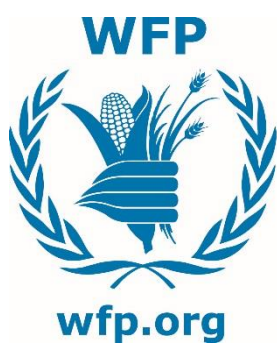


Emergency Preparedness and Response Package (EPRP)

Second Edition - December 2016



World Food Programme

Foreword

In a fast-changing world where the growing number of crises, both natural and man-made, is leaving more people in need of help than ever before, and faced with increased competition for vital funding, WFP needs to do more with less, and to do it quickly and efficiently. Emergency preparedness has been proven to facilitate a fast, coordinated and cost-effective response.

Five years after the publication of the first Emergency Preparedness and Response Package (EPRP) and in light of its successful global implementation rate, it can be said that the emergency preparedness process has been fully integrated into the regular activities of WFP Country Offices.

This revised EPRP manual reflects a number of changes to WFP's operational and programmatic position over the last five years. This includes reflecting the requirements of new working modalities such as cash-based transfers (CBT), incorporating the three WFP-led and co-led clusters, introducing additional elements into the risk analysis and providing an updated list of requirements instrumental to nutrition programming, at both the preparedness and response levels. Lastly, this updated EPRP seeks to ensure alignment with the Inter-Agency Emergency Response Preparedness approach, which has been accomplished through consultations with the Inter-Agency Standing Committee (IASC) Task Team on Preparedness and Resilience (TTPR).

Despite the content-related changes that have been introduced, it should be emphasized that the EPR process, and particularly the methodology itself, has not undergone any major changes, with one exception: adding the recommendation to test each scenario-based Concept of Operations (CONOPS) through EPR functional simulations. This recommendation was introduced on the premise that a desk-based EPR functional simulation is not only safe and cost-effective, but it also enables any gaps in or strengths of a particular operation to be identified first-hand. This recommendation and methodology is in line with the new inter-agency *modus operandi* and is reinforced within WFP by making training for simulation facilitators available to all Country Offices and Regional Bureaux. Often the assumption is that any CONOPS is a good plan, however, the truth is that only a CONOPS that has been duly stress-tested can prepare an operation for the eventuality of an emergency.

The EPRP process provides action-oriented guidance. In this spirit, the EPRP embodies principles of "early warning – early action" as well as "wheels up, no regrets", and is supported by WFP's mechanisms for providing funds for emergency preparedness (e.g. Immediate Response Account for Preparedness [IR-PREP]), which aim to fill immediate gaps in the preparedness phase. These elements ensure that WFP maintains operations that are flexible and ready to address foreseen and unforeseen emergencies. We hope that this revised version will help WFP and partners to meet the needs of communities in a timely and effective manner.

"Plans are nothing; Planning is everything" D.D. Eisenhower



Ramiro Lopes da Silva

Assistant Executive Director, Operations Services Department (OS)

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Introduction

1.1 Preparedness in WFP – Recent Years / The EPRP

- 1 In line with WFP's Strategic Objective Number 1 "Save lives and protect livelihoods in emergencies", WFP has continuously invested in emergency preparedness for a more rapid, predictable and effective response at the onset of an emergency. Growing humanitarian challenges and increasing global food assistance needs have prompted WFP to revamp its emergency preparedness and response strategies.
- 2 Emergency preparedness¹ is not an end in itself but a process intended to enhance WFP's emergency response capabilities. The strongest value of emergency preparedness derives from a shared understanding of operational risks and their likely impact on WFP and its operating environment. Detailed emergency response planning should only be undertaken once a risk is well defined and almost certain. In other cases, mainstreaming a minimum level of emergency preparedness is more effective.²
- 3 In July 2012, the Operations Department Directive OD2012/002 replaced WFP's 2002 Contingency Planning Guidelines with the Emergency Preparedness and Response Package (EPRP), making its implementation mandatory in all WFP Country Offices (COs).
- 4 In December 2013, most of the COs received support from teams from Regional Bureaux and/or Headquarters (HQ) for EPRP implementation. To support EPRP implementation the following tools were also developed:
 - A hard copy edition of the EPRP was printed and disseminated to all COs.
 - An e-learning course guiding users through the EPRP process was made available online, on OPweb and in CD-ROM format.
 - An EPRP tracker that enables Regional Emergency Preparedness and Response Officers (EPROs)/HQ and Management at the CO level to easily monitor EPRP implementation and advise managers and colleagues on gaps in preparedness actions.
 - An EPRP Simulation Guidance Manual and Toolkit specifically designed to help WFP COs to run their own scenario-based simulations with the aim of identifying gaps in preparedness and the measures needed to address them. Simulation exercises have also taken place in several Country Offices.
- 5 In October 2014, Operations Management Directive OM2014/003 set out the responsibilities and accountabilities for the application and management of the EPRP and the associated performance assessment.³

¹ WFP defines emergency preparedness as "Actions, arrangements and procedures in anticipation of an emergency to ensure that the response, when needed, be rapid, appropriate and effective". (Source: WFP's Programme Guidance Manual).

² Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008). Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/ep/wfp210932.pdf>

³ Operations Management Directive OM2014/003, October 2014. Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp268908.pdf>

1.2 Why a Second Edition & What Has Changed?

Since the EPRP was issued in 2012, there have been a number of developments requiring the EPRP to be updated.

1.2.1 The Transformative Agenda

- 6 In December 2011, the Inter-Agency Standing Committee (IASC) adopted the Transformative Agenda (TA), a set of concrete actions aimed at transforming the way in which the humanitarian community responds to emergencies. It focuses on improving the timeliness and effectiveness of the collective response through stronger leadership, more effective coordination structures, and improved accountability for performance and accountability to affected populations. It builds on the 2005 Humanitarian Reform and focuses on the impact of change, rather than on the process of implementing change.
- 7 One important element of the TA is the Humanitarian Programme Cycle (HPC), designed to provide guidance on how humanitarian actors can better coordinate to meet the needs of people affected by disasters and conflict. The HPC highlights, among others, the need to i) prepare as much as possible before emergencies strike; ii) plan based on evidence; and iii) set objectives early and ensure they drive the response.
- 8 In this regard, a Common Framework for Preparedness⁴ was approved and the Inter-Agency Emergency Response Preparedness (IA-ERP)⁵ approach was developed to enable the international humanitarian system to apply a proactive approach to emergency preparedness. The IA-ERP replaces the Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance as published in 2001 and updated in 2007.
- 9 Along the same lines as the WFP EPRP, the IA-ERP approach provides practical guidance to Humanitarian Country Teams (HCTs) on preparing to respond to potential emergencies with appropriate humanitarian assistance and protection. It has three interrelated levels of preparedness actions:
 - **Inter-agency level:** It builds the overarching framework to guide the collective action of all potential humanitarian responders.
 - **Sector/Cluster level:** It defines how agencies will work together to achieve sector-specific objectives. WFP-led/co-led clusters have developed their own respective preparedness guidelines that are aligned with the ERP approach and are incorporated in this new edition of the EPRP.
 - **Organization-specific level:** It describes how the organization's response will be delivered. The ERP approach does not define the form of agency level planning; in the case of WFP, the EPRP is the tool supporting the internal preparedness planning process.

1.2.2 Cash-Based Transfers (CBTs)

- 10 Over the past seven years, WFP's use of cash-based transfers has grown rapidly, across crises, geographical areas, affected populations and economies. Furthermore, with the reaffirmation of WFP's corporate strategy as outlined in the Strategic Plan 2014–2017, this trend is expected to continue in the coming years.
- 11 In 2015, WFP's total approved CBT budget amounted to USD 1.54 billion. The total approved value of cash-based transfers to beneficiaries amounted to almost USD 1.38 billion. WFP's Management Plan

⁴ The Common Framework consists of a systematic approach whereby humanitarian and development actors in the international system combine their efforts at country level to support the development of national and local capacity for preparedness to anticipate, respond to, and recover from emergencies. Inter-Agency Standing Committee, *Common Framework for Preparedness*, 18 October 2013.

