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# WFP Community Engagement Strategy for Accountability to Affected People (AAP) 2021-2026



Version 2

May 2023

# Table of contents

<b>1. Background .....</b>	<b>3</b>
<b>2. How do we expect the goals of this strategy to be realised?.....</b>	<b>4</b>
<b>3. Key definitions.....</b>	<b>5</b>
<b>4. How this strategy was developed .....</b>	<b>6</b>
<b>5. WFP AAP framework (revised).....</b>	<b>7</b>
<b>6. Strategy result areas and priority statements.....</b>	<b>10</b>
<b>7. Key benchmarks .....</b>	<b>11</b>
<b>8. Priority areas and proposed activities .....</b>	<b>12</b>
<b>9. Resources .....</b>	<b>17</b>
<b>10. Acronyms .....</b>	<b>20</b>

# 1. Background

This strategy<sup>1</sup> is founded on the human rights-based approach to humanitarian and development action, in which community engagement occupies a central place. The strategy is framed by the [Inter-Agency Standing Committee \(IASC\)](#) commitments on accountability to affected people (AAP), the [Core Humanitarian Standards on Quality and Accountability](#), the [humanitarian principles](#), and the [four principles of protection mainstreaming](#).

This strategy builds on core concepts within the [WFP Protection and Accountability policy \(2020\)](#) and [Disability Inclusion Road Map \(2020–2021\)](#) to highlight the mutually reinforcing nature of community engagement and accountability to affected people<sup>2</sup>.



This strategy aims to reinforce the operationalisation of the Protection and Accountability Policy and Disability Inclusion Roadmap through the identification of progressive result areas and activities that can contribute to better community engagement practices within WFP programming.

The October 2021 Strategy was updated in May 2023 to reflect the following changes: extension of mid-point review from mid-2023 to end of 2023 (section 8); an update to the benchmarks to align with the 2022 Corporate Result Framework (CRF) (section 7); an update to the Information and Knowledge Management pillar of the AAP framework to strengthen the link to utilisation of feedback data (section 5); and the replacement of 'populations' with 'people' in the 'accountability to affected people' acronym throughout the document.

<sup>1</sup> The preceding WFP strategies related to accountability to affected people (AAP) are the [2019-2021 Strategy for Protection and AAP](#) and the [2017-2021 Strategy for AAP](#). This strategy also aims to address the following recommendations based on recent evaluations of related policies and frameworks to WFP accountability practices: recommendation six of the [2018 Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts](#) and recommendations one, three and five from the 2020 Advisory Assurance for AAP.

<sup>2</sup> The Protection and Accountability Policy reinforces the WFP commitment to centralise its approach with communities, supporting "a common, people-centred, needs-driven approach" (WFP Strategic Plan (2017-2021), p. 17). Supported by the Disability Inclusion Road Map, the policy recognises that participation leads to empowerment and accountability and allows WFP to deliver on the 2030 Agenda for Sustainable Development of "leaving no one behind". Further, the policy acknowledges that community engagement facilitates good programming, strengthens partnerships, builds community trust in WFP and acceptance of its interventions, promotes community access and personnel safety, and is a key connector in the humanitarian-development and peace spheres.

## 2. How does WFP expect the goals of this strategy to be realised?

This strategy's objective is to make sure the communities WFP serves are at the centre of its interventions. The strategy aims to do so by proposing activities that can help WFP with the below processes:

- 1. Identifying entry points for better mainstreaming of AAP and inclusion efforts in WFP programmes,**
- 2. Understanding how, and through which structures, the WFP AAP framework is operationalised, and;**
- 3. Ensuring WFP can measure and demonstrate these improvements in a progressive way that is sensitive to realities on the ground.**

The aim is to realise these objectives progressively and thoughtfully, with a timebound plan and achievable milestones. Although the strategy spans five years, initial focus for implementation will be on the first 24 months and will involve targeted mission support and a mid-point review. Additionally, and in line with the community feedback mechanism (CFM) standardisation review process, country offices (CO) that request targeted support will be selected based on recommendations from the regional bureaux (RBx) on feasibility and need. Any revisions to this strategy will be informed by the review, good practice and lessons learned.

Broadly, the Protection and Accountability Policy's accountability framework applies to this strategy:

- 1.** The Country Director is responsible for implementing this strategy at the country office level.
- 2.** The Regional Programme Advisor is responsible for monitoring support of the implementation of the strategy at the regional bureau (RB) level.
- 3.** PRO-P is responsible for oversight and reporting to donors on the implementation of this strategy at the headquarter (HQ) level.

The strategy has been designed to limit the resource (e.g. financial, capacity) burden on COs, RBx and HQ. However, with WFP's recognition that the successful implementation of the Protection and Accountability Policy requires sufficient resources at the corporate, regional and country levels, it is anticipated the WFP's resourcing of community engagement processes will evolve with time. A CO with capacity challenges can contact the RB and HQ for support as per normal practice. The identification of gaps should feed into advocacy, including for budget allocation.



**It is the obligation of the different divisions and units at all levels within WFP to realise this strategy through coordination and collaboration.** Proposed activities for the five-year period are mandatory but staged progressively for country offices in a manner that allows them to select their preferred order of implementation. This method was chosen to consider the diverse contexts and capacities of country offices and allow for flexible and appropriately resourced adaptation of interventions. Following release of the strategy, headquarters will disseminate a form through the regional bureaux for country offices to provide their order of activities.

## 3. Key definitions

**Accountability to Affected People (AAP):** From the 2020 Protection and Accountability policy: “WFP is first and foremost accountable to the people it serves; accountability, participation and empowerment through meaningful and consistent engagement are the key principles for mainstreaming protection”. In line with the [IASC's definition of AAP](#), WFP has an active commitment to give account to, take account of, and be held to account by the people it assists and people impacted by its interventions. WFP's commitment to AAP is founded on two main principles:

- a) Affected people have a right to be actively involved and have their needs and preferences reflected in the decisions that affect their lives.
- b) Meaningful engagement - that results in informed and empowered populations - makes food security and nutrition interventions more effective.

**Affected people:** From the 2020 Protection and Accountability Policy: “The women, men, girls and boys with varying needs, vulnerabilities and capacities who are in situations of vulnerability or are adversely affected by poverty, armed conflict, disasters or other crises negatively affecting their food and nutrition security, or who face barriers to participation or access in food security interventions”.

**Community:** Communities are multi-layered, diverse systems and structures that regulate power and decision-making over the lives of individuals and groups within a broader domain. As such, a community is a social unit whose parameters should be determined through consultation with the diverse individuals and groups within a population that WFP serves at the local level. This exercise involves examining the different social networks that underpin various modalities and identifying entry points for communication given the varying needs, vulnerabilities and capacities of diverse individuals and groups, and taking consideration of the different limitations (spatial and material) that WFP operations may face.

