



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
First regular session
Rome, 16–17 April 2020

Distribution: General	Agenda item 5
Date: 29 January 2020	WFP/EB.1/2020/5-A/Add.1*
Original: English	Evaluation reports
* <i>Reissued for technical reasons on 14 April 2020</i>	For consideration

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

Management response to the recommendations of the summary report on the strategic evaluation of WFP's capacity to respond to emergencies (2011–2018)

Background

1. This document presents the management response to the recommendations set out in the summary report on the strategic evaluation of WFP's capacity to respond to emergencies.
2. The evaluation covered the period from 2011 to 2018.
3. The evaluation resulted in ten recommendations intended to guide strategic planning.
4. Management appreciates the comprehensive evaluation, which is particularly timely as WFP faces a growing number of increasingly complex emergencies. Management has carefully reviewed the 32 suggested actions for implementing the recommendations, and agrees with 23 of them and partially agrees with nine. This document provides detailed responses to all the recommendations. In most cases of partial agreement, management agrees with the spirit of the recommendation but not the specific suggested actions and has proposed alternatives.
5. The matrix below sets out the planned actions and implementation deadlines.

Focal points:

Ms M. van der Velden
Director of Emergencies
Emergency Operations Division
tel.: 066513-2479

Ms S. Grudem
Deputy Director of Emergencies
Emergency Operations Division
tel.: 066513-2577

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
<p>Recommendation 1: Significantly increase and maintain investment in the scale and pace of the development of long-term, sustainable human resources systems to ensure sustained access to skills needed in emergency responses across emergency contexts, roles and response phases.</p>	<p>Director, Emergency Operations Division, in collaboration with directors and staffing coordinators in the Human Resources Division</p>	<p>Partially agreed.</p>	
<p>a) Develop a detailed capacity development plan and strategy for employee skills and expertise that is designed to meet the operational needs for emergency response (based on the current and intended range of WFP response options) and skills identified as key for emergency response. Include:</p> <ul style="list-style-type: none"> ○ Leadership skills (e.g. for emergency coordinators) as well as specialist and generalist emergency response skills needed in multi-functional teams (i.e. staff who are expected to have emergency response and capacity development or other skills for long-term roles). ○ National and international staff in the plan. ○ Create a coherent framework to bring together the range of training initiatives and in particular ensure links between classroom/online training and practical support in the field for the application of new skills. Provide guidance to staff on training and development opportunities that will allow them to progress in emergency response. 		<p>a) Agreed.</p> <p>Pending additional investments from the programme support and administrative budget and as outlined in Bosch and Shaver (2017),¹ the Global Surge Unit will serve as a coordination hub, bringing together various efforts to build the capacities of current and future emergency responders in all relevant functions, at all staff levels and working under all contract types, using emergency rosters, mentoring and emergency workforce planning and development.</p> <p>The Global Surge Unit, under the leadership of the Emergency Operations Division and in collaboration with the Human Resources Division, the Augmented Logistics Interventions Team for Emergencies, division directors and staffing coordinators, will develop a global strategy for training a multi-functional team of women and men responders and emergency coordinators, through simulation exercises, temporary duty assignments (TDYs) and support from experienced senior emergency coordinators.</p>	<p>March 31, 2020 for completion of an initial strategy with timeline for the implementation or rollout of key components</p>

¹ C.R. Bosch and G. Shaver. 2017. *Rapid Response Workforce Planning report*. (Not available online.)