⁵ The IA-ERP Guidance Module was introduced in October 2014 and piloted and finalized in 2015. For more information, please refer to Annex 1, and/or go to: <http://10.11.40.4:8008/downloads/docs/276/775/5089.pdf>

2016–2018 foresees a global CBT budget of approximately USD 1.36 billion in 2016. The projected value of CBTs to beneficiaries is USD 1.29 billion.⁶

- 12 Emergency Operations (EMOPs) currently account for the largest share of WFP's CBTs. In 2015, 70 percent of all CBTs were implemented through EMOPs. This demonstrates WFP's growing capacity to implement CBT-based food assistance programmes in emergency contexts.
- 13 COs must justify their choice of transfer modality or modalities, whether it be in-kind food aid, CBT, commodity voucher or a combination of modalities, in all WFP operations. To enable COs to make an informed decision, a number of assessments must be implemented in all the COs from the preparedness stages. Sectoral assessments are mandatory. Detailed information on the subject is provided in the CBT Manual and the CBT Manual on Financial Management.⁷

1.2.3 Remote Management Operations (RMOs)

- 14 Remote management is an operational response to extreme circumstances of insecurity; it builds on the most likely scenario of the United Nations Country Team (UNCT) and/or WFP Concept of Operations (CONOPS) and includes measures relating to the continuity of operations. It involves the withdrawal of, or drastic reduction in, international staff and the transfer of different levels of programming responsibilities to national staff, local partner organizations and/or third-party commercial service providers.⁸ Remote Management Operations (RMOs) may be adopted as a last-resort measure to lower the security risk level of a particular WFP programme and the associated risk level for staff, both national and international. RMOs can also be used as a risk reduction tool allowing critical WFP activities to proceed in accordance with the UN Programme Criticality Framework.⁹
- 15 In situations of heightened insecurity, WFP may have to relocate staff and offices within a country, or outside of it, and switch to a remote or semi remote management implementation mode. This transition can happen suddenly and without warning, and its effects on staff and on operations may be protracted.
- 16 Based on experiences in Somalia, Afghanistan and Yemen, guidance on preparing a Remote Management Operation Plan (RMO-P) has been incorporated into the EPRP¹⁰. The guidance should be used by COs as a step-by-step guide to developing an RMO. The RMO-P guidance/template includes sections describing the most likely scenario under which the RMO would be executed, the challenges that may hinder the RMO implementation and the actions that must be taken by the CO before and during implementation of the RMO.
- 17 Finally, an RMO-P is a tool to mitigate reputational risks in a situation where WFP has reduced or withdrawn its staff while continuing operations.

1.3 What is New?

- 18 **Updated guidance on risk assessment and technical guidance on risk monitoring.** The risk assessment section of the manual has been updated to reflect the latest corporate guidance. An annex has been included providing hazard-specific technical guidance supporting the identification of critical indicators that need to be monitored in relation to identified risks.
- 19 **Updated preparedness checklists.** Following extensive consultations with selected stakeholders in Country Offices, Regional Bureaux and relevant technical divisions, the Minimum Preparedness Actions (MPAs), Advanced Preparedness Actions (APAs) and Standard Operating Procedures (SOPs) have been updated to reflect changes in corporate guidance and procedures, address gaps identified during the

⁶ Cash-Based Transfers in WFP, Operational Facts & Figures. Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/communications/wfp280398.pdf>.

⁷ For further guidance please refer to the CBT Manual and CBT Financial Management Manual.

⁸ Stoddard, Harmer & Renouf, 2010. *Once Removed: Lessons and challenges in remote management of humanitarian operations for insecure areas*. Humanitarian Outcomes, New York.

⁹ The Programme Criticality Framework is a mandatory part of the UN Security Management System approved by the Chief Executives Board for Coordination in October 2011. It is used to determine the criticality level of all activities carried out by UN personnel. A UN activity cannot proceed unless its programme criticality level is higher than the prevailing security risk.

¹⁰ Please refer to Annex 21.

implementation of the EPRP in WFP COs and incorporate lessons learned and best practices. In particular:

- 20 **Cash-based transfer elements** have been incorporated into the preparedness actions.
- 21 **Specific and stand-alone WFP-led cluster preparedness actions checklists developed.**
- 22 **Alignment with new Inter-Agency Emergency Response Preparedness (IA-ERP).** The terminology of the EPRP has been modified to align with the terminology used at the inter-agency level. The term “Emergency Readiness Actions” has been replaced by “Advanced Preparedness Actions”. The format of the CONOPS has been modified slightly to facilitate alignment with the IA-ERP Contingency Plan.
- 23 **Preparedness guidance for the WFP-led/co-led clusters.** Specific guidance on preparedness for the Food Security Cluster, Logistics Cluster and Emergency Telecommunications Cluster (ETC) has been incorporated in the EPRP, to align with the IA-ERP approach.
- 24 **Updated annexes.** The EPRP annexes have been revised to include the latest corporate directives concerning emergency preparedness, as well as updated templates and guidance material. This includes best practices in remote management operations and implementation of the EPRP at the Sub-Office level.
- 25 **EPRP tracker.** The IT tool linked to OPweb to track the level of implementation of the preparedness actions in the COs and field offices has been updated to incorporate all the changes in this revised version of the EPRP.
- 26 **Emergency folder.** As a key element to ensuring business continuity in a CO, and following recommendations made by the Regional Bureaux and HQ management, more detailed guidance on the CO emergency folder has been provided. This includes a list of documents linked to the preparedness actions set out in the checklists, and provides guidance on location and access. The use of a cloud system for storing the emergency folder is considered. The main advantage of this is the remote accessibility of key information for senior managers, Regional Bureaux and HQ.¹¹

¹¹ Please refer to Annex 3.

WFP's Emergency Preparedness and Response Package (EPRP) for Country Offices

2

2.1 Definition

- 27 **The Emergency Preparedness and Response Package (EPRP)** is a practical and action-oriented tool that guides WFP Country Offices in progressively matching their emergency preparedness and response capacity against the risks identified in a country of operation. The Emergency Division originally drafted it, with strong support from Regional Bureaux, selected Country Offices and technical units in HQ, in response to a Strategic Evaluation of WFP's Contingency Planning Guidelines.¹²
- 28 **The Evaluation** reviewed in detail WFP's emergency preparedness and contingency planning practices from 2002 to 2008, identifying both its achievements and shortfalls. The Report's recommendations, issued in 2009 and endorsed by the Executive Board, formed the basis upon which the EPRP was developed. The EPRP follows WFP's enterprise risk management (ERM) policy,¹³ which was developed by the Performance Management and Monitoring Division (RMP).
- 29 **The objectives of the Emergency Preparedness and Response Package are to:**
- provide a practical framework for Country Offices to continually improve their preparedness and response;
 - forge a common understanding of potential contextual risks and the impact that those risks might have on WFP's internal and external environment;
 - establish and mainstream a standard for minimum emergency preparedness at the Country Office and field office levels;
 - guide Country Offices as a risk becomes more imminent, and help them step up from preparedness to readiness and raise their emergency readiness level;
 - allow Country Offices to maintain resilience and to recover quickly from any disruptions and crisis events;
 - enable Country Offices to scale up their operational response capability so that they can adequately address food assistance needs among affected populations and effectively assume their cluster-lead responsibilities;
 - guide Country Offices in their initial emergency response; and
 - strengthen WFP in advance of a crisis or disaster by enabling the organization to position itself vis-à-vis government and partner agencies.
- 30 **The EPRP requires the participation of all functional units in WFP Country Offices and field offices.** The Country Director (CD) has ultimate responsibility and accountability for the progressive adoption of the Minimum Preparedness Actions, and for ensuring the implementation of Advanced Preparedness Actions as required. The Regional Bureaux EPR Unit and the Readiness Unit in HQ's Emergency Preparedness Branch (OSEP) assume an advisory and technical support role in this process.

