



Management Response from WFP Pakistan to the recommendations of the decentralized evaluation of Humanitarian Response Facilities Network in Pakistan [DE/PKCO/2020/016] from January 2014 to September 2020

1. This document, finalized in June 2022, presents the management response to the recommendations of the evaluation Humanitarian Response Facilities Network.
2. The evaluation, which was commissioned by the WFP Country Office Pakistan covers the technical assistance to the Government of Pakistan in the form of construction of humanitarian response facilities network and associated capacity strengthening interventions. The evaluation serves the dual purpose of accountability and learning and measures WFP's contribution in strengthening the overall capacity of disaster management authorities in emergency preparedness and response in Pakistan
3. The evaluation made 4 key recommendations with 5 key actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<p>Priority: High</p> <p>Recommendation 1: WFP Pakistan should provide overall system support in the area of disaster risk reduction and transition from direct construction; in terms of HRFs, further assistance should focus on technical support to disaster management authorities. This should align with and be part of other supply-chain related interventions.</p> <p>(Deadline: 2022 to end of new CSP)</p>	<p>WFP CO</p>	<p>Agreed</p>	<p>Considering the process of devolution and regional diversity, as part of the new CSP formulation process, the CO has carried out an in-depth consultation process with the Government at both central and provincial levels and identified the needs and existing opportunities. Based on this, the CO has formulated an overall Outcome for Emergency Preparedness and Early Action. Under this Outcome, WFP will continue focusing on strengthening national capacities to design and implement an effective, gender and diversity-responsive strategy for emergency preparedness,</p>	<p>SO4¹ Team [WFP CO Management]</p>	<p>December 2022</p>

¹ The SO4 mentioned in this document refers to the current CSP (2018-22). This will be considered SO1 in the new CSP (2023-27).

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			<p>anticipatory actions, and response.</p>		
<p>Sub-recommendation 1.1</p> <ul style="list-style-type: none"> • Translate existing supply chain (SC) policies (e.g., SC Management Policies) into effective practice • Support sustainable management of HRFs, including aspects of long-term agreements with vendors (procurement of food commodities, transportation, storage), and funding • Define financial resource plans and mechanisms for fund utilization during emergencies to overcome and streamline bureaucratic hurdles. This includes a potential pre-positioning of food in hard-to-reach areas • Provide technical assistance at the policy level to enhance government-led efforts to update as needed the NDMP to refine the roles and responsibilities of the NDMA, PDMA and DDMA in 		<p>Agreed</p>	<p>Building on the work already being implemented, the CO will implement the following activities, funding permitting and on the specific request of the Government of Pakistan..</p> <ul style="list-style-type: none"> • Roll out of Emergency Preparedness Capacity Index (EPCI) in collaboration with PDMA/DDMA. Considering WFP's mandate, following key variables are to be considered: <ul style="list-style-type: none"> i) Food security and vulnerability analysis ii) Food assistance planning iii) Humanitarian supply-chain management 	<p>SO4 Team/SC team [CO VAM and SC Units]</p>	<p>Dec 2023 (The deadline has been shifted because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)</p>

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<p>alignment with the devolution of government responsibilities</p> <ul style="list-style-type: none"> Identify, and advocate for, specific objectives, activity areas in which the use and management of existing HRFs should be included within future iterations of the NDMP or other national and provincial policies and plans for emergency preparedness and response Provide assistance to the Government of Pakistan to formulate a financial strategy aimed at enhancing national disaster preparedness and response capacities, with the HRFs as a key link in the supply chain Integrate where possible, activities aimed at strengthening the Government of Pakistan's capacities in HRF utilization and management with other WFP interventions related to emergency preparedness and response. (Deadline) 			<p>iv) Emergency preparedness and response</p> <p>To further deep dive into each of the variables following pathways can be focused upon:</p> <ul style="list-style-type: none"> ✓ Policy and Legislative Frameworks ✓ Effective and accountable institutions ✓ Strategic planning and financing ✓ Effective programme design and delivery ✓ Sustainability and continuity <p>Based on the outcomes of this exercise, WFP would be able to systematically identify the existing capacities, gaps and required augmentation actions to enhance the capacities of relevant</p>		

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			<p>PDMA and DDMA. The findings of the report may contribute to the revision process of the National, Provincial and District Disaster Management plans which will be a multi-stakeholder initiative with a focus on, financial management, supply chain and Emergency Preparedness and Response. This bottom-up approach may help in identifying actual need-based recommendations from the field and applying them while reviewing updates for P/ NDMP.</p>		