**Community engagement:** Community engagement refers to the “who, what, where and how” of interactions with people in the places WFP works. It is both a process (such as empowering communities through better and more representative participation) and an outcome (such as achieving WFP's programmatic goals). Community engagement aims to ensure the following:

- That communities are empowered as active stakeholders for understanding and claiming their rights to participate in all processes for decision making related to, and the evaluation of, the initiatives and systems that affect them and the issues they face;
- Traditional, community, civil society, government, and opinion groups and leaders are central to these processes as the existing structures and localised custodians of the interests of diverse individuals and groups within the community. They are the primary source of information on their diverse needs, vulnerabilities and capacities;
- WFP upholds its commitments to representing the full diversity of the people it serves (irrespective of gender, ability, age, faith, ethnicity, or sexuality), doing no harm to the people it serves (by acting responsibly and respectfully in interactions and handling of related information), and doing its utmost to ensure that no one is left behind (by rooting its prioritisation and targeting strategies, as well as its exit and sustainability plans, in community structures, processes and ownership).

**Collective accountability:** Derived from the IASC's Framework on Collective Accountability, this is the process of joint development of preparedness and response efforts with the entire response community on leadership, participation and partnership, information, feedback and action, and results that help inform and adapt the holistic response accordingly.

**Intersectionality:** The interaction of various social factors such as power, identity, status, ability and choice in shaping the conditions in which people live. Intersectionality theory represents a multi-stranded approach to social analysis that considers the many elements (such as gender, socio-economic status, self-identification, migration status, physical and mental capabilities) that shape socio-political standing, advantages and disadvantages. For example, a widowed female head of household with low literacy capability or physical disability may have a specific set of needs compared to other individuals in the population that share only one of these characteristics.

**Local actors:** In this document, this refers to all national and sub-national non-state (non-government) actors. This includes national/sub-national/local civil society organisations (CSOs), including non-governmental organisations (NGOs) and community-based structures, local and national private sector organisations, cultural and/or faith-based organisations and National Red Cross or Red Crescent National Societies.

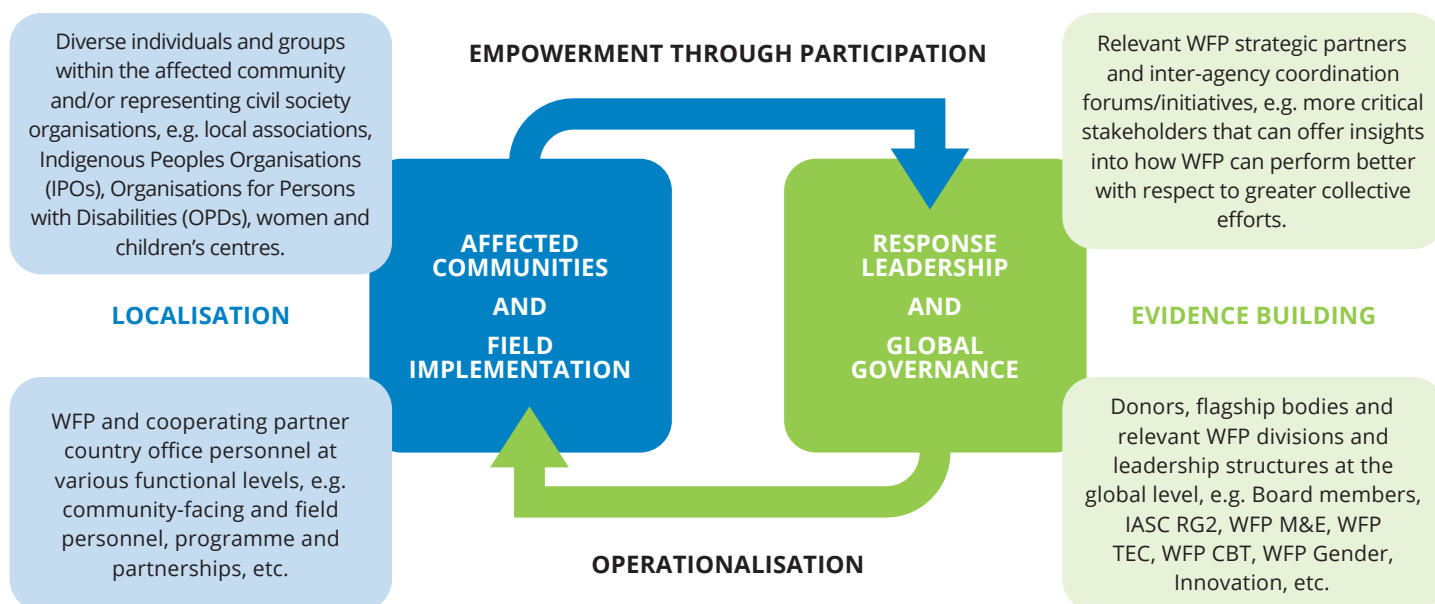
**Marginalised groups:** The diverse groups within affected communities which are excluded or side-lined from participation in mainstream society due to a lack of or limited enjoyment of rights, resources and opportunities which impacts their agency negatively.

**Participation:** Often considered interchangeable with community engagement, participation of people affected by humanitarian crises or in need of a social safety floor puts the needs and interests of those people at the core of humanitarian decision making, by actively engaging them throughout decision-making processes<sup>3</sup>. For the purposes of this strategy, it is assumed that good community engagement practices lead to affected people being empowered to claim their active and continuous participation in the decision-making processes that affect their lives, at the intersection of WFP interventions.

## 4. How this strategy was developed

The strategy was developed through a series of targeted consultations with 241 people representing six diverse stakeholder interests at operational and strategic levels both internal and external to WFP, including collective fora and initiatives. Affected people and their representatives accounted for 73% of total participants. The consultations identified four main spheres of decision making across WFP and through its chain of interventions with the people it serves: localisation, empowerment through participation, evidence building, and operationalisation. Read more about the methodology for this strategy and the coverage of consultations [here](#).

### STAKEHOLDER-TARGETING PROCESS FOR CONSULTATIONS



<sup>3</sup> Definition taken from the [Grand Bargain Participation Revolution](#), developed in March 2017.

The stakeholder groups consulted comprised of:

1. **Individuals and focus groups within the affected people (149);**
2. **Community-representing organisations (28);**
3. **Community-facing and coordination/management field-level positions within WFP, cooperating partners, interagency bodies and other partners in the response community (37);**
4. **WFP and cooperating partner leadership (11);**
5. **AAP global flagship bodies (13);**
6. **Donors (3).**

Analysis findings include nine common identifiers for this strategy based on inputs from all stakeholder groups gathered during three rounds of data collection from April 2020 to December 2020:

- i. **Pre-consultation interviews (21);**
- ii. **Consultation questionnaire responses and focus group outcomes (241);**
- iii. **Key informant interviews (20).**

## 5. WFP AAP framework (revised)

The strategy introduces a shift from the activity-focused key areas identified in the 2017-2021 WFP policy for AAP to a more process-focused interpretation of these. Therefore, in order to frame the priorities identified by the strategy, WFP will revise its AAP commitment areas as follows:

WFP AAP Commitment Areas 2017-2021	Revised WFP AAP Commitment Areas 2021-2026
<p><b>Consultation</b></p> <p><i>Previous definition: WFP must seek the views of all segments of the affected population and invite feedback throughout each stage of the project cycle.</i></p>	<p><b>Inclusion</b></p> <p><i>New definition: WFP must demonstrate that it interacts meaningfully with all segments of the affected population in a way that empowers them, through participation, to determine priorities and influence decisions throughout the programme cycle, as follows:</i></p> <ul style="list-style-type: none"> <li>• <i>Processes around decision-making and their outcomes are led by and validated by the communities consulted during planning, implementation, monitoring and evaluation of projects;</i></li> <li>• <i>Multiple pathways for communication are available, accessible and appropriate; they have been selected by different groups in the affected population and their representative bodies;</i></li> <li>• <i>The timing and quality of communication with affected people is appropriate for the diverse needs of different individuals and groups, are sensitive to the local context, and are relevant to the scope of interventions at the country level.</i></li> </ul> <p>This commitment area acknowledges the continuity of consultative efforts with communities. However, as will be highlighted in the priority areas and key actions, stakeholder consultations revealed that WFP’s ability to meet this commitment has fallen short in the following ways:</p> <ul style="list-style-type: none"> <li>• <i>Current avenues for consultation are limited in their ability to reach marginalised groups due to the tendency to approach via a single rather than multiple pathways (for example, consultation through the community leader alone may not create opportunities for adequate representation of particular groups in a community);</i></li> <li>• <i>Diverse and community-trusted local actors are not adequately acknowledged or engaged with as advocates of change in integrating engagement in localised community structures and overcoming barriers to meaningful engagement;</i></li> <li>• <i>Marginalised groups and individuals, such as persons with disabilities, and those with intersectional needs, are currently not placed at the centre of programme design and engagement activities.</i></li> </ul>

### **Complaints and Feedback Mechanisms (CFMs)**

*Previous definition: WFP must provide means for affected people to voice complaints and provide feedback on areas relevant to operations in a safe and dignified manner. A formal CFM system must include established procedures for recording, referring, taking action and providing feedback to the complainant.*

### **Community Feedback and Response**

*New definition: WFP must demonstrate that it provides appropriate and accessible channel for affected people to ask questions, voice complaints and provide feedback on areas relevant to operations, in a safe and dignified manner that is tailored to their diverse needs and preferences. A functional CFM is expected to consolidate information from diverse feedback channels, take action on issues raised and effectively close feedback loops, as well as contribute to joint and collective analyses.*

This commitment area has been expanded to counteract the reported reliance of WFP on community feedback mechanisms (CFMs) for its interactions with affected communities. This concept is limiting not only in terms of narrow operational definitions (e.g. a single hotline), but also in terms of how feedback is absorbed into monitoring and evaluation at the programme level, and how programmatic improvements are demonstrated and validated by those WFP aims to serve. Central to this shift is a mindset that acknowledges that the experiences, opinions and feedback provided by the people served can be utilised to improve the effectiveness of programming.

### **Information Provision**

*Previous definition: WFP must provide accurate, timely and accessible information to affected people about its assistance. Information provided has to be clearly understandable by everyone, irrespective of their age, gender or other characteristics.*

### **Information and Knowledge Management**

*New definition: WFP must demonstrate that it systematises and streamlines information management approaches to accountability practice and knowledge exchange, both internally across its activities and operations as well as externally with affected people and the collective response community, allowing for learning from feedback to inform decision-making.*

The process of information provision can be considered integral to both inclusion and community feedback and response; therefore, a completely new commitment area is required that focuses on the ability for WFP to strategically consider how it collects, uses and shares its information for the purposes of AAP.

Although there is a clear need to consider innovative and accessible communications approaches in acknowledging the full diversity of affected peoples' rights and access to information, consistency in information practices and knowledge exchange is relevant beyond WFP's interaction with its partners and affected peoples and their communities. More broadly, the measurement of protection- and accountability-related outcomes remains a significant challenge in how WFP can monitor progress towards meeting WFP commitments to AAP. Although WFP possesses powerful tools for protection-sensitive data collection, processing and reporting, consultations identified the need for analysis guidelines and better triangulation of data. This supports monitoring of programmatic performance as well as engagement efforts, particularly with respect to reaching marginalised individuals and groups within affected communities.



**1. Better collaboration with key community-trusted stakeholders at the local level (OPDs, IPOs, local government, CP, etc.) leads to improved knowledge on the inclusion of marginalised groups in consultation processes.**

**2. Consistency and timeliness of accessible and appropriate information communication with communities facilitates unhindered access to their information needs for decision-making.**

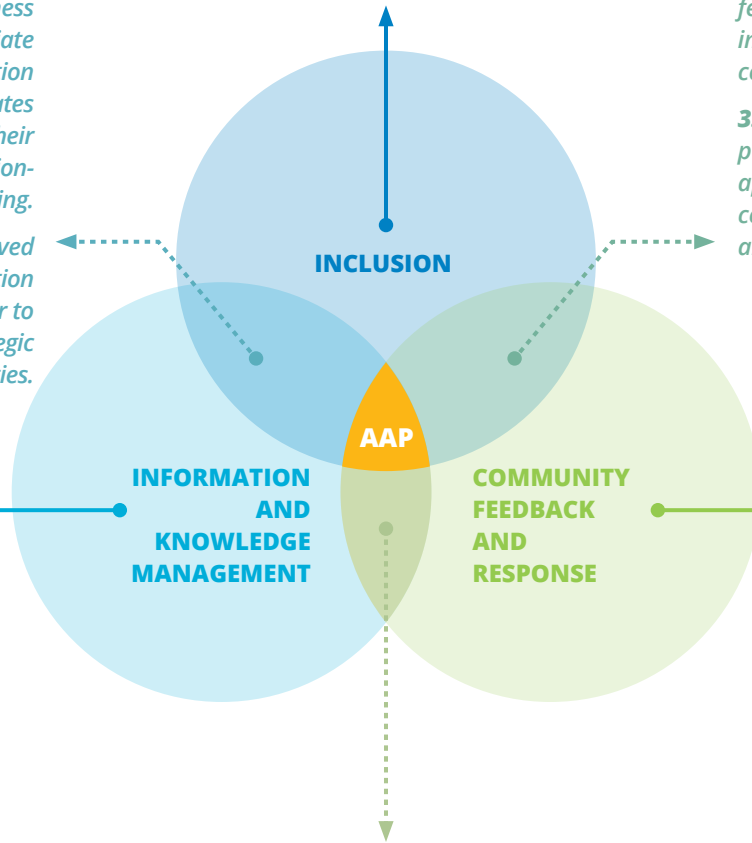
**3. Information shared and received through different communication processes are brought together to identify gaps and inform strategic priorities.**

All segments of the affected people are empowered to interact with WFP and influence each stage of its programme cycles through diverse communication pathways that are accessible, appropriate, relevant and sensitive to the local context.