¹² Strategic Evaluation of WFP's Contingency Planning 2002-2008, Final Report. Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp225418.pdf>

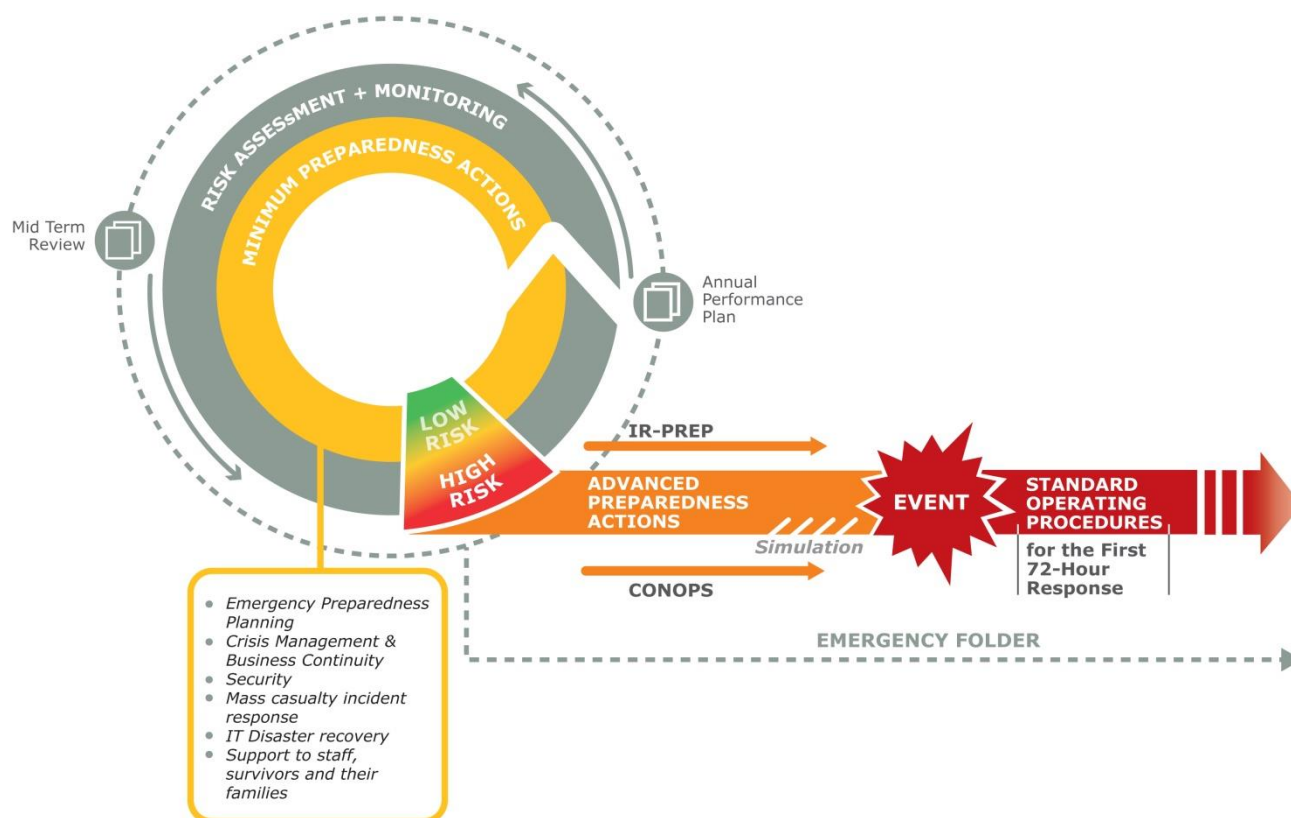
¹³ Refer to Annex 2, and: Enterprise Risk Management Policy 2015. Posted at: <http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc063831.pdf>

2.2 Methodology

The Emergency Preparedness and Response Package consists of two sequentially-linked parts that are to be implemented by WFP Country Offices in coordination with their respective Area Office and/or Sub-Office:

Part I: Risk Assessment (Section 2.2.1)

Part II: Emergency Preparedness and Response Checklists (Section 2.2.2)



2.2.2 Part I: Risk Assessment

WFP's enterprise risk management framework and the EPRP¹⁴

- 31 Risk management is a structured process undertaken by staff members and managers to achieve strategic, operational and individual objectives. It involves: identifying future events that may impact the achievements of objectives; assessing them for likelihood and impact; and determining an appropriate response.
- 32 In 2010, WFP identified a lack of preparedness to respond to heightened humanitarian food assistance needs and maintain business continuity in the event of a disaster as key operational risks for the organization.
- 33 To that end, while the exact timing of a disaster cannot be predicted, understanding the likely impact of disasters on WFP's internal and external environment will help WFP Country Offices undertake Minimum Preparedness Actions and adequate Advanced Preparedness Actions.
- 34 Risk identification and assessment are the first components of WFP's enterprise risk management. It provides WFP Country Offices with a methodology to assess risks and their impacts on WFP's internal environment (such as WFP staff, assets, processes and operations) as well as its operations (such as food

¹⁴ Enterprise Risk Management, 23 November 2012. Posted at:
http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp273698.pdf

security, infrastructure and partnership networks). As such it is a **mandatory part of the Annual Performance Plan (APP) for all Country Offices**. In addition, risk assessment should be conducted whenever a major change in the environment occurs.

- 35 Within WFP, risks are classified as contextual, programmatic or institutional. Risks should be identified and assessed in relation to office objectives/planned results, best defined through the annual performance planning exercise. Risks should therefore be reviewed and reassessed along with the performance plan during the mid-year and end-year performance review as well as in cases of major changes in operational environment. Mitigation actions must be integrated into ongoing planning processes to the extent possible.¹⁵

The EPRP is a tool within enterprise risk management

- 36 The first section of this package, the risk assessment, is not independent from nor parallel to the risk management process of the CO. This section **provides COs with a tool to further examine contextual risks, specifically, and their impacts on WFP's internal and external environments as well as on operations**.
- 37 The risk register within the APP process is the primary tool for identification of all risks (contextual, programmatic and institutional).¹⁶ The EPRP risk analysis is intended for examining contextual risks more thoroughly and is mainly used to assess additional elements affecting the impact of identified contextual risks (such as the impact on the capacity of national governments).

Risk assessment for contextual risks: some recommendations

- 38 For the purposes of undertaking a risk assessment exercise, COs are advised to consult with UN agencies, partners, the Red Cross and Red Crescent Movement, research institutes¹⁷ and – where feasible – with the national authorities. These consultations will enable WFP to gather a variety of information, insights and views, to harmonize and link up with preparedness approaches of partners, and to gain a better understanding of response capabilities on the ground. National authorities may have data and monitoring systems in place to assess the risk of natural disasters. Similarly, WFP analysis tools such as the Integrated Context Analysis (ICA)¹⁸ could be used for this purpose. Country-specific risk background analysis could be provided by the Early Warning Unit in the Emergency Preparedness and Support Response Division (OSE)/Rome HQ.
- 39 The risk assessment should be a consultative process in which different opinions are brought together. It should be carried out taking into consideration all possible cross-cutting issues that may arise in a given context. These may include protection,¹⁹ gender, and HIV and AIDS. Responsibility for validation of the resulting risk assessment lies with the Country Director.

Step One: Risk Identification

- 40 As mentioned before, the EPRP focuses on mitigating the effects of contextual risks that can impact ongoing operations or give rise to a need to launch new ones.
- 41 The contextual risks can be divided into the following types:
- natural hazards, such as earthquakes and pandemics, and extreme seasonal weather events that cause floods, landslides or droughts;²⁰
 - armed conflict and civil unrest;
 - restrictive government legislation, such as export and import bans;

¹⁵ For more details on risk definitions and the process, please refer to: Risk Management

Definitions and Key Elements. Posted at: http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp274408.pdf

¹⁶ For further information on cash-based transfer risk analysis, please refer to section A.3 of the Cash and Vouchers Manual 2014, posted at <http://docustore.wfp.org/stellent/groups/public/documents/staffdev/wfp271375.pdf>, as well as the sample completed risk register related to CBT posted at: <http://docustore.wfp.org/stellent/groups/public/documents/staffdev/wfp288133.xlsx>

¹⁷ National, regional and international scientific bodies, such as seismologic institutes and organizations, have the capacity to support WFP in disaster modelling.

¹⁸ A WFP approach to operationalise resilience, Part 1: Integrated Context Analysis. Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/forms/wfp274084.pdf>.

¹⁹ For examples of typical protection concerns, please refer to Annex 4. Further information on protection in WFP operations is posted at: <http://protection.manuals.wfp.org/en/>.

²⁰ The Integrated Context Analysis (ICA) can be a useful tool for obtaining neutral/objective data from previous years.

- drastic changes in the socio-economic environment, such as a surge in prices of essential goods;
- terrorism and crime.

