Review of the implementation of recommendations from thematic evaluations of a strategic/global nature

Report on the Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts (2018)

WFP
World Food Programme

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Background

This report on the Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts (2018) was produced within the framework of the Review of the Implementation of Recommendations from Global Evaluations (2016 – Q2 2020). The review looks at recommendations from Global Evaluations issued between 2016 and the first half of 2020 to shed light on their uptake and identify areas where further action is recommended by the World Food Programme (WFP). The review comprised ten stand-alone reports as well as one synthesis report.

The review was commissioned by the WFP Office of Evaluation and conducted by the consulting firm *hera*. The review team from *hera* based their analysis on data from the Risk and Recommendation (R2) tracking tool that was extracted in March 2021, as well as semi-structured interviews with WFP staff that were conducted between April and June 2021. Before publishing the report, the Office of Evaluation complemented *hera's* analysis by updating outdated information based on comments and inputs received from WFP staff/action-owners in January 2022.

Disclaimer

Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Introduction

The evaluation of World Food Programme (WFP) Policies on Humanitarian Principles and Access in Humanitarian Contexts was conducted in 2017 by the Global Public Policy Institute and Humanitarian Outcomes and managed by the WFP Office of Evaluation. The evaluation was presented to the Executive Board in June 2018. It covered the period from 2012 to 2017 and was tasked to answer three evaluation questions:

1. What is the quality of the policies and associated guidance?
2. Where does WFP stand regarding humanitarian principles and access?
3. What are the most important enablers and constraints?

The evaluation issued eight recommendations of which five were agreed and three partially agreed by management. In responding to the recommendations, management identified 25 actions to be implemented by seven organizational units. By March 2021, the WFP monitoring system (R2) reported that 23 actions had been implemented while two were ongoing (see Annex 1).

Findings

Concurrently with this evaluation, the Office of Evaluation implemented the Evaluation of the WFP Humanitarian Protection Policy. There is an overlap between "access" and "engagement with stakeholders" (covered in the policy evaluation) as well as between "humanitarian principles" and "protection" (as defined in the WFP protection policy). There is also, therefore, considerable overlap between the recommendations issued by these two evaluations. Merging the two evaluations had initially been suggested, but this suggestion was not taken up after it was explored in an evaluability assessment.

The importance of the evaluation was underlined in the discussions of the findings by the Executive Board. Because of WFP's large organizational footprint, especially in regions with extensive needs for humanitarian assistance, access and adherence to the humanitarian principles of humanity, impartiality, neutrality and operational independence are central for WFP. The evaluation provided an external view of how WFP is performing in these areas. One Executive Board member pointed out that the evaluation finding that WFP staff do not consider humanitarian principles to be a corporate priority underlines the importance of the evaluation. WFP informants confirmed that the evaluation was important to orient the work of WFP.

The disaggregation of the management response into 25 actions with responsibilities distributed widely throughout the organization helped, in the view of two respondents, to enforce the message that humanitarian principles and access are core to the WFP mandate that applies all of WFP's departments and functions. One respondent, however, also admitted that there are drawbacks when responsibilities for implementation are too widely dispersed.

The review noted considerable progress in the implementation of the recommendations, especially in terms of streamlining and strengthening the support of decisions on access to populations in humanitarian settings and emergency situations while adhering to humanitarian principles. Training programmes were launched, and cross-sectoral mechanisms were established to increase the scope and efficiency of support to country offices working in difficult contexts. Not all individual responses to sub-recommendations in the management response were actionable: some were statements of principles, narratives concerning ongoing initiatives, or statements of disagreement with a sub-recommendation.

Table 1: Summary of recommendations and management response

Recommendation (short)	Management response
Rec 1 – Strengthen the dissemination and operationalization of the policies on access and humanitarian principles.	Agreed
Rec 2 – Increase the priority given to neutrality, impartiality and operational independence relative **to access and humanity**.	Partially agreed

Recommendation (short)	Management response
Rec 3 – Strengthen staff competencies on humanitarian principles and access, particularly in complex emergency situations.	Partially agreed
Rec 4 – Give more priority to humanitarian principles in all elements of engagement with cooperating partners.	Agreed
Rec 5 – Increase policy awareness, guidance and training opportunities for commercial partners.	Partially agreed
Rec 6 – **Continue investing in and further strengthen** needs assessment and expand the use of needs assessment data.	Agreed
Rec 7 – Strengthen WFP's security capacity in complex emergencies and improve security officers' focus on humanitarian principles and access.	Agreed
Rec 8 – Improve dialogue with donors on humanitarian principles and access, and advocate stronger support for relevant operations.	Agreed

Rec 1 –Strengthen the dissemination and operationalization of the policies on access and humanitarian principles

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the recommendation and formulated five actions that broadly respond to the recommendation. Some of the actions only indirectly respond to the recommendation.
Have the actions of the management response been implemented?	Steps have been taken to implement the actions, some through ongoing activities (training) and some that are difficult to verify (e.g. "making more aware" or "encouraging").

