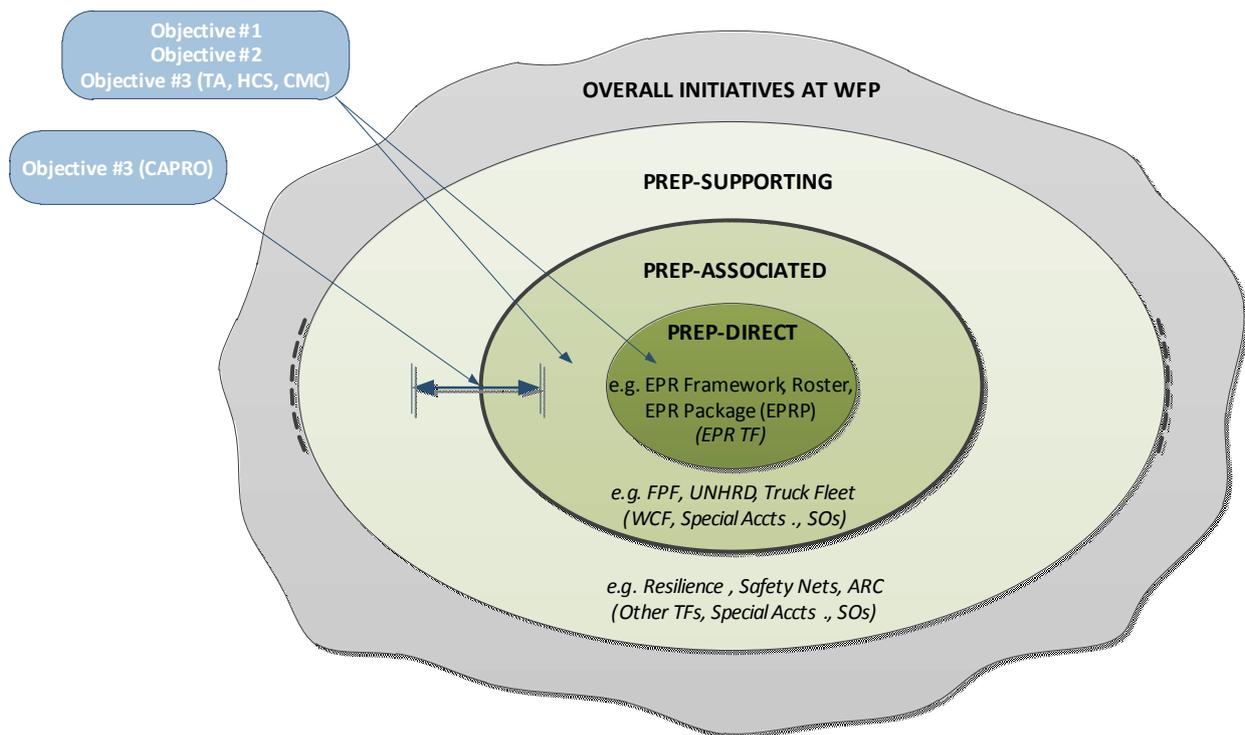
(ROA) and the Management Plan processes, it is not yet possible to establish a firm budget. The aim is to conclude the budgeting when the outcomes of these processes are clear.

7. However, at this time, initial projections of total PREP funding requirements over the three-year lifespan of the initiative are in the range of USD80-USD90 million, with roughly half having been resourced. Funding to date has come from core resources such as WCF and from extra-budgetary contributions channelled through SO/SAs.

CONCENTRIC CIRCLES OF PREP

8. The engagement and budget strategy of PREP can be depicted visually using concentric circles in the diagram below (Figure 1). A description of each circle follows.

Figure 1: Concentric Circles of PREP⁴



Prep-Direct (Inner Circle)

9. This category refers to activities that PREP is most directly involved in, linking to each of the three objectives. It includes those activities for which PREP has the primary responsibility to resource and to manage implementation. They may derive from the PREP Secretariat itself but may also be from within the broader Emergency Preparedness and Response division.

⁴ References made, among the Objectives, to TA, HCS, CMC and CAPRO represent Transformative Agenda (TA), Humanitarian Common Services (HCS), Civil-Military Coordination (CMC) and the Capability Partnership project with national disaster response entries (CAPRO). Other acronyms are explained in the text descriptions.