42 When contextual risks are identified, it is important to be as specific as possible when describing them so that they can be monitored (see section 2.2.4 on Triggers). If, for example, one of the identified risks is conflict then it needs to be clearly noted who the potential belligerents are, in which part of the country they could clash, and what main factors underlie the risk of violence.

Step Two: Risk Ranking

43 When discussing the significance of a risk, the Country Office should be clear about: i) the likelihood (probability) of the occurrence of the risk; and ii) the impact (consequences) of the risk should such an event arise. In doing so, risks are ranked on a scale of 1 to 5. Multiplying these two variables will give a value to indicate the seriousness – low, medium or high – of a given risk.

$\text{Risk Seriousness} = \text{Likelihood} \times \text{Impact}$
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44 Guidance on how to score the likelihood and impact of programmatic and institutional risks can be found at: http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp274408.pdf

45 **Difference when ranking the contextual risks.** In terms of likelihood, the EPRP does not differ from the guidance provided for the APP exercise,²¹ but in terms of impact, there are some differences. When discussing the impact of contextual risks, the EPRP also considers i) the impact of WFP operations and assets and staff (business continuity); ii) national response capacities; and iii) the impact on food security in the affected country (augmentation of WFP operations).

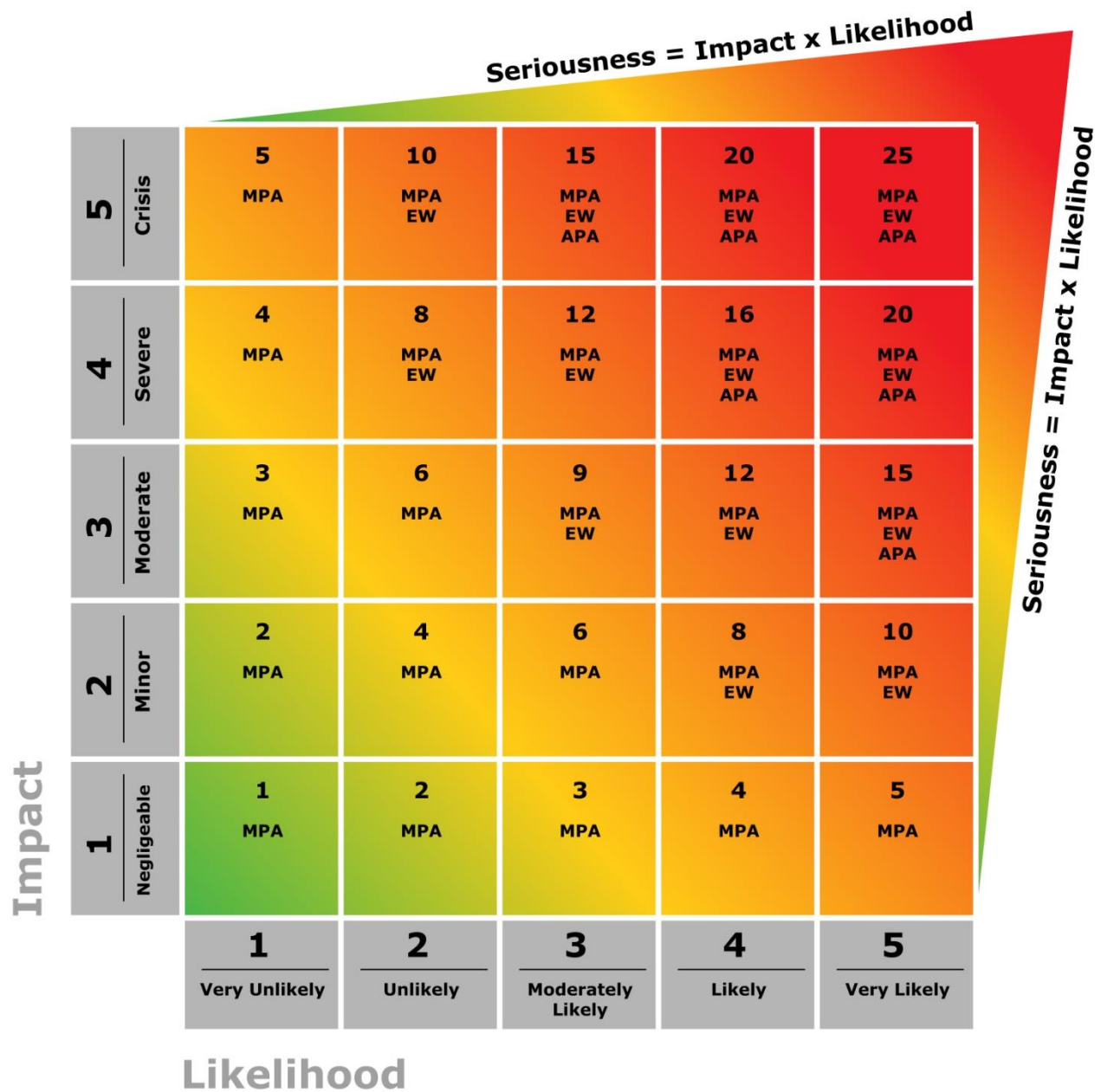
²¹ Enterprise Risk Management, 23 November 2012. Posted at: http://docustore.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp273698.pdf

46 The table below shows the aspects to be considered **when assessing the likelihood and impact of the contextual risks.**

Impact	Likelihood	Seriousness
Negligible (1) WFP is still able to carry out its operations, with almost no delays/losses. Heightened food assistance needs and cluster-lead responsibilities can be addressed through minimal investment in ongoing operations. National response capabilities and those of in-country stakeholders are high. Minimal impact on staff and assets.	Very unlikely (1) The event has a remote chance of arising – up to a 20 percent chance within the current year – and/or has occurred very infrequently, if ever, in the past.	<p>The seriousness rating is the multiplication of the impact risk ranking with the likelihood risk</p> <p>Low Average score: 1–7</p> <p>Medium Average score: 8–14</p> <p>High Average score: 15–25</p>
Minor (2) WFP is still able to carry out its operations, though with some delays/losses. Heightened food assistance needs and cluster-lead responsibilities can be addressed through minor investment in ongoing operations. National response capabilities and those of in-country stakeholders are fairly high. Minor impact on staff and assets.	Unlikely (2) The event has a low chance of arising – between a 20 and 40 percent chance within the current year – or has occurred a couple of times in the past.	
Moderate (3) Programme delivery may be hampered. Additional resources and activities within ongoing operations and cluster-lead responsibilities will be required to attend to system disruptions and heightened humanitarian needs. National response capabilities and those of in-country stakeholders are medium. Some impact on staff and assets.	Moderately likely (3) The event has a possible chance of arising – between a 40 and 60 percent chance within the current year – or has occurred a few times in the past.	
Severe (4) Programme delivery will be hampered significantly. Substantial additional resources and activities within ongoing operations and cluster-lead responsibilities will be required to attend to system disruptions and heightened humanitarian needs. National response capabilities and those of in-country stakeholders are low. Considerable impact on staff and assets.	Likely (4) The event has a probable chance of arising – between a 60 and 80 percent chance within the current year – or has occurred several times in the past.	
Critical (5) WFP activities could be blocked. The event may require a massive WFP response. National response capabilities and those of in-country stakeholders are extremely low. Critical impact on staff and assets.	Very likely (5) The event has a significant chance of arising – over an 80 percent chance within the current year – or has occurred frequently in the past.	

Step Three: Illustrating Risks on a Heat Map

- 47 Once a Country Office has ranked its contextual risks, the related information should be entered into the EPRP tracker in OPweb, and the tool will illustrate them on a risk heat map.
- 48 The heat map (or risk graph) helps the Country Office to visualize its risk profile. It draws attention to those risks whose seriousness levels rank in the medium/high range and which require mitigating actions beyond the Minimum Preparedness Actions.