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
<ul style="list-style-type: none"> ○ Bring together the wide range of formal and informal systems for the deployment of personnel for emergency responses (as recommended in the “Rapid Response Workforce Planning” report) to operate a comprehensive deployment system supported by greater investment from the programme support and administrative budget. 		The Emergency Operations Division will also coordinate various emergency training and simulation efforts at country offices and regional bureaux with the aim of continuously replenishing a pool of staff (and partners) qualified in emergency response and available for immediate deployment or long-term employment.	
b) Invest in building a WFP pool of emergency response skilled staff, including through systems to enable country offices to recruit long-term staff.		b) Agreed. The Human Resources Division is reviewing its contractual framework to ensure that country offices facing emergencies have sufficient flexibility.	31 March 2020
c) Establish an evidence base of the true costs and benefits of the effects of long-term transfer of WFP personnel (e.g. through temporary duty assignments longer than one month) from their duty stations to support emergency responses (include a focus on small country offices) to support evidence-based decisions on human resource options for emergency response.		c) Partially agreed. The scale up of an emergency operation should take 6–12 weeks, after which the Human Resources Division and the country office should put in place long-term solutions such as local recruitments and ad hoc reassignments. TDYs should not be deployed beyond the initial scale-up period of 6–12 weeks. The cost of TDYs to receiving countries will be reviewed in cases where the TDYs continue beyond one month, especially in small country offices.	Starting 1 April 2020, depending on the needs arising from any new emergencies

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
Recommendation 2: Build on current momentum and invest in strengthening measures to meet the duty of care across the organization, including with regard to the wellness, safety and security of employees, and to build awareness and understanding of relevant cross-organizational responsibilities.	Senior Director of Operations in collaboration with the Deputy Executive Director, the Human Resources Division, the Staff Wellness Division, the Security Division and the Gender Office	Agreed.	30 June 2021
a) Develop a duty of care framework for emergency response contexts, including gender markers for tracking progress and any differential experiences of the duty of care. Promote duty of care as a shared responsibility across teams.		a) Agreed. The Senior Director of Operations will work with the Staff Wellness Division, in close coordination with the Security Division. Special attention will be given to the further development of a framework for emergency response, with consideration of gender issues and the needs of national staff and taking into account factors such as the number of years spent working in emergency responses by international staff members.	
b) Ensure more investment to increase the proportion of WFP security employees on staff contracts to facilitate continuity and the internal development of crucial skills.		b) Agreed. The Security Division will continue to support initiatives such as the Future International Talent (FIT) pool and surge capacities that ensure the availability of skilled personnel ready for deployment.	
c) Ensure that both security and wellness competencies are included in senior managers' job descriptions and undertake assessments using the Performance and Competency Enhancement tool.		c) Agreed. The terms of reference for country directors state: "Take concrete actions which promote health and wellbeing within the workplace and mitigate risks related to stress, health and safety." The Security Division has limited involvement in and oversight of the Performance and Competency	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		Enhancement records of country directors. However, key performance indicators for security issues are collected and provided to the Human Resources Division in accordance with the recommendation included in the Joint Inspection Unit report on safety and security of 2016. ²	
Recommendation 3: Significantly strengthen WFP emergency preparedness through context-specific preparation and sustained liquidity of advance financing and commodity management mechanisms, including for pre-emptive responses.	Director, Emergency Operations Division, in collaboration with the Programme – Humanitarian and Development Division, the Supply Chain Operations Division, the Research, Assessment and Monitoring Division, the Budget and Programming Division, the Finance and Treasury Division, country offices and regional bureaux	Agreed.	
a) Better define the institutional preparedness framework for WFP, governments and partners.		a) Agreed. The Emergency Operations Division is outlining broader emergency preparedness approaches to ensure that WFP and its partners can continue to operate in increasingly complex settings in a timely and cost-efficient manner. This work includes strengthening of linkages from early warning to timely triggers for early action; review of existing preparedness tools to ensure synergies and avoid overlaps; expansion of operational data planning systems, tools and platforms such as geographic information systems, to inform decision making; development of adequate modalities for building the capacities of partners and governments, including through the engagement of middle and upper income countries; and building relationships in countries where WFP is not present. It will be	30 September 2020

