



Protection Guidance Manual

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About This Manual

What is it?

This manual provides an overview of protection in the context of WFP's operations and seeks to guide staff to better identify and respond to protection risks related to WFP programmes.

Who is it for?

This manual is designed for staff at all levels and functional areas. As a corporate cross-cutting issue in WFP, protection is relevant to all areas of programming. It is particularly important for programme staff and staff with specific responsibilities for protection such as Protection Advisors, Protection Focal Points and Humanitarian Policy Advisers.

Relevant issues for staff covering protection considerations in different functional areas are covered mainly in Part II "Incorporating Protection in WFP Operations". Programme staff will find specific guidance in Part III "Protection in WFP Programmes".

How should it be used?

The manual should be used as reference for mainstreaming and integrating protection into WFP operations. It does not provide a comprehensive overview of all types of protection risks, but rather it seeks to guide staff through the process of identifying relevant protection risks and provides tools for adjusting programmes to mitigate these risks. It is ultimately up to WFP staff to determine how to adapt and apply the guidance to their situation.

Structure

The manual is divided into the following four sections:

Part 1 "Introducing Protection" presents the concept of protection, WFP's definition and approach, and provides the policy and legal framework for protection within WFP.

Part 2 "Incorporating Protection in WFP Operations" outlines how to conduct a protection analysis, and explains how to incorporate protection into key aspects of WFPs work.

Part 3 "Protection in WFP Programmes" provides an overview of common protection risks and identifies mitigation measures that can be taken in different types of WFP programmes. Opportunities for contributing to protection within these programmes are identified.

Part 4 "Partnerships and Coordination" introduces key protection actors, potential partners and protection coordination structures.

Part 1: Introducing Protection

WFP's specific commitment to protection is outlined in its [Policy on Humanitarian Protection](#). As an agency of the United Nations (UN) and as a member of the Inter Agency Standing Committee (IASC), WFP is committed to promoting and encouraging respect for human rights, which is a core purpose of the UN and a key commitment of the IASC. UN and IASC commitments on protection are outlined in numerous documents. Two recent documents protection related documents are the [Inter-Agency Standing Committee's Statement on the Centrality of Protection in Humanitarian Action](#) and the [Secretary General's Human Rights Up Front initiative](#).

1.1 Defining Protection

Humanitarian Community Definition

Protection is defined in the humanitarian community as¹

All activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law, namely human rights law, international humanitarian law and refugee law

WFP's Definition

WFP has refined this broad definition in accordance with its mandate and expertise. WFP's [Humanitarian Protection Policy](#) defines protection as²

*Designing and carrying out food assistance activities that do not increase the protection risks faced by the crisis-affected populations receiving assistance, but rather, contribute to the **safety, dignity, and integrity** of vulnerable people*

Safety, dignity, and integrity are the key elements of WFP's definition and are understood in the following way:

Safety - *from injury, violence, coercion, deprivation, or the threat of any of these.*

Safety problems refer to those related to physical injury, violence, coercion, deprivation or intimidation, including of a sexual nature. These problems can be generated by specific actors - people receiving assistance, community members, armed groups, government representatives, humanitarian staff and others - or derive from the context (e.g. generalised violence), or from WFP's activities and/or presence (e.g. injuries at programme sites).

¹ This definition, created at an ICRC workshop was adopted by the Inter-Agency Standing Committee (IASC) and is the result of consultation within the humanitarian community involving some 50 humanitarian and human rights organisations.

² WFP (2012), *WFP Humanitarian Protection Policy*. Rome: WFP. WFP/EB.1/2012/5-B/Rev.1.

Dignity - self-determination, respect for aspirations and wishes, self-worth.

Providing assistance in a dignified manner means treating people with respect, as well as giving due regard to their aspirations and wishes. WFP's interventions should never humiliate affected people or treat them as objects of charity. Assistance should be designed taking into account the opinions of affected people and involve them in the decisions that affect their lives.

Integrity - respecting the full spectrum of people's needs, rights, and capacities.

In addition to their food and nutritional needs, people receiving assistance from WFP have a range of other needs and rights, including physical, emotional, social, cultural and spiritual, as well as capacities that WFP should take into account. Considering these variables helps ensure that everyone benefits equally from WFP's assistance and that we do not inadvertently perpetuate or exacerbate discrimination.

WFP pays particular attention to protection risks involving gender-based violence (GBV).

GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (i.e. gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private." Examples especially relevant to WFP programming include sexual violence in and around distribution sites, sexual exploitation and abuse and forced prostitution; domestic violence; exploitation of women in labour intensive activities; discrimination against women in distribution of food at the household level; discrimination against women's right to inheritance and property rights; forced/early marriage; and trafficking. In crisis settings, GBV is one of the most serious protection risks affecting particularly women and girls, but also men and boys. For more information, refer to Inter-Agency Standing Committee, 2015, Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience and Aiding Recovery, and WFP Guidance on Prevention and Response to GBV.

Humanitarian protection intersects with other aspects of WFP's work yet it is not focussed on the protection of WFP or partner staff. It is not focussed on providing 'social protection' through safety net programmes. Humanitarian protection is about ensuring the safety, dignity and rights of the people WFP serves through its programmes.

1.2 Legal Framework

Protection is founded on law which is an essential tool to help identify protection risks. WFP staff work regularly with persons whose human rights have been violated. Humanitarian, human rights and refugee law underpin protection. WFP staff should be familiar with the core international human rights treaties and understand the rights of WFP beneficiaries to ensure that programming works to uphold and restore rights and does not violate them. Key bodies of law relevant for protection are briefly introduced below.

1.2.1 International Humanitarian Law

International humanitarian law (IHL) is a set of rules that aim to limit the effects of armed conflict. It places restrictions on the parties to a conflict regarding the means and methods

of warfare used. It protects people who are not, or are no longer, participating in hostilities. It is also known as the law of war or the law of armed conflict and is codified in [the Geneva Conventions](#).

IHL applies in three situations: international armed conflicts, which involve at least two countries; situations where the whole or part of a country's territory is occupied by a foreign power; and armed conflicts that take place within one country (such as those between a government and one or more organized armed groups, or between various organized armed groups). IHL applies to all parties to a conflict, regardless of who started the conflict.

IHL contains three main principles:

1. **The principle of distinction** which requires those who wage war to distinguish between people who take part in the hostilities and those who do not or no longer take part in them.
2. **The principle of proportionality** which limits and protects potential harm to civilians by demanding that the least amount of harm is caused to civilians, and when harm to civilians must occur it needs be proportional to the military advantage.
3. **The principle of necessity** which permits armed forces to engage in conduct that will result in destruction and harm being inflicted. The concept of military necessity acknowledges that under the laws of war, winning the war or battle is a legitimate consideration. However, the concept of military necessity does not give the armed forces the freedom to ignore humanitarian considerations altogether. Acts of punishment or retaliation for its own sake, without a military objective, for instance, would not conform to the principle of necessity.

International Humanitarian Law protects combatants and those who are not, or are no longer, participating in hostilities, such as: civilians; medical and religious personnel; wounded, shipwrecked and sick combatants; prisoners of war and civilian internees. Recognizing their specific needs, IHL grants women and children additional protection.

1.2.2 International Human Rights Law (IHRL)

All humans have basic and universal human rights. These apply at all times.

The two main covenants of human rights law are [the International Covenant on Civil and Political Rights \(ICCPR\)](#), and [the International Convent on Economic, Social and Cultural Rights \(ICESCR\)](#). Together with the Universal Declaration of Human Rights (UDHR) these are known as the International Bill of Human Rights.

Key human rights relevant to WFP include the right to life, the right to be free from hunger, and the right to adequate food; these last two imply the existence of appropriate economic, political, and social conditions that will allow people to be self-reliant, by either producing or procuring their own food.

Key conventions relevant to the work of WFP include the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD).

1.2.3 International Refugee law

A refugee is someone who, as a result of a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion is outside the country of his/her nationality and is unable or owing to such fear, is unwilling to avail him/herself of the protection of that country.

Refugees have the same basic human rights as all other people, but they also have special rights, such as the right to seek asylum and the right not to be forcibly returned. [The Refugee Convention](#) also contains special provisions for refugees with regards to employment, freedom of movement, education and social security. Many of WFP's beneficiaries are refugees and are should be afforded these protections.

1.2.4 Guiding Principles on Internal Displacement

According to the Guiding Principles on Internal Displacement, internally displaced persons (also known as "IDPs") are "persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized border.

IDPs do not cross an international border and therefore are not protected by the Refugee Convention. [The Guiding Principles on Internal Displacement](#) are a compilation of basic human rights standards that most countries have already ascribed to. They are therefore not hard law per se, but reflect rights contained in legally binding conventions.

As a crucial element of sovereignty, it is the Governments of the states where internally displaced persons are found that have the primary responsibility for their assistance and protection. The international community's role is complementary.

Many WFP programmes target IDPs and the Guiding Principles provide an overview of key rights relevant to humanitarian assistance.

1.2.5 Regional Instruments and National Law

There are a number of regional instruments that mirror international human rights laws, such as the [the African Charter on Human and Peoples' Rights](#) and the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, also known as the [Kampala Convention](#). The Cartagena Declaration on Refugees contains a set of principles and criteria guiding the States signatories on the treatment of refugees in the Central American Region. These regional instruments are sometimes incorporated into national law.

National law is created by each State and defines the rights and freedoms of its citizens and outline the role of the State in protecting these rights. A State that ratifies international law can reflect this in national law and rights can sometimes be enforced through national legal systems. While national law often reflects international law, in practice it may not adhere to the high standards set out by international law. Failure by a national government to apply international law when that country is a signatory does not negate the importance and utility of international law. National authorities can under some circumstances be brought to justice under international law.

Humanitarian actors require basic knowledge of national laws to ensure that they do not violate those laws, and because the State will often know and respect national rather than international laws. National law can therefore be a powerful tool for protection and for protection advocacy.

1.3 WFP's Approach to Protection

1.3.1 Why protection in WFP?

WFP is not a protection-mandated agency, so why is it concerned with protection? To help answer this question, consider the following:

- Food assistance, as a scarce and strategic commodity, is a fundamental tool to protect the basic right to life.
- Hunger can cause and exacerbate existing protection risks, such as forced displacement, child labour, gender-based violence, exploitative and dangerous work environments and human trafficking.
- Food is a key factor impacting people's exposure to and ability to cope with protection risks. Food assistance can be a powerful tool to help keep people safe and maintain their dignity if implemented taking protection risks into account.
- WFP's assistance can inadvertently create new risks or cause further harm to vulnerable populations who are already at risk.

Engagement in protection does not require a change in WFP's mandate or efforts to achieve zero hunger, and it is consistent with WFP efforts to meet the SDG II. In practice integrating protection into WFP operations is about good programming. Protection can enhance the programmes' positive impacts and help avoid potential negative impacts for the women, men, boys and girls we serve by ensuring that food assistance is provided in a safe, dignified and appropriate manner.

Haiti: Staff awareness on protection helped prevent further protection risks

Following the January 2010 earthquake in Haiti, the prevention of violence during food distribution was a major protection concern for WFP. Given the centrality of food to survival and the history of violence in Port au Prince, protection concerns had to be addressed immediately. Before large-scale food distributions, WFP's food monitors and volunteers were given a course on the principles and strategies for safe and dignified food distributions by experienced WFP protection advisors already on the ground. WFP adopted specific protective measures during surge distributions in order to preserve the safety of the most vulnerable beneficiaries such as women and elderly people. This rapid recognition and response to protection challenges was possible because staff on the ground had an understanding of protection and of the particular protection risks that were expected.

1.3.2 The WFP approach

Protection is often perceived as a specific sector, but this is only one way of doing protection. The contribution of different actors to protection can be understood as a spectrum with protection programming at one end, protection integration in the middle, and protection mainstreaming at the other end.

Diagram 1: The Protection Spectrum



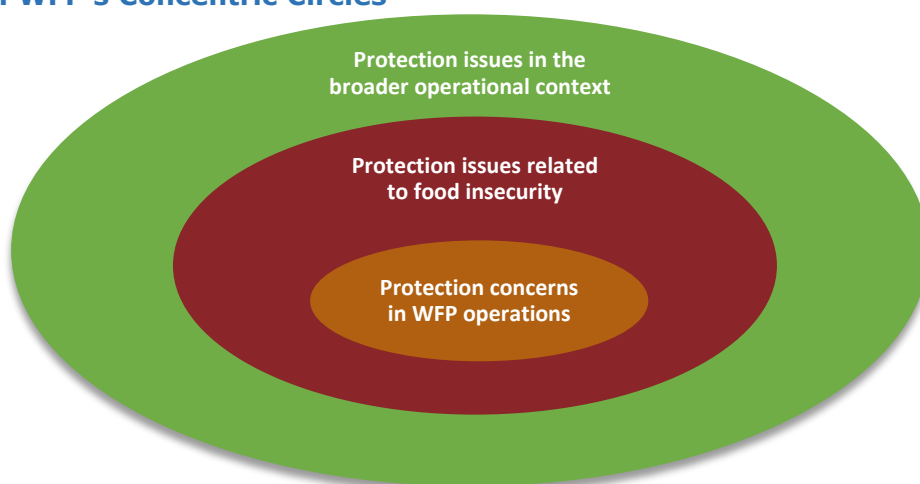
- **Protection programming** refers to activities undertaken by protection actors with the specific objective of preventing, mitigating or responding to protection risks.
- **Protection integration** signifies the integration of a protection objective in programming implemented as part of the sector response. In WFP, this means adding a protection objective to the food security or nutrition objectives in its programmes.
- **Protection mainstreaming** refers to the process by which humanitarian actors ensure that a protection lens is used to include minimum requirements in their operations. It is a way of designing and implementing all programmes to ensure that protection risks are taken into consideration.

WFP's Protection Policy foresees WFP's contribution to protection as **protection mainstreaming and integrated protection**. WFP does not have a specific mandate on protection and does not engage in stand-alone protection programming.

1.3.3 The concentric circles model

In WFP, protection is considered a cross cutting issue. This means that WFP sees protection as an issue informing all aspects of its response. WFP's mandate and expertise defines this at different operational levels. The scope of WFP's role in protection can be illustrated by the following concentric circles model.

Diagram 2: WFP's Concentric Circles



The Inner Circle – Protection Concerns in WFP Operations

As a core responsibility, WFP must ensure that its own programmes are implemented in a safe and dignified manner with respect for people's needs, rights and capacities. WFP programmes must not perpetuate protection risks or create more harm for the people they serve. This means programme sites must be safe for beneficiaries; adequate facilities are available to protect people's well-being and dignity; activities are organized to minimize travel and waiting time and take into account the safety over the distances beneficiaries have to travel; targeting and assistance modalities pay attention to differences in ability to access programme sites and benefit from assistance; and programmes do not increase discrimination or stigmatization.

Example from the inner circle: avoiding risk to girl students in Afghanistan

In 2008 members of the Taliban threw acid at girls going to school in Kandahar. This prompted WFP to assess whether the food incentive it provided to girls to encourage their parents to send them to school may have contributed to their exposure to harm. While no evidence for this was found, WFP negotiated with district-level authorities to find ways of ensuring safe access to school for all students.

The Middle Circle – Protection Issues Related to Food Insecurity

Beyond ensuring quality and comprehensiveness within its programmes, WFP should actively identify opportunities for supporting protection outcomes through food assistance.

By partnering with protection actors, WFP can support and strengthen protection interventions when these take place in the context of food insecurity. For instance, WFP can provide food assistance that complements protection programmes to support the re-integration of children formerly associated with armed groups. Food assistance can also be provided to women and their children who have survived violence to allow them to remain in safe houses where they can receive treatment and recover.