Step Four: Risk Response & Mitigation Actions

- 49 Having illustrated its risks, the Country Office should discuss which risk response strategy should be applied and which mitigating actions should be put in place. We can respond to contextual risks in four different ways:
- **Accept:** Risk is accepted without the need for any further mitigating measures –the implementation of the Minimum Preparedness Actions suffices.
 - **Control:** Additional mitigation measures are implemented to reduce the risk to an acceptable level. In this case, the implementation of adequate and risk-specific Advanced Preparedness Actions is recommended.
 - **Avoid:** The activity is terminated if it is deemed too risky. For example, if an analysis of adopting cash-based transfers demonstrates that it subjects the organization to an unacceptable level of risk, then a decision can be made not to adopt cash-based transfers in that particular context.
 - **Transfer:** Insurance is sought or implementation is sub-contracted to third parties who can operate safely and with lower risk because they may be more acceptable to other parties that might represent a violent threat to UN staff. Remote management by third parties is a mitigation action that could be considered for this risk response.
- 50 The ERM risk register template (part of the Annual Performance Plan) should be used jointly with the EPRP. The ERM risk register is the main documentation tool for identifying all risks (contextual, programmatic and institutional) and **the EPRP is designed to assist Country Offices in controlling/mitigating the effects of the contextual risks identified.**

Risk Monitoring and Triggers for Stepping Up Preparedness

- 51 Given that preparedness should match changes in risk, monitoring risk is therefore an important part of the preparedness process. The EPRP focuses on specifics, i.e. critical indicators²² that need to be monitored in relation to risks with a high level of seriousness that have been identified by the COs. Risk monitoring means reconsidering the near-term risk posed by hazards on a regular basis. When there is a significant chance that an identified risk will require an augmented WFP response in the coming months, selected Advanced Preparedness Actions should be implemented. Country Directors are responsible for deciding when to implement APAs and which ones are the most appropriate to better prepare the COs for the risk in question. They are also accountable for implementing APAs in a timely and effective manner when a risk warrants such actions. For specific information on how to select and implement the APAs, please refer to the APA section.
- 52 Country Offices should review the contextual risks identified in their risk register regularly and systematically consider any changes in the likelihood and impact for the near- or mid-term future. Please see below for information concerning the use of indicators and other supporting tools to facilitate the risk review process.
- For seasonal risks or others with fixed dates (e.g. floods, elections), set a date 2–3 months ahead of the start of the season or known date to review the risk, implement selected and adequate Advanced Preparedness Actions and draft a CONOPS as needed. Preparedness Actions that need less time to implement or require higher levels of certainty, because of cost or other considerations, should be based on shorter-term event-specific forecasts.
 - For risks that do not follow seasonal schedules (e.g. conflict), when needed, review the risk register and, when appropriate and in accordance with the CD's decision, step up the preparedness level of the CO. If appropriate, and in order to ensure awareness of the risk evolution in the country, risk-specific information and the preparedness status of the CO should be shared with management in Regional Bureau/HQ through the monthly Executive Brief and inputs for the Daily ED Operational Brief (DEDOB).²³
- 53 Country Offices could eventually report any significant increase in near- or mid-term risk in the Risk Analysis Section of the Executive Brief. These inputs will be compiled at HQ as part of operational reporting to senior management, thus providing an early warning function that directly highlights CO concerns about contextual risks.

²² Indicators can be described as events that signal increased or decreased likelihood of a risk occurring, while triggers are predefined threshold levels indicating a need to scale up preparedness.

²³ For more information on reporting, see: <http://opweb.wfp.org/pages/?PageID=230>.

Indicators and triggers²⁴

- 54 Indicators are events or reports that, individually and/or collectively, help us understand changes in the likelihood of a risk materialising. Indicators should be identified for the contextual risk with the highest level of seriousness, and should be monitored in a consistent and structured way to support the regular review of the rating of these risks. Country Directors should designate staff in their Country Office to monitor defined indicators and report to CO Management any changes in the situation.
- 55 For **natural hazards**, indicators should be linked to relevant information sources available in the country. Country Offices should establish links with national weather services and disaster management authorities to access forecasting and alerting services. If required, the HQ OSEP's Analysis and Early Warning (AEW) Unit could provide additional meteorological forecasting or alerting services. Potential information sources and sample indicators include:
- Seasonal, mid-term (e.g. 14 day) and short-term (e.g. 3–5 day) meteorological forecasts. Examples: a seasonal forecast of above-average storm activity; a named storm with greater than X chance of landfall in the country.
 - Confirmed conditions, for example precipitation shortfalls or river levels. Examples: the water level of River X exceeds Y metres; accumulated rainy season precipitation of less than X cm by date Y.
- 56 For **conflict hazards**, indicators are more subjective and will always require interpretation. To identify suitable indicators, it is useful to compare the current state of affairs with the situation that would warrant a humanitarian response. For each conflict-related risk, a discussion process should be undertaken based on the following questions: What would have to change to get from here to there? What events or situations would suggest these changes are taking place? Some examples of conflict-related risk indicators could be reports of militant groups buying weapons; reports of military mobilization; and reports of increased instances of hate speech by community leaders.
- 57 These events or situations are indicators that should be watched for systematically, and any changes should be incorporated into the EPRP tracker.
- 58 Country Offices may also establish triggers, i.e. specific indicators that if observed will trigger immediate implementation of specific Advanced Preparedness Actions in line with a no-regrets approach. Such a framework should include triggers linked to seasonal, mid-term and short-term forecasts or other relevant information sources as listed above. Some triggers could be:
- Natural hazards: high (x) level of precipitations; certainty that a hurricane will touch land in xx food-insecure area, etc.
 - Conflict hazards: announcement of a third term by the president of a country; withdrawal of international troops; evacuation of embassy staff, etc.

Risk Escalation

- 59 There may be cases where COs do not have the capacity to control/mitigate the effects of certain contextual risks, regardless of their state of preparedness. These are mainly small/medium COs with limited capacities and resources facing high impact risks. The process below outlines how such risks should be escalated to the Regional Bureau (RB) and managed at that level.
- 60 During the annual risk assessment exercise, the CO analyses and evaluates both whether and when any of the identified contextual risks should be escalated to the RB level.²⁵ The when refers to triggers identifying the point at which the CO no longer has the required capacity and resources to manage the risk. Examples of such risks include the following:
- An earthquake in a populated urban area in a small CO. This risk should be escalated to the RB immediately (because in this case there would be no identified triggers, given that no early warning is possible for earthquakes).
 - Storms during hurricane/typhoon/cyclone season. In this case, the trigger for escalation would be the number of people potentially affected, and the CO resources/capacity to manage the emergency, after which the risk should be escalated to the RB.

²⁴ Refer to Annex 35 for guidance on identifying indicators.

²⁵ A directive on escalation of security-specific issues was issued in July 2013. Please refer to the following directive for information on escalation concerns related to security: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp258556.pdf>

- 61 Once the risks to be escalated to the RB level have been identified, the Regional Director and the RB management team should prioritize the risks based on their seriousness (likelihood and impact) and the ability of the RB and CO to respond.
- 62 In coordination with the CO, the RB should then prepare a specific CONOPS for each of the prioritized risks/countries. These plans will include a gaps analysis (i.e. an assessment of the resources that may be required to respond and the current capacity at the CO and RB levels). Immediate Response Account for Preparedness (IR-PREP) funds could be requested to cover those gaps, as regulated by the Immediate Response Account (IRA) directive.²⁶

Inter-Agency

- 63 The EPRP does not substitute the Inter-Agency Emergency Response Preparedness (IA-ERP), which is a preparedness approach and guidance that replaces the former Inter-Agency Contingency Planning guidance. WFP Country Office Management should be involved in the inter-agency risk analysis process established under the IA-ERP. Contextual risks considered at inter-agency level should be aligned and considered in the WFP CO risk register.

2.2.3 Part II: Emergency Preparedness and Response Checklists

- 64 Emergency Preparedness and Response Checklists form the second part of the EPRP. The checklists employ a holistic approach, integrating security management, business continuity, IT disaster recovery, preparedness planning and contingency planning. Each checklist has a specific function at a specific point during the evolution of a risk. Thus, the checklists are not to be implemented simultaneously:

No.	Type of Checklist	Timeframe for Adoption/Revision
1	Minimum Preparedness Actions (MPAs)	As part of the Country Office Annual Performance Plan (beginning of the year) and revised during the Mid-Year Performance Review. They need to be updated as needed (new staff, new information, changes in the operational environment, etc.).
2	Advanced Preparedness Actions (APAs) and Concept of Operation (CONOPS)	As a specific risk becomes imminent, that will have a high impact on a Country Office, its programmes, processes and the operating environment.
3	Standard Operating Procedures for the First 72-Hour Response (SOPs)	Upon outbreak of an emergency.