² https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_9_English.pdf.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		undertaken with contributions from other divisions, especially the Supply Chain Operations Division and the Programme – Humanitarian and Development Division.	
b) Task regional bureaux and country offices with developing a plan for WFP's own preparedness for response as part of CSP processes in countries identified as potential hotspots (i.e., with potential emergencies in the next three years – including those with and without a WFP regional presence). Ensure corporate support for the process with relevant tools and quality assurance.		<p>b) Agreed.</p> <p>Headquarters will support regional bureaux and country offices in including preparedness approaches in the design of country strategic plans (CSPs) for countries that do not have CSPs in place and that are identified as potential hotspots.</p> <p>The Emergency Operations Division in collaboration with the Programme – Humanitarian and Development Division and the Supply Chain Operations Division will review the CSP format with a view to including standards for emergency response and will provide guidance and support to regional bureaux and country offices for the consistent inclusion of emergency preparedness in CSP design. Headquarters will also review and update the current guidance for emergency response in countries with no current WFP operation, including by clarifying the segregation of duties between headquarters and regional bureaux.</p>	30 September 2020
c) Develop the plans through in-country consultations to build response strategies based on context analysis, consultation with the government, regional emergency response bodies, civil society and potential partners for implementation across all potential programme components and modalities.		<p>c) Agreed.</p> <p>Depending on the availability of financial resources, in the period from 2020 to 2023 the Programme – Humanitarian and Development Division will develop analytical tools for</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		strengthening context analysis for the design of CSPs and programme activities through:	
		i) development of tools and methods for inclusive and participatory conflict-sensitive and protection-focused analysis that can complement traditional WFP food security data; and	31 December 2021 for the development, testing and rollout of analytical tools
		ii) establishment of a peace and conflict advisory network of WFP staff and external partners who can support country offices in undertaking conflict-sensitive context analyses for programme design. The Emergency Operations Division will provide support for and encourage country offices to put in place response strategies that are based on lessons learned, after-action reviews, thorough context analyses and understanding of the capacities and commitments of host governments and regional organizations and that inform WFP's responses to crises and capacity strengthening support. The Supply Chain Operations Division will provide direct support to country offices for the design of operational response plans based on inclusive national response plans and the capacities of regional institutions, partners and actors in the commercial sector.	31 December 2023 for the establishment of a functioning network 30 June 2021 for actions by the Emergency Operations Division and the Supply Chain Operations Division

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011-2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
d) Ensure that institutional systems and arrangements, e.g. with service providers, are updated.		d) Agreed. The Supply Chain Operations Division will work closely with country offices and regional bureaux to ensure that the readiness of and contractual arrangements with service providers are maximized in ways that facilitate WFP's responses.	
e) Put in place a system to safeguard the liquidity of advance financing mechanisms to enable the swift release of funds, including from the Immediate Response Account and the Global Commodity Management Facility, including for pre-emptive action and action on early warning triggers.		e) Agreed. The Emergency Operations Division, in collaboration with the Corporate Planning and Performance Division and the Programme and Policy Development Department, will seek to use the corporate alert system to prioritize the allocation of multilateral and Immediate Response Account funds to operations at risk. The Emergency Operations Division, the Corporate Planning and Performance Division and the Partnerships and Advocacy Department will update and review the Immediate Response Account mechanisms and directive. The review will include solutions to ensure sufficient availability of Immediate Response Account funds for preparedness and preemptive and immediate response operations in support of life saving interventions. In addition, WFP will continue to optimize the use of other internal advance financing mechanisms such as the Global Commodity Management Facility (for the pre-positioning of commodities) to better align with operational requirements. Resources in the logistics special accounts need to be replenished in order to enable WFP's immediate response.	30 September 2020 for the review