**1. Communication channels with affected people are designed by them and reflect the diversity of preferences and needs within communities.**

**2. Programming is flexible and responsive to community feedback, with demonstrated improvements being validated by communities served.**

**3. Informed dialogue with partners and donors encourages appropriate resourcing for community engagement efforts and responsive programming.**



WFP must demonstrate that it systematises and streamlines information management approaches to accountability practice) and knowledge exchange, both internally across its activities and operations as well as externally with affected populations and the collective response community, allowing for learning from feedback to inform decision-making.

Appropriate channels for affected people to ask questions, voice complaints and provide feedback and receive information on areas relevant to WFP operations is provided in a safe and dignified manner that is tailored to their diverse needs and preferences and results in improved programming.

**1. Evidence of the efforts to engage the community and respond to feedback appropriately builds an environment of trust and transparency between WFP and the people it serves and those impacted by its interventions.**

**2. Information from diverse feedback channels is consolidated into a single functional community feedback mechanism (CFM) that is used to inform programmatic improvement and contributes to joint and collective analysis and response.**

**3. Standardisation of approaches to, and better documentation of, good practice will optimise knowledge exchange within WFP and with key partners and donors.**

## 6. Strategy result areas and priority statements

The results areas that emerged from the consultations for this strategy represent key foci for community engagement in achieving AAP. A matrix has been developed that identifies nine priority statements that highlight these key foci as they overlap with WFP AAP commitments that the strategy proposes are prioritised progressively over the course of the next five years. The statements address gaps identified through the consultations and therefore represent the desired change (outcomes) at the end of the strategy's implementation. This conceptual framework is outlined below.

 WFP AAP Framework	Results Areas			
		<b>A. Affected people are empowered to shape the decisions that impact their lives and claim participation in WFP programming.</b>	<b>B. Relevant and appropriate partnerships accelerate mutually reinforcing accountability.</b>	<b>C. Results-based engagement leads to greater accountability through its focus on demonstrating improvement in meeting AAP commitments</b>
	<b>1. Inclusion</b>	<b>1A.</b> Affected people are considered as partners through improved engagement with community-trusted localised actors embedded in community structures (civil society organisations, local governance instruments, etc.) throughout the programme cycle.	<b>1B.</b> WFP will ensure that local accountability structures are integrated in programme design by co-creating its programmes with its cooperating partners and local actors in the field and ensure sustainability through transparent dialogue with donors and representative organisations.	<b>1C.</b> Concrete instruments like field-level agreements, project proposals and strategic plans need to be revised to support consultation processes and decision-making structures that are continuously responsive and adaptable to the needs of affected people.
	<b>2. Community Feedback and Response</b>	<b>2A.</b> WFP interventions are designed with the most marginalised at the centre in order to overcome/prevent barriers to engagement and ensure active participation and adequate representation of the diverse individuals and groups within the affected population.	<b>2B.</b> WFP will leverage its participation and leadership in inter-agency and collective fora to set a good example on accountability practices through collaboration including with local actors, and promote the establishment of harmonised processes and standards for timely and actionable feedback and response.	<b>2C.</b> More diverse mechanisms that monitor community feedback and response for a systematic and harmonised approach to community engagement will lead to evidence-based programmatic improvements.
<b>3. Information and Knowledge Management</b>	<b>3A.</b> Information exchange with affected communities is appropriate and considers innovative approaches to communication that are developed with the diverse groups within communities. Knowledge exchange with specialised actors (such as academic institutions, civil society organisations, etc.) and the response community's collective efforts is optimised for better accountability to affected people.	<b>3B.</b> Better collaboration through stronger documentation and information sharing both internally within WFP and externally with cooperating partners, local actors and other inter-agency coordination fora will allow structural pathways to incentivise sustained integration of AAP practices in the programme cycle.	<b>3C.</b> Strategic use of information and sharing of data related to the engagement of affected people will lead to improvements in quality and appropriateness of food security and nutrition actors' interventions (of which WFP is a large part).	

## 7. Key benchmarks

It is understood that measuring the impact of this strategy on the culture and practices of AAP in WFP operations will require long-term and progressive investment and documentation that is not entirely satisfied by the formal benchmarks currently in place. However, it is expected that performance against these benchmarks will improve as WFP's ability to build on this baseline improves.

As per the [2022-2025 Corporate Results Framework \(CRF\)](#),<sup>5</sup> WFP captures the following AAP benchmarks and key performance indicators (KPI):

- **CRF: C.2.1** Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA;
- **CRF: CC 2.2** Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR);
- **CRF: CC 2.3** Percentage of Country Offices that have a functioning community feedback mechanism (CFM);
- **CRF: CC 2.4** Percentage of Country Offices that have a Community Engagement (CE) action plan
- **CRF: CC.2.5** Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women);



<sup>5</sup> Updated methodologies on how to report on the CRF indicators can be found in the [2022-2025 WFP Indicator Compendium](#)

## 8. Priority areas and proposed activities<sup>6</sup>

Action Code <sup>7</sup>	Key Actions	Priority Area(s)	Responsible Unit(s)	Tools/ Resources	Indicator(s) and Target(s)	Recommendations
<b>Country offices are required to conduct the following activities by the mid-point review of this strategy (end-2023).</b>						
<b>CO1</b>	<p>Develop country-level community engagement action plan, jointly with cooperating partners (where applicable), and in consultation with affected communities and their representative organisations that:</p> <ul style="list-style-type: none"> <li>➔ Defines the communities with which WFP will work and whom WFP will serve, the duration and nature of this support with respect to the local context;</li> <li>➔ Outlines a context-specific risk analysis that identifies potential risks, such as influencing power dynamics, reliance on entry points into communities that may not be trusted by everyone, potential contributions to aid diversion or exploitation and abuse, etc. and mitigation or monitoring measures to support in their identification;</li> <li>➔ Provides the mechanisms that enables affected people to claim their participation in WFP programming;</li> <li>➔ Highlights the partnerships that are central to ensuring engagement lead to reinforced accountability;</li> <li>➔ Provides a framework for evidence of meeting WFP commitments to AAP.</li> </ul>	1A 1B 1C	Programme.	<a href="#">CO Community Engagement Strategy.</a>  <a href="#">Participatory Techniques and Tools.</a>	<p>1 action plan per CO<sup>8</sup>.</p> <p>Minimum 1 annual action plan development workshop with CP(s).</p>	<p>Head of programme to lead. Country Director to approve.</p> <p>Use existing information to feed resources into the action plan, like communicating with communities (CwC) policy/ materials, Social and Behavioural Change Communication (SBCC) materials, or other.</p> <p>With CPs, include communication and outreach, community feedback mechanisms and collective analysis, within the scope of field-level agreements.</p> <p>If appropriate, consider engaging with local authorities for community engagement/ mobilisation to harmonise approaches. Build on existing platforms and add where there are gaps.</p> <p>Consider whether the action plan should be updated on a time-driven or event-driven basis.</p>
<b>CO2</b>	<p>Align practices with the CFM Standardisation Guidance, ensuring the implementation of a functional<sup>9</sup> CFM that:</p> <ul style="list-style-type: none"> <li>➔ Was designed based on information obtained through consultation processes, and where this was not possible (i.e. rapid deployment) is being continuously adjusted on this basis;</li> <li>➔ Is planned, implemented and monitored in a manner that involves collaboration with implementing partners, locally-embedded institutions and affected people;</li> <li>➔ Is comprised of a minimum of three<sup>10</sup> different feedback channels, that capture minimum indicators for inclusion and access, which are fed into and supported by a centralised information management system or CRM<sup>11</sup> tool that can standardise and consolidate flows of information to support responding to feedback and closing the loop;</li> <li>➔ Engages with collective approaches to the collection, analysis and reporting of community feedback and responses to strengthen collective accountability efforts in the response.</li> </ul>	2A 2B 2C	Programme supported by Technology.	<a href="#">CFM Standardisation Guidance.</a>  <a href="#">WFP Guide to Personal Data Protection and Privacy.</a>	<p>CFM documentation (SOPs, IM Strategy and/or referral frameworks) reflects adherence to requirements set by the CFM Standardisation Guidance.</p> <p>Demonstrated participation in the CFM Annual Review process.</p> <p>Demonstrated improvement (through the annual review process) in meeting the requirements set by the Standardisation agenda.</p>	<p>This should be supported by a dedicated information or data management officer and IT focal person who is able to centralise and protect information flows accordingly.</p>