- 65 Some of the preparedness actions need to be addressed by the Country Office Management directly; others need to be addressed by individual functional units. Most of the Minimum Preparedness Actions may already have been initiated or completed as part of the regular work process, but all of them need to be updated regularly, because the operational context may change in terms of staff, partners, WFP assets, etc. Others, such as data gathering and mapping, may be carried out and provided by or through partners. Where there are gaps, these should be addressed through individual preparedness actions in the Annual Performance Plan and in the Work Plan of relevant staff. The Country Director in all cases is accountable for the implementation of all the preparedness actions.
- 66 Final responsibility and accountability for the systematic implementation of the preparedness actions in the Country Office lies with the Country Director, who must approve and report on the implementation of the MPAs, APAs and CONOPS when applicable.

²⁶ For more information, refer to Operations Management and Resource Management & Accountability Departments – Joint Directive, OM2013/003-RM2013/009. Posted at: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp261925.pdf>

- 67 In their ongoing operations, Country Offices need to make adequate budgetary provisions for the implementation of both the Minimum Preparedness Actions and most of the Advanced Preparedness Actions. With appropriate justifications, additional corporate resources can be requested from the IR-PREP for additional preparedness actions.²⁷

Minimum Preparedness Actions (MPAs)

- 68 Minimum Preparedness Actions (MPAs) represent the first checklist that a Country Office must implement in order to mainstream a minimum level of emergency preparedness throughout all functional areas. The MPAs are based on a multi-hazard approach. While they do take into account the risk profile established for a Country Office, they are not risk-specific.
- 69 The objectives of the MPAs are to:
- establish a standard of minimum emergency preparedness for which Country Offices can be held accountable;
 - facilitate a rapid build-up of advanced preparedness, should a risk become imminent;
 - buffer against the negative impacts of an unexpected, sudden-onset emergency.
- 70 MPA implementation is a continuous process. Scheduled review of the MPAs should be included in the Country Office's Work Plan. It is recommended that MPAs be reviewed at least every six months as part of the Country Office Annual Performance Plan, the Mid-Year Performance Review and risk monitoring. **Country Offices can add more actions to the MPA checklist if deemed necessary in the context of their specific operating environment.**
- 71 While **MPA implementation is mandatory in all COs**, including Area Offices (AOs), Sub-Offices (SOs) and field offices (adapted version based on situation), it is recognized that in some contexts not all MPAs will be applicable. In such circumstances, the EPRP tracker is designed to allow an SO/AO/CO to indicate, within the functional MPA checklists, any action that is deemed not applicable. It is mandatory that the SO/AO/CO provide a strong justification for any action that they indicate as "not applicable". The EPRP tracker calculates the implementation status of MPAs only on those actions that have been identified as applicable, i.e. where the status of actions has been marked as "Done", "Deadline Set" or "To Be Initiated". The Country Director is responsible for ensuring reporting on MPA implementation through the EPRP tracker.²⁸

All documents related to the MPAs²⁹ and MPA checklists must be regularly uploaded onto the EPRP tracker.³⁰

Advanced Preparedness Actions (APAs)

- 72 Advanced Preparedness Actions (APAs) represent the second checklist which will be acted upon when a risk becomes imminent or when a high-impact, sudden-onset event, such as an earthquake in a densely populated area, is anticipated. The term "Advanced Preparedness" is used to indicate actions that will bring the Country Office to an advanced level of readiness to respond to a specific risk.
- 73 Unlike the MPAs, the APAs are risk-specific and scenario-based. They build on the MPAs already in place and include a set of questions and concrete actions that will guide the Country Office to augment its emergency response capability and develop a CONOPS. Most particularly at this stage, Country Offices are strongly advised to align their emergency preparedness strategies with those carried out at the inter-agency and cluster levels.
- 74 The EPRP contains a set of APAs for each functional unit in the CO. Not all APAs in the checklist may be applicable to the expected scenario. The CO must select and implement the ones that fit to the predicted scenario.
- 75 Before APAs are selected and implemented, the Country Office should assess the impact of the anticipated disaster on WFP's operation and beneficiaries in more detail, through the definition of the anticipated scenario. For this purpose, the EPRP contains boxes that precede the APA checklist for each

²⁷ For more information on the IR-PREP please refer to: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp261925.pdf>.

²⁸ Temporary link: <http://10.11.40.90:7001/login.aspx>. The EPRP tracker is under development.

²⁹ The documents related to each MPA are specified in each functional unit checklist; for CBT as a transfer modality, the various sectoral assessments are mandatory as part of the EPRP. For further information, please refer to sections A.1 to A.6 in the CBT Manual posted at: <http://docustore.wfp.org/stellent/groups/public/documents/staffdev/wfp271375.pdf>

³⁰ Please refer to Annex 3 for guidance on the EPRP tracker.

functional unit, which provide lists of guidance questions relating to the scope and context of the anticipated scenario. The first set of questions that should be discussed in the CO are the CO Management Guidance Questions;³¹ the answers to those specific questions will form the basis of the APA guidance questions for each functional unit in the CO.

- 76 The guidance questions are structured in a way that will gather essential background information and help to identify special requirements and operational constraints. It is important that these issues are considered so that an adequate preparedness level for potential disaster situations can be established. The questions, especially those for Country Office Management, are designed to be used as reference points in drafting a CONOPS.
- 77 Once the scenario is defined, the CO may select the APAs it deems more appropriate to be implemented.
- 78 In cases of slow-onset or recurring emergencies, such as droughts or hurricanes, monitoring through early warning systems and seasonal timing will be critical in determining when to implement the APAs. Monitoring, analysis and early warning can also provide valuable advance notice of impending conflict-related emergencies and, in so doing, maximize the impact of the APAs. The concept of Forecast-based Action³² has been developed for improved disaster preparedness, risk reduction and resilience building before such an event occurs.
- 79 In the case of sudden-onset emergencies, such as earthquakes, there may be only very limited time – or none at all – to put the APAs in place. In such emergencies, the MPAs and other preparedness enhancing efforts adopted at the Country Office, Regional Bureaux and Headquarters will act as critical buffers that help the Country Office to maintain resilience.
- 80 Stepping up preparedness from minimum preparedness to an advanced preparedness level is closely connected to monitoring the indicators identified by the Country Office team for a specific risk with a high level of seriousness. The decision as to when to implement the selected APAs lies ultimately with the Country Director and will follow consultations with in-country partners and the Regional Bureau. Regional Directors may determine the need to involve Headquarters units. Early warning analysis may support the Country Director in making this decision.
- 81 The objectives of the APAs are to:
 - step up the Country Office’s emergency preparedness level in view of an imminent risk;
 - guide the Country Office in identifying elements that are essential for drafting a CONOPS, and in obtaining information critical to inter-agency appeals as organized through the Humanitarian Programme Cycle;
 - complement and support the inter-agency Advanced Preparedness Actions and CONOPS process, as well as WFP’s cluster-lead responsibilities; and
 - feed into emergency preparedness planning carried out by national authorities and other in-country partners.
- 82 Country Offices are not constrained by the current list of APAs when stepping up their emergency preparedness level. If there are other actions that the Country Office Management deems relevant to the speed, appropriateness and cost-effectiveness of a response, they should consider them, and then update the list of APAs accordingly.

³¹ Please refer to the Management APA checklist.

³² Various concepts of Forecast-based Action are explained by the IFRC Climate Centre here:

<http://www.climatecentre.org/downloads/files/Stephens%20et%20al.%20Forecast-based%20Action%20SHEAR%20Final%20Report.pdf>

Slow-onset disasters

Slow-onset disasters give humanitarian actors more lead-time to get ready for the anticipated event; thus, preparations for them differ from those for sudden-onset events. In these contexts, continuous monitoring systems and access to accurate long-range forecasting (e.g. seasonal outlook) will enable WFP Country Offices to assess the scope and course of the developing crisis more accurately. As soon as they realise that a slow-onset disaster, such as a drought, is about to unfold, Country Offices must intensify their monitoring.