When food insecurity creates protection risks, such as human trafficking or child labour, WFP can directly reduce these risks by providing families with food assistance and collaborating with other development actors, thereby achieving the dual objectives of enhancing food security and protection. For example, by targeting families with large numbers of school age children, WFP can help reduce family separation and child labour.

Example from the middle circle: protection through food assistance in Ecuador

WFP provides food assistance in Ecuador to refugees fleeing violence in Colombia. There is considerable animosity from the host community towards the refugees. To help reduce tensions and promote peaceful co-existence, WFP has involved both refugees and local communities in the creation of assets that benefit both communities. To measure impact, the country office has included a tension perception score as part of its programme monitoring.

The Outer Circle – Protection Issues in the Broader Operational Context

Not all protection issues are linked to food insecurity and hunger. Operationally, WFP cannot play a role in addressing protection concerns that are not connected to food insecurity, as they cannot be influenced by a food assistance intervention.

However, WFP's significant field presence means that it is often uniquely placed to observe protection incidents. Regardless of whether or not protection risks witnessed by WFP relate to food insecurity, WFP should, where appropriate, refer such cases to the right actors and use its influence with governments, donors and other humanitarian actors, including protection-mandated agencies, to advocate for a stronger protection response.

Some protection issues are of such severity and scale that they define the operational context. Such crises are often referred to as "protection crises". WFP may not be involved in all aspects of protection in every crisis but will focus on food security.

Example from the outer circle: referring child protection cases in Kenya

Nearly 600,000 refugees live in Kenya most of whom have lived in camps for many years. Recognizing that protection actors cannot be everywhere all the time, WFP is doing its part to contribute to refugee protection. A multi-agency referral system has been established, and WFP and a cooperating partner (CP) have been trained on referral procedures. Handy referral cards with contact information for child protection and gender-based violence hotlines have been given to all staff.

1.3.4 Protection in emergencies and development contexts

Protection risks can occur in all contexts and at any time. The nature of the risks that people are exposed to and the legal frameworks that apply will to some degree be determined by the type of crisis. Most protection risks are common to both conflict and natural disasters.

Although often more acute and widespread during humanitarian emergencies, protection risks are also a concern in more stable development contexts. Many development actors follow a [human rights-based approach \(HRBA\)](#) and share with protection the core principles of non-discrimination, equality, participation, accountability, and the rule of law.

WFP's protection approach is applied in all contexts. The protection strategy and tools required to ensure that WFP's programmes contribute to safety, dignity and integrity of people it serves are the same regardless of the environment in which programmes are implemented.

1.3.5 Roles and responsibilities for protection in WFP

All staff within WFP have the responsibility to integrate protection into their work. This includes everyone from the Executive Director to field monitors and applies to staff of all contract types including Fixed Term Professionals, General Service and Consultants.

Key staff who have a particular role to support WFP protection initiatives include:

Country Directors

It is the responsibility of the Country Directors, with the support of their senior managers, to ensure that operations reflect corporate policy. This includes taking appropriate measures to integrate protection in country-level operations. Certain protection-related roles, such as engaging in humanitarian advocacy, will be the direct responsibility of Country Directors, while other tasks may be delegated to programme managers, field staff and protection focal points. Senior management must enable and support protection focal

points in their roles, and must ensure appropriate time is made available to focal points for their engagement on protection.

Country Office Protection Focal Points and Protection Advisors

Country Office Focal Points and Protection Advisors have an important role in maintaining focus and momentum on cross cutting issues, such as protection and accountability to affected populations. This does not mean that Focal Points and Advisors are responsible for ensuring protection is in all aspects of operations; rather they support this process. This is done in various ways, for example by training staff on protection, ensuring protection issues identified within operations are addressed in programme meetings and raising particularly critical issues to senior management. There should be protection focal points at country office and sub-office levels to ensure appropriate coverage at the field level. Protection Advisors are fully dedicated to supporting protection and have specific expertise in this area. Protection responsibilities of Country Office Focal Points are additional to their principal functions.

Regional Humanitarian Policy Advisors

Humanitarian Policy Advisors posted in Regional Bureaux are responsible for providing support on protection, as well as a number of related areas, including accountability to affected populations (AAP), principled humanitarian action, peacebuilding and conflict sensitivity. Humanitarian Policy Advisors are therefore well placed to support protection simultaneously in numerous countries, offering one-off support for training or needs assessments or providing continuous support to build capacity of country Focal Points. Regional Advisors can also be quickly deployed to emergencies in their region, and come equipped with a deeper knowledge of regional and country dynamics that are crucial for protection.

Headquarters Protection Advisors

Based in the Emergencies and Transitions Unit in the Programme and Policy Division, Headquarters Protection Advisors are responsible for protection policy and guidance development, programme support to Regional Bureaux and Country Offices - including overall coordination and support to regional and country office Protection Advisors and Focal Points - and global inter-agency coordination on protection and related areas.

Stand-by Partners

When WFP does not have the in-house expertise required to support protection secondments may be made available through stand-by partners, such as ProCap (Protection Capacity), NRC, DRC, Irish Aid, CANADEM and RedR, or from specific donors, such as the Swiss Development Cooperation (SDC). These deployments are particularly important in complex emergencies or when the scale and immediacy of support required is beyond the current means of WFP. Deployments can last from one month to a year. Standby deployments can be accessed through the HQ Protection Advisors or by contacting WFP's Augmented Logistics Intervention Team for Emergencies (ALITE) in HQ.

1.4 Policy Framework

1.4.1 WFP's commitment to protection

Promoting and encouraging respect for human rights is a core purpose of the United Nations and defines its identity as an organization for people around the world. UN and Inter-Agency Commitments on protection are outlined in the [Secretary General's Rights Up Front initiative](#) and the [Inter-Agency Standing Committee's Statement on the Centrality of Protection in Humanitarian Action](#). WFP's specific commitment to protection is enshrined

in its [Policy on Humanitarian Protection](#). In addition, a number of other policy frameworks and corporate commitments help define WFP's role in protection, as described below.

1.4.2 The Humanitarian Principles

The humanitarian principles are the framework for any humanitarian operation. WFP's humanitarian work is underpinned by the three core principles of humanity, neutrality, impartiality. WFP also adheres to a principle of operational independence. These four have been adopted by the wider humanitarian community. The framework for WFP's humanitarian operations can be found in the policy on [Humanitarian Principles](#).

HUMANITY

1

WFP WILL SEEK TO PREVENT AND ALLEVIATE HUMAN SUFFERING WHEREVER IT IS FOUND AND RESPOND WITH FOOD ASSISTANCE WHEN APPROPRIATE. IT WILL PROVIDE ASSISTANCE IN WAYS THAT RESPECT LIFE, HEALTH AND DIGNITY.

Do programmes promote the safety and dignity of the people and community while alleviating their suffering?

NEUTRALITY

2

WFP WILL NOT TAKE SIDES IN A CONFLICT AND WILL NOT ENGAGE IN CONTROVERSIES OF A POLITICAL, RACIAL, RELIGIOUS OR IDEOLOGICAL NATURE. FOOD ASSISTANCE WILL NOT BE PROVIDED TO ACTIVE COMBATANTS.

Do programmes assist all civilians on both sides of a conflict based on need? Are all eligible civilians, regardless of ethnicity, geography receiving assistance?

IMPARTIALITY

3

WFP'S ASSISTANCE WILL BE GUIDED SOLELY BY NEED AND WILL NOT DISCRIMINATE IN TERMS OF ETHNIC ORIGIN, NATIONALITY, POLITICAL OPINION, GENDER, RACE OR RELIGION.

Does the programme target those who are most food insecure; or does it favour any one group?

OPERATIONAL INDEPENDENCE

4

WFP WILL PROVIDE ASSISTANCE IN A MANNER THAT IS OPERATIONALLY INDEPENDENT OF THE POLITICAL, ECONOMIC, MILITARY OR OTHER OBJECTIVES THAT ANY ACTOR MAY HOLD WITH REGARD TO AREAS WHERE SUCH ASSISTANCE IS BEING PROVIDED.

How do we work independently when permission is required to ensure access?

WFP has also adopted the following seven **Foundations of Humanitarian Action** to guide its operations:

Foundations of Humanitarian Action		
PRINCIPLE	DEFINITION	CONSIDERATIONS FOR WFP
Respect	Respect state sovereignty and unity. Respect local customs and traditions and promote international law.	Has WFP consulted with the local government and communities about its activities? Do the activities/programme and the food respect local culture wherever possible?
Self-reliance	Do not undermine coping strategies or foster dependency. Reduce vulnerabilities and support livelihoods that lead to durable solutions.	Does the programme build upon and support any existing or traditional coping strategies? Does the programme promote durable solutions like return, resettlement, or re-integration for those displaced?
Participation	Inclusive of all relevant actors in planning and implementing assistance.	How does the community participate in planning and implementation of the programme? Have all sectors of the community (different genders, ages, ethnicities, religions, persons with disabilities etc.) been consulted in a meaningful way at each stage of the project cycle? Is there an accessible complaints and feedback mechanism?
Capacity Building	Strengthens capacity of affected communities to prevent, prepare for and respond to crisis.	Does the programme (whenever possible) help communities be more prepared to face potential future crises? Does the programme aim for zero hunger and reduce the need for assistance in the future?
Coordination	Accounts for and complements activities of others.	Did WFP consult with other actors before designing its programme? Were the activities of other actors taken into consideration when developing targeting criteria or areas of operation?
Accountability	Transparency of information and reporting on aid implementation and assessments of impact. Includes accountability to donors and affected communities.	Is there a plan to openly report and include the views of communities on the planning, implementation and outcomes of the programme? Is WFP guaranteeing a transparent information provision to communities with regard to people's entitlements, programme objective and modalities? Does the community have the opportunity to safely provide complaints and feedback to WFP and receive timely responses?
Professionalism	Maintain the highest standards of conduct and integrity.	Is there any concern about unprofessional or inappropriate action by WFP or cooperating partner (CP) staff; including sexual exploitation and abuse?

Additional principles often adopted by humanitarian actors include transparency, independence, and Do No Harm. For WFP, transparency is captured under accountability and coordination, while independence is adjusted to “operational independence” given that WFP is governed by representatives of Member States. WFP retains its operational independence on the ground. Do No Harm is not a single principle, but an overall framework to address the risk that humanitarian action could exacerbate conflict. WFP’s commitment to avoid doing harm is captured by all the principles, and by its commitment to protection in general.

A strong understanding of the humanitarian principles and how to apply them is critically important for ensuring protection is part of WFP programmes. Without principled action, WFP cannot ensure that programmes are safe, dignified and respect peoples other needs, rights and capacities. Thus, abiding by the humanitarian principles is one of the cornerstones of protection.

A breach of humanitarian principles undermines the very essence of humanitarianism, and usually results in loss of trust between humanitarians and the local population, affecting the agencies’ credibility and effectiveness, as well as staff safety and security.

1.4.3 Accountability to Affected Populations (AAP)

Accountability to Affected Populations reflects a change in mind set from viewing affected people as beneficiaries to viewing them as key partners and stakeholders in their own future.

WFP’s first accountability is to food insecure people who are the primary actors in their own survival and protection. In line with the Protection Policy, WFP endorsed the five [IASC commitments to ensuring Accountability to Affected Populations \(AAP\)](#).

The adoption of an AAP approach signifies a change in mind-set. It represents a shift towards consideration not only of donor priorities and programme delivery, but also WFP’s accountability to affected people as a fundamental aspect of programming. The change in mind-set is important not only because affected people have a right to influence and assess the programmes that impact their lives, but also because it will improve the quality of responses if they are involved in the decisions that affect them.

The objective of WFP’s AAP commitments is to facilitate the participation of affected people in WFP’s programmes by ensuring that programme design, implementation, monitoring and evaluation processes are informed by and reflect the views of affected people. WFP’s operational approach to AAP is outlined in WFP Guidelines for AAP.

WFP focuses on three key areas:

1. **Information provision:** WFP must provide to affected people accurate, timely and accessible information about its assistance. Information provided has to be clearly understandable by everyone, irrespective of their age, gender, or other characteristics.
2. **Consultation:** WFP must seek the views of all segments of the affected population and invite feedback throughout each stage of the project cycle.
3. **Complaints and feedback mechanisms (CFMs):** WFP must provide a means for affected people to voice complaints and provide feedback on areas relevant to operations in a safe and dignified manner. A CFM system must include established

procedures for recording, referring, taking action and providing feedback to the complainant. Valid complaints and useful feedback must be taken into account to ensure improved programming.

An AAP approach reinforces and complements protection by providing methodologies for understanding and mitigating protection concerns. Providing information to affected people about the programme and their rights and entitlements can contribute to mitigating protection risks by helping people to make better decisions about how to engage in programmes. Consulting women, men, girls, and boys across age and diversity from the onset of a project can help detect protection issues that need to be taken into account. CFMs can help facilitate people raising such concerns.

By being accountable to the people WFP reinforces dignified programming and provides a framework to ensure that people's wishes are heard and, to the extent possible, reflected in programmes. Building relationships with affected people and making sure they are included in processes and procedures that affect them is likewise a core component of programmes that are characterized by respect for people they serve.

In late 2010, the Pakistan WFP CO established its 'Beneficiary Feedback Desk' (BFD) to provide a direct communication mechanism for beneficiaries to report feedback and complaints. Dedicated staff, contact points, and an accompanying communications strategy aided the implemented mechanism. The BFD included a staff member at the general service (GS) level in the CO who was responsible for covering a toll-free phone, email address, fax, and postal address. The bulk of the feedback was received via phone and email. The CO advertised the existence of the BFD through a variety of mechanisms, including radio and signage at distribution points. 807 complaints were received by the BFD in the first year of operation.

1.4.4 WFP's Gender Policy

WFP's ability to achieve its Strategic Objectives depends on its capacity to deliver food assistance that addresses the different needs and priorities of the women, men, girls and boys. A world with zero hunger can be achieved only when everyone has equal opportunities, equal access to resources, and equal voice in the decisions that shape their households, communities and societies. The goal of WFP's Gender Policy is to enable WFP to integrate gender equality and women's empowerment into all of its work and activities and to ensure that the different food security and nutrition needs of women, men, girls and boys are met.

Gender is central to WFP's definition of protection. It is one of the key determinants for the level and type of risk to which people are exposed. For example, gender relations and roles often determine the responsibilities and power women, men, girls and boys have in their households and in their communities which, in turn, relate to the types of risks they are exposed to and their ability to respond. In WFP's work, this means that gender is a key factor determining who collects food rations, who engages in different types of asset creation, and who in the household bears the brunt of food shortages.

In its work to promote gender equality and women's empowerment, WFP must not expose women, men, boys or girls to risk; create or exacerbate household or community tension; or cause women, men, boys or girls to be discriminated against or marginalised. Rather, efforts to integrate gender equality and women's empowerment in WFP's programmes should contribute to enhancing community and household autonomy; promoting the inclusion of men and women, and boys and girls and ensuring equality of outcomes.

Some protection risks arise as a consequence of violence directed at people because of their gender. Incidents of gender-based violence (GBV) often increase during crises, and are also commonly found in post-crisis and development settings due to underlying discriminatory and oppressive socio-cultural norms and practices. In WFP risks of GBV are best identified and addressed in the design stage of a programme. Incidents of GBV are best addressed by protection actors. Efforts to promote gender equality and women's empowerment form important parts of combatting the underlying causes of GBV.

Due to their central importance, in WFP, both gender and protection are corporate cross cutting issues that must be integrated in all aspects of the organisations work, including as key elements of context analyses.