<sup>6</sup> Result areas are not repeated here; however, table shading is consistent with the colour coding used in the table on page 10, except for of cross-cutting activities in grey.

<sup>7</sup> These codes signify the result area (A.) and the actioning party (CO, country office or GR, global-regional) and are for monitoring and reporting purposes only.

<sup>8</sup> In line with the CFM Standardisation agenda, this applies to COs that engage in direct delivery of food assistance. As part of the regular review of progress towards these activities, this may expand to countries where WFP offers other types of support.

<sup>9</sup> CFM functionality is defined in the accompanying methodology for the KPI and is broken down through the minimum requirements set out in the [CFM Standardisation Guidance](#).

<sup>10</sup> This should incorporate both formal and informal channels identified by communities (e.g., hotline, help desk and field monitor reports); however, the minimum of three is indicative only. Should COs feel this is not reasonable, they can provide their justifications and consider alternative activities. In line with the CFM Standardisation agenda, this applies to COs that engage in direct delivery of food assistance. As part of regular review of progress towards these activities, this may expand to countries where other modalities for assistance are implemented.

<sup>11</sup> A CRM (customer relationship management) tool is a solution to the management of WFP's interactions with its stakeholders, including affected populations and response partners. WFP's corporate IT tool for CRM is SugarCRM.

Action Code <sup>8</sup>	Key Actions	Priority Area(s)	Responsible Unit(s)	Tools/ Resources	Indicator(s) and Target(s)	Recommendations
<p><b>Country offices are required to choose an additional three of the seven activities below to complete by the mid-point review of this strategy (end-2023), with the remainder planned for the rest of the term until 2026. These activities are directly linked and will support the progressive realisation of the two foundational core activities outlined above.</b></p>						
A.CO3	Based on the nature of the programme and in collaboration with various stakeholders (most notably cooperating partners), gather information on community structures, networks and dynamics from available sources and, if there are none, engage with, for example, academic/research and traditional institutions to begin mapping entry points for the engagement of minority groups.	1A	Programme Supported by Partnerships, Communications, Data Protection, RAM, Legal, Technology.	<a href="#">Protection and Accountability Handbook</a> (joint context analysis and community network mapping tools).	Activities and frameworks reflected in community engagement action plan.  Evidence of the outcomes in the ACR.	Head of programme to lead.  Consider seeking advice and collaboration from: <b>a)</b> Specialised institutions that may possess unique knowledge of the social context; <b>b)</b> community-facing employees with additional knowledge of local entry points; <b>c)</b> CCE/AAP working groups for collective undertakings and/or knowledge sharing.
A.CO4	Based on the nature of the programme, local organisations or communities representing different marginalised groups within the local community (e.g. OPDs, IPOs, LGBTQI+ organisations, etc.) relevant to the objective of the programme, should be consulted during programme design, implementation, monitoring and evaluation, to: <b>1.</b> Identify their needs and experiences of WFP interventions and interactions; <b>2.</b> Provide insight into local networks, communication pathways and accountability structures; and <b>3.</b> Co-evaluate interventions in a way that maximises learning and mutual accountability.	2A	Programme supported by Partnerships or equivalent body.	<a href="#">IASC Accountability and Inclusion Service Directory</a> .  <a href="#">Protection and Accountability Manual</a> .  <a href="#">Disability Inclusion Road Map (2020-2021)</a> .  <a href="#">FPIC Guidance</a> .  <a href="#">ACR Guidance</a> .  <a href="#">Participatory Techniques and Tools</a> .	10 consultations with 3 new localised entities.  Integration in country-level community engagement action plan.	COs can use the <a href="#">IASC Accountability and Inclusion Service Directory</a> and/or request for advice from their RB and HQ to facilitate introductions to relevant networks.
A.CO5	Marginalised people are engaged with appropriate and innovative technologies and communication mediums (including in diverse languages, easy-to-read) and are given different options for participation that include visits to the home or other accessible locations.	3A	Programme supported by Communications.	As above  <a href="#">SBCC Guidance Manual for WFP Nutrition</a> .	Demonstrated improvement in access to marginalised groups in relevant section of ACR.	COs can use the <a href="#">IASC Accountability and Inclusion Service Directory</a> and/or request for advice from their RB and HQ to facilitate introductions to relevant networks, as well as request targeted support that may be provided through established long-term agreements and/or existing short-term service agreements for the development or conversion of community outreach materials.