There is substantial evidence highlighting the impact of slow-onset climate disasters (e.g. droughts) on nutrition and the difference it makes to be well nourished before and during a period of stress. If a shock occurs during the first 1,000 days of life, its impact on a child can be lifelong. In Ethiopia, children born during a drought are 36 percent more likely to be stunted, while in Niger, children born during a drought are more than twice as likely to be malnourished between the ages of 1 and 2. Advances in nutrition programming mean we have tools to help prevent these lifelong impacts from climate shocks on nutrition. However, the timing of interventions is paramount. Early intervention prior to a climate shock gives children and expectant mothers a chance of becoming nutritionally replete before the disaster hits.

Underdeveloped early warning systems and a lack of effective decision support systems can lead to shortfalls in funding for the necessary scale-up of operations at the beginning of the crisis and hence result in a late response.

Awareness-raising and the mobilization of funds are therefore essential parts of preparedness in the early stages of a slow-onset disaster. Sound analysis and extensive monitoring will enable the Country Office to provide periodic alerts and to present a coherent and proportional response strategy. In preparing a Concept of Operations, Country Offices will find the EPRP's Communications template useful. It is a concise document which will act as a guide to presenting WFP's operational response strategy to the impending crisis to donors, media and the general public in a clear and well-structured manner.

WFP is developing the Food Security Climate Resilience (FoodSECuRE) facility to financially and programmatically support community-centred action to reinforce and build climate resilience. It will provide a predictable mechanism that allows WFP to switch and adjust programming in a nutrition-sensitive manner when the risk of drought or other climate disasters becomes high enough to warrant action. If this kind of preventative practice is in place before a climate disaster occurs, the resilience of children, mothers and vulnerable communities to these shocks would be significantly improved. Not only is this preventative approach preferable to treating more severe malnutrition, it is less expensive too. To find out more about FoodSECuRE, go to: www.wfp.org/climate-change/foodsecure.

Concept of Operations (CONOPS)

83 When a Country Office identifies a need to step up its preparedness and it decides to implement the APAs for one specific risk that has become imminent, it must also develop a CONOPS.³³ The CONOPS needs to be based on information gathered via the guidance questions that precede each APA checklist. It should help the Country Office to structure its response activities before or in the immediate aftermath of an emergency. The objectives of the CONOPS are to:

- communicate in a concise and clear manner the anticipated scope of the disaster, and the nature and scope of WFP's planned operational response at the Country Office, Regional Bureau and Headquarter levels;
- support the timely drafting of an Immediate Response Emergency Operation (IR-EMOP)³⁴ if the risk materializes;
- clearly explain WFP's response strategy to the imminent risk to the host government, UN partner agencies and other relevant stakeholders; and
- facilitate input into the Inter-Agency Contingency Plan and access to inter-agency funding mechanisms.

³³ The first action in the CO Management APA checklist calls for the drafting of a CONOPS.

³⁴ Please see Annex 14 for relevant documents concerning IR-EMOP.

- 84 The CONOPS is a living document; any time that the CO envisages a change in risk evolution that could affect the operational environment, the CO should adapt the CONOPS accordingly.
- 85 Once the draft of the CONOPS is developed, an EPR simulation to test readiness of the CO for the risk-based scenario should be organized. A pool of simulation facilitators in Regional Bureaux/HQ is available to run and support those exercises in the COs. Additional preparedness gaps and actions to be implemented will be identified through the simulation exercise, thus enhancing the CO's readiness status for the imminent risk. Following the drafting of the CONOPS and completion of the simulation exercise, any identified gaps should be addressed and the CONOPS revised accordingly.

Standard Operating Procedures (SOPs) for the First 72-Hour Response

- 86 Standard Operating Procedures (SOPs) for the First 72-Hour Response represent the third checklist and should be implemented as soon as the disaster strikes. SOPs are meant to guide the Country Office in its initial emergency response when decisions must be taken quickly and critical actions cannot be overlooked. **Country Office Management and essential staff should review the SOPs at the APA stage** – i.e. once a risk becomes imminent – and assign responsibilities ahead of a disaster. Heads of Units (HOUs) are responsible for ensuring that their unit members are familiar with the SOPs, and should have a hard copy on hand and available to their staff members at all times.
- 87 The objectives of the SOPs are to:
- promote the health and safety of all WFP staff and employees;
 - maintain WFP's resilience and augment its operational capability (e.g. through the Immediate Response Account [IRA], Emergency Operations [EMOPs] and Special Operations); and
 - facilitate coordination within WFP and with partners. This also applies when WFP is the cluster lead.

2.3 Supporting Documents and Roles and Responsibilities

2.3.1 The EPRP at the Area Office and Sub-Office levels

- 88 Being prepared and becoming ready to respond to emergencies is important, not only at the Country Office level but also, and especially, at the Area Office and Sub-Office levels, and it is recommended that the EPRP is also implemented in these offices. The process is almost the same. It begins with validation of the risk assessment undertaken by the Country Office, but the scope of the assessment is adjusted to take into account factors specific to the contexts of the Area Offices or Sub-Offices. After the assessment has been validated, the EPR checklists are implemented. These may need to be adapted for each Area Office or Sub-Office to allow for the different structures, functions and sizes of those offices. Very small Area Offices or Sub-Offices with only three to five staff may find that they only need to go through the MPA checklist and SOPs for Management, but large Area Offices or Sub-Offices might find it more useful to go through all of the checklists that are applicable to their existing functional units. Annex 5 provides examples of MPAs which have been tailored to the Area Office/Sub-Office context in pilot countries.

2.3.2 Roles and Responsibilities³⁵

Regional Bureau Management

- 89 Regional Directors (RDs) are responsible and accountable for reporting their region's level of EPRP compliance, by reviewing and endorsing the annual assurances provided at the Country Office level for the Statement on Internal Control process. RDs are also responsible for ensuring coordination of Country Office-level EPRP actions for a risk that affects more than one country.
- 90 Regional Emergency Preparedness and Response Officers (Regional EPROs) are responsible and accountable for:
- providing the primary source of EPRP support at the Country Office level and undertaking any necessary EPRP action for oversight countries;³⁶

³⁵ For more in-depth information on roles and responsibilities, please refer to: <http://docustore.wfp.org/stellent/groups/public/documents/cd/wfp268908.pdf>

³⁶ Countries where WFP is not present.

- providing advice on readiness based on early warning analysis; and
- reporting levels of preparedness and readiness to management.

Country Office Management

- 91 Country Directors are responsible and accountable for ensuring that the EPRP is systematically implemented in their respective countries, including Area Offices, Sub-Offices and field offices. As part of this, they are responsible for ensuring EPRP action is reported through the EPRP tracker maintained as part of OPweb, as well for providing annual assurance on compliance as part of the Statement on Internal Control process.
- 92 The risk registers, Minimum Preparedness Actions checklists and, if implemented, the Advanced Preparedness Actions need to be approved and signed off by the Country Director. The Country Director is also responsible for deciding if and when to step up the Country Office's preparedness level for risks that have become imminent by implementing APAs and drafting a CONOPS.

EPRP Focal Point³⁷

- 93 The EPRP Focal Point is appointed by Country Office Management and supports the implementation of the EPRP in the Country Office as well as in Area Offices and Sub-Offices. The Focal Point's main responsibilities are facilitating the risk assessment exercise and the completion of the preparedness actions among units in the CO and provide guidance when necessary. He/she is the custodian of the process and should monitor the update periodically, especially when the risk profile of the country changes. Although the Focal Point may be the main facilitator of the EPRP process in the CO, final accountability of the EPRP process and implementation lies with the Country Director.

Heads of Units

- 94 Heads of Units (HOUs) are accountable for the implementation of their own unit's preparedness actions. They are encouraged to coordinate with other HOUs and the Country Office Management for cross-unit issues.

Individual staff members

- 95 Every staff member needs to participate in the emergency preparedness process so that the Country Office can achieve the highest possible standard of emergency preparedness. Staff members are responsible for implementing the actions assigned to them and should meet the deadlines set in the preparedness actions.

2.3.3 Support Tools

EPRP tracker and the emergency folder³⁸

- 96 The EPRP and its annexes are available for consultation on OPweb.³⁹ Linked to OPweb is an EPRP tracker⁴⁰ providing easy access to the contextual risks, MPAs and, if implemented, APAs of each Country Office. The Country Office EPRP Focal Point and the heads of the functional units are responsible for inputting and updating the data in the EPRP tracker, while the Country Director is responsible for ensuring that EPRP data reported through the EPRP tracker is up-to-date. Information on Country Office MPA implementation rates for the current and previous calendar years is also available on the country's OPweb page.
- 97 The Country Office (CO) emergency folder is one part of the EPRP tracker and contains the minimum documentation required by the CO to respond to an emergency and manage critical incidents even when confronted with disruptions to business operations. It should include:

³⁷ Please see Annex 6 for the complete terms of reference of the EPRP Focal Point.

