



World Food Programme

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WFP Conflict Sensitivity Mainstreaming Strategy

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Introduction

Deep into the twenty-first century, conflict remains the leading driver of food insecurity globally, while hunger is increasingly used as a weapon of war. It is estimated that in 2021 70 percent of people facing Integrated Food Security Classification (IPC) Phases 3 or above lived in conflict-affected countries, while all seven countries where famine-like conditions pervade in 2023 are experiencing high levels of conflict. Even societies that have emerged from armed conflict continue to suffer from fragile institutions; poor service-delivery capacity for basic needs; and frequently relapse into conflict.

WFP operates in many contexts where its operations risk becoming caught up in political and military dynamics, inadvertently exacerbating the very conflicts it seeks to mitigate. To minimize this risk, WFP committed to a “conflict sensitive” (CS) approach in its latest Strategic Plan.

The strategy is also relevant to WFP’s cooperating partners (CPs), as well as donors and host governments. By identifying context-specific risks and mitigation measures that enable WFP to deliver programmes in a safe, effective and principled manner, CS is central to WFP’s accountability and assurance, particularly in complex operational environments.



**CONFLICT SENSITIVITY (CS)
REFERS TO WFP’S ATTEMPTS TO:**

- 1) understand the context** it operates in;
- 2) understand the interactions** between its interventions and that context;
- 3) use this knowledge** to minimise negative impacts and maximise positive impacts on conflict

In response to this global context, this Conflict Sensitivity Mainstreaming Strategy focuses on mainstreaming CS across the organization.¹ The strategy is relevant to WFP employees at all levels and across all functional areas. It provides clear pathways for WFP leadership and management to mainstream CS into their respective areas of responsibility. Along with an accompanying toolkit, the strategy also provides technical direction for operational and programmatic staff on the use of a CS “lens” to identify and address risks to improve WFP’s programmes and operations.



¹ In line with the recommendations of the [2023 Evaluation of the Policy on WFP’s Role in Peacebuilding in Transitions Settings](#), the focus of this strategy is on CS and not on WFP’s Contributions to Peace or the Humanitarian-Development-Peace Nexus.

1. The Problem Statement – The Need for Conflict Sensitivity

1.1 WFP’s operational environment

Conflict/insecurity remains the greatest driver of food insecurity globally. Contemporary conflicts are increasingly complex, often with a multitude of state, non-state and international actors exercising varying degrees of control over humanitarian action. WFP frequently brings significant resources into these complex settings, making it an influential actor but also generating considerable CS risks. WFP does not operate in a vacuum: when aid is delivered in conflict settings, it unavoidably impacts political, social, economic and military dynamics, having both positive and negative effects. The links can be direct, such as when aid is captured and used to support war efforts; or more nuanced and indirect, such as when aid reinforces inequality. CS can help counter this phenomenon by identifying and mitigating such risks. Crucially, CS is essential in all WFP operating environments to avoid exacerbating latent or overt tensions, including in contexts where there is no open conflict.



1.2 WFP’s Commitments to CS

CS has a very strong normative framework within WFP. The 2013 policy on [WFP’s Role in Peacebuilding in Transitions Settings](#) notes that “the manner in which food assistance is delivered can exacerbate or lessen tensions...”. The policy commits WFP to ensuring that “at a minimum, all food assistance programming... should take care not to further exacerbate instability or create new sources of tension.” The scope of WFP’s interventions has expanded significantly since 2013, as WFP has taken up service provision, expanded its cash portfolio and continues to serve the wider humanitarian community through the clusters it co-leads. The CS Strategy covers all types of WFP interventions. In 2019, WFP’s commitment to CS was reinforced when it adhered to the OECD [DAC recommendation on the Humanitarian-Development-Peace Nexus](#) (HDP nexus) which commits WFP to ensure that “all interventions are, at a minimum, conflict sensitive...” and are based on solid conflict analysis.

