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Management response to the recommendations in the summary report on the evaluation of WFP's emergency preparedness policy

Background

This document presents the WFP management response to the recommendations in the summary report on the evaluation of WFP's emergency preparedness policy. The evaluation covered WFP's emergency preparedness policy of 2017 and had the aim of supporting accountability and learning and informing WFP's decisions on the future direction of the policy.

The evaluation made five recommendations, of which two are strategic and three operational. The following response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

Focal point:

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Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Implementation status
<p>Deadline: 2026</p> <p>Recommendation 1: Policy revision and implementation</p> <p>Conduct a participatory revision process with engagement of a wide range of relevant stakeholders, to update the policy and produce a strategy for implementation with partners. Include a theory of change, develop a comprehensive toolkit, a plan to establish an evidence base, and assign clear organization-wide responsibilities for emergency preparedness.</p>	Programme Policy and Guidance Division (PPG) (Analysis, Planning and Performance Division (APP), Supply Chain and Delivery Division (SCD), Programme Operations Department (PO), Emergency Coordination Service (COOE), Human Resources Division (HRM), regional bureaux)	Agreed				
<p>1.1 Update the WFP emergency preparedness policy on the basis of a thorough consultative process with external and internal stakeholders to reflect recent contextual changes and evolutions in thinking, practice and evidence in the area of emergency preparedness, including financing and partnerships approaches. As an integral part of the process, refine the definition of emergency preparedness, develop an emergency preparedness theory of change that incorporates conflict-sensitivity and links to resilience strengthening, gender-sensitive and inclusive approaches and other cross-cutting issues.</p> <p><i>Priority: High</i> (2026)</p>	PPG (APP, SCD, COOE, HRM, regional bureaux)	Agreed	1. The Emergency Preparedness and Response Service (PPGE) will lead the development of an updated policy that will be presented for Executive Board approval at the 2027 annual session. As part of this process, PPGE will review existing policies on emergencies with a view to incorporating them into the new policy, facilitating the decommissioning of those separate policies and the simplification of the policy framework.	PPG (APP, SCD, Deputy Executive Director and Chief Operating Officer Office (COO), regional bureaux)	June 2027	Not started

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<p>1.2 Consolidate a coherent package of tools for emergency preparedness encompassing key approaches such as the preparedness of WFP, sustainable capacity strengthening of governments and other partners, early warning, anticipatory action, shock-responsive social protection and insurance. Include guidance on conceptual and operational connections and differences between preparedness and other areas of work (e.g. resilience, climate change, disaster risk reduction, business continuity management, shock responsive social protection, insurance) and how to integrate them. Incorporate practical operational guidance and share good practices on integrating conflict-sensitivity, gender and disability inclusion across the wide range of emergency preparedness work.</p> <p><i>Priority: High</i> (2026)</p>	PPG (APP, SCD)	Agreed	<p>2. PPGE, in collaboration with relevant services, will update operational guidance for emergency preparedness, response and transition across WFP functional areas. This work will include reviewing and updating the emergency field operations pocketbook and ensuring the availability of centralized and accessible cross-functional resources for emergency preparedness, in line with the scope of the updated policy and in collaboration with other relevant divisions.</p>	PPG (APP, SCD, Technology Division (TEC), regional bureaux)	December 2027	Ongoing

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<p>1.3 Among the priorities of the updated emergency preparedness policy, include the development of a compelling evidence base for all elements of WFP's emergency preparedness portfolio to inform advocacy for donor, government and other stakeholder investment in emergency preparedness.</p> <p><i>Priority: High (2026)</i></p>	PPG (APP, SCD)	Agreed	<p>3. PPGE will work with APP and other relevant divisions to ensure that the implementation strategy for the updated policy includes the development of an evidence base for informing WFP's advocacy of investment in emergency preparedness.</p>	PPG (APP, SCD, TEC, regional bureaux)	June 2027	Not started
<p>1.4 Ensure that the updated policy is supported by an implementation strategy, with mechanisms for monitoring and reporting, that establishes clear responsibilities and accountability for emergency preparedness, especially at the senior management level but also at other levels and across functions. A mechanism for ensuring interdepartmental coordination led by senior management (at the Deputy Executive Director or Assistant Executive Director level) should be explored.</p> <p><i>Priority: High (2026)</i></p>	PPG (APP, SCD, PO, COOE, regional bureaux)	Agreed	<p>4. In collaboration with other relevant divisions, PPGE will develop a costed strategy for implementing the updated policy, with mechanisms for rolling out, monitoring and reporting on initiatives and with clearly defined responsibilities, accountabilities and coordination arrangements for emergency preparedness and response at all levels and in all functions of WFP.</p>	PPG (APP, SCD, PO, COO, regional bureaux)	December 2027	Not started