The recommendation is divided into five sub-recommendations focusing on communications and guidance. Management formulated an action for each sub-recommendation, and all actions are marked as "implemented" in R2 (see Annex 1). While the completion date of December 2019 was not met for several of the actions, they were either implemented by the end of 2020, or identified as either not having precise end points ("staff will be made more aware of guidance material") or as having outcomes that do not directly respond to the recommendation. For instance, the action in response to the recommendation to "strengthen communications with host governments" is that "training will encourage country offices to strengthen communication".

Most of the work done in response to the recommendation has been in the area of access. A team focusing on access was created in the Programme – Humanitarian and Development Division (PRO) and has successfully engaged all relevant headquarters functions in a technical and a directors' advisory group on access. Through these groups, a Corporate Approach to Access (CAA) was formulated as a normative statement of access challenges facing WFP and how to approach them. Input was provided by divisions dealing with emergency operations, security, legal issues, supply chain and others. Management highlighted in particular the increased tempo of the technical access cell (including the 14 meetings held to draft and approve the CAA) as a success.

Access issues, as pointed out by key informants, are highly country-specific. Negotiations for access require a high level of diplomacy and flexibility involving all functions at country office level under the leadership of the country director. While country directors are accountable for adherence to the WFP principles of humanity, impartiality, neutrality and operational independence, they also have to negotiate the tensions between these principles and between the principles and the political and security situation in which they operate. Whether the action to "integrate statements that reflect accountability for adherence to

humanitarian principles … in annual assurance statements" is an effective response to the sub-recommendation to "increase the accountability of country directors for policy implementation" can be questioned. The sub-recommendation itself, however, isvague and non-specific.

According to interviewed staff, a corporate approach to access was developed and has since been updated. It is the basis of the work for the technical advisory group that is identifying challenges in humanitarian access in different workstreams and developing guidance on how to approach them. Learning materials to support WFP staff in understanding the trade-offs when operationalizing humanitarian principles in different contexts have been developed and were further upgraded in 2021, such as a revised version of the Access 101 online training that is translated into multiple languages to encourage uptake in the field.

Rec 2 – Increase the priority given to neutrality, impartiality and operational independence relative to access and humanity

Are the actions defined in the management response relevant to the recommendation?	Management did not agree with one of the three sub-recommendations on corporate decisions for complex trade-offs. The responses to the other two sub-recommendations are statements of commitment to strategic and organizational principles, rather than clearly defined actions.
Have the actions of the management response been implemented?	There is evidence that the commitments are being implemented, probably reinforced by the evaluation. The assignment of a short implementation deadline seems inappropriate for such actions.

The recommendation, with three sub-recommendations, was only partially agreed to by management. The first sub-recommendation, ensuring that humanitarian principles are taken into account in new policies and strategies, was implemented in the WFP Protection and Accountability Policy.

Management disagreed with the second sub-recommendation, to identify "triggers" for complex trade-offs between adherence to the principles of neutrality, impartiality and operational independence and the priority of providing assistance to people in need. As already stated in the response to the first recommendation, the trade-offs are too context-specific to identify formal triggers. However, the development of a corporate approach that outlines the access challenges is addressing the issue of trade-offs.

The response to the third sub-recommendation, to increase the coherence among cross-cutting issues of gender, protection and accountability to the affected population, is difficult to assess. There is no metric to assess "enhanced coordination and consolidation". However, the ongoing work of the organization-wide technical and directors' groups on access, the identification of protection as a cross-cutting issue, and the integration of gender issues into WFP's guide on protection, indicate that steps to increase coherence have been taken.

The due-date for the three actions was December 2018, less than one year after they had been identified. This short timeline underlines the fact that the "actions" are statements of orientation that were already part of WFP's policy discourse.

Rec 3 – Strengthen staff competencies on humanitarian principles and access, particularly in complex emergency situations

Are the actions defined in the management response relevant to the recommendation?	Management partially agreed and responded with six statements to the eight sub-recommendations that combine commitments to actions with statements of disagreement or statements that no further action is required. The actions address all agreed sub-recommendations.