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<p>Priority: High</p> <p>Recommendation 2: The WFP CO should contribute to further enhancing Government of Pakistan coordination frameworks and mechanisms for emergency preparedness and response among humanitarian actors in Pakistan, with a view to consolidating the vision of an effective and integrated national network for emergency preparedness and response.</p> <p>(Deadline: Q3 2022)</p>	WFP CO	Agreed	As part of the new CSP, technical assistance is planned to help the concerned humanitarian partners in disaster preparedness in the areas of supply chain capacity strengthening initiatives for improved storage capacities and efficient supply chain management tools which would also have greater traction with WFP's future work related to the Food Systems Strengthening.	SO4 Team/SC Unit [WFP CO Management]	Dec 2023 (The deadline has been shifted because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)
<p>Priority: High</p> <p>Sub-recommendation 2.1</p> <ul style="list-style-type: none"> WFP could engage in actions of relatively low-cost to make the case to the Government of Pakistan to 	WFP CO	Agreed	<ul style="list-style-type: none"> Considering the devolution of power, WFP will provide technical support to 	SO4 Team/SC unit [WFP CO Management]	Dec 2023 (The deadline has been shifted because of the flood emergency in Pakistan that has

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<p>enhance interlinkages among HRFs, among PDMA, and across levels of government (e.g. NDMA, PDMA, SDMA, and DDMA). In this regard, WFP could:</p> <ul style="list-style-type: none"> • Advocate for the Government of Pakistan to revisit and refine, as needed, existing frameworks, including roles and responsibilities for coordination of disaster management that includes the different levels of government, according to the type and extent of an emergency, and SOPs for emergency preparedness and response to be better aligned with the current division of responsibilities across all levels of government following devolution² • Among Government of Pakistan actors, emphasize the importance of integrating the utilization and ongoing maintenance of the HRFs 			<p>NDMA, PDMA and DDMA in the refinement of SOPs and guidelines for more coordinated and integrated efforts as well as managing the relief stocks/NFI for effective Emergency Preparedness and Response.</p> <ul style="list-style-type: none"> • Necessary advocacy will be done at the National and provincial levels for the allocation of required resources to effectively operate and maintain the storage facilities constructed by WFP at regional and local levels. • WFP may work together with NDMA and respective PDMA to advocate for the 		<p>heavily engaged both WFP and the counterpart disaster management authorities)</p>

² For instance, adapting to a national context the classification of the IASC levels of response – local, provincial, national level emergencies

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<p>within the rest of government disaster management systems</p> <ul style="list-style-type: none"> • Make the case for the establishment of federal-provincial dialogue mechanisms, including DDMA as well as PDMAs, that are aimed at reinforcing continuous information exchange across all levels of government on status and coordinated delivery of pre-positioned stocks within HRFs and other warehousing facilities, including those at the constructed district level • Provide opportunities for learning exchange among PDMAs, particularly allowing for PDMAs with better capacity, structures and fundraising experience to share their models and practices with those that have less. 			<p>allocation of required human and financial resources for effective operation and maintenance of the HRFs.</p> <ul style="list-style-type: none"> • Based on the funding availability, WFP may collaborate with NDMA and PDMAs and other relevant stakeholders to facilitate the cross functional experience sharing and learning from the experiences of others. This may include integrated simulation exercises and establishing a mechanism for periodic information sharing. • WFP will plan to conduct training need assessment for NDMA, PDMAs and DDMA staff to identify the gaps and 		

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			plan the recommended learning opportunities.		
<p>Priority: Medium</p> <p>Sub-recommendation 2.2</p> <ul style="list-style-type: none"> WFP and Government of Pakistan partners could consider establishing a forum that includes all humanitarian actors to engage in regular strategic discussions aimed at coordinating the use of storage space in the HRFs and coordinating emergency preparedness and response efforts across participating agencies more broadly. Support for the development of a long-term vision and strategy for an effective and integrated national network for emergency preparedness and response and for ensuring effective supply chain management Support of an NDMA/PDMA-led coordination and discussion 	Government of Pakistan	Agreed	<ul style="list-style-type: none"> Aiming at regular information sharing, mapping of resources and coordinated emergency preparedness and response efforts, there are already various inter-agency working groups in place at national and provincial levels. WFP in collaboration with NDMA, PDMA, and other relevant government line departments and stakeholders will make efforts in devising the strategy for more inclusive and strategic outcomes of these engagements. 	SO4 Team/SC unit [WFP CO and Sub-Offices Management]	Dec 2023 (The deadline has been shifted because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)