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<p>Deadline: 2026</p> <p>Recommendation 2: Financial resources</p> <p>Maximize available financial resources in order to increase overall access to funding and supplies for emergency preparedness.</p>	PPG (APP, SCD, COOE)	Agreed				
<p>2.1 Develop a multi-year strategy that prioritizes access to multi-year, flexible, unearmarked funding as well as strategic stocks, striking a balance between proactive and coordinated resourcing for preparedness and acceptable levels of financial risk for the organization. This should be supported by a communication campaign aimed at improving country office understanding of available financial opportunities and related obligations and accompanied by better tracking of preparedness investments, including through existing trust funds, to ensure full visibility of WFP's funding for preparedness.</p> <p><i>Priority: High (2026)</i></p>	PPG (APP, SCD, COOE)	Agreed	<p>1. In collaboration with regional bureaux and the Partnerships and Innovation Department (PI), PPG will ensure that the implementation strategy for the updated policy includes a plan for advocating and engaging with donors on multi-year, flexible funding opportunities for emergency preparedness, response and transition. The plan will leverage evidence of the efficiency and efficacy of preparedness investments, among other benefits.</p>	PPG (regional bureaux, PI, SCD, APP, COOE)	December 2027	Not started
<p>2. SCD will leverage existing mechanisms such as Global Commodity Management Facility and other financial instruments within the level of financial risk approved at the organizational level in order to enhance WFP's preparedness for shocks.</p>						

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			3. As part of the implementation strategy for the updated policy, and in collaboration with other entities, SCD will develop and test a “strategic stocks” model that involves establishing physical food stocks in strategic locations for use in response to sudden-onset emergencies.	SCD (regional bureaux)		
			4. PPG, SCD and other relevant divisions will improve the tracking and reporting of preparedness investments in order to ensure that WFP’s funding for preparedness actions is fully visible.	PPG (SCD, APP)		
2.2 Review IR-PREP and revisit criteria for accessing IR-PREP funding to make it more accessible to country offices that require advance financing. <i>Priority: High</i> (2026)	APP (PPG, SCD, Budgetary Policy and Strategic Financing Service (CFOS), COOE)	Agreed	5. In coordination with other relevant divisions and regional bureaux, PPGE will support the implementation of a comprehensive review and update of the technical note and directive on the Immediate Response Account with a view to enhancing access to preparedness funding for country offices, including by engaging with the Board on ways of improving access to preparedness funding, such as by raising or removing the ceiling for annual allocations from the Immediate Response Account for Preparedness – currently set at USD 6 million.	PPG (APP, COOE, CFOS, regional bureaux)	December 2025	Ongoing

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<p>Deadline: 2027</p> <p>Recommendation 3: Staffing</p> <p>Optimize emergency staffing by enhancing existing surge mechanisms and addressing the need for sustainable capacity development for staff in relation to emergency preparedness.</p>	COOE (Staffing Coordination and Capacity Service (POS), HRM, PPG, APP, SCD, regional bureaux, other concerned headquarters divisions)	Agreed				
<p>3.1 Review emergency preparedness and response training models, systems and resources to ensure that emergency preparedness is a clear priority and that all staff (international and national) have incentives to pursue it; that the scope of emergency preparedness training reflects the scope of the updated emergency preparedness policy; that training reflects WFP commitments to people-centred and high quality programming; and that in-person and virtual training opportunities are available. Develop additional emergency preparedness training resources and opportunities as necessary. Consider involving inter-agency and external partners in simulation exercises and training.</p> <p><i>Priority: Medium (2027)</i></p>	POS (HRM, PPG, APP, SCD, regional bureaux, other concerned headquarters divisions)	Agreed	<p>1. In coordination with PPGE, POS will analyse staff capacity needs in the areas of emergency preparedness and response and will use the analysis to inform its development of learning, development and training materials and resources.</p>	POS (HRM, PPG, APP, SCD, regional bureaux, Security Division, TEC)	December 2027	Ongoing
<p>2. In coordination with PPGE and other relevant divisions, POS will undertake a comprehensive review of existing learning, development and training models, systems and resources for emergency preparedness and response, upgrading them where necessary, in line with the updated policy and WFP's commitments to people-centred and high-quality programming. If funds are available, other agencies and external partners will be included in training events and simulation exercises.</p>						