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
Recommendation 4: Develop a consolidated framework for emergency response to support planning for capacity development and the implementation of WFP responses across contexts reflecting the organization's level of ambition for the quality of responses and the range of WFP roles.	Senior Director of Operations in collaboration with the Emergency Operations Division, the Security Division, the Supply Chain Operations Division, the Programme – Humanitarian and Development Division and the Human Resources Division	Partially agreed.	31 December 2020
a) Bring together the existing emergency-related policies into a coherent framework and link them to implementation guidance that includes clarification of terminology for emergency, crisis and humanitarian response and supports planning for contextualized responses.		<p>a) Agreed.</p> <p>The Emergency Operations Division will revise the operational framework for emergency response, including terminology, the scope of and criteria for activation of a response, corporate support approaches and delegations of authority. The framework will include a package of simplified rules and regulations for the immediate response phase in order to ensure adequate, agile and timely scale-up as needed.</p> <p>The Supply Chain Operations Division will work closely with other divisions to ensure that adapted guidance and rules are put in place, with attention to slow-onset emergencies and less visible responses in order to ensure that WFP's interventions are of consistent and predictable quality.</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
b) Use the framework to develop business plans for investment in WFP emergency response capacity at the corporate, regional bureau and country office levels.		<p>b) Agreed.</p> <p>The Emergency Operations Division will work on business plans and investment cases in the thematic areas of its partnerships – including clusters, global common services, emergency surge capacity and workforce, preparedness, civil–military coordination and negotiations – in which there is a need to maintain access to populations and the ability to respond to crises at scale and in a timely manner.</p> <p>The Supply Chain Operations Division will prepare proposals for targeted investment cases aimed at ensuring excellence in emergency response through sustained supply chain staff capacity, flexible systems and investments in strategic locations.</p>	
c) Include updated assumptions regarding the scale and types of emergencies that WFP will respond to and capacities needed for each type and stage of response, based on trends in emergencies and WFP's ambitions in response, maintaining the prioritization of flexibility for a customized approach to different contexts.		<p>c) Agreed.</p> <p>With the next 10–20 years expected to see more economic crisis, civil strife, climate crisis, conflict and terrorism, WFP will need to continue to invest in ensuring that it has the capacity to respond to more emergencies, in more volatile environments, conflict settings, urban areas and cross-border contexts. In collaboration with the Emergency Operations Division, the Supply Chain Operations Division and other divisions, the Senior Director of Operations will invest in early warning for early action and preparedness to minimize the impact of imminent crises; the building of a skilled workforce capable of operating in emergencies in diverse settings; optimization of internal financing</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		mechanisms to enable pre-emptive response; simplification of tools, systems and processes to ensure swift, agile and timely scale up; partnerships that optimize WFP's impact and reach; and the expansion of services to complement systemwide responses.	
d) Make explicit the criteria for waivers of any decision-making procedures, including in activation protocols and CSP revision, and actively disseminate lessons so that CSPs enable relevant and flexible responses.		d) Partially agreed. The criteria for granting waivers are already clear. The simplification of processes, systems and tools during the immediate emergency response phase, which will be part of the framework mentioned in point a), will enable smoother crisis response, thus reducing the need for waivers.	
Recommendation 5: Pursue more equitable approaches to partnerships to include improved and consistent risk management of partners in insecure contexts as well as partner participation in response design and capacity building.	NGO Partnerships Unit in collaboration with the Emergency Operations Division, the Supply Chain Division, the logistics cluster, the food security cluster, the emergency telecommunications cluster, country offices and regional bureaux	Partially agreed.	30 September 2020
a) Identify partners in high-risk countries and establish agreements for cooperation during responses. Ensure that partner selection enables WFP to reach at-risk geographic areas and marginalized vulnerable groups.		a) Agreed. Headquarters and regional bureaux determine high-risk countries (including those in which WFP is not present), and selected country offices (or the relevant regional bureau in selected countries where WFP is not present) should engage in the identification and selection of partners in preparation for a potential emergency response. The capacities of partners to reach at-risk geographic areas and marginalized vulnerable population groups, in inclusive and participatory ways, should be a priority criterion for selection.	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
b) Establish a clear process to be used systematically across country offices on risk management in respect of partners' security, including guidance on what risks should and should not be transferred to partners, acceptable levels of risk and a process for determining them.		<p>b) Partially agreed.</p> <p>The Security Division will engage with the NGO Partnerships Unit to ensure that adequate provisions for security are included in field-level agreements when deemed necessary based on a review. Partners' risk frameworks for their own security can be assessed, but WFP will not be liable for ensuring partners' security on the ground (including the security of the staff of non-governmental organization [NGO] partners). Guidance materials from the Core Humanitarian Standard on Quality and Accountability website³ or developed by the Security Division can be linked to corporate guidance for NGOs to help mitigate risks associated with partners' security when implementing WFP programmes.</p> <p>The Supply Chain Operations Division will contribute to the assessment and mitigation of risks to partners by issuing clear guidance for safe handover of commodities, including in areas where there are high security risks or health hazards.</p>	
c) Put in place systems to increase partner participation in the design and adaptation of emergency responses. Simplify field level agreements for emergencies.		<p>c) Partially agreed.</p> <p>Although greater participation of partners in the design and adaptation of emergency responses is necessary, there is a need to simplify or clarify the review and sign-off process for field-level agreements (especially in respect of the role and functions of cooperating partner committees).</p>	