WFP’s 2022-2025 Strategic Plan acknowledges that WFP’s programming can create risks. The Strategic Plan makes a number of commitments to CS, including linking it to the humanitarian principles,² recognising CS as a vital component of the cross-cutting priority on Protection and Accountability: **“WFP will mainstream conflict sensitivity throughout the organization, increasing its capacity to understand the contexts in which WFP works and the deliberate and inadvertent impact of its interventions on those contexts.”** The [WFP Protection and Accountability Policy \(2020\)](#) also commits WFP to “do no harm”, including by avoiding exacerbating conflict/tensions. Furthermore, the recommendations arising from the 2022 independent [Evaluation of WFP’s Peacebuilding Policy](#), which were accepted by WFP management and endorsed by the Executive Board, emphasised the critical importance of CS to WFP programming and the need for CS to be enhanced across the organization.

² Humanity, Neutrality, Impartiality and Operational Independence are the core Humanitarian Principles underpinning all of WFP’s work. Please see [The Values That Drive Us](#).

1.3 Common CS risks facing WFP identified in evaluations



TARGETING: The shift from blanket to targeted assistance frequently raises CS concerns in conflict contexts where specific identity groups often face marginalisation/structural inequalities. When vulnerability aligns with identity, targeting the most food insecure can inadvertently coincide with existing divisions, increasing tensions and jeopardising perceptions of WFP's neutrality and impartiality. A review of 26 evaluations (2012-2020) identified CS risks related to targeting as the most common CS risks facing WFP. A number of more recent CS assessments also highlighted a lack of understanding of how WFP targeting inadvertently aligns with identity.



POLITICIZATION OF AID: Several evaluations highlighted CS risks associated with host governments, noting that, at times, they exert too much control over operations and/or humanitarian access, particularly when they are parties to conflicts. Governments, de facto authorities or other gatekeepers may take credit for aid; use aid to enhance their legitimacy or strengthen their patronage networks; or even use aid as a tool for controlling population movements. The influence of donors on WFP's operations was also highlighted in the [2018 Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts](#) which found that coverage of food security needs was highly uneven at the global level, with donor earmarking of funds and counter terrorism measures restricting WFP's ability to reach those most in need on an equitable basis.



WEAPONIZATION OF AID: WAid can be manipulated for strategic aims when controlled/influenced by security forces or non-state armed groups (NSAGs). This weaponization of aid was recognized in [UN Security Council Resolution 2417](#) which addresses the use of starvation as a military strategy, including siege tactics and the deliberate obstruction of aid. Vital infrastructure needed for the delivery of aid can also be used to serve military interests. Therefore, the CS Strategy specifically addresses WFP's relations with host governments and de facto authorities as well as donors. The strategy also aligns with forthcoming corporate guidance on engaging with NSAGs.



WAR ECONOMIES: WFP operations bring significant resources into impoverished contexts, not only in the form of stock but also in the form of contracts for procurement, transport/logistics, rent etc. Where vendors and suppliers have links to parties to conflicts, this can lead to diversion and "leakage" into war economies. The [2018 Humanitarian Principles and Access in Humanitarian Contexts](#) evaluation found that WFP lacks understanding of its impact on war economies.



STAFFING: WFP's hiring practices may also reinforce exclusion by inadvertently recruiting disproportionately from certain groups. Unbalanced workforces in unstable contexts can raise significant CS risks for WFP, including around community acceptance, perceived biased influence over strategic decision making, and the failure to hear, and account for, different perspectives.

1.4 The Benefits of a Conflict Sensitive Approach

CS is a cross-cutting issue that enables WFP to better tailor its interventions to the contexts it operates in. By minimizing the risks of contributing to conflict/tensions, CS can help prevent the inadvertent creation of further humanitarian needs, as well as protect WFP from reputational risks when decision making often means choosing the least bad option. CS enhances the impact of programming as it prevents hard-won food security and nutrition gains from being undermined. CS also supports community engagement, acceptance and access by promoting the perception of WFP as a trustworthy actor who adheres to the HPs and avoids becoming caught up in conflict dynamics. Adopting a CS approach is central to meet WFP's commitments to support complementary and coherent humanitarian, development and peace interventions (the HDP nexus). The CS Strategy sets out how WFP can increase the conflict sensitivity of its programmes, operations and staff.