Have the actions of the management response been implemented?	The allocation of responsibility of implementation to the Human Resource Division (HRM) was inappropriate. Actions were, nevertheless, implemented by the Programme – Humanitarian and Development Division (PRO), with an extended completion date. Some actions describe ongoing processes, and one of them was marked as ongoing in the R2 database.

Eight sub-recommendations are included under this recommendation, all addressing issues of staff capacity, competence and training on humanitarian principles and access. The six actions of the management response include commitments to additional actions (e.g. to develop e-learning modules), statements of fact that require no further action (e.g. country directors' responsibility for coordination and an adequate corporate structure to support principles and access in Level 3 and Level 2 emergencies), and a statement of disagreement with the recommendation for compulsory training.

The HRM is identified in the management response as the lead unit for implementing actions responding to this recommendation. Most actions, however, were implemented or are currently being implemented under the lead of PRO and with involvement of other functional units and support from WFP's corporate online training specialists through the technical and directors' advisory groups on access.[1] Targeted training programmes for specific functions (e.g. security, and emergency response) are continuously updated, and the issue of humanitarian principles is strengthened in these programmes. Management also highlighted the Gobal Access Webinar event that was held in July 2021 on the importance of and vision for humanitarian access.

According to key informants, the demand on regional humanitarian advisers to advise country programmes on issues of access and humanitarian principles has increased. The directors' advisory group and the technical advisory group are responding to emergency situations in the field, providing guidance on resolving conflicts of humanitarian principles and access. Key informants, however, acknowledged that further improvements are needed for a more systematic flow of information from field level to regional bureaux and WFP headquarters. Efforts for improvements are currently underway in collaboration with PRO , the Emergencies Operations Division (EME)and Security Division (SEC) to create a more systematic and clear flow of information and to enable on humanitarian access issues within WFP as well as within the wider humanitarian ecosystem.

Rec 4 – Give more priority to humanitarian principles in all elements of engagement with cooperating partners

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the recommendation and formulated two actions responding to four sub-recommendations, while not responding to the fifth sub-recommendation.
Have the actions of the management response been implemented?	The actions have been implemented although not within the timeline specified in the management response.

The recommendation has five sub-recommendations, for which two actions were defined in the management response. No action was defined for the first sub-recommendation to exchange good practices with donors.

The first action responded to the second, fourth and fifth sub-recommendations addressing the engagement of WFP with the more than 1,000 NGOs that deliver most of WFP's programmes at field level.

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[1] In interviews, HRM staff stated that the division sees its role in supporting the functional units of the organization in conducting capability assessments and in designing appropriate adult-learning approaches. Each function in the organization assesses staffing needs and capacities according to its own technical requirements and develops and implements its own training programme. Interviews with PRO staff confirmed that HRM had no role in the implementation of the actions.

Interviews with the NGO Unit confirmed that humanitarian principles are integrated into partner selection, evaluation and monitoring. Field-level agreements are reviewed annually to assure any new clauses related to humanitarian principles, access and protection are included. One example cited is a newly strengthened clause on data protection. By the end of 2021, all country offices had adopted a new United Nations partner portal that harmonizes due diligence processes across four United Nations agencies. According to interviewed staff, joint planning and communication with partners has been strengthened.

The second action refers to the sub-recommendation on strengthening WFP's monitoring capacity and links this to the development of a new corporate results framework (CRF). Monitoring systems for field-level activities are increasingly digitalized and have, according to interviewed staff, greatly improved. A digital platform called Partner Connect is being created that will feed monitoring data directly into the country-level monitoring systems. There are still questions about how these data are captured in the CRF. The framework will be revised as part of the adoption of the WFP strategic plan, which will then, according to interviewed staff, allow closure of the action.

Rec 5 –Increase policy awareness, guidance and training opportunities for commercial partners

Are the actions defined in the management response relevant to the recommendation?	Management agreed with two of the three sub-recommendations and disagreed with the sub-recommendation to rely more strongly on WFP transport assets. One action responds to two sub-recommendations while the second sub-recommendation is not linked to any action.
Have the actions of the management response been implemented?	Accounts of activities in response to the commitments are largely descriptions of current practice in commercial partnerships that only peripherally respond to the commitments.

The three sub-recommendations under this recommendation are directed at WFP's work with transport companies and food vendors. The third sub-recommendation for stronger reliance on internal transport assets was not accepted by management. The two agreed actions are the integration of humanitarian principles in the selection and due diligence processes for contractors and the acceptance of costs associated with compliance by WFP.