³ <https://corehumanitarianstandard.org>.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		The existing policy and guidance for managing mandated services such as the United Nations Humanitarian Response Depot, the United Nations Humanitarian Air Service and the logistics cluster will continue to be shared, encouraging partners' input into response planning.	
Recommendation 6: Intensify investment in organizational and staff capacity strengthening to ensure that WFP can operate through a broad range of roles in increasingly complex settings and profoundly changing environments.	Director, Emergency Operations Division, the Programme – Humanitarian and Development Division, the Supply Chain Operations Division, the Budget and Programming Division and regional bureaux	Partially agreed.	31 December 2020
a) Develop policy-level guidance to support country office and regional bureau emergency response preparation and implementation in contexts with strong government leadership to guide the development of WFP strategy, roles and capacity development.		a) Partially agreed. Capacity development and preparedness for response in contexts where government leadership is strong will be part of the overall institutional preparedness framework described in the response to recommendation 3 a). WFP therefore sees no need to develop specific policy guidance for such contexts.	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
b) Increase practical support for country offices in applying WFP approaches and guidance in various contexts and stages of response, such as through the development of an online tool for application of guidance in various contexts linked to expertise (e.g. expert adviser from within WFP, community of practice). Provide support for its use through focused webinars and on-the-spot mentoring (in-country or through training and development secondments) and ensure that guidance is simplified and accessible.		<p>b) Partially agreed.</p> <p>Management does not agree that it is necessary to create new additional systems, and instead proposes to improve current ones. The Emergency Operations Division has recently redesigned the OPWeb platform, which – among other purposes – serves as a depository of accessible and easy-to-use guidance and templates, including the updated WFP Emergency Field Operations Pocketbook. In addition, an “Emergency” section on the WFP Communities portal has been created to provide an additional platform for the peer-exchange of information on and insights into emergency preparedness and response.</p> <p>This work includes close collaboration with the Programme – Humanitarian and Development Division on related capacity strengthening activities, including on protection, access and conflict sensitivity.</p> <p>The Supply Chain Operations Division will contribute to these platforms and establish innovative information sharing and knowledge management tools to make supply chain guidance and support easily accessible to field colleagues.</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
c) Consult with country offices, with special focus on small country offices, regarding the utility of corporate tools including SCOPE and data analysis and mapping to inform revisions and any new tools (if required) to support small-scale emergency responses (usually L1).		c) Agreed. The framework mentioned in the response to recommendation 3 a) will need to cover emergency situations in smaller country offices and include, for example, registration processes, the use of cash-based transfers in emergencies and simplified budget revisions.	
d) Develop dedicated internal expertise to deal with increasing field requests for advice on data protection, management and privacy, particularly in relation to close work with other agencies and governments.		d) Agreed. The Emergency Operations Division will continue to work in close collaboration with the Programme – Humanitarian and Development Division investing in the provision of practical support for the field, such as deployment of staff, including as mentors, inter-functional convening and “one-stop-shop” services during crisis response. A beneficiary data protection team is already in place in the Programme – Humanitarian and Development Division (PRO-D). Since 2017, the team has produced and issued: <ul style="list-style-type: none"> i) a guide to the management of beneficiary identity data; ii) the WFP data protection toolkit; iii) a privacy impact assessment tool; and iv) standard operating procedures for the establishment of complaint and feedback mechanisms. In mid-2019, a corporate “responsible data” task force was established, co-chaired by the Director of the Programme – Humanitarian and Development	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011-2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		Division and the Director of the Information Technology Division and mandated to develop a corporate data "posture" for the various categories of individual about whom WFP holds digital information – beneficiaries, WFP staff, partner staff, government staff and vendors.	