2. Where are we now? What are the key issues to address?

2.1 Assessment and Analysis

A. CONFLICT ANALYSIS AND CS ASSESSMENTS

A [review of 26 WFP evaluations](#) conducted between 2012 and 2020 identified a dearth of conflict analysis across WFP. Numerous evaluation recommendations urged WFP to improve its conflict analysis, in line with its commitment in the 2013 Peacebuilding Policy. However, in recent years, there has been a major increase in conflict analysis and CS risk assessments: since 2019 a total of 28 analyses have been conducted or are under way in 22 country offices (COs), demonstrating a strong and growing appetite within WFP for such analysis. The formation of CO-based conflict analysis forums offers a valuable model for rolling analysis which feeds directly into decision making. For example, the South Sudan CO has set up a standing Conflict, Security and Access Team; while the Libya CO has established a cross-functional conflict analysis and CS risk analysis working group. WFP's Environmental and Social Safeguards Framework (ESSF) also encourages the screening of field-level agreements (FLAs), memorandums of understanding (MoUs) and contracts for environmental and social risks, including CS risks.

B. PROCESSES, GUIDANCE AND TOOLS

A comprehensive corporate guidance note on [Conflict Analysis and CS Risks Assessment](#) is available and a broader analysis toolkit is under development, including data collection tools and programme-specific risk assessments.

A significant gap remains in the gathering of data for targeting purposes, as WFP does not purposefully collect data relating to identity (ethnicity, language, religion, tribe, etc.) during food security or vulnerability assessments.

No other data sets used by WFP (internal or external) are routinely analysed to understand if specific groups receive a disproportionate amount of aid or, conversely, are excluded. Identity-related data should be collected as part of context/conflict analysis and made available to feed into targeting processes and risk management tools, while adhering to corporate safeguards around the collection, management and sharing of personal information.³

C. DOCUMENTING CS RISKS

While macro-level CS risks are occasionally found in corporate risk registers, the granular risk analysis required for CS programming needs to be better captured in existing WFP risk management processes. COs have used a range of supplementary approaches to document and manage CS risks, including developing field-level or programme-specific corporate risk registers; conducting regular, cross-functional conflict analyses; and convening CS working groups to review and oversee risk management. More systematic approaches would ensure better accountability and application.⁴

2.2 Capacity building and workforce planning

D. SPECIALIST CAPACITIES WITHIN WFP

As interest in CS has grown, WFP has begun investing in its own technical capacities. In addition to a small team of specialists in HQ, five regional bureaux (RBx) and seven COs have established Peace and Conflict Advisor positions. The remaining RB has appointed an experienced focal point for CS. While this is encouraging, more capacity is required given the number of operations facing significant CS risks.

³ For more on Targeting see section Q - Strategic Planning and Readiness - below

⁴ See section S - Monitoring, Evaluation & Learning - below

E. BUILDING CAPACITY ACROSS EXISTING PROFILES WITHIN WFP

WFP established a Peace and Conflict (P&C) Community of Practice (CoP) in 2021, reaching over 50 colleagues in 27 COs and six RBx, all of whom engage in CS and/or Contributions to Peace (CtP). This has led to significant exchange of knowledge. Some capacity building at CO level has been delivered by the P&C roles, but this remains small-scale and ad hoc; and while CS is included in some training, such as the Programme Learning Journey, these efforts are insufficient to ensure widespread technical capacities for the identification and management of CS risks. A new introductory capacity building resource has been developed for WeLearn. The CS Strategy will promote the development of CS capacities across WFP, balancing the need to add technical expertise with a concerted effort to increase understanding and application of CS principles across a range of existing functional areas.⁵