Action Code	Key Actions	Priority Area(s)	Responsible Unit(s)	Tools/ Resources	Indicator(s) and Target(s)	Recommendations
<p><b>Country offices are required to choose an additional three of the seven activities below to complete by the mid-point review of this strategy (end-2023), with the remainder planned for the rest of the term until 2026. These activities are directly linked and will support the progressive realisation of the two foundational core activities outlined above.</b></p>						
<b>B.CO6</b>	Coordinate with WFP-led and co-led clusters and working groups (ETC, FSC, cash) and support the review, update and/ or development of AAP indicators into their work and guidance on minimum standards for AAP within WFP-led clusters and the various inter-agency fora that WFP participates in.	2B	Programme.	<a href="#">IASC Collective Accountability Framework.</a>  <a href="#">Protection and Accountability Manual.</a>	Annual revision process of AAP indicators included in annual work plan.	
<b>B.CO7</b>	Document and share examples of successful country level engagement and tools adapted for collaborative and common commitments for knowledge-sharing purposes.	1B 3B	Programme.	NA.	Minimum 1 good practice example per year.	Consider the different stakeholders that you work with (cooperating partners, civil society organisations, local government, as examples) in addition to the work done through inter-agency initiatives.  Good practice submissions can be made via <a href="mailto:HQ.Protection@wfp.org">HQ.Protection@wfp.org</a> internally in WFP and via the RG2 <a href="#">IASC Accountability and Inclusion Portal</a> .
<b>C.CO8</b>	Mainstream AAP within field-level agreements and their attached operational plans to include the following collaborations with CPs: <ul style="list-style-type: none"> <li>➔ Incorporate into regular CP meetings an agenda item on community engagement;</li> <li>➔ Conduct joint quarterly capacity strengthening exercises;</li> <li>➔ Conduct workshops for triangulating and analysing community feedback data twice a year (PMR and HNO/HRP).</li> </ul>	1C 2C	Programme.	<a href="#">Field Level Agreement (FLA).</a>	FLA reviewed and updated.  Minimum 1 annual training conducted, jointly attended by WFP and CP front-facing employees.  Minimum 1 annual workshop for the joint analysis of community feedback.	Ensure that the outcomes of these collaborations can be integrated into programming through flexible and adaptive joint responses to community feedback.
<b>C.CO9</b>	Develop a country-level data analysis plan for community engagement and AAP that: <ul style="list-style-type: none"> <li>➔ Identifies the reporting needs for decision making based on AAP objectives and decision-making structures at the country level;</li> <li>➔ Links these to the various sources of information collected related to community engagement; and</li> <li>➔ Appropriately tailors the nature of analysis, including requirements for disaggregation, with the desired format and frequency to meet the needs of key decision makers and inform dialogue with donors.</li> </ul>	3C	Programme.	<a href="#">Information management Strategy template.</a>	Analysis plan included in country-level information management strategy (or similar document).	Consider external sources of data and reporting needs in this analysis plan too, such as gathering and sharing data with partners for joint purposes.  Support on this can be requested from RBs and HQ.

Action Code	Key Actions	Priority Area(s)	Responsible Unit(s)	Tools/ Resources	Indicator(s) and Target(s)	Recommendations
<b>Regional bureaux and headquarters are required to perform the below activities and associated support to COs for the duration of this strategy.</b>						
<b>A.GR1</b>	Establish long-term agreement, and facilitate short-term agreements, with both global and national communications specialists, easy-to-read specialists and graphic designers with the aim of supporting COs in developing information campaigns and communications materials that meet the desired objectives in a locally appropriate and contextually feasible manner, accessible to and acknowledging the diversity of language, literacy and ability of people served.	1A	Programme and Policy Division HQ.	Previous TORs for easy-to-read services.	10 COs supported.	
<b>A.GR2</b>	Produce CFM dashboard reporting template for COs and an aggregated dashboard for regional and global levels.	2A	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	<a href="#">CFM Standardisation Guidance.</a>	1 country-level CFM Dashboard Template.  1 aggregated global CFM Dashboard.	
<b>A.GR3</b>	Expand documentation of good practice by showcasing AAP stories with a focus on innovation, systematised approaches to information and knowledge sharing at different levels.	3A	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	NA.	4 HQ Annual Award for Accountability in Action.  6 regional presentations celebrating best practice on WFPGo.	
<b>B.GR4</b>	Develop a network of AAP advocates within WFP, CPs, cluster partners and donors, identifying two to three senior individuals who can be trained advocates for, and harmonise approaches towards, AAP across their own networks.	1B	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	Network TORs.	15 core advocates from different representations.  16 quarterly meetings.	
<b>B.GR5</b>	Engage with collective AAP initiatives, including the IASC Results Group 2 on Accountability and Inclusion and the global FSC protection taskforce.	2B	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	IASC Collective Accountability Framework.	IASC – attendance of 4 collective AAP meetings <sup>12</sup> .  RG2 – co-lead on 2021 deliverable “data collection standardisation”.  RG2 – update the IASC Accountability and Inclusion Service Directory.  GFSC PTF - attend meetings, promote information sharing on AAP, participate in FSC AAP activities.	With RBx, review mapping of AAP initiatives for knowledge sharing with country offices.  HQ to engage with global-level and RBx with regional equivalents.

<sup>12</sup> In 2021, this group was called the IASC Results Group 2 on Accountability and Inclusion.

Action Code <sup>8</sup>	Key Actions	Priority Area(s)	Responsible Unit(s)	Tools/ Resources	Indicator(s) and Target(s)	Recommendations
<b>Regional bureaux and headquarters are required to perform the below activities and associated support to COs for the duration of this strategy.</b>						
<b>B.GR6</b>	<p>Assess and compile existing documentation, knowledge, and tools for community engagement, such as:</p> <ol style="list-style-type: none"> <li>1. Policy, standard operating procedures, and reporting templates;</li> <li>2. Protection and Accountability Handbook and tools;</li> <li>3. Guidance documents, including those produced by other divisions and units in WFP (e.g. SBCC, RAM, monitoring, security, access, etc).</li> </ol> <p>In addition to identifying new material required to meet the needs of country offices and collating good practice from the field.</p>	3B	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	NA.	<p>Revised and updated tools/ guidance material (minimum of 3).</p> <p>Development of supplementary material as required (minimum one per year).</p>	
<b>C.GR7</b>	Develop an AAP maturity framework based on the recommendations of the 2019 Audit Advisory and update the 2015 baseline survey on AAP	1C	Programme and Policy Division HQ.	<a href="#">AAP Advisory Assurance.</a>  <a href="#">2015 AAP Baseline Survey.</a>	<p>AAP Maturity Framework.</p> <p>Revised AAP Baseline Survey.</p>	
<b>C.GR8</b>	<p>Integrate the CFM Standardisation agenda and processes in line with the Community Engagement for AAP Strategy process through:</p> <ol style="list-style-type: none"> <li>1. Its objective of equipping all COs with the necessary tools and guidance required to support functioning CFMs;</li> <li>2. A standardised approach that allows for consistent planning, implementation, reporting and evaluation at the country, regional and/or global levels;</li> <li>3. An annual review process that adopts evidence-based approaches to meeting requirements for functionality and upholding commitments to communities served.</li> <li>4. Supporting the adaptation of CFM standards to meet the realities of different country contexts.</li> </ol>	2C	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	NA.	<p>100% of COs with functional<sup>13</sup> CFMs.</p> <p>Annual CFM 'health-check' reports for each RB.</p> <p>Templates for reporting (country and regional/global).</p>	
<b>C.GR9</b>	Develop implementation and resourcing plan to allocate specific resources for AAP in programme activities.	3C	RPA and Regional Bureau Programme Team <i>and</i> Programme and Policy Division HQ.	NA.	Implementation and resourcing plan for AAP.	
<b>C.GR10</b>	Develop a monitoring plan for the mid-point and final review for this strategy, to inform progressive learning and facilitate prioritisation for the strategy that will follow.	NA.	Programme and Policy Division HQ.	NA.	Annual workshops (HQ and RBx).	

<sup>13</sup> A functional CFM is defined by a set of minimum requirements outlined in the CFM Standardisation Guidance Package. An annual review takes place that measures performance against WFP's KPI on CFMs (to provide link to new KPI) in addition to other information related to the health of in-country community feedback mechanisms.