e) Establish targets and track satisfaction levels regarding communication between headquarters, regional bureaux and country offices to identify trends or needs with regard to improving communication (e.g. questions in the global staff survey). Ensure any corporate initiatives include the full participation or potentially leadership of regional bureaux and country offices and involve headquarters.		<p>e) Partially agreed.</p> <p>Management agrees that there is a need to optimize communications between headquarters, regional bureaux and country offices by consolidating and simplifying them. However, introducing another set of processes involving targets, satisfaction levels, monitoring and reporting against indicators is deemed redundant and counterproductive.</p> <p>To facilitate constructive communication between headquarters, regional bureaux and country offices during emergency responses, the Emergency Operations Division has been restructured to incorporate "regional desks" that serve as "one-stop shops" providing support for the field. The Emergency Operations Division also simplifies communications and provides more effective support by serving as an inter-functional convener and a conduit through which managers and staff in the field can raise issues and have them addressed by staff from the most relevant WFP units in a consistent manner.</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
Recommendation 7: Significantly strengthen support for the practical application and mainstreaming of a principled approach and for the centrality of protection, accountability to affected populations and gender responsiveness in emergency response.	Director, Programme – Humanitarian and Development Division in collaboration with regional bureaux and selected country offices, the Human Resources Division, the Programme and Policy Development Department and the Gender Office	Agreed.	
a) Ensure that senior managers and staff at other levels are supported through accessible guidance, training and on-the-spot advice and demonstrate capacity to navigate tensions related to humanitarian principles if experiencing political interference in humanitarian assistance. Invest in hands-on and easy-to-use protection-related guidance and other tools for achieving consistency across emergency responses and contexts. Increase the emergency response focus in gender-related guidance. Ensure that gender, protection and accountability expertise are present from the outset of a response by building gender, protection and AAP profiles into emergency response rosters and including them in the first wave deployments as well as measures to ensure that these issues are seen as cross-cutting responsibilities of the team.		a) Agreed. In its responses to recommendations from evaluations of the humanitarian protection policy (2012–2017) and the humanitarian principles (2004–2017), management has already committed to addressing many of the issues identified in this recommendation. Specifically, WFP has established institutional structures (a director-level working group on access issues and a technical access cell) for fostering coordination and the development and dissemination of guidance and training on access issues. WFP has developed a corporate approach to access ⁴ that outlines broad policy issues and contexts in which WFP will have to engage. For protection and accountability to affected populations (AAP), WFP has prepared a strategy ⁵ to guide implementation of the recommendations from the evaluation of the protection policy, with a strong emphasis on AAP. An updated protection policy will be submitted to the Executive Board at its 2020 second regular session in November.	30 November 2020 for submission of the updated protection/AAP policy for approval by the Executive Board, with subsequent rollout 31 December 2020 for an updated humanitarian principles strategy