F. PARTNERSHIPS

WFP has established several corporate partnerships to strengthen its approaches to operating in conflicts, including with the Stockholm International Peace Research Institute and the International Crisis Group. At CO level, a range of partnerships have been developed with local and international peacebuilding and research agencies, universities and think tanks, helping COs to better understand the contexts they work in; assess CS risks and CtP opportunities; and build institutional capacities. The CS Strategy promotes WFP's engagement in these partnerships, which build capacities to accelerate the roll-out of CS.⁶



In **DRC, Afghanistan and Northern Nigeria** partnerships have been established with **Search for Common Ground**, who conduct regular 'conflict scans', including for possible CS risks, as part of a large resilience programme.

In **Mozambique** WFP has partnered with a local university to undertake an institutional capacity assessment for CS across policies, strategies, human resources, procurement and knowledge management/learning.

In the **Philippines**, WFP partnered with **Forum ZFD** to understand the impact of its programmes on the conflict in Mindanao. In **Libya** the WFP CO engaged **Peaceful Change Initiative** to conduct an external review of the mission's CS.

Elsewhere, in **South Sudan, Sudan and Libya**, WFP engages with ad hoc, inter-agency forums and institutions established specifically to examine context-specific CS risks arising from humanitarian action.



⁵ See section U - Workforce Planning and Capacity Strengthening - below

⁶ See section W - Analysis and Research Partnerships - below

2.3 Relationships with Cooperating Partners, Vendors and Host & Donor Governments

G. COOPERATING PARTNERS

CS considerations regarding CPs largely relate to the following two aspects:

- a) What is the CP's capacity to analyse conflict and to identify and mitigate CS risks?
- b) Who are the staff? What are their biases? Are they linked to the conflict in any way?

During the current FLA negotiation process (FLA), CPs are screened to check whether parties are on the UN sanctions lists and if they have the human resources and financial capacity to undertake the proposed programme. While their acceptance within the local community is considered, it can be difficult to ascertain if/how a potential partner fits into the local political economy. The existing CS capacities of CPs vary tremendously across the globe. In some cases, CPs are much further advanced in their understanding and application of CS, while others require WFP's support to integrate CS.⁷

H. VENDOR SELECTION

While WFP is careful to screen potential vendors against sanctions lists, current due diligence processes do not assess CS risks associated with vendors or what role, if any, suppliers play in conflict dynamics. This has become increasingly relevant given WFP's emphasis on local/regional procurement for food, and for logistic, financial, security and administrative services. The development and piloting of enhanced CS screening processes for vendors/suppliers will be a critical step to address these risks.⁸

I. HOST GOVERNMENTS

Host governments have a very significant influence on WFP's ability to adhere to the HPs. This dynamic frequently leads to some of the most significant CS risks facing WFP: raising ethical dilemmas and forcing COs to make hard decisions regarding trade-offs between the HPs.⁹ This is a particularly pressing issue where WFP operates in contexts with "new regimes" (i.e. following sudden changes in the political context) or de facto authorities. The HPs are the foundation for WFP's relationships with host governments and should be promoted, explained and defended by COs.

J. DONOR GOVERNMENTS

Many of WFP's donors are governments who may have political interests in the conflicts in areas where WFP operates. In some contexts, this can create dilemmas for WFP. In particular, the earmarking of funding can affect impartiality, while counter-terrorism restrictions can affect neutrality. In other contexts, donors can offer welcome support in the form of humanitarian diplomacy. This CS Strategy supports existing efforts to promote the application of all four humanitarian principles with a focus on host and donor government relationships.¹⁰



7 For more on CP Selection and Management see section Q - Strategic Planning and Readiness - below

8 For more on Vendors and Suppliers see section Q - Strategic Planning and Readiness - below

9 For more on Host Government Relations see section Q - Strategic Planning and Readiness - below

10 For more on Donor Relations see section Q - Strategic Planning and Readiness - below

3. What WFP will do

3.1 The vision

Through implementation of this strategy, WFP will both minimise the negative effects of its programming, operations and presence on affected peoples, communities and conflict dynamics; and capitalise on opportunities to make positive impacts.¹¹

K. SCOPE OF ENGAGEMENT

Achieving WFP's CS goals will require the engagement of all functional areas in WFP at all levels, from field and country offices to RBx and HQ. It will require both building dedicated institutional capacities and mainstreaming CS approaches/considerations into existing policies, processes and systems across programmes and operations, and in external relations (CPs, vendors, host and donor governments, sister agencies etc.). Critically, the mainstreaming of CS requires a change of culture and mindset within the organization.