1.4.5 Protection from Sexual Exploitation and Abuse (PSEA)

Sexual exploitation and abuse (SEA) is a form of GBV and, within the UN system, refers to acts committed by aid personnel against affected populations. Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual abuse refers to the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation and abuse is an example of gender-based violence, as it is based on unequal gendered power relations.

SEA reflects a failure of United Nations staff to adhere to their obligations to protect assisted populations, violates universally recognized international human rights and legal standards, and jeopardizes the reputation of the United Nations at large, undermining the relationship of trust between the organization and the people the UN and partners are there to serve.

SEA represents a breach of the rights of affected people by the very staff meant to assist them. SEA is a gross violation of the safety, dignity, and integrity of people and communities WFP seeks to serve.

Acknowledging the above, the United Nations has adopted a zero tolerance policy against SEA, which is outlined in the [2003 Secretary General's Bulletin \(SGB\) on Special Measures for Protection from Sexual Exploitation and Sexual Abuse](#). WFP has reaffirmed its commitment to protection from SEA with four Executive Director Circulars issued since 2005, the latest in 2014. These Circulars outline specific measures WFP staff at both HQ and field levels must take to prevent SEA in WFP operations.

1.4.6 WFP's Peacebuilding Policy

Conflict is one of the leading causes of hunger; people in conflict are three times more likely to be undernourished than those living in more stable environments. At the same time, and to a lesser extent, hunger can be a contributing factor to conflict. WFP therefore has a potential role to play in supporting transitions towards peace, as it directly affects its effort to zero hunger.

Peacebuilding and protection are complementary; both facilitate a transition towards peace. WFP contributes to the protection of conflict-affected people by reducing their exposure to risks that arise during conflict.

[WFP's Peacebuilding Policy](#) outlines the approach to conflict sensitivity as one of the key elements of contributing to peacebuilding. Several aspects of this Policy interlink with and support protection. At a minimum, conflict-sensitive programming seeks to avoid

exacerbating tensions within and between communities and parties to a conflict. If WFP's operations do not fuel conflict WFP will not create further protection risks to people.

WFP's conflict sensitive approach seeks to support peacebuilding at the local level by tailoring programmes to support reconciliation and reduce inter-community tensions. By contributing to greater societal cohesion and restoring a sense of stability, WFP programmes contribute to people's safety, dignity and integrity, thereby contributing to protection outcomes. The programmatic interventions used to promote local peacebuilding are often the same types of interventions that will be used to contribute to protection outcomes.

At the national level, WFP's peacebuilding efforts focus on supporting the state to deliver hunger assistance as part of a national strategy for peacebuilding. This can take the form of supporting disarmament, demobilisation and reintegration efforts, restoring and strengthening livelihoods and supporting social service delivery, among others. Although not all of these activities can be directly linked to protection outcomes, many of WFP's efforts in this area will have a positive impact on the peace environment, as well as help the state respond to the basic rights of the population. Particularly in contexts of displacement, support for return or reintegration efforts will help promote durable solutions for affected people, thereby achieving a protection outcome.

Part 2: Incorporating Protection into WFP Operations

WFP can enhance the impact of food assistance and help avoid potential negative consequences by incorporating protection into its programmes to ensure food assistance is safe and appropriate to the context. Food assistance used strategically can support and promote protection outcomes beyond the immediate beneficial effects of food security. To ensure that WFP's programmes are safe, dignified and mindful of people's varied circumstances, needs, rights and capacities, protection considerations must be incorporated throughout the programme cycle. This section provides guidance for how this should be done.

2.1 Protection Analysis and Incorporating Protection into Assessments

To design and implement programmes that take protection into account, it is necessary to uncover the linkages between food insecurity and protection risks and identify protection issues that might affect the impact of food security interventions. This can be achieved by conducting a specific protection analysis and be further supported by incorporating protection into regular VAM assessments.

Protection analyses are most effective when carried out prior to programme design or during monitoring and evaluation, but protection analyses can be undertaken at any stage of the project cycle to inform programme implementation. In sudden onset emergencies, a protection analysis should accompany the Emergency Food Security Assessment (EFSA), JAM (Joint Assessment Mission) or other assessments. Protection analysis can be carried out both as a stand-alone exercise or in conjunction with other assessments or gender analysis. The latter modality is preferred as it avoids exposing the same affected group/individuals to several analyses/assessments. For the same reason and to avoid duplication of efforts, when capacity exists GBV analyses should be carried out jointly with partners or if limited capacity efforts should be made to strengthen capacity.

2.1.1 Protection Analysis

The objective of a WFP protection analysis is to understand how protection issues are relevant to food insecurity and WFP's operations. The protection analysis should seek to answer the following key questions:

- To what protection risks are women, men, girls and boys exposed? (Do people pursue negative coping mechanisms, such as child labour, transactional sex, and irregular migration or smuggling? Are they vulnerable to hazardous or exploitative working arrangements or human trafficking? Is people's safety threatened by conflict or violent crime? Are some people marginalised or not able to access basic services?)
- Who is affected and how? (Men, women, boys and girls, different age groups, ethnic groups, people with special needs may be affected differently).
- What/who is the cause of risks and what are their motivations?
- Do protection risks affect the implementation and/or impact of WFP's programmes? (Are people's access to assistance or the sustainability of the programme affected?)
- Are protection risks created by WFP's programmes? (Are people at risk when they access assistance or participate in programmes? Which people? Do programmes inadvertently create or exacerbate household or community tensions? For who? How?)
- How can WFP avoid exposing its beneficiaries to protection risks when implementing its activities? [Indicate strategies relevant to the different risks and different beneficiaries – women, men, girls, boys etc.]

- Can WFP's programmes have a positive effect on people's protection by reducing risks? Which people? (Can food assistance reduce negative coping mechanisms that put people at risk? Can food assistance support reintegration of marginalised groups? Can food assistance help reduce household or community tension?)

2.1.2 Protection Risk Equation

An analysis of protection needs to consider risks, threats, people's vulnerability to threats, and their capacity to reduce threats to themselves. One way to conceptualize the relationship between threat, vulnerability and capacity is through the protection risk equation:

Protection Risk Equation:

$$R = (T \times V) / C$$

In this equation, a protection risk (R) is defined by the presence of a threat (T), exacerbated by vulnerability (V), and mitigated by capacity (C). This equation can be used to develop an understanding of the different elements of a risk, determine its severity, and to strategize to identify a response to the overall risk by reducing threat or vulnerability, or building capacity.

Establishing a threat may require an analysis of whether there are actors directly or indirectly causing the problem; why and what motivation they have and an understanding of whether there are issues exacerbating the problem like discrimination, social inequality, lack of legal protection or neglect.

Defining Vulnerability: Vulnerability is context specific and depends on the capacities and support networks of each individual. Women, men, boys and girls of all ages may require targeted interventions or support depending on their circumstances and the threats posed by their environments. Vulnerability in relation to one situation does not necessarily indicate vulnerability in all situations and blanket classification of vulnerable groups should be avoided. Specific protection vulnerability factors that may impact on food security include:

Age – People have different needs, interests and capacities at different times in their life. Children and elderly people are, for example, often reliant on others to provide meals for them. Children separated from their families, or elderly men and women without family support, are particularly vulnerable.

Gender - refers to the socially constructed roles for women, girls, men and boys. While women and adolescent girls are often key in planning and decision-making regarding food, in some contexts women and female headed-household may be prevented from accessing food assistance and other basic services due to existing cultural norms. In contexts of conflict, men and boys may be exposed to forced recruitment or at particular risk of attacks when traveling to and from food assistance programme sites.

Defining Vulnerability (con't)

Diversity - people are defined by a range of different characteristics that determine their identity and affect their needs and capacities. These include ethnicity, nationality, religion, sexual orientation, health, dis/ability and socio-economic status. People may be discriminated against for one of these reasons and their degree of access to and control over food impacted as a result. Inequalities exist in communities and in families and can create or contribute to the food insecurity of the individuals who face discrimination.

Visibility - Some persons may not be detected by regular assessments or may be residing in unusual locations and therefore risk exclusion from assistance. Such groups include, but are not limited to, internally displaced people living out of camps, unregistered refugees, persons living in institutions, street children, widows, domestic workers, religious and ethnic minorities, indigenous people, persons with disabilities, and persons who are ostracized or marginalised in the community. It must be recognized that in some cases low visibility of certain groups can be a deliberate strategy for protection. Therefore, forcing such groups to identify themselves and participate in programmes can put them at greater risk.

2.1.3 Steps in conducting a protection analysis

Step 1 - Desk review

Protection issues can sometimes be identified through a review of existing documentation. This includes the results from WFP's regular assessments and monitoring that often contain elements of protection. These tools are particularly useful when they have been reviewed specifically to capture protection issues.

In addition, external sources, such as reports or bulletins from protection and human rights organisations such as OHCHR, UNHCR, UNICEF, ICRC, Human Rights Watch (HRW), Amnesty International (AI), International Crisis Group (ICG), Oxfam, MSF and others, as well as news reports, press releases and public statements can be used for preliminary identification of protection issues.

Step 2- Key informant discussions

Interviews and group discussions with key informants should be undertaken to supplement the desk review and better understand the link between protection risks and food insecurity. Key informants may include:

- WFP staff (Management, Programme, VAM, M&E, Logistics, Security);
- Cluster/working group members (especially Protection and Food Security);
- Humanitarian Coordinator (HC)/Resident Coordinator's (RC) Office;
- UN agencies, including OHCHR, UNHCR, UNICEF, OCHA, UN Women, UNFPA;
- ICRC, national Red Cross/Red Crescent Societies, IFRC, INGOs and local NGOs;
- Development actors including UNDP, INGOs and local NGOs;
- Religious and community leaders;
- Police, health and psycho-social services personnel;
- Government and/or *de facto* authorities;
- Community-based organisations, including local women's organisations; and
- Civil society.

Step 3 – On-site observations

Whenever possible, the information gathered through desk reviews and key informant interviews should be complemented and corroborated through on-site observations.

Step 4 - Participatory protection assessments (only with the involvement of a protection advisor)

Talking to people about the protection risks to which they are exposed to can expose them to further harm. Participatory assessment methodologies, such as focus group discussions (FGDs), smaller discussion groups or bilateral conversations with beneficiaries on protection risks, should therefore only be undertaken under the leadership of a protection advisor or other suitably qualified person in an environment where safety and dignity are assured.

2.1.4 Responsibilities for undertaking a protection analysis

If a protection advisor or focal point is available in the country office, s/he should be responsible for supporting the design and implementation of the protection assessment. Under his/her coordination, staff from other units can participate in the assessment. If a protection advisor or focal point is not available, the country office can ask for assistance from the Regional Bureau or HQ protection advisors.

2.1.5 Use of the results

The results of the protection analysis should be integrated into programme design and implementation. This is the only way to ensure that protection is naturally embedded in WFP's programming. WFP should consider:

- Are the programme modalities and objectives appropriate for the context considering existing food insecurity and protection risks? Would other programme activities be more effective?
- Are the programme activities causing protection risks to beneficiaries? If so, which beneficiaries? Why? What can be changed to avoid this?
- If protection risks are caused by food insecurity, what food assistance programme can be implemented to address these?
- If food insecurity is caused by protection risks, can food assistance programmes be implemented to respond to this?
- Are there any protection partners that WFP could work with to mitigate the risks?

2.1.6 Protection Strategy Development

The provision of basic assistance becomes challenging as a crisis develops and it is imperative that WFP assist the most vulnerable within the population. A WFP protection strategy can assist with the identification of potential protection problems facing WFP. Furthermore, a protection strategy can help clarify the different mandates and roles of humanitarian actors and agencies.

A protection strategy should identify how to go about protection-oriented planning and programming; raise issues of access to humanitarian space and access to affected populations; try to ensure equality and non-discrimination in the context of humanitarian action and find ways to ensure WFP is accountable to affected populations. It can also set out the WFP protection vision, identify complementary roles of protection actors and define parameters for the exchange of information.

2.2 Incorporating Protection in VAM Assessments

In addition to conducting a protection analysis, WFP can adjust its assessment tools to include protection aspects when relevant to food security and WFP's programmes. Given the scope and widespread reach of Vulnerability Analysis and Mapping (VAM) led assessments, and WFP's reliance on findings to inform programme design, the inclusion of protection within food security assessment tools offers an opportunity to identify relevant protection issues for WFP and naturally integrate these in programme design.

Including protection questions in VAM led assessments can, however, be challenging. Protection needs assessments require gathering of quantitative and qualitative protection data. VAM assessments often rely on quantitative tools with limited scope for including qualitative issues. Also asking sensitive protection questions within household surveys requires specific skills and food security assessments are often conducted with government partners who may not be willing to include protection in tools or report on results.

Suggestions for addressing some of these challenges include:

- **Start early:** Get involved with VAM from the beginning of the process: review checklists in the survey design stage and integrate appropriate protection indicators, e.g. in the household questionnaires for the preparation of the Coping Strategy Index.
- **Ensure adequate coverage:** Groups particularly vulnerable to protection risks need to be identified prior to the sampling in order for these groups to be represented in both urban and rural areas; check inclusion of women, men, girls and boys of varying dis/abilities, status, education levels.
- **Allocate time for training:** Prior to data collection, key staff and enumerators should be trained by a qualified trainer on the basics of protection in humanitarian assistance, code of conduct and PSEA, personal data and privacy protection, handling sensitive questions, and respectful interview approaches.
- **Involve programme staff:** Key programme protection staff should be involved from the design of the assessment to the preparation of recommendations in order to ensure that all the information required for programme design is included.
- **Triangulate findings:** Triangulating findings pertaining to protection from food security assessments with assessments and reports from other agencies before drafting recommendations can ensure a more holistic understanding of the situation.

Integrating protection considerations does not necessarily require the inclusion of specific questions on protection, although this can be helpful. It can also involve including protection related questions in the standard sections of the questionnaires. The below are examples of questions that can be used to identify protection concerns:

- **Demography:** age and sex of the head of household; household size, number of school age children disaggregated for boys and girls; dependency ratio (number of income generating adults in the household: dependants; persons with disability); status of the household (permanent residents, refugees, IDPs, stateless, undocumented).
- **Housing:** Type of housing (poor quality or lack of housing may indicate a protection concern); property entitlements (squatting or informal arrangements).
- **Livelihoods:** access to land (squatting, lack of entitlements, informal arrangements); type of employment/income source (begging, seasonal migration); child labour disaggregated for girls and boys.
- **Access to markets and services:** obstacles to accessing markets or services.

- **Food consumption:** basic discrepancies apparent within households or between population groups.

2.3 Targeting

Regardless of whether WFP is targeting a geographical area, households or individuals, protection risks to which people or groups may be exposed must be considered. Protection risks causing food insecurity or protection risks driven by food insecurity should be captured in the targeting criteria for particularly vulnerable groups, individuals or households.

2.3.1 Targeting for what?

It is important to clarify for what type of assistance people are being targeted. Targeting criteria will vary depending on the type of programme intervention and the desired outcome of assistance. This is particularly important from a protection perspective to avoid placing people at additional risk. Ignoring potential risks may exacerbate food insecurity and result in an inappropriate response to the needs or capacities of the targeted group. For example, involving the most malnourished in a community in asset creation requiring hard physical labour may inadvertently add to risks.

Targeting criteria for activities aimed at promoting dignity by increasing self-reliance are very different from those used for care and maintenance activities. The former requires that those involved in the programme have capacities that can be built on. Those most vulnerable from a food security perspective may require different or complementary interventions to ensure a comprehensive response. Ensuring that the activities are appropriate to the targeted group is therefore essential to avoid placing people at additional risk and ensuring the sustainability of interventions.