The process for WFP Supply Chain to incorporate humanitarian principles into the selection and due diligence processes for contractors is ongoing. Currently, as part of the WFP contracting process, the request for quotes includes the minimum-standard set of WFP terms and conditions related to operating in accordance with the humanitarian principles. Furthermore, WFP encourages suppliers to register on the United Nations Global Marketplace (UNGM) platform, and UNGM in turn encourages suppliers to subscribe to the principles of the United Nations Global Compact. The United Nations "Protect, Respect and Remedy" framework is part of this compact, and guidance on how to implement it is provided. By registration of partners on the UNGM, adherence to the United Nations Global Compact is acknowledged, but adherence is not further explored. Registration on the UNGM is also not mandatory, but companies have to submit a declaration of proscribed acts.

Guidance and awareness is being provided to contractors, such as drivers, in a number of WFP operations whereby the context deems it necessary . In addition, future corporate supply chain training provided to SCO staff will include enhanced guidance on ensuring contractors are aware of humanitarian principles and how better to deal with sensitive situations as standard. The implementation of this action is still ongoing, though it is reported as implemented in R2 since December 2019. By July 2021, supported by the Ethics Office, all procurement staff received Ethics training as part of the Food Procurement training, and this incorporated the humanitarian principles.

The second action, the acceptance of cost associated with compliance with humanitarian principles, is not an action but a statement of fact. The status report in R2 does not refer to the action.

Rec 6 – Continue investing in, and further strengthen, needs assessment and the use of needs assessment data

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the four sub-recommendations and formulated a long response summarized in two actions on the R2 database. They are, however, primarily statements of WFP's position and activities relating to needs assessment and data management that are thematically aligned with the recommendations – actions do not directly respond to the recommendation.
Have the actions of the management response been implemented?	In line with the statements of the management response, activity updates recount WFP's progress and achievements in collecting and managing data on needs assessment.

Management responded to the four sub-recommendations with two actions, the first relating to the mapping of vulnerability analyses, and the second to digitalization and big-data management. The first action is marked on the R2 platform as implemented, while the second is still ongoing.

WFP is a global leader in vulnerability mapping through its interactive world hunger map which provides real-time access to data on different vulnerabilities, including those caused by the Covid-19 pandemic. A unique achievement for WFP is the establishment of a system of remote data collection, including in remote and inaccessible areas in 40 countries. Work is ongoing to expand the system to 60 countries. WFP started to build these systems in 2012. By the time the evaluation was conducted, expansion was already well underway.

Food security vulnerability assessments are, for the most part, conducted jointly by the 15 partners of the Integrated Food Security Phase Classification (IPC) group. WFP provides an estimated 70 percent of the data to the system through assessments that are led by WFP but generally done in cooperation with other partners. Famine assessments are not always accepted by governments, but the independent mechanism of the Famine Review Committee assures the publication of verified data. This mechanism also outlines WFP's corporate response to efforts by host governments to influence needs assessment data.

Rec 7 – Strengthen WFP's security capacity in complex emergencies and improve security officers' focus on humanitarian principles and access

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the three sub-recommendations, with a statement on recruitment practice and a commitment to involve security officers more closely in programme activities, but it did not respond to the recommendation to increase resources and improve their contract conditions. The actions only partially respond to the recommendations.
Have the actions of the management response been implemented?	Involvement of security officers in programme activities is being pursued, although their Terms of Reference (ToR) have not changed.

The three sub-recommendations address the role and capacity of WFP's security officers. Management responded with a commitment to fill vacant security positions and to involve security officers in programme design and planning. Management did not respond to the recommendation to provide "sufficient resources and improve contractual conditions" of security officers.

SEC participates in the headquarters' access advisory groups. Interviewed programme staff noted that there has been an increased involvement of security officers in field-level planning of operations in emergency situations. Filling security positions has been a challenge because, according to informants, there is an increasing need for security officers due to an increase in areas of insecurity, while at the same time WFP is becoming less competitive as an employer.

The ToR for security officers were not changed. Nevertheless, the recommendation to involve them in discussions of access was implemented at management and operational levels. There are efforts to recruit

officers with more diverse backgrounds, and SEC is working towards involving field officers in risk management rather than only in responding to threats.

Rec 8 – Engage in dialogue with donors on humanitarian principles and access, and advocate stronger support for relevant operations

Are the actions defined in the management response relevant to the recommendation?	Management agreed with the two sub-recommendations and eight sub-sub-recommendations and responded to some, but not all, with a description of approaches to fundraising and partner contracting although without any clearly defined action. It is thematically aligned but not an actionable response to the recommendation.
Have the actions of the management response been implemented?	The agreement by donors of a partnership contract template with WFP standard clauses can be seen as evidence of acceptance of humanitarian principles. Other achievements in fundraising and contracting are reported, but there is no evidence that they are related to the sub-recommendations issued by this evaluation.