⁴ <https://newgo.wfp.org/collection/humanitarian-access>.

⁵ <https://docs.wfp.org/api/documents/WFP-000011132/download/>.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		The Emergency Operations Division and the Human Resources Division will work with the Programme – Humanitarian and Development Division and the Gender Office to ensure that, when appropriate, deployments and rosters of first-wave responders take into account the responders' experience of addressing gender, protection and AAP issues.	
b) Ensure that capacity and understanding in respect of protection, AAP and humanitarian principles are included in field-level agreements alongside gender, with explicit related principles and clear processes that WFP expects its partners to implement. Scale-up the establishment of complaint and feedback mechanisms across all operations through the provision of appropriately skilled employees, use of practical guidance and investment to enable operations to reach minimum standards. Increase expertise and the use of communication technology for accountability to affected populations through the production and promotion of practical guidance on complaint and feedback mechanisms and the broader use of communication tools such as social media, mass media (radio, television), text messages and other emerging methods as part of accountability systems.		b) Agreed. The Programme – Humanitarian and Development Division has already developed standard operating procedures for complaint and feedback mechanisms , ⁶ which are being used by regional bureaux and country offices and which include provisions for partners. AAP is core to the updated protection policy, which will be submitted to the Board in 2020. Currently, annex 6 of the general clauses in field-level agreements outline the specific obligations of partners in relation to AAP, protection and gender issues. The criteria used during partner selection should include elements related to compliance with minimum requirements when implementing WFP programmes, and additional guidance developed by the Programme – Humanitarian and Development Division will be linked to all corporate communication materials and tools for NGOs.	31 December 2021 for completion of the rollout of the protection and AAP strategy Capacity building for staff, including senior management, and for cooperating partners will be an ongoing process that is expected to continue for several years 31 December 2023 for the full rollout of complaint and feedback mechanisms that meet WFP's minimum standards

⁶ <https://newgo.wfp.org/collection/welcome-to-cfm-standardization-resource-package-page>.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
Recommendation 8: Continue WFP's meaningful engagement with United Nations development system reform to ensure that humanitarian space is safeguarded and clarify WFP roles in inter-agency collaboration within new and evolving shared approaches in humanitarian response. Develop WFP internal systems for sustaining support for new forms of partnership in inter-agency cooperation.	Deputy Executive Director in collaboration with the Programme – Humanitarian and Development Division, the Senior Director of Operations, the Supply Chain Operations Division, the Emergency Operations Division, the Rome-based Agencies and Committee on World Food Security Division, the Budget and Programming Division, the logistics cluster, the food security cluster and the emergency telecommunications cluster	Agreed.	
a) Take an active role in the Inter-Agency Standing Committee regarding the clarity of individual agency mandates in all phases of emergency responses and the implications for cooperation of: <ul style="list-style-type: none"> o single platform and multi-purpose cash approaches o the operationalization of nexus ways of working in emergency response to enable cross-organization guidance to country offices and operations. 		a) Agreed. Working through the WFP Geneva Office, the Emergency Operations Division and the Programme – Humanitarian and Development Division will continue to engage in the global cluster coordination group and other forums. The Programme – Humanitarian and Development Division is supporting the strengthening of WFP's engagement with the United Nations development system through the results groups of the Operational Programme and Advocacy Group (OPAG) that are related to the humanitarian–development nexus, protection, inclusion and access. WFP leaders are already included in an OPAG community of practice for operationalization	30 September 2020

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
		of the nexus. Engagement in common cash approaches is continuing at all levels of WFP, including executive management.	
b) Establish systematic cost recovery approaches for the expanding range of common services provided by WFP, including through partnerships with health-focused organizations, provision of engineering as well as ongoing logistics and emergency telecommunications cluster support.		b) Agreed. The Supply Chain Operations Division is committed to fully integrating its service provision platforms. The process will entail the simplification and harmonization of procedures that are accepted by all users. It will also require investments beyond emergency responses in order to build acceptance of the business model in partner organizations.	30 June 2021
c) Ensure adequate resourcing (financial and HR) for effective WFP-led and co-led cluster and partnership roles, including in new forms of cooperation such as with regard to health.		c) Agreed. Current corporate investments in the leadership of clusters will continue and WFP will continue to advocate and find new ways of acquiring and managing resources for the clusters, such as through special accounts and improved advocacy and communications. Within the clusters, WFP will work with partners to identify new areas for coordinated approaches.	
Recommendation 9: Strengthen the monitoring of emergency response performance by tracking results over time. Specifically, enable the comparison of responses by adapting WFP's monitoring framework, regularly analysing results and linking findings to planning for capacity needs.	Director, Performance Management and Reporting Division in consultation with the Budget and Programming Division, the Emergency Operations Division and the Programme – Humanitarian and Development Division	Agreed.	30 June 2020