³⁸ Refer to Annex 3 for more detailed information on emergency folder location, structures and responsibilities.

³⁹ <http://opweb.wfp.org/pages/?PageID=228>.

⁴⁰ <http://10.11.40.4:8008/login.aspx>.

- All documentation required by the Minimum Preparedness Actions (MPAs) and Advanced Preparedness Actions (APAs); the requirements are detailed in each of the actions. These documents should be uploaded through the EPRP tracker.
- Any other essential CO documentation concerning risk management, business continuity management, and preparedness and response, such as the Annual Performance Plan or the Inter-Agency Contingency Plan.

98 The introduction of the emergency folder in the new EPRP tracker brings an improved documenting capability and allows users to attach documents and links from other WFP applications. The emergency folder serves as a storage/safeguarding mechanism for important documents that can then be accessed at any time if they are needed for an emergency response. It also reduces workload and redundant data management and serves as proof of compliance. The EPRP Focal Point can input data via the EPRP tracker web interface, however it will not be approved until the required documentation is present and verified in the emergency folder.

EPR Simulation Manual and Toolkit

- 99 The EPR Simulation Manual and Toolkit provides a reference manual detailing the process for planning, designing and delivering two types of emergency simulations, as well as the necessary tools and templates. It is designed to be used both by experienced simulation facilitators and by those who are leading a simulation for the first time.
- 100 An EPR simulation uses a conjured scenario based on a real disaster threat chosen from the CO risk register. Simulations are specifically designed to strengthen the emergency preparedness and response capacity of a WFP CO by testing the proper implementation of EPRP actions and identifying preparedness gaps, challenges and corresponding mitigating actions. Using a series of injects or facilitated discussions, depending on the exercise type used, simulation participants are prompted to demonstrate their knowledge and understanding of a requirement, or to think creatively to solve a realistic problem during the simulation.

2.3.4 Early Warning Analysis and Crisis Support

- 101 Country Offices are encouraged to make use of Global Headquarters capacity when developing EPRP risk profiles. At the same time, to ensure a common WFP view of risk, Regional Bureaux are encouraged to compile a regular regional “Early Warning Matrix” that is based on Country Office risk profiles and assessments for countries where there is no WFP presence.
- 102 Regional Bureau EPR groups, as well as the HQ Emergency Preparedness and Response Branch’s Analysis and Early Warning Unit are ready and able to support and assist Country Offices in identifying country- and hazard-specific indicators, establishing indicator monitoring systems, and providing tailored monitoring or analytical/risk assessment support as required.
- 103 The Early Warning Analysis and Crisis Support teams can help to build collaboration with other WFP units to provide links to GIS mapping and analysis services, security perspectives and food security analysis, and with the Field Security Division (RMQ) and the Vulnerability Analysis and Mapping Unit (VAM) to provide comprehensive and high-quality products. Furthermore, these teams can advise Country Offices and Regional Bureaux on how to identify, detail and monitor natural hazards and political risks, and help them define indicators and thresholds for Advanced Preparedness Actions.

2.3.5 EPRP Support

- 104 Regional Bureaux EPROs provide the primary source of EPRP support to the Country Offices within their region and undertake any necessary EPRP action for oversight countries. The Operational Readiness Management Unit (ORM) within OSE’s Emergency Preparedness Branch (OSEP) provides technical support to EPROs in the region and maintains the content of the EPRP. This involves ensuring coherence with procedures and tools used for inter-agency preparedness as well as those used for potential refugee situations, and the availability of the EPRP on OPweb, including the online EPRP tracker. Requests for support on EPRP technical issues can be sent to: epwp.support@wfp.org.

List of Acronyms

AAP	Accountability to Affected Populations
AEW	Analysis and Early Warning
ALITE	Augmented Logistics and Intervention Team for Emergencies
AO	Area Office
APA	Advanced Preparedness Action
APF	Alternative Programme Framework
APP	Annual Performance Plan
AV	Armed Vehicle
C&F	Clearing and Forwarding
CBO	Community Based Organization
CBT	Cash Based Transfers
CD	Country Director
CFO	Chief Financial Officer
CIT	Cash in Transit
CMOSS	Country Minimum Operating Security Standards
CMT	Crisis Management Team
CO	Country Office
COMPAS	Commodity Movement Processing and Analysis System
CONOP	Concept of Operation
CP	Cooperating Partner
CPI	Consumer Price Index
DCD	Deputy Country Director
DEDOB	Daily Executive Director Operational Brief
DM	Distribution Monitoring
DMT	Disaster Management Team
DRP	Disaster recovery Planning
ED	Executive Director
EDP	Extended Delivery Point
EMOP	Emergency Operation
EOI/FRI	Expression of Interest/Request for Information
EPRO	Emergency Preparedness and Response Officer
EPRP	Emergency Preparedness and Response Package
EPS	Electronic Payment System
ERM	Enterprise Risk Management
ERP	Emergency Response Preparedness
ETC	Emergency Telecommunications Cluster
FESO	Field Emergency and Support Office
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
FLA	Field Level Agreement
FO	Field Office
FP	Focal Point
FSP	Financial Service Provider
GEMS	Global Equipment Management System
GIS	Graphic Information System
GPS	Global Positioning System
GVLDP	Global Vehicle Leasing Programme
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HF	High Frequency

HOU	Head of Unit
HPC	Humanitarian Programme Cycle
HR	Human Resources
HRM	Human Resources Division
IA	Inter Agency
IASC	Inter-agency Standing Committee
ICA	Integrated Context Analysis
ICT	Information and Communication Technology
ICTAI	ICT Capacity Assessment Information
IR EMOP	Immediate Response Emergency Operation
IR Prep	Immediate Response Preparedness
IRA	Immediate Response Account
IT	Information Technology
KYC	Know Your Customer
LCA	Logistics Capacity Assessment
LESS	Logistics Execution support System
LMS	Learning Management System
LTA	Long Term Agreement
LTSH	Landside transport, storage and handling
LV	Light Vehicle
M&E	Monitoring and Evaluation
MNO	Mobile Network Operator
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
MPA	Minimum Preparedness Action
MSU	Mobile Storage Unit
NASA	Non Automated Systems Available
NDMA	National Disaster Management Authority
NFI	Non Food Item
NGO	Non-Governmental Organization
ODF	Field Security Division
OIM	Operational Information Management
OIMS	Operational Information Management System
OSE	Emergency Preparedness and Support Response Division
OSEP	Emergency Preparedness and Response Branch
OSL	Logistics Division
PLW	Pregnant and Lactating Women
PPE	Personal Protection Equipment
PR	Performance Reporting
PRRO	Protracted Relief and Recovery Operation
PSH	Humanitarian Policy and Transition Service
Q&A	Questions and Answers
R&R	Rest and Recuperation
RACI	Responsible, Accountable, Consulted, and Informed
RB	Regional Bureau
RC	Resident Coordinator
RD	Regional Director
RFI	Request for Information
RFO	Regional Finance Officer
RFQ	Request for Quotation
RITA	Relief Item Tracking Application
RITO	Regional IT Officer
RMO	Remote Management Operation

RMP	Performance Management and Monitoring Division
RMQ	Field Security Division
RMTF	IT Emergency Preparedness and Response Branch
RSO	Regional Security Officer
SBP	Stand by Partner
SC	Supply Chain
SMART	Specific, Measurable, Achievable, Realistic and Time bound
SMT	Security Management Team
SO	Sub Office
SOP	Standard Operating Procedures
SP	Service Provider
SRM	Security risk Management
SWOT	Strengths, weaknesses, opportunities and threats
TA	Transformative Agenda
TDY	Temporary Duty Assignment
TM	Transport Manual
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDSS	UN Department of Safety and Security
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot
VAM	Vulnerability Analysis and Mapping
VHF	Very High Frequency
VSAT	Very Small Aperture Terminal
WG	Working Group
WINGS	WFP Information Network and Global System

The EPRP-team can be contacted directly
through EPRP.support@wfp.org



World Food Programme