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Management response to the recommendations deriving from the evaluation of the WFP humanitarian protection policy for 2012–2017

Background

1. This document presents the management response to the recommendations deriving from the evaluation of WFP's humanitarian protection policy, covering the period from 2012 to 2017.
2. The evaluation was commissioned by the Office of Evaluation. It documents the quality of the policy and the degree of its implementation, and is particularly timely given the adoption of the Sustainable Development Goals and the rollout of the new WFP Integrated Road Map,¹ in particular the WFP Strategic Plan (2017–2021).
3. The evaluation objectives, which are stated under three main questions, are:
 - a) To define the quality of the WFP policy framework (*Question 1: How good is the policy?*)
 - b) To define the degree to which results have been achieved from the time the policy was adopted in 2012 until mid-2017 (*Question 2: What were the results of the implementation of the policy?*)
 - c) To identify factors within and beyond the control of WFP (*Question 3: Why has the policy produced the results that have been observed?*)

¹ The WFP Integrated Road Map has four components: the "WFP Strategic Plan (2017–2021)" (WFP/EB.2/2016/4-A/1/Rev.2), the "Corporate Results Framework (2017–2021)" (WFP/EB.2/2016/4-B/1/Rev.1), the "Financial Framework Review" (WFP/EB.2/2016/5-B/1/Rev.1) and the "Policy on Country Strategy Plans" (WFP/EB.2/2016/4-C/1/Rev.1).

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4. The management response matrix below sets out the actions planned or taken in response to the recommendations, as well as the implementation timelines.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT OF THE WFP HUMANITARIAN PROTECTION POLICY FOR 2012-2017			
Recommendations	Action by	Management response and actions planned or taken	Implementation timeline
<p>Recommendation 1: A new policy</p> <p>WFP should in 2018 formally affirm and in later years regularly reaffirm that protection of and accountability to affected populations are among its core responsibilities in playing its role in food security and partnerships (SDGs 2 and 17).</p> <p>By 2019, WFP should prepare a new humanitarian protection policy. The new policy should have a single objective that encompasses all populations affected by crisis and vulnerability – in both emergency and development settings – and that reflects the IASC definition of protection. The policy should define a role for WFP in reducing the risks for populations; should clearly articulate linkages to all policies, strategies and guidelines that are relevant to risks to populations; and should include a formal framework for accountability at all organizational levels.</p>	Policy and Programme Division (OSZ)	<p>Agreed.</p> <p>We welcome the recommendation to regularly reaffirm WFP's commitment to the protection of and accountability to affected populations.</p> <ul style="list-style-type: none"> a) We note the important progress towards integrating protection highlighted by the evaluation findings and recognize the need to formulate a new policy on protection, based on experience to date in implementing the existing policy and taking into account the findings and recommendations of the evaluation. b) WFP fully endorses the Inter-Agency Standing Committee (IASC) definition on protection. Based on this, the new policy will articulate clear linkages to other relevant policy frameworks and elaborate the organization's approach to ensuring the inclusion of particularly vulnerable people. c) Internal communications from senior management to staff regarding the organization's commitment to ensuring protection and accountability to affected people and the role of staff therein will be strengthened through an internal accountability framework specifying roles and responsibilities across functional areas and at various levels. 	Completion date: Due to the consultative process envisaged for the updated policy, we suggest that the new policy be presented to the board at its 2019 second regular session.

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<p>Recommendation 2: Integration into risk management</p> <p>By 2019, the Enterprise Risk Management Division should ensure that the corporate "line of sight" clarifies the links between risks and programming for protection. A WFP-wide risk and protection framework should be developed to include both risks to populations and programming objectives. The framework should include the integration of protection issues into existing internal control frameworks and security risk management systems, and specific regional and country-level training to build skills in protection-related risk analysis among senior staff.</p>	Enterprise Risk Management Division (RMR), with input from the Policy and Programme Division (OSZ) and the Security Division (RMQ)	<p>Agreed.</p> <p>a) RMR will submit an integrated enterprise risk management policy and risk appetite statement to the Executive Board in November 2018. The policy and subsequent guidance will elaborate on the risks related to the protection of beneficiaries. RMR continues to work closely with the Emergencies and Transitions Unit (OSZPH) as the second line lead to ensure that the risks related to the safety, dignity and integrity of beneficiaries are captured in the updated risk appetite statement.</p> <p>RMR is also consulting with RMQ as the second line lead on the integration of specific security-related metrics related to WFP's risk appetite, including data to inform the identification and mitigation of protection risks at the point of delivery.</p> <p>b) OSZ is the lead for training on protection for senior country office management, who have already been initiated through WFP's Programme Learning Journey. In addition, separate e-learning modules have been developed for all staff on both social protection and accountability to affected populations (AAP). WFP is also currently reviewing the approach to the induction of the country directors and field senior management positions. As part of that initiative, content related to risk management, oversight and protection will be included in the new country director induction programme, together with other key input for WFP operations management.</p>	Completion date: By 2019