When determining targeting criteria for interventions with different groups of people it may be useful to view the exercise through a protection lens. This will require consideration of different categories of vulnerable people, such as extremely vulnerable, vulnerable, and people with self-reliance potential and an assessment of their safety, dignity and integrity issues. The aim is to push each group up the self-reliance ladder, thereby creating more sustainable and dignified interventions without causing harm.

If applying this type of approach, it is important to remember that even if people are considered to be among the extremely vulnerable, some groups within this category can also be considered for other activities, including those to promote self-reliance. This is particularly true for child-headed households that due to their particularly vulnerability should be included in the category of extremely vulnerable, but can also be considered for self-reliance activities that are appropriate to their age and capacities.

2.3.2 Protection Factors Influencing Vulnerability

Individuals or households may be vulnerable to protection risks and food insecurity as a result of discriminatory structures or institutional norms that perpetuate abuse of power. It is important to understand the interplay between these and their impact on people in order to gain a comprehensive picture on which to base targeting. Specific considerations when developing the targeting criteria should be identified through the protection analysis. Some general considerations are outlined below.

Protection factors causing or exacerbating food insecurity may include:

- Oppressive socio-cultural norms limiting access to income generation for specific groups or individuals such as widows or young women;
- Discrimination and marginalization of individuals or groups based on gender, sexuality, ethnicity, social status, chronic illness or disability; and
- Insecurity overwhelmingly affecting specific groups such as violence directed at ethnic or religious minorities, or women.

Groups particularly at risk of being exposed to protection risks related to food insecurity may include:

- Unaccompanied children;
- Child-headed households;
- Elderly-headed households;
- Households with high dependency rates and no or limited income generating opportunities;
- Women-headed households (depending on context); and
- Households headed by the chronically ill, including persons with disabilities.

2.3.3 Transparency and community dynamics

The targeting process itself can have a significant impact on community dynamics. The community can either contribute to establishing a sense of predictability or be a source of tension depending on how targeting is communicated and decided upon. Unless the criteria for targeting is clearly explained to all in the community, tensions may arise and/or be exacerbated by the provision of assistance to some and not others. Communication with the affected populations as well as the presence of complaints and feedback mechanisms are therefore key to ensuring food assistance does not create or exacerbate risks.

The following factors should be considered in the targeting process:

- Defining eligibility criteria that resonates with the community and are not perceived as arbitrary;
- Participation of communities to identify the most vulnerable households;
- Potential inclusion /exclusion error;
- Risk of tension between targeted and excluded households or communities;
- Community awareness of programme objectives;
- Social costs of targeting such as loss of traditional sharing mechanisms; and
- Availability of or potential for complaints and feedback mechanisms.

2.4 Programme Design - Choosing an Appropriate Transfer Modality

Choosing a transfer modality is an important step in programme design. Each modality whether cash, value vouchers, commodity vouchers or in-kind assistance may bring protection risks - as well as opportunities. Risks associated with a certain modality are context specific and can change over time. Inclusion of protection considerations in regular market surveys, needs assessments, and monitoring is therefore necessary to understand changing dynamics and adjust programmes. The below section provides an overview of general protection considerations and highlights potential protection risks, mitigating measures and protection opportunities specifically associated with cash based transfers and commodity vouchers.

2.4.1 Protection Considerations

When designing a programme, the selection process of a transfer modality should include consideration of the following:

- **Beneficiary preference:** people's preferences and concerns should be considered to ensure that programmes are dignified and respond to needs and interests. People's preferences may also give an indication of potential risks associated with different transfer modalities. 'People' is a diverse entity, so it is essential that the preferences of women, men, girls and boys are heard and addressed;
- **Opportunity costs:** bank charges, travel costs, time traveling to/from, employment and at collection points;
- **Safety:** ensuring the people we serve can safely collect their entitlements and return home;
- **Security:** requirements for ensuring collection points are safe;
- **Access:** ensuring participants have safe physical access and necessary documentation;
- **Technology:** ensuring people are familiar with, or can be trained on, any technology used;
- **Family and community dynamics:** understanding how different modalities are shared, and ensuring the selected modality does not create unnecessary tensions within the household and/or community.

2.4.2 Common Protection Risks, Mitigation Measures, and Opportunities

Cash-based Transfer Programmes: Protection risks, mitigation measures, and opportunities		
Common Protection Risks	Potential Mitigation Measures	Protection Opportunities
Identification cards are often needed for opening a bank account or to get a mobile phone. People who do not hold an ID may be excluded from the programme, e.g. older people, women, child headed households, stateless persons, IDPs, refugees, and remote or rural households.	<ul style="list-style-type: none"> Discuss and agree beforehand with concerned partners (e.g. banks, governmental partners, beneficiaries, UNHCR) how to overcome the problem of lack of ID cards by accepting other forms of non-official ID, conduct a Civil Registration and Vital Statistics campaign. 	Partner with relevant organizations/ministries to support targeted persons to obtain ID, supporting their right to personal identification and facilitating access to basic services.
Lack of access to and/or informed use of technology: recipients eligible for cash based transfers distributed by new technology may be unfamiliar or lack access to technology. Beneficiaries, particularly older or illiterate persons may have to rely on others to use their cash or vouchers, thereby running a risk of exploitation or abuse by shopkeepers, traders, or persons who assist them.	<ul style="list-style-type: none"> Train beneficiaries on the use of technology; Establish accessible and effective complaints and feedback mechanisms like a help desk or hotline; Train traders, monitor closely, and ensure traders who exploit or abuse others are expelled from the programme. 	Contribute to individual empowerment through sensitization campaigns and skills training on new technology.
Exploitation by traders selected for voucher redemption who may engage in unfair practices such as increasing prices for those with vouchers, serving them last and stigmatizing them, giving them lower quality goods, or demanding bribes or sexual favours.	<ul style="list-style-type: none"> Ensure rigorous monitoring of traders; Raise awareness on prices and entitlements; Establish complaints and feedback mechanisms; Sensitize traders on fair practices and inform of repercussions if violated and enforce codes of conduct. Ensure Code of Conduct on PSEA is signed with traders 	Contribute to individual empowerment through awareness raising on prices and entitlements, enabling people to better know their rights, demand fair services, and report cases of exploitation through appropriate channels. Use private sector (retailers) more sensitive to humanitarian action/goals
Spending that does not benefit the household: Cash can be diverted for uses that do not benefit the household, such as drugs and alcohol, gambling, depriving other members of the household of assistance.	<ul style="list-style-type: none"> Ask beneficiaries their preferences for transfer modalities; Discuss with beneficiaries strategies to ensure the most direct use of entitlement. 	Contribute to gender empowerment by enabling women to participate in decision-making processes within the household and receive cash transfers.
Disclosure of beneficiary data and privacy	<ul style="list-style-type: none"> Adherence to the Corporate personal Data Protection and Privacy Guidance; Encryption of codes 	Build trust and confidence with community and enhance safety of individuals

2.4.3 Access to Assistance

Ensuring that people can access assistance and do so without additional exposure to risks, is a basic prerequisite for programmes being safe, dignified and responsive to people's needs, interests and capacities. The more commonly understood form of access, captured in WFP's [Note on Humanitarian Access](#), refers to free and unimpeded movement of humanitarian personnel to deliver relief services. However, the second dimension of access, which refers to the ability of communities to safely reach and participate in humanitarian programmes, is more directly relevant to protection.

2.4.4 Factors that may Hinder Access

Age, sex, gender, sexuality, dis/ability, religion, literacy, economic status and other factors can limit people's access to assistance. When considering people's access to food assistance programmes, a number of additional factors should be considered including:

- **Physical barriers:** Long distances, the presence of rivers, thick bush, weather or other obstacles can make it more difficult for people to reach programme sites.
- **Displacement:** People who are newly displaced or affected by multiple displacements might have difficulties accessing assistance if this does not follow them as they move.
- **Lack of identification documents:** Lack or loss of ID may prevent people from being registered and/or collecting food.
- **Lack of awareness:** Illiteracy, levels of exposure to information about the programme, or misinformation by vested stakeholders may all impact access.
- **Insecurity:** Threats to safety for those travelling to the programme site as well as for those remaining alone at home, is a critical factor affecting people's decision to access programmes.

These factors may help determine whether people can access programmes and the degree to which they can do so safely and in a dignified manner. Other factors include people's individual characteristics and the availability of assistance.

In Northern Uganda mothers refused to bring their children to the therapeutic feeding centres. The reason for this was that they insisted on remaining at home to prevent their older children being kidnapped by the Lord's Resistance Army (LRA). WFP took the safety concerns of the population into account by organising home visits rather than requiring mothers to come to centres.

2.5 Addressing Protection Incidents and Referrals

Due to WFP's extensive field presence, WFP staff are approached by community members seeking help with protection problems or frequently witness human rights abuses. WFP's role in addressing individual protection incidents is limited. It is important that staff respect the boundaries of their capacity and expertise in handling such cases.

2.5.1 Do's and Don'ts when Addressing Protection Incidents

WFP staff should never engage in the investigation of incidents or the conducting of protection cases. However, where protection incidents are linked to a WFP programme, general information regarding the problem should be passed on to the relevant technical units for their evaluation and adjustments to the programme if needed to avoid further protection problems.

WFP Staff SHOULD:

- ✓ Ensure their own safety and that of other staff;
- ✓ Ask if the affected person(s) are safe;
- ✓ Alert medical services if immediate assistance is required;
- ✓ Be supportive and show empathy;
- ✓ Inform their manager and a trusted protection actor (upon consent of the affected person) as soon as possible;
- ✓ Provide accurate information about where to receive assistance: address, phone number; and
- ✓ Ensure that general information regarding protection incidents directly related to WFP's programmes or food insecurity is communicated to relevant technical units for evaluation and follow up as needed.

WFP Staff SHOULD NOT:

- x Investigate the incident or try to verify if the abuse is true;
- x Interview the affected person(s);
- x Interview witnesses or others implicated in the incident;
- x Provide counselling to the affected person(s);
- x Cut off or send away the person(s) seeking to share their experience;
- x Encourage the affected person(s) to report the abuse to the authorities;
- x Encourage the person to return to the source of abuse e.g. family member; and
- x Document, monitor, or otherwise record details of the incident beyond what is required for referral and internal reporting purposes.

2.5.2 Developing a Referral Strategy

Despite WFP not playing a direct role in resolving protection incidents, WFP still has a responsibility to ensure that people in need of protection assistance are treated professionally and with respect. WFP can direct protection incidents to actors who can provide an appropriate response. The development of a referral strategy is key to ensuring this referral works effectively.

Referral: Passing on information regarding specific protection incidences to appropriate protection actors for their action, either by forwarding basic information of a case or directing the affected person to available services.

- Step 1: Identify trusted protection actors (which may include government services, local or national organizations or international actors) and relevant support services (medical, psycho-social, housing and legal) available in the country and specific area of operation.
- Step 2: Establish and endorse protocols on when and how to make referrals to each actor.
- Step 3: Ensure appropriate standards for data management and information sharing are in place to safeguard that personal data is kept confidential.
- Step 4: Disseminate protocols among WFP and CP field staff and ensure staff are trained on appropriate referral and reporting procedures.

If trusted protection actors are present in areas where WFP operates referrals procedures can usually be established. WFP, however, often operates in remote locations where the presence of other actors, including protection, is limited. In such situations it may be

necessary to evaluate whether and how referrals can take place. Generally, there are three common scenarios in the operational environment where WFP works. These are detailed below, with options for making referrals appropriate to each.

- **Scenario 1: Presence of trusted protection actors in the local area**
Direct the affected person to the appropriate agency/actor for services by sharing a hotline number or advising of the details and the location of specific support services.
- **Scenario 2: Trusted protection actors exist only at central level, or with irregular or limited access to the local area**
Forward basic, essential information of the protection incident to the relevant actor on behalf of the affected person, include incident type, date of event, location and the name or contact information of the person when confidentiality can be assured and consent has been obtained from the complainant.
- **Scenario 3: Complete absence of trusted protection actors in the local area**
In these cases, it must be made clear to WFP and partner staff as well as affected people themselves, that WFP cannot refer affected people or their cases to protection actors. It is crucial to pass on the message that WFP is not equipped to handle the case to avoid raising expectations. This must be done with sensitivity and respect. Matters should be reported to management with suggestions of appropriate follow up.

2.6 Monitoring, Evaluation and Reporting

Monitoring the protection issues that may arise in the context of WFP's programmes is a key component of ensuring that WFP is continuously identifying and addressing protection problems in its programmes and verifies that the strategies are functional. Monitoring should take place at both the country office and corporate level to allow for both immediate programme adjustments as well as adaptation of the overall corporate approach if required. Monitoring and reporting of issues identified should happen throughout programme implementation, during monitoring and evaluation stage of programming and as part of evaluations in accordance with the [WFP Evaluation Policy 2016-2021](#).

2.6.1 Protection in Monitoring

The purposes of monitoring protection include to check that programmes are safe, dignified and take into account people's needs, capacities and rights and to establish whether measures put in place to mitigate identified protection concerns are working. WFP's role in monitoring of protection concerns is limited to those arising in the contexts of its programmes or directly linked to food insecurity. WFP should never embark on protection monitoring per se, as this constitutes a specific area of expertise in protection programming and falls outside the scope of WFP's role in contributing to protection.

Specific questions on protection can be raised or protection questions can be added so as to complement questions in the standard monitoring tools. In addition to the demography and livelihoods issues listed in the VAM section ([reference](#)) the following are examples of questions that can be used to identify protection concerns:

- **Access to programmes:** obstacles to registering for programmes; obstacles to accessing programme sites (insecurity, distances, physical disability/illness, corruption, intimidation); difficulties using technology;
- **Problems receiving or using WFP assistance:** theft; maltreatment by WFP staff or partners (implementing partners, shopkeepers); inadequate facilities at programme sites (excessive waiting times; inadequate facilities); and
- **Food consumption:** discrepancies within households or between population groups indicating discrimination.

Protection questions can be formulated on the basis of the protection analysis, findings of VAM assessments and feedback from the community. If a specific protection objective is integrated in a WFP programme, indicators to monitor the impact of this should be developed.

Ecuador's Community Tension Perception Score

To address tension between Colombian refugees and Ecuadorian host communities, food distributions target both refugees and vulnerable host populations. Four perception-based questions are asked to assess whether beneficiaries perceive decreased tensions following the implementation of the programme over time. This results in the tension perception score measure. Data is collected pre- and post-intervention, through surveys identifying statistical significance among project beneficiaries. Data is disaggregated by sex, relief vs. recovery beneficiaries, and refugee vs. host population.

In WFP's *Strategic Results Framework (pending publication)*, includes corporate indicators on protection which are not part of one specific activity or programme, but rather intersect a range of outputs and outcomes. In addition to these, project specific indicators may be chosen for inclusion in monitoring depending on the context and type of programme being implemented.

Tips for Protection in M&E

- Ensure WFP's corporate indicators on protection and AAP are reflected in all programme monitoring tools;
- Include monitoring results on protection and AAP in reports;
- Conduct periodic monitoring exercise to reveal any negative impacts of WFP programmes;
- Train enumerators on the Code of Conduct and basics of protection, and include sessions on how to conduct surveys in an impartial and respectful manner;
- Be informed of the actors responding to specific protection risks and establish mechanisms for referring cases to them, when necessary, e.g. child protection to UNICEF; GBV to UNFPA, UNICEF or UNHCR for refugee-issues (see section on Referrals above); and
- Ensure M&E staff have basic knowledge of protection in WFP operations.