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<p>3.2 Take steps to improve the gender balance of emergency surge deployments at the global level, underpinned by an analysis of the factors behind women's lower applications for and deployments from emergency rosters.</p> <p><i>Priority: High</i> (2027)</p>	COOE (PPG, HRM, regional bureaux)	Agreed	3. COOE, in collaboration with HRM, will consolidate inputs from all key stakeholders and undertake an analysis of the factors hindering women applying for and deploying from emergency rosters or other emergency deployment pools and take steps to improve the gender balance of emergency surge global deployments.	COO (HRM)	December 2027	Not started
<p>3.3 Review, strengthen and clarify the process, responsibilities, tools and mechanisms related to emergency surge deployments. Once clarified, develop and maintain a tracking system for all surge requests and deployments, consolidating various mechanisms (formal and informal) to improve the understanding, oversight and management of WFP's emergency preparedness staffing needs while retaining the flexibility of informal surge channels.</p> <p><i>Priority: High</i> (2026)</p>	COOE (PPG, HRM, regional bureaux)	Agreed	<p>4. In coordination with PPG, POS, HRM and other relevant headquarters divisions, COOE will clarify, review and document the processes, responsibilities, tools and mechanisms related to emergency surge deployments.</p> <p>5. COOE will define the functional requirements for HRM's configuration of a new WorkDay module, which will track all surge requests and deployments, allowing requesting managers, staffing coordinators and other relevant actors in the business process to better manage WFP's emergency staffing needs.</p>	COO (PPG, POS, HRM)	December 2026	Ongoing

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<p>Deadline: 2028</p> <p>Recommendation 4: Country capacity strengthening and support</p> <p>Support regional bureaux and country offices in strengthening government and national stakeholder capacity for emergency preparedness through effective engagement with key entities, increasing the potential for sustainability by leveraging partnerships and combining downstream and upstream interventions and appropriate transition strategies.</p>	PPG (regional bureaux, PO)	Agreed				
<p>4.1 Support regional bureaux and the country offices they prioritize in efforts to develop, implement, test and improve models of engagement that support and promote coordination between government entities across all relevant thematic areas (including those responsible for climate information, analysis and early warning, emergency preparedness and response, food security, social protection, gender equality and disability inclusion, and finance) and with other partners.</p> <p><i>Priority: High (2027)</i></p>	PPG (regional bureaux, PO)	Agreed	1. In collaboration with other relevant divisions, regional bureaux and country offices, PPG will document good practices and update operational guidance related to strengthening the emergency preparedness and disaster management capacity of governments and local actors, such as the Red Cross and Red Crescent societies and non-governmental organizations in thematic areas, including shock-responsive social protection.	PPG, PO (SCD, APP, TEC, regional bureaux)	December 2027	Ongoing

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<p>4.2. Support regional bureaux and the country offices they prioritize in efforts to pilot advocacy strategies to obtain the commitment of governments to long-term capacity strengthening through the allocation of their resources (monetary and in kind) to joint efforts, leveraging partnerships and supporting the institutionalization of funding resources for governments wherever possible.</p> <p><i>Priority: Medium (2028)</i></p>	PPG (regional bureaux, PO)	Agreed	2. In collaboration with other relevant divisions, regional bureaux and country offices, PPG will document good practices and update operational guidance on promoting national investments in emergency preparedness and response.	PPG (SCD, APP, TEC, regional bureaux)	December 2028	Ongoing
<p>4.3 Support regional bureaux and the country offices they prioritize in efforts to expand emergency preparedness country capacity strengthening work at the intersection between government and community interventions, specifically shock-responsive social protection and anticipatory action, building on the use of relevant emergency preparedness country capacity strengthening tools and leveraging relationships with cooperating partners.</p> <p><i>Priority: High (2028)</i></p>	PPG (regional bureaux, PO)	Agreed	3. In collaboration with other programme services and relevant divisions, regional bureaux and country offices, PPGE will update capacity strengthening tools and operational guidance in order to enhance the emergency preparedness capacity of governments and local communities, focusing on national and community-level early warning and social protection systems, and anticipatory action.	PPG (regional bureaux, PO, POS)	December 2028	Ongoing