## 9. Resources

Resource	WFP Internal / External Resource	Description
AAP Advisory Assurance (2020)	Internal	The <a href="#">AAP Advisory Assurance</a> provides guidance on establishing an oversight and support plan to systematically assess and strengthen WFP's systems and processes to help it meets its AAP commitments.
Annual Country Report (ACR) Guidance – Protection and AAP	Internal	The ACR Guidance provides tips on how to report on impactful protection and AAP interventions. In particular, please see the section on <a href="#">Protection and Accountability to Affected Populations</a> and the Protection and AAP <a href="#">checklist</a> .
CFM Standardisation Guidance	Internal	The <a href="#">CFM Standardisation Guidance</a> provides a comprehensive guide to conceptualising, planning for and implementing your community feedback mechanism at the country level. The guide includes key definitions and concepts, outlines the minimum requirements for operationalising a functional CFM as well as recommendations for streamlining complaints and feedback into the country operational and programme cycle, and articulating adjustments back to the community.
CFM Standardisation Resource Package Site	Internal	The <a href="#">CFM Standardization Resource Package Site</a> provides the guidance and tools required to design a functional CFM. The site includes, the <a href="#">CFM Standardisation Guidance</a> , the CO community engagement Strategy template, standard operating procedure templates, country office community engagement strategy template, terms of references for key positions, among others.
Community Engagement for AAP Action Plan Guidance	Internal	The <a href="#">Community Engagement for AAP Action Plan Guidance</a> provides a comprehensive guide to Country Offices on the drafting of the country-level Community Engagement for Accountability to Affected Populations (AAP) Action Plan, in line with the key actions set out in this Strategy and the Corporate Result Framework.
Community Engagement Hub	External	The <a href="#">Community Engagement Hub</a> is a platform for the International Red Cross and Red Crescent Movement, designed to help place communities at the heart of their work. The hub offers a range of learning materials, tools and guidance to support the mainstreaming of community engagement and accountability.
Constituent Voice - Ground Truth Solutions	External	The Constituent Voice methodology from Ground Truth Solutions' consists of systematically collecting the views of affected people on key aspects of a humanitarian programme, analysing what they say, making sense of the data together with affected communities and communicating the resulting insights back to them.
Core Humanitarian Standard on Quality and Accountability	External	The <a href="#">Core Humanitarian Standard on Quality and Accountability (CHS)</a> is a voluntary code that describes the essential elements of principled, accountable and quality humanitarian action.
Corporate Results Framework	Internal	The <a href="#">Corporate Results Framework (CRF)</a> guides the planning, implementation, and monitoring of WFP's programmes towards the objectives identified in the 2022-2025 Strategic Plan.
Corporate Results Framework Programme Indicator Compendium	Internal	The <a href="#">CRF Indicator Compendium</a> is an updated compilation of outcome indicators and related methodologies for measurement. Cross-cutting indicators available here: <a href="#">CRF cross-cutting indicators</a> .
Disability Inclusion Road Map	Internal	The <a href="#">Disability Inclusion Road Map (2020–2021)</a> supports the implementation of the Secretary-General's 2019 United Nations Disability Inclusion Strategy (UNDIS) and WFP's obligations more broadly regarding disability inclusion.
Disability Inclusion Resource page	Internal	WFP's <a href="#">Disability Inclusion</a> page points you to guidance and resources linked to ensuring inclusive programming.
Environmental and Social Safeguards for Programme Activities	Internal	WFP's <a href="#">Environmental and Social Safeguards for Programme Activities</a> are an important set of tools of WFP's sustainability framework. The safeguards are designed to protect the people WFP serves and the organisation against the consequences of unwanted impacts arising from WFP programme activities. Even a small negative impact can lead to reputational damage, loss of faith, and hamper WFP's ability to function effectively in the difficult environments in which WFP works. Screening for environmental and social risks is therefore an essential component in WFP's overall enterprise risk management framework.

Resource	WFP Internal / External Resource	Description
Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts	Internal	The <a href="#">Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts</a> assessed the policies' quality, results achieved and the factors influencing these achievements, with a focus on the period 2012–2017
Frequently Asked Questions and Responses	Internal	Collection of questions and responses captured in a living document for the Community Engagement for Accountability to Affected People (AAP) Strategy can be found <a href="#">here</a> .
Field-Level Agreement	Internal	Protection and AAP guidance for <a href="#">Field Level Agreement (FLA)</a> .
FPIC Guidance	Internal	The purpose of this <a href="#">Free, Prior and Informed Consent Guidance</a> is twofold – to provide information on the principle of free prior informed consent (FPIC) and to provide operational considerations in its application for WFP programme employees vis-à-vis engagement with indigenous peoples.
Grand Bargain Participation Revolution Commitments	External	The <a href="#">Grand Bargain Participation Revolution Commitments</a> seeks to integrate meaningful participation in practice. It seeks to support permanent and sustainable change in the way humanitarians do business, promote the link between effective participation and the quality and effectiveness of humanitarian response and promote the evidence that participation is happening at the agency level through Grand Bargain Annual reporting.
Grand Bargain Participation Revolution Definition	External	The <a href="#">Grand Bargain Participation Revolution</a> definition of “participation” to be used by all practitioners. The <a href="#">Grand Bargain 2.0 Framework (2021)</a> focuses on two key areas: greater support to local leadership and the participation of affected communities, and longer-term and flexible support to humanitarian responders.
Humanitarian Principles	External	The <a href="#">humanitarian principles govern</a> the way a humanitarian response is carried out.
Humanitarian Programme Cycle	External	The <a href="#">Humanitarian Programme Cycle (HPC)</a> is a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of five elements coordinated in a seamless manner, with one step logically building on the previous and leading to the next. Successful implementation of the humanitarian programme cycle is dependent on effective emergency preparedness, effective coordination with national/local authorities and humanitarian actors, and information management.
IASC AAP Operational Framework	External	The <a href="#">IASC's AAP operational framework</a> provides key concepts for making programming at the field level more accountable to affected populations. The framework is designed to assist implementing agencies both individually and in groups to find practical entry points for improving accountability to affected people.
IASC AAP-Related Questions for Multi-Sector Needs Assessment	External	The <a href="#">IASC AAP-related questions for MSNA</a> is a 'menu' of potential questions for organisations to choose from and adapt to the context, situation and phase of response they are operating within. The questions are designed for use in MSNAs for the collective response but could also be adapted for sector level assessments at both inter-agency and agency levels. They can be used with different types of data collection methods including household and community level interviews and focus group discussions.
IASC Accountability and Inclusion Resources Portal	External	The <a href="#">IASC Accountability and Inclusion Resources Portal</a> is the go-to place for practitioners who strive to implement people-centered approaches. Browse resources and download tools on AAP, Protection from Sexual Exploitation & Abuse and Inclusion, find out who does what and get technical support and advice through its helpdesk.
IASC Accountability and Inclusion Service Directory	External	The <a href="#">IASC Accountability and Inclusion Service Directory</a> is an IASC-hosted repository designed to help implement collective people-centred approaches by signposting users to specialised services around the thematic areas of PSEA, AAP, and inclusion - and the intersectionality between them.
IASC Best Practice Guide Inter-Agency Community-Based Mechanism	External	The <a href="#">IASC Best Practice Guide Inter-Agency Community-Based Complaints Mechanisms</a> provides operational guidance on how to set up and run an inter-agency community-based complaint mechanism to handle reports of sexual abuse and exploitation by aid workers. It compiles lessons learned, examples, and case studies.
IASC Collective AAP	External	The <a href="#">IASC's Collective accountability to affected people</a> provides practical steps for humanitarian coordinators and humanitarian country teams
IASC Commitments on AAP	External	In 2017, the IASC principles agreed to revising the <a href="#">IASC Commitments on AAP</a> to four key areas: leadership, participation and partnership, information, feedback and action and results.