2.6.2 Evaluation Policy 2016-2021

WFP evaluations serve the dual purpose of accountability for performance and results, and learning to inform policy discussions and strategic choices of decision-makers. Accountability in this context is the obligation to account for (and report on) work carried out and results achieved, using planned objectives and targets as the benchmark against which to assess performance. Learning means that lessons are drawn from experience, accepted and internalized in new practices, thereby building on success and avoiding past mistakes.

Programme evaluations offer excellent opportunities to include WFP's performance on protection as part of regular programme evaluations. However, in certain contexts, stand-alone protection evaluations may be warranted, for example where human rights abuses and an environment of violence is widespread, with direct impacts on programme participants. These evaluations should consider the positive and negative impact of the programme on the safety, dignity and integrity of affected persons.

Conducting evaluations that include participation of affected communities also contributes to WFP's commitment to AAP. These enable dialogue and information sharing between programme participants and WFP, they engage communities in a participatory manner through consultation on their experience and opinion of programmes, and they provide an opportunity for communities to give feedback on programmes.

2.6.3 Protection in WFP Reporting

Reporting on protection is part of spreading awareness of protection concerns relevant to WFP's programmes. It can serve as an operational tool for different technical units at the country office level and help to identify areas that need to be addressed.

Tips for reporting on Protection

- Produce briefs on the outcomes of protection analysis and/or monitoring for use by relevant units at the country office level;
- Include protection in Sitreps and other regular reporting;
- Report to donors using a protection lens;
- Include updates on protection in Operational Task Force meetings for L3 and L2 emergencies; and
- Ensure reporting on protection is included in the Strategic Performance Review.

2.7 Advocacy on Protection

For WFP, advocacy on protection will often be limited to addressing protection issues directly related to its programmes and food insecurity. WFP most often engages in advocacy on specific issues as part of the UN Country Team (UNCT) or with partner agencies.

Common protection issues for which WFP may advocate include:

- **Security at programme sites:** To ensure increased security presence (police, peacekeeping mission) to improve safety of affected people at or travelling to and from programme sites.
- **Violations of humanitarian law affecting food security:** In conjunction with the UN Country Team, OCHA, protection and food security clusters and other actors, stop the destruction of crops, attacks on humanitarian staff or deliberate starvation of civilians.
- **Lack of land rights:** In conjunction with actors such as FAO and UNHCR, where food insecure people lack of deeds, land titles, legal identity or the ability to own land causing food insecurity.
- **Issuance of ID cards:** As part of cash and voucher programmes and for registration of marginalized groups, such as stateless persons, in coordination with UNHCR, IOM and civil society.
- **Improved humanitarian access:** In conjunction with other actors who also need access, often under the leadership of OCHA or the UNCT. Where WFP is the only actor, engage in advocacy directly with those who are denying access whether government or other armed groups.

WFP may engage or encourage advocacy on issues not related to food security *per se*, such as gross violations of human rights. Specific advocacy statements may be issued by the UNCT, or broader advocacy, such as a joint statement by the Executive Directors of multiple UN agencies are all possible.

In all field-level advocacy work, it is important for WFP's Country Representative to assess

whether WFP is best placed to advocate on behalf of those in need of protection or whether other actors or communities themselves are better placed. Some key practical considerations when deciding whether and how to engage in protection advocacy include:

- ✓ The scale of protection concerns;
- ✓ Impact on the security of WFP;
- ✓ Impact on the security of WFP partner staff;
- ✓ Expected impact on humanitarian access for WFP and partners;
- ✓ Severity of risk to affected people should access be affected;
- ✓ Expected positive or negative impact on affected communities;
- ✓ Relevance of issue to WFP mandate and programmes;
- ✓ Presence of other food security actors to fill any gaps; and
- ✓ Perception of WFP's adherence to humanitarian principles, in particular neutrality and impartiality.

Building partnerships with protection and humanitarian actors is essential for effective advocacy. The participation of a wide range of actors generates broader support for specific issues and increases the legitimacy and effectiveness of advocacy. This is particularly true for WFP when it comes to advocacy on specific protection issues that affect its work. Speaking in unison with protection and humanitarian actors lends credibility, expertise and strength to advocacy efforts.

2.8 Information Management and Data Protection

WFP processes a large amount of information, including personal data of crisis-affected people, such as registration lists, household survey information, results of profiling exercises, as well as personal information collected through complaint and feedback mechanisms. New technologies such as e-transfers, biometrics, and tools that use voice and SMS data collection, such as surveys and CFMs, collect more extensive private and personal information that require new systems of management.

Personal data management is directly linked with protection. If not managed appropriately data leaks can identify individuals and put them at risk of harm. For example, beneficiaries may suffer discrimination, reprisals or other forms of abuse if their identity or participation in a WFP programme is made known. This is particularly true in armed conflict and other highly volatile situations, but can also have devastating impacts on marginalized groups or individuals in development settings.

In accordance with international standards and internal policies, [WFP Guide to Personal Data Protection and Privacy \(pending publication\)](#) aims to improve data management systems within WFP for the protection of beneficiaries. Key principles are outlined below:

- **Lawful and fair collection and processing:** Collection and processing of personal data must be legitimate and transparent and should only be done with the informed consent of the individual.
- **Specified and legitimate purpose:** Personal data must only be collected for specific, explicit and legitimate WFP purposes and should be processed in a way that is compatible with those purposes.
- **Data quality:** Personal data that is collected should be adequate, relevant and not excessive in relation to the purpose(s) for which it will be used.
- **Participation and accountability:** Individuals should be consulted about the processing of their personal data during all stages of the processing and should be allowed to access, verify, correct, update and erase their personal data. Confidentiality should be ensured throughout the collection and processing of personal data.

- **Data security:** Appropriate physical, organizational and technological security measures should be put in place to protect personal data against accidental loss, disclosure, or modification.
- **Transfer to and from third parties:** Receiving and sharing of personal data with partners and other actors should only happen with the consent of the individual. Sharing should be limited to a specific purpose and under the guarantee of adequate safeguards to protect the confidentiality of the data.

2.9 Protection in Operational Support Functions

Protection is often perceived as being of relevance to programme with little or no relevance for other technical units or functional areas. Despite this, a number of operational support functions have key roles to play in ensuring that protection is fully incorporated in WFP operations. This section provides an overview of different functional areas and how protection can be incorporated within these.

2.9.1 Security

WFP's Field Security Division has an important role to play in the protection of the people that the organisation seeks to serve. Security staff are valuable sources of information on threats to people and on the operational environment.

Programme Officers and Management therefore need to involve Field Security in the planning of potential distribution sites. Considerations will include the security of participants on the way to and from the location, safety and security for participants at the distribution site.

Military and/or police should not be involved in the direct delivery of food, cash and/or vouchers, but may help to provide a secure environment for deliveries and distribution. Any decision to use Military and Civil Defence Assets (MCDA) must:

- Not compromise Humanitarian principles, namely the neutrality, impartiality and independence of humanitarian operations;
- Be a last resort option; and
- Preferably focus on indirect assistance tasks.³

Any perception that humanitarian actors may have become affiliated with military forces within a specific situation could impact negatively on the security of humanitarian staff and their ability to access vulnerable populations. However, humanitarian actors operating within an emergency situation must identify the quickest, most effective and secure approach to ensuring the delivery of assistance to populations while ensuring the safety of the people we seek to serve. This approach must be balanced against ensuring staff safety. The decision to seek military-based security for humanitarian workers should therefore be viewed as a last resort option when other staff security mechanisms are unavailable, inadequate or inappropriate.

If a decision is made to use MCDA, there needs to be cooperation and a common understanding of the mission, the distribution, its aims and processes. Any civil-military coordination must be mindful not to jeopardise the longstanding local network and trust that humanitarian agencies have developed. A coordination meeting should be held

³ For more information on the use of MCDA see the updated Inter-Agency Standing Committee (IASC) Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys (27 February 2013).

(involving police or military, WFP, Cooperating Partners, civil authorities and other stakeholders) in advance to confirm final arrangements and share contact details prior to the distribution. You should also agree on an emergency evacuation plan at the coordination meeting with police or military, WFP Security, UN Department of Safety And Security (UNDSS) and the Cooperating Partner focal point. If possible, carry out a low-key, low profile visit of the distribution point in advance, with the police or military unit who will be providing support on the day of the distribution.

Tips for Incorporating Protection in WFP Security

- Take in to consideration key threats faced by communities – ensuring coverage of the diverse individuals that constitute a community – targeted by WFP programmes and share with programme and management; and
- Protection advisor/focal points should coordinate closely with security colleagues on matters that affect people’s safety and security, such as:
 - Assessments of potential distribution sites;
 - Safety considerations of participants on the way to or from programme sites;
 - Use of armed personnel (military, police, private contractors) to provide escorts, security at distribution points, etc.

Refer to WFP Pakistan’s Safe Distribution Handbook for more information on the role of security in ensuring safe and secure access of beneficiaries to assistance.

2.9.2 Finance

Finance officers are responsible for ensuring cash payments are made to people WFP is serving on time. Finance staff are often the first to know if a pipeline break is likely due to lack of funding. Delays in the receipt of entitlements can lead to serious protection problems including people having to resort to negative coping mechanism that pose varying degrees of risk to their safety and dignity. Providing information regarding delays and pipeline breaks is therefore critical to programme participants who need to plan to reduce the impact of these to ensure their own protection.

Tips for Integrating Protection in Finance

- Notify programme and logistics when delayed contributions will result in procurement delays, so that measures can be taken to avoid pipeline breaks and/or to notify communities;
- Notify programme when cash payment delays to beneficiaries may occur so communities can be informed in advance;
- Notify cooperating partners when payments will be delayed to ensure obligations towards project implementation continue without disruption; and
- Ensure finance staff have basic knowledge of protection in WFP operations.

2.9.3 Resource Mobilisation

Incorporating protection into programming and other parts of WFP’s work assists with resource mobilisation. Several donors have their own Protection Policy and expect WFP to use it as guidance in programming in order to meet their standards. Some donors insist that WFP show awareness of protection and be active in protection Clusters. A WFP protection profile can be vital to securing funding from some donors.

2.9.4 Human Resources

The capacity and conduct of WFP and cooperating partner staff can have a significant impact on people’s protection; staff capacity is crucial to a protection sensitive response.

Our staff can also be the source of misconduct that causes protection risks, such as sexual exploitation and abuse (SEA). Protection awareness in human resources (HR) is therefore important.

Tips for Incorporating Protection into Human Resources

- Try to ensure staff have no criminal record as a standard requirement of staff hiring processes;
- Ensure all staff are aware of, have been trained on, understand their obligations, and have signed the Code of Conduct which prohibits sexual exploitation and abuse of affected people;
- Keep records of staff attendance at protection training and sensitization sessions;
- Prioritise staff who have awareness of protection;
- Ensure the Code of Conduct and WFP's protection commitments are included in Field Level Agreements (FLAs) with partners, as well as measures for compliance and accountability; and
- Ensure HR staff have basic knowledge of protection in WFP operations.

2.9.5 Logistics and Supply Chain Management

WFP's expertise in logistics is unparalleled in the humanitarian community, and is relied upon not only by WFP, but by many other organizations. Consideration of protection throughout logistics operations can therefore have a far-reaching impact.

Tips for Incorporating Protection within Logistics

- When contracting commercial service providers, or hiring casual labour to load and unload from/to transport means or warehouses, ensure contracting and hiring practices are transparent and do not exacerbate tensions within the community;
- When contracting transporters, traders and other external contractors, ensure contracts contain the WFP standard clause on child labour. This clause is based on the Convention on the Rights of the Child. WFP staff/managers should be aware of their obligations to take appropriate action should child labour occur or should the vendor/contractor be suspected of such practices;
- When contracting transporters, traders and contractors, ensure contracts contain the WFP standard clauses on protection from sexual exploitation and abuse. This clause is based upon the SG PSEA Bulletin. Ensure WFP staff and managers are aware of their obligations to take appropriate action should any incident occur, or should the vendor/contractor be suspected of such incident;
- Take every reasonable step to ensure that food commodities are packed in a manner suitable to the context and target group. This can be determined through effective collaboration and information sharing between programme, procurement and logistics staff as well as any other relevant stakeholders including community members;
- Ensure information on expected delays in availability of commodities are duly communicated to internal stakeholders so to enable further dissemination of relevant information with affected communities in a timely manner; and
- Include logistics and procurement staff, as appropriate, in WFP Protection trainings, so to ensure a basic knowledge of protection in WFP operations.

2.10 Incorporating Protection into Programme Documents

The integration of protection into project documents is critical. Once the documents are cleared by government and approved by WFP's Executive Board, there is little opportunity to subsequently add protection objectives, and limited scope to include additional, meaningful protection activities. The inclusion of the security context and protection and gender-based violence is a requirement for all EMOP, PRRO and CP submissions ([find the 2015 templates here](#)).

Tips on included Protection considerations into project documents

- **The context:** political, social, economic, environmental, cultural issues;
- **Protection risks in the environment relevant for WFP's operation:** highlight the security context (consider threats of armed conflict, terrorism, civil unrest, crime), displacement situation, gender, gender-based violence, and discrimination of certain groups. Explain how programmes will mitigate these risks;
- **Potential protection risks to consider in programmes:** highlight particular vulnerabilities of different groups and show programme adjustment accordingly;
- **Humanitarian access:** considering both access of humanitarians to affected communities and people's access to programme sites; and
- **Accountability to affected populations:** explanation of how affected people will be informed, consulted, and have access to provide feedback and lodge complaints throughout programme implementation.

Part 3: Protection in WFP Programmes

In WFP’s operations different programmatic interventions carry potential protection risks and opportunities. The sections below explain and outline common protection risks in each of WFP’s five core programmes: General Distributions, Nutrition, School Feeding, Asset Creation and Purchase for Progress.

3.1 General Distributions

Why protection matters in general food distributions

General distributions of food, vouchers, or cash are often implemented in emergency contexts where human rights violations are recurrent. In conflict and post conflict settings these violations tend to be particularly pronounced because of weakened or collapsed state institutions, corruption, decreased social cohesion, and the erosion of the traditional power dynamics and people’s capacity for self-protection. Refugee situations also come with certain unique protection considerations as refugees are entitled to certain rights under the 1951 Refugee Convention and should be receiving protection related assistance from UNHCR. In natural disaster settings, while state institutions may remain intact, protection issues may arise because of a lack of or breakdown of coping mechanisms, displacement, or lack of access to assistance.

Protection risks in general distributions

Protection risks may potentially interfere with general distribution programmes in various ways. They may affect the implementation as well as the achievement of the expected impact of the programme, for instance through diversion of food to unintended beneficiaries or by being inaccessible to particularly vulnerable groups. The programme, if not designed and implemented taking into account protection considerations, can also result in the unintentional exposure of people to additional risks, such as assault at the distribution point or while enroute to or from the distribution point.