The recommendation on donor relations and funding is provided in the form of two sub-recommendations on donor dialogue and funding, divided into eight operational sub-sub-recommendations. There is some overlap with recommendation 4 on partnerships and recommendation 6 on needs assessment. Management responded with a complex statement about WFP's approach to resource mobilization, which is then repeated more succinctly in a second response together with an assurance that adherence to humanitarian principles is guaranteed in partnership contracts.

Increasing flexible funding and raising more income from non-traditional sources are long-standing objectives of WFP's fundraising strategy. They were taken up in greater detail by the evaluation of WFP funding in 2020. The importance of flexible core funds for WFP to fully meet its commitments to humanitarian principles may have contributed to increased attention given to this issue.

The agreement by donors of a partnership contract template with WFP standard clauses can be seen as evidence of acceptance of humanitarian principles. This, however, seems less explicit than what was committed to in the management response.

Conclusions

According to interviewed WFP staff, the evaluation findings were relevant, and the recommendations contributed to WFP programmes becoming more people-centred and more firmly grounded in humanitarian principles. The most noticeable actions taken in response to the recommendations were of a structural nature, e.g. a reorganization of the PRO. Some of the most visible actions were holistic and difficult to link to just one of the more than 30 sub-recommendations.

Not all sub-recommendations were directly addressed by the 25 actions in the management response. Some of these actions were in fact narratives describing principles and on-going processes rather than commitments to action. At least two of the "actions" were statements of disagreement with the corresponding sub-recommendation.

The actionable management response actions were implemented or were in the process of implementation, generally with progress noted by the review, although the timelines defined in the management response were frequently not met. Assessing progress for those that were less actionable was frequently not possible.

Annexes

Annex 1: Recommendations and Actions

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
Recommendation 1: Policy dissemination		**Agreed**		
Strengthen the dissemination and operationalization of the policies on access and humanitarian principles: • Develop and compile short versions of the policies and ensure their integration into core institutional guidance. • Share guidance and training materials more widely and adapt them to specific contexts where necessary. • Increase the accountability of country directors for policy implementation. • Strengthen communications on the humanitarian principles with host governments, de facto authorities and communities. • Clarify outstanding policy issues in new guidance and training.	Programme – Humanitarian and Development Division (PRO)	1.1 Short versions of the policy documents will be developed and integrated into other corporate guidance materials, including those for emergency field operations, the Integrated Road Map, enterprise risk management and emergency preparedness and response.	Not applicable December 2019 **Closed**	**Implemented** Humanitarian principles and access policy issues are covered in the online protection manual of WFP. Additional policies are being covered as they are approved.
	PRO	1.2 Guidance materials and direct support to operations will include clearer advice to country offices on when and how to raise issues related to complex trade-offs with regional bureaux and headquarters. Corporate decisions on complex trade-offs are too context-specific to allow the establishment of triggers.	Not applicable December 2019 **Closed**	**Implemented** A Technical and a Directors' Group on access at headquarters level is actively supporting country offices on context-specific issues of access.
	PRO	1.3 Statements that reflect accountability for adherence to humanitarian principles and implementation of access policies will be incorporated into the annual assurance statements issued by country directors.	Not applicable December 2019 **Closed**	**Implemented** The statements are incorporated.

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
	PRO	1.4 The guidance and training disseminated will encourage country offices to strengthen their communications on humanitarian principles with various stakeholders.	Not applicable December 2019 **Closed**	**Implementation cannot be assessed** This is a wish rather than an actionable statement. Two on-line courses on access are available for all staff on WeLearn. The first is currently being revised to reflect latest thinking on humanitarian principles.
	PRO	1.5 Outstanding issues with regard to the policies, such as engagement with non-state armed groups, will be clarified and incorporated into existing and new guidance and training materials.	Not applicable December 2019 **Closed**	**Implemented** New policies, e.g. on protection, have been adopted, and guidance documents are being updated.
Recommendation 2: Prioritization of principles		**Partially agreed**		
Put in place measures to increase the priority given to neutrality, impartiality and operational independence relative to access and humanity: • Ensure that humanitarian principles are taken into account in the development of other policies and strategies. • Identify triggers necessitatingcorporate decisions on complex trade-offs. • Increase the coherence of efforts relating to cross-cutting issues, such as gender, protection and accountability to affected populations.	PRO	2.1 Future policies and strategies will take humanitarian principles into account.	Not applicable December 2018 **Closed**	**Implemented** This is a statement of intention that has been met, e.g. by the Policy on Protection and Accountability.
	PRO	2.2 Guidance materials and direct support to operations will include clearer advice to country offices on when and how to raise issues related to complex trade-offs with regional bureaux and headquarters. Corporate decisions on complex trade-offs	Not applicable December 2018 **Closed**	**Implemented** While triggers were not defined (and not agreed to by management), the issue of trade-offs is continuously addressed by a technical working group, and support in