IASC Definition of AAP	External	The <a href="#">IASC definition of AAP</a> confirms AAP as an active commitment to use power responsibly by taking account of, giving account to, and being held to account by the people humanitarian organisations seek to assist. This document needs to be revised to reflect the 2017 update to the IASC commitments on AAP.
IASC Framework on Collective Accountability	External	The IASC's Framework on Collective Accountability can be found <a href="#">here</a> . It sets out core commitments and steps for humanitarian leadership to develop joined-up preparedness and response efforts on information sharing and community feedback that helps adapt the overall response accordingly.
IASC Results Tracker	External	The IASC's tool to measure how well the collective system is doing in terms of collective accountability and inclusion can be found <a href="#">here</a> .
IASC Standard Terms of Reference for Humanitarian Country Teams	External	These <a href="#">IASC Standard Terms of Reference for Humanitarian Country Teams</a> (HCT) are the foundation for developing country-specific HCT terms of reference (TOR) that are adapted as necessary. The TOR define the roles and responsibilities for participation and functioning of HCTs. They also reinforce the reciprocal and mutual accountabilities of the Humanitarian Coordinator and HCT members. The TOR build on the IASC Guidance for Humanitarian Country Teams and the IASC Terms of Reference for the Humanitarian Coordinator endorsed in 2009. They are also consistent with the commitments of the World Humanitarian Summit and Grand Bargain.
IFRC Starter Kit	External	The Feedback Starter-Kit responds to key questions and provides the most important tips for setting up and running a simple feedback and complaints mechanism. Includes: Perception Survey; Privacy by Design Data and Technology Checklist
Implementing Collective Accountability to affected people: Ways forward in large-scale humanitarian crises	External	The <a href="#">Implementing collective accountability to affected people</a> focuses on the key blockages that continue to impede the realisation of successful collective AAP within the international humanitarian system, and points to the actions needed to overcome them. Aimed at senior decisionmakers such as Humanitarian Coordinators (HCs) and their country teams, heads of sector/ cluster lead agencies and donors, it draws on recent HPG research on collective AAP across multiple contexts, as well as extensive secondary evidence.
Participatory Techniques and Tools	Internal	<a href="#">Participatory Techniques and Tools - a Guide</a> was designed to support management and WFP staff and partners in participatory processes that give the policies breath and life.
Personal Data Protection and Privacy	Internal	<a href="#">WFP Guide to Personal Data Protection and Privacy</a> covers data protection principles and the application of those principles.
Principles of Protection Mainstreaming	External	The <a href="#">four principles of protection mainstreaming</a> support the process of promoting meaningful access, safety and dignity in humanitarian aid.
Protection and Accountability Policy	Internal	The <a href="#">Protection and Accountability Policy (2020)</a> translates WFP's protection framework into action. The policy represents a shift in WFP's approach to planning the design and delivery of its programmes. It fosters the integration of protection and accountability across a range of functions critical to WFP operations so as to ensure that food assistance is safe, appropriate and received in a dignified manner.
Protection and Accountability Handbook	Internal	The <a href="#">Protection and Accountability Handbook</a> can be found on the Protection and Accountability to Affected People page on WFPGo. It is designed to give you the tools and guidance to implement a protection-centred response.
SBCC Guidance Manual for WFP Nutrition	Internal	The <a href="#">SBCC Guidance Manual for WFP Nutrition</a> aims to improve nutrition outcomes by complementing nutrition activities with social and behavioural change.
Strategy for AAP	Internal	The <a href="#">2017-2021 Strategy for AAP</a> is superseded by this strategy.
Strategy Protection and Accountability (2019-2021)	Internal	The <a href="#">2019-2021 Strategy for Protection and AAP</a> aims to implement the aspiration set out in the WFP Strategic Plan (2017-2021) for a 'people-centred, needs-driven approach that is guided by a strong commitment to the humanitarian principles calls for stepping up the integration of protection and AAP throughout WFP's operations at country level.
Three-Pronged Approach	Internal	The <a href="#">Three-Pronged Approach (3PA) factsheet</a> aims to strengthen the design, planning, implementation of programmes in resilience building, safety nets, disaster-risk reduction, and preparedness.

## 10. Acronyms

AAP	Accountability to affected people	PMR	Periodic Monitoring Review
ACR	Annual Country Report	SOGIESC	Sexual Orientation, Gender Identity and Expression, and Sex Characteristics
CBT	Cash-based transfers	TBD	To be determined
CCE	Communication and community engagement	TEC	WFP's Technology Division
CEA	Community engagement and accountability	TOR	Terms of Reference
CFM	Community feedback mechanism	OPD	Organisation for Persons with Disabilities
CHS	Core Humanitarian Standard on Quality and Accountability	RAM	Research, Assessment and Monitoring
CO	Country Office	RBx	Regional Bureaux
CP	Cooperating Partner	RG	Results Group (this is in reference to the IASC RG2 on Accountability and Inclusion)
CRF	Corporate Results Framework	RPA	Regional Programme Advisor
CRM	Customer Relationship Management	SBCC	Social Behaviour Change Communication
CSO	Civil Society Organisation	WFP	World Food Programme
ETC	Emergency Telecommunications Cluster		
FFA	Food for Assets		
FLA	Field Level Agreement		
FPIC	Free, prior and informed consent		
FSC	Food Security Cluster		
GFSC PTF	Global Food Security Cluster and Protection Task Force		
GR	Global-regional (activity coding only)		
HCT	Humanitarian Country Team		
HNO	Humanitarian Needs Overview		
HQ	Headquarters		
HRP	Humanitarian Response Plan		
IASC	Inter-Agency Standing Committee		
IPO	Indigenous Peoples Organisation		
KPI	Key Performance Indicator		
LGBTQIA+	Lesbian, gay, bisexual, transgender, questioning or queer, intersex, asexual, agender, allies. The "+" represents those who do not identify with one of the letters in the acronym (for example, those who identify as pansexual or gender-fluid)		
M&E	Monitoring and Evaluation		
NA	Not applicable		
NGO	Non-Governmental Organisation		

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