Examples of common protection risks in general distributions and potential mitigating measures	
Common Protection Risks	Potential Mitigating Measures
1 Safety problems at distributions points: <ul style="list-style-type: none"> • violence • harassment of women • separation of children • recruitment by armed groups 	<ul style="list-style-type: none"> - Ensure crowd control measures are in place - Consider separate waiting and queuing areas for unaccompanied men and women - Establish meeting points in case of separation - Advocate with leaders of armed groups to respect the neutrality of WFP programme sites
2 Safety problems enroute to and from distribution points: <ul style="list-style-type: none"> • attacks on people • physical barriers or natural hazards • theft of rations 	<ul style="list-style-type: none"> - Consider moving distribution points to other locations - Consider establishing additional distribution points to increase proximity to communities and reduce travel time - Consult with communities on safest transfer modality and consider adjusting accordingly - Encourage people to travel in groups - Increase frequency of distributions to reduce ration size per distribution
3 Safety problems following distributions:	<ul style="list-style-type: none"> - Advocate with armed groups on the neutral and impartial nature of WFP assistance, the

	<ul style="list-style-type: none"> retaliation attacks on recipient communities by armed groups or neighbouring communities diversion of assistance to armed groups community or household tension directed at recipients 	<p>right to assistance for affected populations, and criteria for targeting</p> <ul style="list-style-type: none"> Create awareness on targeting criteria with neighbouring communities Consider need for inclusion of vulnerable groups in neighbouring communities Increase frequency of assistance to reduce ration size Create awareness in targeted communities and households on targeting criteria Involve communities – recipients and non-recipients – on defining vulnerability and targeting criteria Consult with men and women on identification of most appropriate household entitlement holders
4	Lack of basic services at distribution points	<ul style="list-style-type: none"> Designate specific waiting areas Ensure shade or protection against cold or wet weather in waiting areas Ensure access to potable water, particularly in hot climates Ensure designated and safe toilet facilities
5	Lack of access to distribution points for particularly vulnerable groups	<ul style="list-style-type: none"> Consult with community leaders and cooperating partners to identify and arrange distributions for people unable to travel to distribution points, including new mothers, elderly, people with disabilities, and ill people Make distribution points accessible for people with disabilities Create preferential lines for extremely vulnerable individuals Identify and include marginalised groups in targeting
6	Child labour at distribution points and enroute to and from sites	<ul style="list-style-type: none"> Make cooperating partners and community members working at distribution points aware of WFP standards on child labour Raise awareness on problems related to child labour in the community Ensure assistance for people unable to transport rations to reduce reliance on children
7	Taxation/exploitation of vulnerable people	<ul style="list-style-type: none"> Ensure assistance for people unable to transport rations to reduce reliance on others Take every reasonable step to ensure that food commodities are packed in bags and cartons of sizes suitable to the context and target group. This however can only be determined through effective collaboration and information sharing between programme, procurement and logistics staff as well as any other relevant stakeholders Consult with vulnerable people to identify trusted alternates or assistants
8	Distributions create a push/pull factor for movement	<ul style="list-style-type: none"> Consider inclusion of vulnerable people in non-displaced communities

		<ul style="list-style-type: none"> - Ensure awareness in targeted and non-targeted communities of targeting criteria - Consider complementary assistance programmes in non-targeted areas
9	Sexual exploitation and abuse by WFP or partner staff	<ul style="list-style-type: none"> - Train staff and partners on PSEA - Designate a PSEA focal point - Encourage reporting of suspected cases of SEA through established channels - Establish complaint and feedback mechanisms for affected communities capable of handling complaints of SEA - Make affected communities aware of their rights and available complaints mechanisms

Protection opportunities in General Distribution

General distributions are normally designed with the objective of saving lives or protecting livelihoods, in food insecure environments where protection and hunger are closely interlinked, distributions have potential to contribute to protection outcomes. To maximize on this capacity, it is essential that specific protection vulnerabilities that affect people's exposure to food insecurity be taken into account. Food distribution points are also ideal sites to disseminate information about on-going protection initiatives that may interest people. Examples of protection objectives within general distribution programmes are listed below, with related suggestions for possible activities. Partnerships and collaboration with protection mandated agencies are key to implementing the activities and achieving the objectives.

Examples of opportunities to contribute to protection outcomes		
Protection outcomes		Potential interventions
1	Support self-protection strategies	<ul style="list-style-type: none"> - Adjust the contents of the food package and ration sizes to facilitate people's movement - Establish mobile distribution points that follow people as they move
2	Contribute to the medical and psycho-social recovery of survivors of sexual and other violence	<ul style="list-style-type: none"> - Provide assistance to survivors in hospitals and safe houses
3	Contribute to psycho-social recovery and reintegration of children formerly associated with armed groups	<ul style="list-style-type: none"> - Provide assistance to children in rehabilitation centres and provide food assistance reintegration packages
4	Contribute to reducing intra-communal tension	<ul style="list-style-type: none"> - Provide assistance for vulnerable people in both communities e.g. displaced and host communities - Support school feeding and livelihoods projects that are inclusive of both refugee/IDP and host communities

3.2 Nutrition and HIV Programmes

Why Protection Matters in Nutrition Programmes

The causes of malnutrition are numerous and often complex. These are directly related to dietary intake and health which are influenced by food security and livelihoods, access to water and sanitation, power relations and dynamics within the household and the community, social and cultural norms and practices that impact the caring environment, as well as other circumstances such as displacement. Protection risks such as social exclusion, discrimination, stigma related to HIV status, community or household violence all influence people's access to and consumption of quality food, with profound impacts on nutrition.

Nutrition is a key factor in ensuring that people are able to live healthy and productive lives in safety and dignity. Malnutrition can have long term consequences that impact not only the health of individuals, but also render them more vulnerable to protection risks. Malnutrition can lead to children dropping out from or never being enrolled in school, leaving them exposed to child labour and robbing them of an education. Malnutrition also impacts children's learning capabilities and consequently prospects for future development and empowerment. Disabilities or chronic illnesses caused by malnutrition leave people less able to care for themselves and their children, and place them at risk of social exclusion and marginalisation.

Protection risks within nutrition programmes

Nutrition and HIV programming must be undertaken with due consideration for protection issues beyond those immediate to malnutrition and food security to ensure that nutrition programmes have the desired impact in both the immediate and long-term, and do not cause further stigma.

All programmes run the risk of adding to or creating additional harm to beneficiaries if not based on careful context analysis and monitored regularly. For nutrition and HIV programmes, the location of services and the methods of registration can expose beneficiaries to threats to their safety. Efforts to maintain confidentiality and respect dignity are essential especially when targeting groups with specific vulnerabilities that frequently have social stigma attached to them, such as persons living with HIV/AIDS.

Programme staff need to be aware that there are different groups requiring different levels and types of protection - and that protection is not done at a single point in time, but is an on-going input to any successful nutrition program. The different protection needs of children, PLHIV, women and girls, ethnic minorities or nationalities and older persons need to be considered and compared.

Gender and Nutrition Stigma jeopardizes mothers' nutrition in Rwanda

In Rwanda, low participation in the Mother and Child Health and Nutritional (MCHN) programmes was the result of social norms and attitudes whereby the community perceived the need for food assistance by pregnant and lactating women as a failure of the male head of household to provide for his family. Attendance in the MCHN programme was consequently seen as shameful and fewer women were willing to attend.

Examples of common protection risks in nutrition and HIV programmes and potential mitigating measures	
Common Protection Risks	Potential Mitigating Measures
1 Discrimination and marginalisation of programme participants	<ul style="list-style-type: none"> - Target groups at risk of stigma or discrimination, such as HIV and TB patients, alongside broader groups, such as PLW or elderly, to avoid disclosure of health status - Distribute rations in discrete packaging to reduce risk of identification/exposure - Adhere to guidelines on personal data and privacy protection - Conduct awareness-raising in the community on health and nutrition, reducing stigma of certain illnesses or conditions
2 Reduced enrolment due to associated stigma	<ul style="list-style-type: none"> - Include indicators on community and household attitudes to nutrition in assessments - Distribute rations in discrete packaging to reduce risk of identification/exposure e.g. in HIV/AIDS programmes - Conduct awareness-raising in the community on health and nutrition, reducing stigma of certain illnesses or conditions
3 Registration methods may increase tension in the household; e.g. in situations of HIV or has TB	<ul style="list-style-type: none"> - Engage both men and women in decisions on who to register - Consider registering children under both father's and mother's name, if appropriate - Sensitize community on objective of the programme - Keep registration confidential where possible
4 Deliberate withholding of food, substitution or withdrawal of children enrolled in Malnutrition treatment programmes	<ul style="list-style-type: none"> - Monitor child's height to reveal cases of substitution - Sensitize community on inclusion criteria and importance of completing treatment cycle - Do not exclude families found to starve/substitute children; if available, refer them to counselling services - Consider complementary non-specialised food assistance to caretaker, additional children or HHs, and avoid the use of a malnourished child as an incentive to keep the child malnourished to access both the specialized food and the general food distribution
5 Lack of access to services for particularly vulnerable groups	<ul style="list-style-type: none"> - Make distribution points accessible for people with disabilities and HIV/AIDS - Identify and include marginalised groups in targeting (including people living with HIV, key populations, OVC, PLW)
6 Illegal taxation or informal payment /exploitation of vulnerable people	<ul style="list-style-type: none"> - Consult with vulnerable people to ensure assistance for people unable to transport rations to reduce reliance on others - Ensure packaging size and weight is appropriate for all recipients
7 Lack of basic services at programme sites	<ul style="list-style-type: none"> - Designate specific waiting areas (including areas where mothers can breastfeed in private)

		<ul style="list-style-type: none"> - Ensure shade or protection against cold or wet weather in waiting areas - Ensure access to potable water, particularly in hot climates - Ensure designated and safe toilet facilities - Ensure referrals to other health and HIV services especially for PLW
8	<p>Safety problems enroute to and from services:</p> <ul style="list-style-type: none"> • attacks on people • physical barriers or natural hazards • theft of rations 	<ul style="list-style-type: none"> - Consider moving programme sites to other locations - Consider establishing additional programme sites to increase proximity to communities and reduce travel time - Consult with communities on safest transfer modality and consider adjusting accordingly if possible and appropriate - Encourage people to travel in groups - Increase frequency of distributions to reduce ration size per distribution
9	Sexual exploitation and abuse by WFP or partner staff	<ul style="list-style-type: none"> - Train staff and partners on PSEA - Designate a PSEA focal point - Encourage reporting of suspected cases of SEA through established channels - Establish complaint and feedback mechanisms for affected communities capable of handling complaints of SEA - Make affected communities aware of their rights and available complaints mechanisms
10	Fairness and equality in the targeting	<ul style="list-style-type: none"> - Ensure all nationalities and ethnicities have equal access to programs (through language, information campaigns and staff of same origin) - Create community-based targeting criteria that take into account the needs of different groups, including PLHIV
11	Gender based violence especially for HIV as in cases of intimate partner violence and rape which could lead to infection with HIV	<ul style="list-style-type: none"> - Provide all survivors of gender-based violence with access to confidential health and psychosocial support services, including PEP to prevent HIV transmission - In collaboration with community and local leaders, develop a programme on the prevention of and response to gender-based violence, including clear and acceptable referral and reporting that respects confidentiality and the rights of survivors - Ensure that HIV issues are identified and addressed in the gender-based violence response, including access to HIV prevention, treatment, care and support for survivors. - Involve both women and men in the registration of ration cards as this is a potential cause of GBV.

Protection opportunities in nutrition programmes

Beyond achieving improved nutrition of people affected by food insecurity and malnutrition in an effective and sustainable manner, nutrition programmes also offer opportunities to support protection outcomes by linking activities with protection interventions and ensuring good coordination between protection and nutrition/food security and health actors. For example, food and nutrition interventions (school feeding and cash/social transfers, including food) can thwart the adoption of negative coping mechanisms (transactional sex) that increase the risk of HIV acquisition and mitigate the impact of infection.

Examples of opportunities to contribute to protection outcomes		
	Protection outcomes	Potential interventions
1	Contribute to the medical and psycho-social recovery of survivors of sexual or other violence	<ul style="list-style-type: none"> - Provide nutrition assistance to survivors who are HIV positive and ensure referral to care, treatment and support mechanisms
2	Increase community awareness of key rights issues	<ul style="list-style-type: none"> - Partner with protection/health/gender actors to implement complementary awareness raising programmes at health facilities or other programme sites - Use the nutrition program as a platform to discuss rights and create an environment of rights-based programming - Develop a feedback mechanism to listen to the clients and enhance accountability to affected populations
3	Access of vulnerable population to other types of support	<ul style="list-style-type: none"> - Use the nutrition program as an opportunity to refer vulnerable clients to other services and support available
4	Improve nutrition and health staff of individuals	<ul style="list-style-type: none"> - To exercise rights, to access services, to feel protected, individuals must have basic levels of nutrition and health- this is the context in which protection can be realized
5	Nutrition program can offer care and psychosocial support	<ul style="list-style-type: none"> - Physical space for breastfeeding and access to clean water - Hygienic area for special food preparation for those with high risk of illness (AFASS conditions, young children) - Peer support and community support (anti-stigma for PLHIV, breast-feeding and child feeding for new mothers)
6	Promote women's empowerment	<ul style="list-style-type: none"> - Women to women support groups - Information and education - Highlighting links between literacy and reduction in stunting

3.3 School Feeding Programmes

Why protection matters in school feeding

Children are particularly vulnerable to protection risks, both in conflict and peacetime, and they must rely on family and community members for protection as well as their basic survival and wellbeing. In peacetime child labour, abuse and exploitation are common and in conflict this can further include child recruitment, abduction and violence. Many of these protection risks can occur at or enroute to schools, and most contribute to children's present and future food insecurity. Not attending school can also put children at risk. Not being able to access the right to education is a protection issue as most children are denied access to school because of poverty, vulnerability and exclusion, situations that usually compromise their safety and dignity. These issues can be identified from a protection analysis.

Broader protection risks may affect WFP's school feeding programme by interfering with implementation and reducing the intended impact of the programme. For example, schools in a particular region occupied by armed groups may not be able to participate in the programme, or marginalized children may have difficulty accessing education and therefore not benefit from WFP assistance. In many contexts ensuring access to schools will be protecting children from harm they can encounter out of schools. Reports indicate that during the Ebola crisis for instance there was an increase of early pregnancy and rape as girls could not attend schools. Not attending school is a protection issue too. It means that children are either working or left home not taken care of.

Protection risks in school feeding programmes

When implementing school feeding programmes WFP must ensure that its activities do not put children at further risk. WFP needs to consider the protection of children who are not attending schools and analyse their situation, balancing the risks associated with not attending or attending school. School feeding and Take Home Rations to support access to schools/education may result in some children being left out for multiple reasons. An in depth analysis of the protection risks associated with leaving some children behind should be carried out as well.

For those who benefit from the programme, risks associated with receiving the benefits should be analysed. For example, take home rations provided to girls must not make them more vulnerable to theft/attack; school environments should be safely constructed and protected and allow for learning in dignified conditions; and school staff shall not abuse or exploit children.

The table below describes the most common protection risks in school feeding programmes and potential mitigation measures. In many instances, partnerships will be crucial as WFP does not have the mandate or the skills to engage in certain types of activities.