L. ROLES AND RESPONSIBILITIES

COs will be accountable for mainstreaming CS at the operational level, while RBx will take responsibility in their respective regions for supporting and enabling COs to mainstream CS into operations and programmes. At HQ, the programme division (PD) will provide normative leadership, sector-alignment and tools and guidance. PD will also coordinate efforts at the corporate level, working in close cooperation with relevant divisions/units, and provide technical capacities to support RBx and COs as needed.

M. APPLICABILITY AND SEQUENCING

CS is essential in all WFP operations where programming can negatively impact overt or latent tensions. This can include COs that do not have large-scale food assistance or emergency programming, COs with a focus on life-changing assistance; and COs which work directly with host authorities. However, to make maximum progress where it is most needed, a sequenced approach to mainstreaming CS is recommended, prioritising WFP's most significant and high-risk operations informed by corporate emergency classifications and early warning systems such as the [Global Operations Response Plan](#); the [Corporate Alert System](#); the [Emergency Activation Protocol](#); and the recent screening exercise of high-risk COs.¹²

N. PROGRAMME CYCLE AS A MAINSTREAMING FRAMEWORK

The activities contained in this strategy have been framed around WFP's programme cycle to provide a clear picture of their application in operations, and are applicable at the CO, RBx and HQ levels:

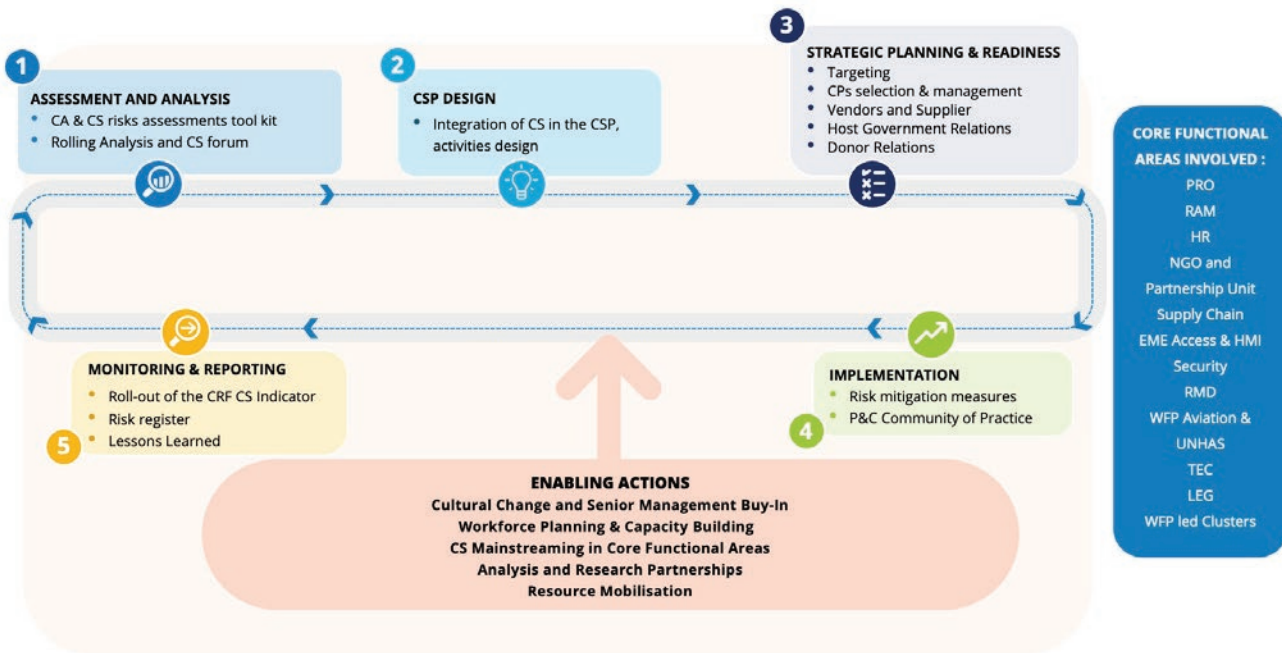
1. Assessment & Analysis
2. Country Strategic Plan (CSP) design
3. Strategic Planning & Readiness
4. Implementation
5. Monitoring, Evaluation and Learning