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
		are too context-specific to allow the establishment of triggers.		relation to issues of trade-offs is being provided to country offices.
	PRO	2.3 Coherent actions to address cross-cutting issues will be ensured through enhanced coordination and consolidation at the central, regional and country levels.	Not applicable December 2018 **Closed**	**Partially implemented** Several steps to increase the coherence of WFP's approach to cross-cutting objectives have been taken, although it is difficult to assess whether they have resulted in "enhanced coordination".
Recommendation 3: Staff capacity		**Partially agreed**		
Considerably strengthen staff competencies on humanitarian principles and access, particularly in complex emergency situations: • Provide standard, mandatory induction, including on access and humanitarian principles, to all WFP personnel. • Develop tailored training modules on humanitarian principles and access for existing training, including compulsory online courses. • Strengthen mentoring, continue supporting the Centre of Competence on Humanitarian Negotiation (CCHN) and enable the deployment of experienced national staff. • Assign operational responsibility for issues relating to humanitarian principles and access to a field	PRO	3.1 E-learning modules on humanitarian access will be developed and included on WFP learning platforms. A training course on access, which includes adherence to humanitarian principles, has been finalized and is being offered to regional bureaux and country offices. Modules on humanitarian access and principles will be inserted into all relevant WFP training programmes.	Not applicable March 2021 **Closed**	**Implementation ongoing** Online courses have been developed and are available on WeLearn. They were further upgraded in 2021, e.g. a revised version of the Access 101 online training is being translated into multiple languages to encourage uptake in the field. Furthermore, in 2021 the Humanitarian Access Challenge online module was developed. A video game in which access can be practised in different scenarios is also

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
management position reporting to the country director: • Facilitate peer exchanges. • Include humanitarian principles and access in the Terms of Reference (ToR) for all regional humanitarian advisers. • Ensure adequate field capacity for analysing and documenting principled access issues in Level 3 and Level 2 emergency responses. • Ensure compliance with programme criticality processes.				available. Development and roll-out of learning materials is an ongoing process, and current projects are Emergency Programing and Conflict Sensitivity and Peace Building.
	PRO	3.2 Training materials will target specific groups of staff but will be available to all staff members and their use will be encouraged throughout WFP. They will not, however, be made compulsory for all staff.	Not applicable December 2019 **Open**	**Progress noted** Training materials for security have integrated humanitarian principles. Currently basic training for programming in emergencies is being developed in which humanitarian principles will be highlighted and clarified. Reference is also made to the Access 101 training course mentioned above.
	PRO	3.3 WFP will strengthen peer exchanges and its overall cooperation with the CCHN through the secondment of a senior adviser to the CCHN and the participation of WFP staff in events, workshops and the CCHN fellowship programme.	Not applicable March 2021 **Closed**	**Implementation ongoing** WFP has a strong presence in the CCHN and has seconded a senior staff member to the Centre. Over 300 WFP staff in headquarters, regional bureaux, country offices and field offices have benefited

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
				from CCHN training. This is an ongoing activity.
	PRO	3.4 Adherence to humanitarian principles and implementation of access policies will be included in the ToR for regional humanitarian advisers. Mentoring on the principles and access will also be included in the ToR for staff members on temporary deployment.	Not applicable December 2019 **Open**	**Implemented** Humanitarian advisers have been deployed to all regional offices with a holistic mandate to support people-centred and rights-based programming (including access, protection and humanitarian principles).
	PRO	3.5 Responsibility for coordinating humanitarian access and principles already rests with country directors and/or emergency coordinators.	Not applicable March 2021 **Open**	**Implementation cannot be assessed** This is not an action but a statement of fact and in disagreement with the recommendation.
	PRO	3.6 While capacity for analysing and documenting issues concerning the principles and access in Level 3 and Level 2 emergencies could be improved, the current corporate structure for addressing such challenges – the director-level advisory group on access and its technical access cell – is deemed adequate for ensuring coordination and support throughout WFP. Guidance on programme criticality will be strengthened in order to promote compliance.	Not applicable March 2021 **Closed**	**Partially implemented** PRO confirms that the technical and directors' advisory groups on access assure that access issues in emergencies are systematically reviewed. However, there are still issues with the information flow from the field. Efforts to improve this are currently underway in collaboration with