Examples of common protection risks in school feeding and potential mitigating measures	
Common Protection Risks	Potential Mitigating Measures
1 Safety problems in schools: <ul style="list-style-type: none"> • violence and/or exploitation of students by teachers • violence between children 	<ul style="list-style-type: none"> - Require that all teachers and other staff in schools sign a Code of Conduct establishing minimum standards for acceptable behaviour - Promote a zero tolerance policy to violation of the Code of Conduct and encourage disciplinary action

		<ul style="list-style-type: none"> - Require schools to have separate latrines for boys and girls and for students and teachers - Sensitize children, parents and teachers that school meals are free - If voluntary contributions of fuel or other items are permitted, ensure children unable to contribute are not excluded, punished or stigmatized - Work with partners to establish complaint and feedback mechanisms in schools
2	<p>Targeting of schools in conflict:</p> <ul style="list-style-type: none"> • attacks on schools • recruitment by armed groups 	<ul style="list-style-type: none"> - Advocate with armed groups on respect for the civilian nature of schools - Sensitize armed groups on the neutral and impartial nature of WFP's assistance - Consider suspending school meals and provide alternative assistance to avoid attracting children to a dangerous environment
3	<p>Safety problems enroute to and from schools:</p> <ul style="list-style-type: none"> • attacks on children • physical barriers or natural hazards • theft of rations 	<ul style="list-style-type: none"> - Encourage parent committees to organize walking escorts for at-risk children - Encourage children to walk in groups to and from school - Provide fuel efficient stoves to reduce exposure to risk if children collect cooking fuel around/enroute to school - Include awareness campaign for children to identify risks, avoid and prevent exposure, and report incidents - Distribute take-home rations in discrete packaging - Ensure packaging size and weight is appropriate for children
4	<p>Exclusion of particularly vulnerable children:</p> <ul style="list-style-type: none"> • street children • children from extremely poor families 	<ul style="list-style-type: none"> - Identify marginalised groups of children, including street children and ensure outreach - Consider complementary support for child friendly and informal learning spaces for children not accessing formal schools - Advocate for free schooling, including free provision of uniforms and school materials to the most vulnerable children
5	<p>Child labour:</p> <ul style="list-style-type: none"> • loading and off-loading of heavy material, including food, at schools • cooking of school meals 	<ul style="list-style-type: none"> - Make cooperating partners, teachers and community members aware of WFP standards on child labour - Raise awareness on problems related to child labour in schools
6	<p>Sexual exploitation and abuse by WFP or partner staff</p>	<ul style="list-style-type: none"> - Train staff and partners on PSEA - Designate a PSEA focal point - Encourage reporting of suspected cases of SEA through established channels - Establish complaint and feedback mechanisms for affected communities capable of handling complaints of SEA - Make affected communities aware of their rights and available complaints mechanisms

Protection opportunities in School Feeding Programmes

School feeding programmes are normally designed to meet educational, nutritional, or safety net objectives. However, they provide a range of further potential protection effects that could be explicitly stated and maximised through complementary activities of partner organizations.

The protection potential of education is enormous both in emergency and development times. In emergencies schools can be safe places where children are protected from abduction, recruitment into militias, and sexual and economic exploitation. Schools represent therapeutic spaces by re-establishing a daily routine and helping to restore a sense of normalcy; through psychosocial programmes, learning and play, schools serve an essential role in children's healing process. By caring for children, schools also help families get back on their feet and allow parents breathing space to re-organize their lives. In countries affected by long-term conflict, education can also act as a catalyst for peace, encouraging parties that once opposed each other to work together for the sake of their children. In post-conflict and development settings, education contributes to build children's long term resilience and to break inter-generational cycles of poverty and related rights violations, such as early marriage and child labour. A quality basic education equips girls and boys with the knowledge and skills they need to know and claim their rights, adopt healthy life styles, protect themselves from HIV, and take an active role in social, economic and political decision-making as they transition to adolescence and adulthood. Educated adults are more likely to have healthier families, to be informed about healthy/nurturing child-rearing practices and to ensure that their children start school on time and ready to learn.

Examples of opportunities to contribute to protection outcomes	
Protection outcomes	Potential interventions
1 Contribute to children's physical safety by encouraging their presence in a safe environment	<ul style="list-style-type: none"> - Agree on safety standards for schools with partners and ensure that these are met in supported schools - Consider take-home rations to encourage school attendance for children from very poor households - Advocate for free education and free provision of school uniforms and materials for the most vulnerable children - Provide support for child friendly and informal learning spaces for children not accessing formal schools
2 Contribute to prevention of negative coping mechanisms involving children such as child labour, early marriage, begging, family separation, transactional sex	<ul style="list-style-type: none"> - Identify the characteristics of households most at risk of reliance on negative coping mechanisms and include these in the targeting criteria - Provide take-home rations - Consider complementary assistance for most vulnerable households - Provide support for child friendly and informal learning spaces for children not accessing formal schools
3 Contribute to the psycho-social recovery of children	<ul style="list-style-type: none"> - In partnership with appropriate actors with relevant expertise, support children's access to psycho-social support services at WFP-assisted schools, child friendly and informal learning spaces

3.4 Asset Creation Programmes

Why protection matters in asset creation

Food Assistance for Assets (FFA) programmes⁴ are among WFP's key tools in to assist the most vulnerable by (1) providing a direct food or cash-based transfer to meet the food consumption gap of the most vulnerable (i.e. short-term access to food) and (2) simultaneously, build household and community assets that reduce the risk of disaster, strengthen livelihoods and build resilience over time. The shift to FFA away from the previous Food/Cash for Work (FFW/CFW) approach reflects a focus on assets and their impact on people and communities rather than on the conditionality (i.e. the labour).

The potential of asset creation programmes to affect the safety and dignity of community members, both positively and negatively, is enormous, due to the variety of schemes available, anticipated benefits to individuals and the community as a whole, and the high level of community participation in and influence over the programme.

Asset creation activities often depend on local community and household dynamics, such as existing economic structures, common labour practices and norms, and traditional livelihood options at the community and household level. Asset creation activities can influence these dynamics either positively (e.g. changing attitudes towards marginalized individuals or groups, or challenging hierarchies of authority and influence) or negatively (e.g. magnifying conflicting interests, or exacerbating discrimination through exclusion) and therefore require a careful analysis of the complex dimensions of local dynamics, to ensure programmes do not exacerbate existing inequalities or create new protection risks.

Protection risks in asset creation programmes

Depending on the nature of the assets being created and the operational context, different types of potential protection risks should be considered. These may result directly from WFP's interventions, for example when women's engagement in labour-based activities is excessively burdensome, or when project sites jeopardise the safety of participants. These risks can also be linked to socio-cultural practices, such as engaging children in labour, or excluding the elderly. Measures to promote a dignified working environment include ensuring that inputs and tools are not diverted, ensuring the safety of work locations from attacks and other risks, such as landmines, and practices for increasing safety during work, such as provision of safety gloves, goggles and helmets, or safety harnesses, and provision of first aid kits and first aid training to key participants.

Furthermore, ownership of and access to land, natural resources, and other assets can be a source of conflict between displaced and host communities. Planning should be sensitive to this and identify conflict drivers that may be present, and avoid fuelling existing or triggering new tensions, nor expose refugees, IDPs and host communities to (further) harm, violence, and other threats through FFA – indeed, programming should be planned in ways that contribute to their protection, for example by creating water points or developing woodlots close to homesteads to decrease exposure of girls and women when collecting these resources in remote locations. To better understand and address existing threats and risks, it is crucial to consult displaced and host population representatives

⁴ The Food assistance for Assets programme guidance manual is available at this link: <http://ffa.manuals.wfp.org/>

(women, men and youth), local and traditional authorities, and other stakeholders who play important roles to prevent conflicts and settle disputes.

A thorough understanding of local social dynamics is critical to optimise people’s participation, especially of those who are less visible. It is critical that the nature of the assets created and work involved are carefully tailored to the programme objectives to avoid that assets are manipulated for the main benefit of better off and more influential community members and to ensure the longer term benefit of the assets mainly address the needs of the programme participants. This should be done by ensuring consensus on the assets to be created, particularly by participants, establishing work norms that cater for other obligations of participants, and defining acceptable forms of labour for men and women, and boys and girls of different ages and capabilities. Particular attention should be paid to child labour law and the inclusion of those community members who are not, or are less, economically active, such as older people, persons with disabilities, people living with HIV/AIDS, and caregivers, as they risk being excluded from participation and benefiting from the support provided and the longer term use of the assets created.

It should be noted that there may be a difference between what people want and what is needed. For example, people may not want or value area closure for growth regeneration, but it would be an essential component of a bigger conservation or disaster risk reduction measure. Consultation needs to be nuanced between what is wanted and what is needed, as asset creation should not be seen as a set of single activities in isolation to each other, but rather as a composite whole leading to an overall outcome.

In **Kenya’s** drought-prone arid and semi-arid lands (ASAL) areas through food or cash-based FFA programmes, communities build or restore assets that promote soil and water conservation, such as irrigation channels, dams, or terracing structures. In the arid lands of Kenya severe water shortages in the dry season increases the distance and time girls and women spend collecting water. The welfare of young children suffers, as mothers leave them with other care givers. Water prioritization for drinking compromises personal hygiene and sanitation. As people and animals share water points, the risk of disease and conflict increases. In this context, creating assets to bring water closer to the home contributes to improved health and nutrition, reduces risks of conflict and gives women more time to engage in productive activities and programmes to strengthen their livelihoods.

Examples of common protection risks in asset creation programmes and potential mitigating measures	
Common Protection Risks	Potential Mitigating Measures
<p>1</p> <p>Safety problems at programme sites:</p> <ul style="list-style-type: none"> • risk of injury for programme participants • risk of accidents for programme participants or community members, including children 	<ul style="list-style-type: none"> - Conduct safety risk assessment and include mitigation measures in project design - Provide safety equipment appropriate to the work, such as goggles, harness, helmet, gloves, or boots - Provide first aid kits at programme sites and ensure training of key persons - Sensitize programme participants on safe working practices - Explore the provision of accident insurance for programme participants

2	<p>Safety problems enroute to and from programme sites:</p> <ul style="list-style-type: none"> • attacks on people • physical barriers, including long travel distances, or natural hazards 	<ul style="list-style-type: none"> - Consult participants, including women and men of different age groups, on location of programme sites - Encourage people to travel to programme sites in remote or isolated locations in groups - Organise work to avoid individuals, particularly women, being left alone at programme sites in remote or isolated locations
3	<p>Inappropriate work for targeted group:</p> <ul style="list-style-type: none"> • most malnourished community members engaged in hard labour • pregnant women and new mothers engaged in hard labour 	<ul style="list-style-type: none"> - Consult women and men of different ages and socio-economic groups on appropriate roles and tasks - Set realistic work norms appropriate for the capacity of different people - Make alternative arrangements for pregnant women, new mothers, and people who fall ill while they are unable to perform work - Consider unconditional transfers for most vulnerable persons - Consider alternative tasks for more vulnerable persons such as fetching water or child care at worksite - Consider alternative assistance for the most vulnerable in the community
4	<p>Exclusion of particularly vulnerable groups or individuals</p>	<ul style="list-style-type: none"> - Identify and include marginalised groups in targeting as appropriate - Adapt selection of assets and work norms to the capacities of people with less or limited work capabilities, such as elderly, people with chronic illnesses, people with disabilities, or ensure alternative assistance - Consider diversification of assets to include assets with lower labour intensity - Consider alternative assistance for the most vulnerable in the community
5	<p>Exploitation of the most vulnerable community members for the benefit of the community at large</p>	<ul style="list-style-type: none"> - Ensure the equal participation of the targeted group in the selection of assets
6	<p>Lack of basic services at programme sites</p>	<ul style="list-style-type: none"> - Ensure that programme sites have rest areas with shade or protection against cold or wet weather - Ensure access to potable water, particularly in hot climates - Ensure designated and safe toilet space - Consider need for a designated safe area for care of smaller children
7	<p>Child labour at programme sites</p>	<ul style="list-style-type: none"> - Make cooperating partners and community members working at programme sites aware of WFP standards on child labour - Raise awareness on problems related to child labour in the community

8	Community tension over scarce resources	<ul style="list-style-type: none"> - Consult with the community, including women and men of different socio-economic groups, on preferred asset creation activities - Appraise the impact of activities on available resources - Assess the impact on social dynamics - Include awareness-raising on sustainable use of natural resources
9	Sexual exploitation and abuse by WFP or partner staff	<ul style="list-style-type: none"> - Train staff and partners on PSEA - Designate a PSEA focal point - Encourage reporting of suspected cases of SEA through established channels - Establish complaint and feedback mechanisms for affected communities capable of handling complaints of SEA - Make affected communities aware of their rights and available complaints mechanisms

Protection opportunities in asset creation programmes

Due to their versatility, asset creation programmes carry considerable potential to positively impact people's protection, as well as create sustainable advances in ensuring people's food security. Generally speaking, assets that are targeted to the specific needs communities can support individuals and families to protect themselves, both by meeting their immediate and longer-term food and economic needs, as well as by reducing their exposure to risk.

FFA planning approaches such as [Community-based participatory planning \(CBPP\)](#), promote intra and inter-community dialogue – with a strong emphasis on empowering the most vulnerable during planning and implementation phases; implementing asset creation activities to reduce hardships and generate tangible benefits for the most vulnerable; or by improving the safety of specific groups potentially subject to violence and to other risks. Refer to the [FFA programme guidance Chapter 3: Section 4.3](#) for more details.

Overall, participatory planning for FFA can have major positive impacts on protection aspects and support a do no-harm approach. Protection issues should not be considered as an additional or separate element in planning FFA but as integral part of what proper planning and subsequent implementation of FFA can provide in terms of protection.

In some cases, the protective impact can be even broader. For example, women can be enabled to be more active participants in their community by combining asset creation with complementary activities such as training, skills development and engagement of men and boys in gender equality advocacy efforts. Assets created for the community, such as bridge and road construction or water access points can both reduce exposure to risk (e.g. of falling from unsafe footpaths, or unsafe water collection), as well as contribute to greater protection impacts. For example, ensuring land irrigation systems reach the entire community – not only those with the most prominent land – can enable marginalized households to more confidently demand other rights, such as access to agricultural inputs, or deeds to land ownership.

Protective Impact of FFA in Ethiopia

In northern Ethiopia in WFP's MERET programme, planting trees alongside soil and water conservation structures contributes to improving biomass. As a result, 80% of households reported re-vegetation of the degraded areas and increased access to wood and fodder for sale. Another advantage was the decreased exposure of women to protection risks during firewood collection. In Southern Ethiopia, some 70% of women benefited from incentives provided under FFA for the establishment of high valued fruit tree nurseries; they felt empowered because they participated under the same standards as men.

Examples of opportunities to contribute to protection outcomes	
Protection outcomes	Potential interventions
1 Contribute to prevention of negative coping mechanisms such as child labour and early marriage, family separation, trafficking, exploitative labour, transactional sex	<ul style="list-style-type: none"> - Target asset creation towards increasing household assets - Identify the characteristics of households most at risk of reliance on negative coping mechanisms and include these in the targeting criteria
2 Contribute to reducing intra-communal tension	<ul style="list-style-type: none"> - Include two or more communities in asset creation activities that benefit both communities, such as common water points, roads, bridges - Consult with women and men of different socio-economic groups on preferences for type of asset in both communities - Ensure that programme participants are equally selected from both communities using similar targeting criteria - Work with partners to complement asset creation activities with awareness raising on conflict resolution and reconciliation
3 Contribute to women's empowerment and gender equality	<ul style="list-style-type: none"> - Target women in vulnerable households with household asset creation or income generating activities that directly responds to their needs and priorities - Involve male household members in asset creation activities - Complement asset creation activities with relevant skills training for women such as business skills, negotiation skills, health and nutrition - Work with partners to complement asset creation activities with awareness raising for women and men on women's rights and gender equality
4 Support self-protection strategies by improving unsafe infrastructure	<ul style="list-style-type: none"> - Target asset creation towards construction or rehabilitation of unsafe footpaths, roads, community or household buildings

3.5 Purchase for Progress (P4P)

Why Protection Matters in P4P

Although P4P programmes do not involve “beneficiaries” in the traditional sense, WFP’s obligation to ensure that its programmes are safe, dignified and take into account people’s different needs, capacities and rights still apply. Like other programmes, P4P may place participants at risk if not carefully implemented and also carries the potential to contribute to protection outcomes for people if protection risks are taken into account when designing and implementing P4P programmes.