A final, sixth section outlines the "enabling actions" that will be required, largely at a corporate level, to achieve the CS Strategy's goals.

¹¹ For the purposes of this strategy "affected peoples" refers to all people affected by a crisis, directly or indirectly, beneficiaries and non-beneficiaries.

¹² The corporate screening of high-risk countries in 2023 compiled a list of 31 countries for corporate scale-up or attention: Afghanistan, Bangladesh, Myanmar, Pakistan, Algeria, Egypt, Lebanon, Libya, Palestine, Syria, Ukraine, Yemen, Burkina Faso, Cameroon, Central African Republic, Chad, Mali, Niger, Nigeria, DR Congo, Madagascar, Mozambique, Zimbabwe, Ethiopia, Somalia, South Sudan, Sudan, Uganda, Colombia, Guatemala, Haiti.

Programme Cycle Management



3.2 Integrating Conflict Sensitivity into WFP's Programme Cycle

Since 2019, guidance, tools and training on CS have been developed, providing a framework for CS programming in WFP, including [minimum standards for conflict sensitivity](#), guidance for [conflict analysis and CS risk assessment](#), a [range of introductory topic guides](#), [integration of CS into CSP guidance](#) and an [introductory online capacity building package](#). The minimum standards set out the minimum requirements necessary for WFP to integrate CS at all stages of the programme cycle. The standards will be updated in Q4 2023 to reflect the findings of the 2022 evaluation of the 2013 Peacebuilding Policy – including on how to amplify the voices of affected people in context and conflict analysis. While the existing CS toolkit is comprehensive, and will be added to in the near future, it is important to remember that there is no one-size-fits-all approach to mainstreaming CS at the operational level. Flexibility is required and encouraged to respond to emerging CS risks and implement mitigation measures that are appropriate for specific contexts and capacities. The approach outlined below provides both a corporate model and a clear pathway for COs, RBx and HQ to enhance CS.

0. ASSESSMENT & ANALYSIS

Significantly scaling up conflict analysis and CS risk assessments within WFP is critical for effective programming, strengthened risk management and, ultimately, for better results for those WFP serves. Such analysis can be stand-alone, integrated into cross-cutting analyses or complementary to vulnerability/needs assessments, depending on context; and may be undertaken “in-house” or conducted by external partners. [Guidance and tools](#) are available to support CO's in conducting [conflict analysis and CS risk assessments](#).

CORPORATE LEVEL: Conflict analysis and CS will be integrated into new and existing assessments and processes at the corporate level at different stages of programmatic and operational decision making. For example, an Integrated Cross-Cutting Context Analysis and Risk Assessment (I-CARA) corporate tool kit has been developed that identifies risks and mitigation measures relating to protection, AAP, gender, CS, disability inclusion (DI), indigenous people and Protection from Sexual Exploitation and Abuse. The toolkit can act as a screening tool to raise red flags and highlight where deeper analysis is needed. Developed in 2023, and already in use within several COs, the toolkit includes primary data collection tools to guide COs in their engagement with communities and to make sure the voices of affected people and local actors are central to the analysis.