10. The revision of the Emergency Preparedness and Response Framework (EPRF)⁵, the development of a new Corporate Response Roster and the finalization and global implementation of the Emergency Preparedness and Response Package (EPRP)⁶ to all WFP Regional Bureaux and Country Offices are examples of PREP-DIRECT activities. Other notable examples include the development of an emergency lessons learned (LL) toolkit and system as well as a Corporate Response Exercise (CRX). These require continuous engagement of PREP until successfully mainstreamed and placed on a sustainable platform within the organization.
11. As EPRS is viewed as a *core* activity, most of the PREP-DIRECT funding requests are directed at core funding. However, on occasion, there are some pure extra-budgetary (XB) requests for very specific areas. In both cases, the primary funding mechanism used is the EPR Trust Fund.

Prep-Associated (Middle Circle)

12. This circle encompasses what PREP is doing indirectly and also linked to each of the three objectives. These are activities being led primarily by other areas of the organization but, while recognized as clearly contributing to overall EPRS, are consciously subsumed under the PREP umbrella.
13. In these cases, PREP actively assists through conceptual/project development as well as resource advocacy and mobilization. However, PREP does not directly manage the financing and implementation of these activities. Examples include the expansion of the Forward Purchase Facility (FPF) to include nutritional commodities (i.e. RUSF), the UNHRD non-food item expansion and enhancement, and support to the establishment of stand-by fleets of trucks in east and west Africa for immediate emergency deployments.
14. The primary funding sources and mechanisms for PREP-ASSOCIATED activities include advanced financing (e.g. Working Capital Financing (WCF) including the Forward Purchase Facility (FPF) and the Immediate Response Account (IRA)), Special Accounts and Special Operations.

Prep-Supporting (Outer Circle)

15. Among the numerous other initiatives throughout the organization, it is clear that there are activities that may be contributing in some way or another to the overall goal of PREP (i.e. enhancing EPR), whether currently identified or not. This circle is, therefore, the broadest category of engagement and often the most lightly associated. A specific component linked to PREP's third objective, however, is partially linked here.
16. As activities in this category are not necessarily linked to PREP at present, in most cases, PREP is neither involved in their conceptual development and implementation nor in their resourcing or advocacy. However, PREP has already developed a comprehensive list of corporate initiatives and has started to systematically sift through this outer circle category as part of its

⁵ This will lay the foundation for an EPR Policy to be developed in 2014.

⁶ The EPRP is a new corporate preparedness tool which combines contingency planning, business continuity planning, pandemic planning and risk assessments.

overall effort to review all initiatives. This will determine and define potential relationships to PREP and possibly bring these initiatives/activities into the middle circle category, clarifying what is truly contributing to corporate EPRS and can be considered PREP-ASSOCIATED.

17. This analysis, however, has been temporarily put on hold owing to the Rapid Organizational Assessment (ROA) and the Management Plan process. It will resume when clearer priorities are known. It is expected that initiatives with a dedicated trust fund or a special account, indicating greater legitimacy, will be focus of analysis.
18. Notwithstanding, PREP is well positioned to be applied as a coherent corporate framework to guide EPRS in WFP.

Overall Initiatives at WFP (External Area)

19. This external category, encompassing the PREP concentric circles, depicts the recognition of all initiatives at WFP as well as those that do not have any particular connection to PREP. As the initiatives currently in the outer circle (PREP-SUPPORTING) are assessed with respect to the programme, they may either shift into the PREP-DIRECT or PREP-ASSOCIATED areas if a relationship is determined or they may be classified into this external area if there is no connection to be made.
20. As any initiative/activity in this area would still contribute to the overall objectives of the organization, they may be re-reviewed at a later date with respect to PREP and brought in closer to the inner circles.

WAY FORWARD

21. The PREP programme is expected to conclude in mid-2014. However, prior to completion and as part of the preparations for a post-PREP transition, ownership of all on-going activities will be transferred to the most relevant divisions/units and sustainable funding sources identified, where appropriate. This will help to mainstream activities, as required, into WFP's programme of work.⁷
22. In this respect, a sustainability analysis of all PREP activities is already underway by a Senior Budget Analyst and four (4) broad categories have been identified in which to categorize activities, as they pertain to the way forward. These include:
 - (i) Investment with no recurrent cost implications;
 - (ii) Investment with cost-recovery solutions;
 - (iii) Mainstreaming through the Management Plan/PSA; and
 - (iv) Re-enforcing with additional directed (XB) support.
23. Notwithstanding, the Emergency Preparedness and Response division will continue to provide oversight and be the custodian of EPRS in WFP after the PREP period. This will be based on future and continuous learning and on general institutionalization (e.g. EPR Policy, related normative frameworks, etc.).

⁷ For more information, please see the Information Note on Sustainable Funding Strategies for PREP.