Protection Risks in P4P Programmes

Women feature prominently in the P4P framework. Programmes often include objectives aimed at reducing existing gender inequalities that constrain women’s active engagement in the production and marketing of food grain. This targeted approach requires that particular attention is paid to potential risks to women and that these are analysed and monitored throughout the programme. Even though many women participating in P4P already work on agricultural plots and are already exposed to protection risks WFP should understand the context and mitigate any risk if possible.

For more information, see [P4P Gender Strategy](#), [P4P Gender Factsheet](#) and [P4P’s Women’s Empowerment Pathways: Roadblocks and Successes](#)

Protection Risks in P4P

Malawi: In the context of P4P, husbands of some female farmers forced them to work more to increase production and have more crops to sell. At the same time, the wives were deprived of the money they earned from selling the produce, and battered if they refused to obey their husbands. To address this, a specific indicator was developed to measure violence in relation to agricultural produce: How many women did not benefit from the proceeds of the household produce after the men sold it at the market?

Examples of common protection risks in P4P programmes and potential mitigating measures	
Common Protection Risks	Potential Mitigating Measures
1 Safety problems on agricultural plots: <ul style="list-style-type: none"> harassment or attacks on women injuries or accidents 	<ul style="list-style-type: none"> Encourage women to work in groups to avoid individuals working alone in isolated or remote locations Create awareness among programme participants on basic safety measures to avoid accidents or injuries
2 Safety problems enroute to and from agricultural plots: <ul style="list-style-type: none"> attacks or harassment of women 	<ul style="list-style-type: none"> Encourage women to travel in groups
3 Limited access to programmes for women due to gender inequality	<ul style="list-style-type: none"> Require cooperating partners to employ women to ensure greater outreach Consider focus on crops or elements of the value chain that are more appropriate for women’s participation

		<ul style="list-style-type: none"> - Facilitate access for women to financial institutions for credit/loans - Consider women's needs, capacity and production volume when packing and distributing seeds and fertilizers - Consider female aggregation to support economies of scale - Consider feedback mechanism to capture gender equity in access of input supplies
4	Overburdening of women due to programme participation	<ul style="list-style-type: none"> - Support women's access to agricultural technologies - Establish partnerships that can offer parallel support to women, e.g. childcare, training
5	Extortion or arbitrary taxation of smallholder farmers engaged in the programme	<ul style="list-style-type: none"> - Sensitize communities on programme objectives and targeting - Raise awareness among farmers of their rights/entitlements - Establish complaint and feedback mechanisms
6	Child labour	<ul style="list-style-type: none"> - Make cooperating partners, programme participants and community members aware of WFP standards on child labour - Raise awareness on problems related to child labour in the community - Identify tasks that children can contribute if legally permitted to work
7	Women's participation in the programme exacerbates household tension	<ul style="list-style-type: none"> - Sensitize both women and men in targeted households on the programme objectives and targeting - Consider involving both men and women in programme implementation - Conduct awareness raising on gender equality involving both women and men - Focus on crops or elements of value chain that women more traditionally engage in
8	Sexual exploitation and abuse by WFP or partner staff	<ul style="list-style-type: none"> - Train staff and partners on PSEA - Designate a PSEA focal point - Encourage reporting of suspected cases of SEA through established channels - Establish complaint and feedback mechanisms for affected communities capable of handling complaints of SEA - Make affected communities aware of their rights and available complaints mechanisms
9	Unequal distribution of resources/benefits may exacerbate tensions between farmers in the same or different farmer groups/communities	<ul style="list-style-type: none"> - Participatory design of programmes, especially with the involvement of local (traditional) authorities - Adequate needs and gaps assessments - Adequate activity implementation monitoring

Protection opportunities in P4P programmes

P4P programmes also offer an opportunity to contribute to protective outcomes. Particularly in relation to women, P4P can contribute to greater gender equality through women's skills development, social and economic empowerment, and opportunities for participation in decision-making. By doing this, discriminatory norms and practices at

In Guatemala a training course on organizational strengthening targeting men and women board members of Farmer Organisations, was characterized by a strong gender component with a view to encourage group work between men and women.

multiple levels are also tackled with potential positive impact on families and communities at large.

Examples of opportunities to contribute to protection outcomes	
Protection outcomes	Potential interventions
1 Contribute to gender equality and women's empowerment	<ul style="list-style-type: none"> - Target women in P4P interventions - Advocate for women's access to and control over resources and income - Advocate for women's property and land rights - Implement complementary skills development for women, including life skills training and awareness on nutrition, health and education - Include both women and men in awareness raising on gender equality and women's rights

Part 4: Partnerships and Coordination

WFP may also use its influence with governments, donors and other humanitarian actors, including protection-mandated agencies, to advocate for a stronger protection response. WFP can only effectively support protection through its operations through strong coordination with partners. Advocacy is almost exclusively done in coordination with protection actors and programme implementation requires operational support from cooperating partners. National authorities are relied upon to ensure access, endorse programme formulation, and increasingly implement programmes directly.

Accountability is part of the core values supporting WFP to provide the best possible service to people it seeks to serve. The adoption of an AAP approach signifies a change in mind-set. It represents a shift towards consideration not only of donor priorities and programme delivery, but also WFP's accountability to affected people as a fundamental aspect of programming. It is a shift towards perceiving affected people as key partners and stakeholders in their own recovery. The change in mind-set is important not only because affected people have a right to influence and assess the programmes that impact their lives, but also because it will improve the quality of responses if they are involved in the decisions that affect them.

4.1 Protection Actors

When the State is unable or unwilling to do so, protection actors are responsible to prevent and respond to instances of deliberate or indirect violations of people's rights. To do this they undertake context analyses and risk assessments, implement protection activities, and monitor the protection needs of individuals or groups on an on-going basis. In addition to this, protection actors have a responsibility to promote and support efforts to mainstream protection into other assistance programmes, including food assistance.

In most contexts, the best source of information on protection issues will be the protection actors present in the country. Protection actors are consequently key partners in integrating protection into WFP's work and can bring important expertise and a broader understanding of the protection environment to the analysis that WFP undertakes for its programmes. They are also important partners for referral when WFP staff encounters broader protection incidents. As an organisation without specific expertise and mandate on protection, WFP staff should avail themselves of the resources available in the protection community and, to the extent possible, seek to coordinate activities that have an impact on protection with the relevant protection actors.

Protection actors can often provide WFP staff with the following support:

- ✓ Context analysis to help understand the larger protection environment;
- ✓ Support with training on protection mainstreaming for WFP and its partners;
- ✓ Ensuring food assistance and protection programmes are mutually reinforcing;
- ✓ Exploring opportunities for food security programming to support protection outcomes;
- ✓ Support for referral mechanisms;
- ✓ Coordination of advocacy efforts;
- ✓ Expertise on specific groups targeted by WFP e.g. older persons or persons with disabilities.

Coordination mechanisms for protection:

Protection actors cover a wide range of activities from child protection and gender-based violence to land and property restitution, legal aid, and mine clearance; it may therefore not always be obvious how to identify or engage with those most relevant for food assistance. In some instances, bilateral coordination with specific protection actors can be helpful for targeted interventions. However, the most natural entry point for structured engagement with protection actors is through existing protection coordination mechanisms in the field such as protection working groups or the protection cluster.

Protection working groups or clusters are most frequently lead by UNHCR, UNICEF, or OHCHR, or where these do not have a sufficient presence to take on a coordination function, other partners, such as UNFPA may take the lead. For certain protection issues where a more focused effort is required to comprehensively respond to the risks arising from these, sub-working groups or sub-clusters may be set up under the protection working group or cluster. These may include child protection and gender-based violence, land housing and property, rule of law, and mine action. If such sub-structures are in place, WFP may wish to also engage with these sub-clusters directly.

In a development context, there may be specific coordination mechanisms for protection or human rights, including fora led by the government or local NGOs, or there may be none at all. The Ministry of Social Welfare or its equivalent (e.g. Ministry of Women and Children, Ministry of Social Affairs) would be a good place to inquire. If no such fora exist, bilateral coordination with relevant protection and/or human rights actors should be established.

4.2 Food Security Actors

As with all other activities that WFP undertakes, integrating protection should be undertaken in close collaboration with WFP's cooperating partners to ensure that food assistance programmes are implemented in a collaborative and coordinated manner that will help to reduce gaps and maximise the impact of activities. By working with other food assistance actors to develop a joint understanding of the protection gaps related to food security, WFP staff can ensure that they have a better overview of the protection risks affecting programming, allowing for a more targeted and comprehensive response taking these into account.

As the global lead for the Telecommunication and Logistics Clusters and co-lead for the Food Security Cluster, WFP is uniquely placed to bring food assistance actors together and promote adherence to protection principles and standards in the overall food assistance response.

Cooperating Partners

WFP's commitment to integrating protection also extends to cooperating partners when they implement programmes on behalf of, or in cooperation with, WFP. It is therefore necessary for WFP to ensure that cooperating partners are aware of and understand WFP's Protection Policy and to monitor that efforts are made on the part of the cooperating partners to implement it. WFP is also responsible to include cooperating partners in protection training initiatives to the extent possible, and should include requirements for partners to respect key protection principles like safety, dignity, and integrity, as well as provisions for AAP and PSEA, in field level agreements.

WFP staff should be aware that a number of cooperating partners have their own guidance and policy on protection mainstreaming. NGOs such as Oxfam, IRC, and World Vision have devoted considerable time and energy to developing and implementing protection

mainstreaming in their programmes and are sources of important lessons and expertise in this regard. While WFP is obliged to follow its own guidance, staff should seek to embrace expertise present in partner organisations as well and work closely with these to define responses.

Food Security, Telecommunications, and Logistics Clusters

The Cluster Approach has been activated in a number of countries where WFP operates. As global lead for the Logistics and Telecommunications Clusters and the Co-Lead for the Food Security Cluster, WFP will frequently be called upon to lead these sectors at the field level as well.

Clusters provide a unique platform for engaging partners on integrating protection and can enable agreement on a common response in this regard. Cluster Leads are responsible for ensuring the integration of cross cutting issues, including protection, in the response. In places where clusters are activated, WFP therefore has an official responsibility to integrate protection and should work closely with all members of its clusters to ensure this is done across the sector. This should be done in coordination with the Protection Cluster to ensure a comprehensive and effective response.

4.3 National Authorities

The State has the primary responsibility to provide or, if not able or willing to do so itself, to facilitate the provision of food assistance by allowing access for humanitarian agencies to populations in need within the borders of their territory. Food assistance is also often provided through state actors or ministries and national authorities are therefore key partners in ensuring that protection concerns are taken into consideration in the implementation of such programmes.

National authorities are often close partners with WFP in its programming. WFP's commitment to integrating protection also extends to partners when they implement programmes on behalf of, or in cooperation with, WFP. This includes government counterparts when they are implementing programmes supported by WFP. It is therefore necessary for WFP to ensure that they are aware of and understand WFP's Protection Policy, to monitor that efforts are made on their part to implement it, and to include them in protection training initiatives to the extent possible.

National authorities have the primary responsibility for providing protection to persons within its borders and are often the ones best placed to enforce such protection. Despite this, there are times when the state may not be able or willing to provide protection to all or parts of its population. This is particularly relevant during times of conflict or civil strife, but may equally apply to refugee and stateless populations, indigenous communities or ethnic minorities in times of peace. To understand the degree to which national and local authorities can be relied upon to identify and act upon protection concerns in the context of food assistance programmes, both their capacity and motivation should be considered.

Depending on the circumstances, national authorities present both opportunities and risks for addressing protection concerns in the context of implementation of food assistance programmes. It is important to note that good cooperation with authorities on food assistance in general does not necessarily indicate that they are reliable partners in identifying or addressing protection concerns, as sometimes they may be the source of the protection issues or may have motivations for not resolving protection risks. Protection is frequently viewed as more sensitive than food assistance and can easily be politicised. Staff should therefore be aware that there may be reluctance on the part of the national authorities to raise protection concerns in the context of food assistance, and that by doing so WFP can jeopardise its relationship with government actors.

The safety and security of persons involved are of paramount concern when dealing with protection incidents – be they at the individual or community level. Strong mechanisms to

ensure confidentiality, including through training of staff and the establishment of information management systems are therefore vital. Local authorities may not have the capacity to fulfil such requirements and authorities' involvement consequently can place WFP and partner staff or affected people at risk.

Consequently, caution is necessary when engaging local authorities on issues of protection. However, despite potential obstacles that WFP may face in approaching such issues, there is still both scope and at times a responsibility to do so – albeit with the prudence required by the circumstances and under the direction of the Country Director.

ACRONYMS AND ABBREVIATIONS

AAP	Accountability to Affected Populations
AI	Amnesty International
AIDS	Acquired Immunodeficiency Syndrome
ARV	Antiretroviral
BFD	Beneficiary Feedback Desk
C&V	Cash and Vouchers
CBCM	Community Based Complaints Mechanisms
CBTD	Community Based Targeting and Distribution
CBTO	Community Based Tuberculosis
CD	Country Director
CFA	Cash for Assets
CFM	Complaints and Feedback Mechanism
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CFT	Cash for Training
CFW	Cash for Work
CMC	Civil Military Coordination
CO	Country Office
CP	Cooperating Partner
CRC	Convention on the Rights of the Child
DPKO	Department of Peacekeeping Operations
DRC	Danish Refugee Council
ECB	Emergency Capacity Building
ED	Executive Director
EFSA	Emergency Food Security Assessment
EMOP	Emergency Operation
FAO	Food and Agriculture Organization of the United Nations
FFA	Food for Assets
FFT	Food for Training
FFW	Food for Work
FGD	Focus Group Discussion
FLA	Field Level Agreement
GBV	Gender Based Violence
GFD	General Food Distribution
GFSC	Global Food Security Cluster
GPC	Global Protection Cluster
GS	General Service
HAP	Humanitarian Accountability Partnership
HC	Humanitarian Coordinator
HH	Household
HIV	Human Immunodeficiency Virus
HQ	Headquarters
HRBA	Human Rights Based Approach
HRW	Human Rights Watch
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICESCR	International Covenant on Economic, Social, and Cultural Rights
ICCPR	International Covenant on Civil and Political Rights
ICG	International Crisis Group
ICRC	International Committee for the Red Cross
ID	Identification
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activity
IHL	International Humanitarian Law

IHRL	International Human Rights Law
ILO	International Labour Organization
IM	Information Management
IOM	International Organization for Migration
IRC	The International Rescue Committee
JAM	Joint Assessment Mission
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
MCHN	Maternal Child Health and Nutrition
MSF	Médecins sans Frontières
(I) NGO	(International) Non-Governmental Organization
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OXFAM	Oxford Committee for Famine Relief
P4P	Purchase for Progress
PI	Public Information
PIA	People in Aid
PIN	Personal Identification Number
PMTCT	Prevention of Mother to Child Transmission
PPDP	Public-Private Development Partnership
PRRO	Protracted Relief and Recovery Operations
PSEA	Protection from Sexual Exploitation and Abuse
PSH	Humanitarian Policy and Transition Service
RC	Resident Coordinator
SCF	Save the Children Fund
SEA	Sexual Exploitation and Abuse
SDC	Swiss Development Cooperation
SG	Secretary General of the United Nations
SGB	Secretary General's Bulletin
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SMS	Short Message Service (or text message)
SRSG	Special Representative to the Secretary General
SDG II	Sustainable Development Goals II
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNHCT	United Nations Humanitarian Country Team
UNFPA	United Nations Fund for Population Activities
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAM	Vulnerability Analysis and Mapping
WASH	Water and Sanitation
WFP	World Food Programme
WG	Working Group
WV	World Vision