Priority will be given to working with responsible teams to appropriately mainstream CS into WFP's assessment processes and tools, including by complementing RAM's quantitative surveys with CS qualitative data and by integrating CS into EME early warning and corporate alert systems. Joint work with relevant teams on programme/activity/modality-specific CS analysis is already under way with the School Based Programming and Social Protection teams, and will be expanded to other programmatic areas (e.g. airlifts, Food For Assets, Resilience, Emergencies or Cash Based Transfers).¹³ Corporate approaches will be developed on how internal CS forums (see 2.1.) can be established. Where CO capacities are limited, RBx and HQ can provide support, including by leveraging appropriate external partners to support with conflict/context analysis.

CO LEVEL: Comprehensive conflict analysis will be undertaken to identify and document CS risks and to inform strategic, operational and programmatic decision making, including for the formulation/revision of CSPs. Critical to the quality of such analysis will be efforts to ensure that voices from the communities where WFP operates are systematically sought out and accounted for.

¹³ See section V - CS mainstreaming in core functional areas below.

¹⁴ Case studies on the Libya and South Sudan CO approaches to mainstreaming CS are available from PRO-P.

¹⁵ For details on the standards for conflict analysis and CS risk assessments, see the relevant guidance note and CS indicator.

The geographical and thematic focus, and the pace and frequency of analyses and CS risk assessments will be context specific and determined at a CO level. Results will be quality-assured against the standards established by the corporate CS mainstreaming indicator. Analyses should be refreshed as frequently as is appropriate in any given context (e.g. after natural disasters, coup d'états or any other significant changes or, at a minimum, every four years) according to the CS indicator (see section S). Regular updates are essential to track the evolution of conflict dynamics, risks and opportunities and to implement quick course corrections to adjust to changing scenarios.

For more granular and/or rolling analysis in highly fluid contexts, COs may establish systematic and regular forums (similar to those used in South Sudan or Libya) to discuss CS risks and mitigation measures.¹⁴ Through these forums, CO staff from different units/teams/functional areas - including management - will be encouraged to identify, discuss and document strategic, high-level CS risks (including those relating to host governments and/or de facto authorities) and mitigation measures; and add risks to the CO corporate risk register, when appropriate, or in activity/programme or emergency - specific risks matrices. COs may also conduct issue-specific analyses/CS risk assessments, as appropriate.

P. CSP DESIGN

Mainstreaming CS into CSP design is essential to develop the "line of sight" to select activities and modalities and to ensure that programmes minimize any unintended negative impacts.

CORPORATE LEVEL: A comprehensive [guidance note](#) on how to integrate CS into CSP design is already available. Further technical support and context-specific advice will be made available for COs undertaking conflict analyses and developing conflict sensitive CSP activities.

CO LEVEL: Based on the common country analysis (where available) and on conflict analyses and CS risk assessments, CS risks will be incorporated into the design of CSPs and appropriate mitigation measures identified.¹⁵ Flexibility to respond to context-specific dynamics and realities through the duration of the CSP is encouraged.



Q. STRATEGIC PLANNING & READINESS

TARGETING

Targeting is one of the most critical steps in the programme cycle where CS risks can arise. Inclusion/exclusion of specific groups, shifts from blanket to targeted assistance and the reduction of rations are known to present CS risks requiring careful planning and implementation of effective mitigation measures.

CORPORATE LEVEL: PD will work to mainstream an integrated cross-cutting approach, including CS, into existing food security and vulnerability assessments, complemented by context analysis and primary qualitative data focused on cross-cutting thematic areas. This is rooted in the UNHCR-WFP Hub's newly launched [Joint Analytical Framework](#). Case studies of known CS risks associated with targeting (e.g. shifts from blanket to targeted assistance based on eligibility criteria, refugee status etc.) will be developed and best practices will be collated on how to navigate trade-offs and dilemmas related to targeting to inform organization-wide discussion, learning and exchange.