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<p>forum for a joint understanding of risks and vulnerabilities that might need preparedness or humanitarian response</p> <ul style="list-style-type: none"> Digitalization of food and non-food commodity stocks in country to be administered by NDMA and PDMA. <p>(Deadline: Q3 2022)</p>			<p>A commodity tracking system has already been developed and transferred to the Government of Pakistan.</p>		
<p>Priority: High</p> <p>Recommendation 3: The WFP CO should prioritize GEEW, protection, and AAP more systematically in interventions related to emergency preparedness and response, in alignment with the organization's Gender Policy, Protection and Accountability Policy and with the commitments of the Government of Pakistan.</p> <p>(Deadline: Q2 2022)</p>	<p>WFP CO</p>	<p>Agreed</p>	<p>Based on WFP's new Gender Policy (2022-2027), WFP will provide technical assistance to HRF related GEWE tool/ checklists and for training of staff. It will also provide technical assistance to the government in developing the National Gender Policy Framework of the Government of Pakistan</p>	<p>WFP CO Gender and Protection Unit [Relevant technical experts from RBB and HQ]</p>	<p>December 2023</p> <p>(The deadline has been shifted because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)</p>
<p>Priority: High</p> <p>Sub-recommendation 3.1</p>	<p>WFP CO</p>	<p>Agreed</p>	<p>Developing and sharing a tool followed by training in consultations with</p>	<p>WFP CO Gender and Protection Unit</p>	<p>December 2023</p> <p>(The deadline has been shifted</p>

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<p>WFP could provide technical support (e.g. tools and guidance) for PDMA's to conduct gender and vulnerability analyses and consult communities assisted by the HRFs to ensure cross-cutting dimensions are factored into SOPs for pre-positioned stocks, and the collection of data that is disaggregated by sex, age and (dis)ability in the context of:</p> <ul style="list-style-type: none"> • Monitoring deliveries of relief items to affected populations • Reporting against results frameworks that include cross-cutting aims related to gender, AAP and PSEA • Monitoring numbers of participants in capacity strengthening activities. • WFP could provide technical capacity to government officials to undertake standardized and gender-related vulnerabilities assessments and post-shock assessments (data collection, processing and analysis). <p>(Deadline: Q2 2022)</p>			<p>Programme, SC, VAM and M&E.</p> <p>Additionally, CO will also develop a specific logframe/TOC for its technical assistance project and will accordingly design data collection tools.</p>	<p>[SO4 Team, VAM, and M&E Units]</p>	<p>because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)</p>

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<p>Priority: Medium</p> <p>Recommendation 4: WFP should make the case for the Government of Pakistan to consider providing further capacity strengthening in HRF operations and maintenance, and emergency preparedness and response more broadly, aimed at reinforcing the training that was previously delivered under the HRF project.</p> <p>(Deadline: 2022 to end of new CSP)</p>	<p>WFP CO / Government of Pakistan</p>	<p>Partially Agreed</p>	<p>WFP will engage the Government of Pakistan through advocacy for allocation of funds/resources at appropriate level for the maintenance and sustainability of the HRFs to serve the purpose they are built for. However, the decision on allocation of resources and implementation of capacity strengthening activities is with the Government of Pakistan.</p>	<p>SO4 Team/SC unit [CO Management]</p>	<p>December 2023</p> <p>(The deadline has been shifted because of the flood emergency in Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)</p>
<p>Priority: Medium</p> <p>Sub-recommendation 4.1</p> <p>WFP should encourage the Government of Pakistan to deliver additional capacity strengthening</p>	<p>WFP CO / Government of Pakistan</p>	<p>Agreed</p>	<p>As part of its overall efforts for capacity strengthening, in consultation with the relevant PDMAs/DDMAs</p>	<p>SO4 Team/SC unit [WFP CO and Sub-Offices Management]</p>	<p>December 2023</p> <p>(The deadline has been shifted because of the flood emergency in</p>

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<p>activities to government actors, including HRF, PDMA and DDMA staff. Such training could include:</p> <ul style="list-style-type: none"> • Additional training to HRF staff on operations and maintenance that builds on the capacity strengthening activities delivered by WFP under the HRF project • Training and technical assistance to PDMA and DDMA in strategic planning and budgeting, and emergency preparedness and response more broadly • Delivering HRF-related capacity strengthening to district-level warehouse facilities, including mini-HRFs that have been established and whose staff did not participate in capacity strengthening activities delivered under the HRF project • Providing resources for and training on the use of IT systems and software packages for commodity tracking in HRFs where this has not yet been introduced. <p>(Deadline: 2022 to end of new CSP)</p>			<p>and subject to availability of funds:</p> <ul style="list-style-type: none"> • WFP will plan refresher trainings for the HRF staff for effective operation and maintenance of these facilities. • WFP will arrange trainings for PDMA and DDMA staffs on Disaster Preparedness and Response Planning in order to strengthen their capacities in strategic planning and implementation of various Emergency Preparedness and response related initiatives, • WFP will explore possible collaborations with DMAs on establishing the Divisional Relief Hubs which is a missing link 		<p>Pakistan that has heavily engaged both WFP and the counterpart disaster management authorities)</p>

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			<p>between district and province.</p> <ul style="list-style-type: none"> • WFP's supply chain will provide technical assistance to DMAs in the construction/expansion of storage facilities and staff trainings through technical assistance in areas of engineering and SC management solutions. • WFP will sensitize the government for allocation of funds/resources for the training on and the use of IT systems and software packages for commodity tracking in HRFs where this has not yet been introduced. 		