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
<p>a) Define success in emergency response and establish monitoring and evaluation processes and guidance to track success across emergencies. Include qualitative data questions to facilitate assessment of issues like relevance and responsiveness of operations to various needs of populations. Report on the assessment of these issues annually to enable the tracking of trends over time and comparison across responses. Monitor and report coverage of WFP assistance more systematically and in more detail through the establishment of operational monitoring systems at response and corporate levels in order to track:</p> <ul style="list-style-type: none"> ○ proportion of those in need of WFP assistance reached; ○ proportion of planned assistance actually provided per beneficiary; ○ regularity of assistance provided; ○ effects of reductions in assistance in the short-term and medium-term; ○ gender responsiveness of operations. <p>The resulting reporting ability will enable a more complete picture of emergency response coverage and effectiveness.</p>		<p>a) Agreed.</p> <p>During emergency responses, relevant outcome, cross-cutting and output indicators from the corporate results framework are collected, recorded and reported on. The rules of the corporate results framework allow a degree of flexibility for responses to sudden-onset humanitarian crises that are implemented for less than six months. In these cases, the establishment of baselines for outcome indicators is mandatory, but the collection of follow-up values is at the discretion of country offices, most of which collect follow-up values to inform their reporting on the results of operations.</p> <p>The new corporate results framework proposes a key performance indicator of effective emergency preparedness and response: a composite indicator that measures WFP's performance against emergency preparedness and response standards and includes preparedness at the country and corporate levels and implementation of corporate responses to acute emergencies. In addition, there are programme output indicators regarding the number of beneficiaries and amount of assistance provided, process monitoring indicators on coverage and cross-cutting gender indicators used by country offices. The effects of reductions in assistance are usually analysed through a method that uses combined qualitative and quantitative data; in 2019 WFP updated its guidance on qualitative data collection and analysis.</p>	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
b) Ensure that monitoring is owned and focused on support to country offices to support response adaptation and corporate oversight.		b) WFP's central monitoring function tracks the implementation of evaluation recommendations, the status of which is updated twice a year and shared with the Board. Country offices and other units responsible for carrying out the proposed actions are committed to their implementation.	
Recommendation 10: Increase organization-wide access to and use of emergency response lessons learned by strengthening knowledge platforms and providing incentives for the use of lessons.	Director, Emergency Operations Division, in collaboration with the Programme and Policy Development Department, the Supply Chain Operations Division, the Budget and Programming Division and the Innovation and Knowledge Management Division	Agreed.	30 September 2020
a) Create a user-friendly knowledge platform that combines access to customized products for specific responses that communicate relevant lessons for decision makers and access to people with expertise and experience. Ensure broad access to the knowledge platform, provide incentives for its use and link it to capacity development programmes and frameworks.		a) Agreed. The Emergency Operations Division will enhance its recently revamped OPWeb platform to include lessons learned and the management of knowledge related to emergency response and to ensure wide access for all staff.	

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT ON THE STRATEGIC EVALUATION OF WFP'S CAPACITY TO RESPOND TO EMERGENCIES (2011–2018)			
Recommendation	Action by	Management response and action taken/to be taken	Priority/ implementation deadline
b) Implement and regularly report on progress in the implementation of the knowledge management strategy and on the application of lessons.		<p>b) Agreed.</p> <p>In collaboration with the Innovation and Knowledge Management Division and the Office of Evaluation, the Emergency Operations Division will seek to establish a comprehensive mechanism for reporting on the application of lessons learned.</p> <p>When appropriate, lessons or results from after-action reviews are put into practice and changes are made to how WFP operates. Such changes have resulted in the Emergency Operations Division providing increased support for the CSP design and implementation process and a revamping of the emergency pocket book with the introduction of an offline app. This cultural shift from recording lessons to taking concrete actions will continue.</p>	