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Recommendation 3: Partnerships By the end of 2018, the Partnerships and Governance Department and the Policy and Programme Division should develop a formal approach to resource mobilization to support the achievement of cross-cutting protection results. The approach should include strategic engagement with donors in order to increase voluntary funding for the protection function. It should also include communication materials and guidelines for all partners, including commercial suppliers, and should cover WFP's engagement in clusters.	Partnerships and Governance Department; OSZPH	<p>Agreed.</p> <ul style="list-style-type: none"> a) Building on the recommendations of the evaluation, WFP is in the process of developing a new strategy for the integration of protection that will guide the organization's focus and work while a new policy is being formulated. This strategy will be costed reflecting WFP's management contribution and will be shared with donors and standby partners for their consideration. b) Building on WFP's existing internal guidance on the integration of protection, communications material and guidelines will be developed for cooperating partners, commercial suppliers and other external actors to strengthen their understanding of their responsibilities when it comes to integrating protection. This will be accompanied by a capacity-building strategy that will enhance their ability to meet these responsibilities. c) WFP will engage donors in order to increase voluntary funding for the protection function and will support this through funding and fundraising efforts. 	<p>Completion date:</p> <p>By the end of 2018</p>

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<p>Recommendation 4: Leadership and human resources</p> <p>By mid-2019, the Policy and Programme Division and the Human Resources Division should increase and formalize protection staffing and put in place skills training for targeted staff members. Among other actions, this will require the integration of protection into leadership and induction training and individual performance assessments. Senior managers should be trained and assessed in protection analysis and negotiation skills. New measures should include the allocation of additional funding to protection and humanitarian adviser positions and the formalization of country office protection focal point positions at an appropriately senior level and functionally separate from gender focal points.</p>	Policy and Programme Division (OSZ) in coordination with the Human Resources Division (HRM)	<p>Agreed</p> <p>a) In 2016, WFP deployed consultant humanitarian advisers at the regional level with the objective of providing dedicated expertise on a number of key humanitarian issues, including protection, AAP, peacebuilding, conflict sensitivity and principled humanitarian access. The humanitarian advisers have been critical in assisting country offices to better integrate humanitarian issues into their operations. Maintaining the humanitarian advisers is therefore a priority. In the short term they will be retained under their existing consultancy posts, funded through extrabudgetary funds. For the long term, the posts will be transferred to fixed-term staff positions funded through the programme support and administrative budget (subject to resource availability).</p> <p>WFP is also taking steps to strengthen human resources that deal with protection matters. A dedicated unit under OSZ focusing on beneficiary protection, engagement, accountability and information management has been established, and a fixed-term post on protection and AAP within this unit has been created.</p> <p>Required actions on protection and AAP will be integrated into WFP's internal control mechanisms, including the self-assessment checklist and assurance statement, to strengthen senior management accountability for these areas.</p>	Completion date: By mid-2019

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		<p>b) New terms of reference for country-level protection focal points, requiring that focal points be relatively senior staff members and setting out clear criteria for selection, will be developed, and protection responsibilities will be integrated into the Performance and Competency Enhancement (PACE) tool work plans of staff members chosen to serve as focal points. In recognition, however, of the close inter-linkage between protection, AAP and gender, and considering the difficulty of ensuring that dedicated staff and resources cover all three issues, responsibilities of focal points for protection, AAP and gender will not always be separate.</p> <p>WFP will soon launch blended learning programmes on both protection and AAP that use new training methodologies to tailor training to staff at different levels. They will complement the existing training initiatives covering protection and AAP mentioned under recommendation 2 above.</p>	

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<p>Recommendation 5: Evidence base</p> <p>By the end of 2018, WFP should strengthen its analysis of contexts and protection issues by reinforcing the data systems for monitoring and evaluation and building on existing information management systems to capture protection-related information. This work will include elaboration of a "big data" pool of information on protection that combines the qualitative and quantitative information gathered; revision of corporate protection indicators; and inclusion of protection analysis in evaluation.</p>	Resources Management Department; OSZPH; Office of Evaluation; Information Technology Division	<p>Partially agreed.</p> <ul style="list-style-type: none"> a) WFP welcomes the suggestion to identify existing sources of information on protection within the organization and to systematize them to allow for better collection of protection data. To ensure the coherence of internal systems and in view of resource limits, this work will build on existing monitoring and reporting mechanisms but will not entail a revision of the existing data architecture. The objective of enhancing the organization's data collection capacities will be to strengthen the understanding of protection in the context of food insecurity and to inform programming decisions. b) As part of the implementation of the Integrated Road Map, WFP is in the process of developing a new corporate results framework. This provides an opportunity to improve existing indicators for protection and AAP and strengthen the capacity to capture protection and AAP information through the corporate monitoring and reporting framework. WFP will also strengthen country level indicators and processes for monitoring protection and AAP for the purposes of programme adjustment. c) As part of these efforts, WFP will strengthen the analysis of protection during evaluations to ensure that the integration of protection and AAP into programmes is taken into account in the evaluation of those programmes. 	<p>Completion date:</p> <p>By the end of 2018</p>

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Recommendation 6: Stakeholder dialogue By the end of 2019, the Policy and Programme Division should develop a new strategy for engagement with affected populations and vulnerable groups, which should be based on strengthened community feedback mechanisms.	OSZPH	<p>Agreed.</p> <p>As a member of IASC, WFP endorsed the five IASC commitments on accountability to affected populations in 2011, as well as the update to those commitments in 2017. Together with the WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1), these commitments have formed the policy framework for WFP's efforts to enhance its accountability to affected people. Community feedback mechanisms and tools that include face-to-face two-way communication will be streamlined to complement the updated protection policy and build on the IASC commitments.</p>	<p>Completion date:</p> <p>By the end of 2019</p>

Acronyms used in the document

AAP	social protection and accountability to affected populations
IASC	Inter-Agency Standing Committee
OSZ	Policy and Programme Division
OSZPH	Emergencies and Transitions Unit
RMQ	Security Division
RMR	Enterprise Risk Management Division