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
				the Emergency Operations Division.
Recommendation 4: Partnership – cooperating partners		**Agreed**		
Give greater priority to humanitarian principles in all elements of engagement with cooperating partners: • Exchange with donors regarding good practice. • Integrate humanitarian principles into standardized partner selection and due diligence, field-level agreements, assessment and training. • Strengthen WFP's monitoring capacity. • Better define the standards expected of partners for accountability to affected populations. • Improve joint planning and communication with partners, including on risks.	Programme and Policy Development Department (PD)	4.1 Principled humanitarian action and accountability to affected populations are included in the due diligence process for selecting partners and will be further highlighted in field-level agreements and strengthened throughout the programme cycle, including through joint planning and communications.	Not applicable December 2019 **Closed**	**Implemented** The action has been fully implemented and further progress has since been made by the establishment of a United Nations partner portal that will harmonize due diligence processes across four United Nations agencies.
	PD	4.2 WFP's own monitoring capacity will be improved and increased in line with the new corporate results framework (CRF) and performance indicators.	Not applicable March 2021 **Closed**	**Partially implemented** Field-level monitoring capacity has improved. PRO has also proposed that a high-level commitment on inclusive community engagement be included in the new CRF.
Recommendation 5: Partnership – commercial partners		**Partially agreed**		
Increase policy awareness, guidance and training opportunities for commercial partners: • Provide guidance and training on how to handle sensitive situations.	Supply Chain Operations Division (SCO)	5.1 Humanitarian principles will be fully integrated into the selection and due diligence processes for contractors, with guidance and training on how to handle sensitive situations provided as required.	Not applicable December 2019 **Closed**	**Implementation ongoing** The RfQ includes the minimum standard set of WFP terms and conditions related to operating in accordance with the humanitarian principles.

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
• Require reports on humanitarian principles and accept costs linked to compliance with humanitarian principles where necessary. • Where there are risks in relation to compliance with humanitarian principles, rely more strongly on WFP transport assets and staff.				Guidance and awareness is being provided to contractors such as drivers in a number of WFP operations. Future trainings provided to WFP supply chain staff will include enhanced guidance on ensuring contractors are aware of humanitarian principles and how to better deal with sensitive situations.
	SCO	5.2 WFP accepts the costs associated with compliance with humanitarian principles.	Not applicable December 2019 **Closed**	This is not an action but a statement of fact.
	SCO	5.3 WFP pursues a policy of relying on the local economy and capacity for its transport operations wherever possible and appropriate, rather than importing its own assets or staff.	Not applicable December 2019 **Closed**	**Not agreed and not implemented** The sub-recommendation was not accepted.
Recommendation 6: Needs assessment		**Agreed**		
Continue investing in, and further strengthen, needs assessment and the use of needs assessment data: • Continue investing in vulnerability analysis and mapping. • Develop a coherent corporate position on how to react when host governments seek to significantly challenge or influence needs assessment data.	PD	6.1 Development of new guidance to support vulnerability analysis and mapping capacities.	Not applicable December 2019 **Closed**	**Implemented** WFP is a global leader in vulnerability assessment and continues to work with partners to increase the scope and quality of its data collection, analysis and presentation.

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
• Work more actively with the Food Security Cluster to track and document sector coverage of needs. • Use partner data more actively for triangulation	Public Partnerships and Resourcing Division (PPF)	6.2 The Private Sector Partnerships Division is working with existing and prospective private sector partners such as Tableau, Facebook, Cisco and Google on WFP's priority actions to strengthen its capacity in managing big-data challenges. This work includes strengthening the digital identification of beneficiaries, mapping and data collection, connectivity and communications solutions.	Not applicable February 2021 **Open**	**Progress noted** There is evidence that WFP has achieved much progress in managing and presenting big data on vulnerabilities. Progress has been accelerated by the need to rely increasingly on remote monitoring during the Covid-19 pandemic.
Recommendation 7: Security		**Agreed**		
Strengthen WFP's security capacity in complex emergencies and improve security officers' focus on humanitarian principles and access: • Continue to prioritize filling security positions in complex emergencies, including by providing sufficient resources, and improve contractual conditions to strengthen retention of security staff. • Adapt ToR for field security officers. • Engage WFP's security capacity on operations and programme design.	Security Division (SEC)	7.1 WFP gives very high priority to filling security positions, and there are fewer vacant posts in security than in any other functional area. When posts are vacant, temporary solutions and staff are put in place.	Not applicable December 2021 **Open**	**Progress noted** The activity is being pursued, but there are challenges due to increasing demand and a tight labour market.
	SEC	7.2 ToR for security officers will be adapted to encourage and support the officers' engagement in the design and planning of programmes and the implementation of operations.	Not applicable December 2019 **Closed**	**Partially implemented** The ToR have not been changed but field security staff is increasingly involved in programme discussions on risk mitigation.
Recommendation 8: Donor relations and funding		**Agreed**		
8a) Increase and regularize the dialogue with donors on humanitarian principles and access, and strengthen principled financing:	Public Partnership and Resourcin	8.1. In high-profile emergency responses and other humanitarian situations, WFP country offices will engage with the donor community on issues related to	Not applicable December 2020 **Closed**	**Implementation cannot be assessed** The recommendation underlines WFP's needs and