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<p>4.4 Support regional bureaux and country offices in middle income countries with high risk of emergencies prioritized by regional bureaux in efforts to develop models of engagement and transition that focus on strategic partnership with governments on emergency preparedness, while maintaining the rapid response capacity of WFP for specific emergency scenarios.</p> <p><i>Priority: Medium (2028)</i></p>	PPG (regional bureaux, PO)	Agreed	4. In collaboration with regional bureaux and other relevant divisions, PPGE will document successful examples of, and provide country offices with guidance on, the development of tailored approaches and models of engagement and transition, prioritizing strategic-level partnerships with governments on emergency preparedness.	PPG, (SCD, TEC, Management Services Division, regional bureaux)	December 2028	Ongoing
<p>Deadline: 2027</p> <p>Recommendation 5: Increase effectiveness through learning</p> <p>Continue to apply WFP's strengths and comparative advantages to emergency preparedness, seeking out and maximizing opportunities for learning, identifying and addressing gaps in the evidence base, generating new evidence and increasing effectiveness.</p>	PPG (APP, SCD, Chief Financial Officer Division (CFO), Office of Evaluation (OEV), regional bureaux)	Agreed				
<p>5.1 Revise emergency preparedness monitoring indicators to align them with the theory of change and ensure that they can be tailored to context, enabling WFP to track key metrics for emergency preparedness and its contribution to achieving WFP's objectives.</p> <p><i>Priority: High (2027)</i></p>	PPG (APP)	Agreed	1. In consultation with APP, PPG will revise the indicators for monitoring emergency preparedness, enabling WFP to track key metrics related to emergency preparedness.	PPG (APP)	December 2027	Not started

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<p>5.2 Promote the use of simulations, after-action reviews, lessons learned exercises, evaluations and return on investment studies to increase understanding of how emergency preparedness affects the effectiveness and efficiency of responses, including in partnership with other organizations and Inter-Agency Standing Committee groups. Explore missed opportunities for early action, including the benefits that it would have yielded and what would have made early action possible.</p> <p><i>Priority: High (2027)</i></p>	PPG (APP, SCD, CFO, OEV, regional bureaux)	Agreed	<p>2. In collaboration with other relevant divisions, regional bureaux and country offices, and in alignment with corporate approaches to knowledge management, PPG will support the documentation of results and learning, including from reviews, lessons learned exercises and evaluations, with a view to understanding how emergency preparedness affects the effectiveness and efficiency of responses, working in partnership with other organizations and Inter-Agency Standing Committee (IASC) groups where applicable.</p> <p>3. SCD will evaluate how the measures taken to enhance preparedness for shocks have improved the timeliness of WFP's response to unfolding humanitarian crises, sharing expertise as needed.</p>	PPG (APP, SCD, CFO, OEV, POS, regional bureaux)	December 2027	Ongoing

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<p>5.3 Ensure that the results of and learning on emergency preparedness are systematized and disseminated internally and externally, including through Inter-Agency Standing Committee working groups, with a focus on strengthening joint preparedness. Create and manage a repository of evidence and learning on emergency preparedness.</p> <p><i>Priority: High (2027)</i></p>	PPG (APP, OEV, regional bureaux)	Agreed	<p>4. In collaboration with APP, OEV, regional bureaux and other relevant teams, PPG will ensure that results and learning related to WFP's preparedness for and response to emergencies and its transition from emergency operations are captured in accordance with the corporate strategy for knowledge management and are appropriately utilized in updating related guidance, advocacy and training, in line with management's responses to recommendations 1.2, 1.3, and 3.1.</p>	PPG (APP, OEV, POS, SCD, regional bureaux)	December 2027	Ongoing

Acronyms

APP	Analysis, Planning and Performance Division
CFO	Chief Financial Officer Division
CFOS	Budgetary Policy and Strategic Financing Service
COO	Deputy Executive Director and Chief Operating Officer Office
COOE	Emergency Coordination Service
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
OEV	Office of Evaluation
PI	Partnerships and Innovation Department
PO	Programme Operations Department
POS	Staffing Coordination and Capacity Service
PPG	Programme Policy and Guidance Division
PPGE	Emergency Preparedness and Response Service
SCD	Supply Chain and Delivery Division
TEC	Technology Division