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
• Improve the overview of global and country-level coverage of needs for advocacy with donors. • Hold regular high-level dialogue with donors on their support for principled response. • Establish criteria for rejecting funding when conditions conflict with humanitarian principles. • Use flexible funding strategically in high-risk settings where coverage is low. • Strengthen non-government funding sources. 8b) Advocate for stronger support for all the facets of WFP operations that are critical for principled access, including: • application of the Good Humanitarian Donorship commitments and funding according to need; • more unconditional funding; and • engagement with WFP on programme criticality, acceptable risk and resources needed to mitigate risks.	g Division (PPR)	humanitarian principles and access. WFP's current approach to partnerships includes increasing the visibility of needs, diversifying its funding sources and entering into dialogue with a range of partners in order to increase flexible and predictable funding to support operations in all situations. WFP's updated programmatic and financial architecture provides opportunities for securing more predictable funding – especially in the form of multi-year contributions – enabling the long-term, consistent and continuous investments that are necessary in order to reduce humanitarian losses and strengthen community resilience over time. Non-earmarked funds are allocated by the Strategic Resources Allocation Committee on the basis of corporate priorities and established processes. Through its new private sector partnership and fundraising strategy, WFP is actively engaged in efforts to strengthen funding from non-government sources.		supports its efforts to diversify funding sources and increase its income from non-earmarked funding. Actions in this sense cannot be specifically linked to this recommendation.
	PPR	8.2 Every partner must provide WFP with a written guarantee – based on the partnership contract template developed by WFP's Legal Office – that it will adhere to	Not applicable December 2020 **Closed**	**Partially implemented** Adherence to humanitarian principles is integrated into the standard template for all

Recommendations	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
		humanitarian principles in conducting its business. Increasing unconditional or flexible funding is the focus of PGP's new strategy.		partnership contracts in terms of acceptance of WFP's rules and regulations. This seems less explicit than what was committed to in the management response.

* According to R2 database 29/03/2021

Annex 2. Abbreviations and Acronyms

CAA	Corporate Approach to Access
CCHN	Centre of Competence on Humanitarian Negotiation
CRF	Corporate Results Framework
HRM	Human Resources Division
IPC	Integrated Food Security Phase Classification
PD	Programme and Policy Development Department
PPF	Private Partnership and Fundraising Division
PPR	Public Partnership and Resourcing Division
PRO	Programme – Humanitarian and Development Division
R2	Risk and Recommendation Tracking System
SCO	Supply Chain Operations Division
SEC	Security Division
UNGM	United Nations Global Marketplace

Annex 3. Persons Interviewed

Aitor Maguna	Chief, Career Management, Human Resource Division (HRM)
Aldo Spaini	Senior Government Partnership Officer, Public Partnerships and Resourcing Division (PPR)
Anne-Laure Duval	Head of Protection Unit, Programme – Humanitarian and Development Division (PRO)
Arif Husein	Chief Economist and Director, Research, Assessment and Monitoring Division (RAM)
David Kaatrud	Director, Programme – Humanitarian and Development Division (PRO)
Ellen Wielezynski	Global Technical Adviser, NGO Unit, Programme and Policy Development Department (PD)
Gabrielle Duffy	Senior Evaluation Officer, Office of Evaluation (OEV)
Jesse Wood	Head, Field Support Unit, Programme – Humanitarian and Development Division (PRO)
Maria Montalvo	Director, Security Division (SEC)
Rebecca Richards	Head, Peace and Conflict Unit, Programme – Humanitarian and Development Division (PRO)

Annex 4. Documents Consulted

Executive Board documents

"Management response to the recommendations deriving from the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts for the period 2004–2017" (WFP/EB.A/2018/7-C/Add.1).

"Summary evaluation report on WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017" (WFP/EB.A/2018/7-C).

Non-Executive Board documents

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