CO LEVEL: Through their CS risk analyses, COs should assess whether targeting criteria are inadvertently creating/exacerbating tensions within and between communities (refugees/internally displaced persons versus host communities etc.) or are reinforcing the dominance or exclusion of certain groups. This is particularly critical where such exclusion manifests along conflict lines. Food security and vulnerability quantitative analysis must be complemented with qualitative data from context/conflict analyses and risk assessments to identify targeting criteria and develop selection approaches. Involving WFP and CP employees with CS expertise in stakeholder and technical consultations, as well as in the community validation steps in the targeting and beneficiary selection process, will help to ensure that existing power dynamics and possible manipulation by community gatekeepers are taken into account.

CP SELECTION AND MANAGEMENT

The selection and management of CPs can be a major source of CS risks. Many potential CPs have overt or covert biases, or even strong ties to parties involved in conflicts. Therefore, CS needs to be integrated into the CP selection and performance management cycle and other relevant corporate practices, processes and documents. While demonstrated experience, capacities and a track-record in CS are important selection criteria for CPs, crucially, the process for selecting partners also needs to be conflict sensitive.

CORPORATE LEVEL: PD will mainstream CS into relevant aspects of the CP management cycle, including: selection; capacity assessment; calls for proposals; and criteria to be used by the proposal evaluation committee etc. The FLA template and budget will also be reviewed and adjusted to include commitments to a people-centred approach, including CS. WFP will also engage with the wider UN Partner Portal to determine if people-centred criteria, including CS, should be included in NGO vetting processes. HQ will raise awareness of CS at a corporate level through engagements such as the Annual Partnership Meeting. It will also develop a corporate approach to assessing CPs' CS capacities and development needs, with training packages, guidance and tools made available/accessible. Where required, HQ and RBx will support COs by providing training and advice on CS for specific contexts and programmatic areas for CPs.

CO LEVEL: In the CP selection and FLA development phase, COs will screen CPs against (a) potential links to parties to conflicts or conflict dynamics; and (b) CPs' knowledge of the context and their capacity to deliver CS programmes. CS will be integrated into the criteria used by the Project Review Committee, the broader proposal selection process, the CPs capacity assessment and FLAs.

It is important that WFP fosters trust and open communication with CPs to discuss CS risks as well as capitalise on CPs contextual knowledge. CPs should be encouraged to reflect on CS risks, including unforeseen and/or overlooked risks that emerge during programming, as part of their regular reporting. Capacity building may be needed in some cases, with options varying depending on the context. Where required, COs can develop/adapt and deliver training for CPs to identify, document and mitigate CS risks and more broadly mainstream CS into programmes and operations. Annual performance assessments should also reflect CS performance. Both WFP and CPs must ensure sufficient resources are included in FLA budgets to enable CPs to deliver on their CS commitments.

VENDORS AND SUPPLIERS

CS requires WFP to consider its approach to supply chain – particularly any potential links between WFP vendors and suppliers and conflict dynamics, war economies and parties to conflicts.

CORPORATE LEVEL: Existing corporate due diligence processes for vendors - for procurement, transport, security, financial service providers, field monitoring service providers etc. - will be reviewed and updated to account for potential CS risks. This may include updates to due diligence processes for food procurement and goods and services manuals and, if required, revisions of relevant normative frameworks dealing with vendors and suppliers.¹⁶ CS considerations will also be integrated into new procurement risk analysis processes (currently under development). The Logistics Capacity Assessment template will be reviewed to integrate CS. Due diligence processes for procurement will be piloted, using different approaches to reflect different capacities for such research at CO level. RBx will provide support where needed. Case studies on navigating dilemmas and trade-offs in supply chain will also be documented by COs, RBx and HQ to: (a) help demonstrate the business case; (b) inform revisions to due diligence processes; and (c) generate lessons learned that can be applied in other contexts.

CO LEVEL: COs will ensure that CS risks associated with vendors and suppliers are fully considered in the evaluation of bids and proposals. Where CS advisors/focal points are in place, they can provide CO procurement committees with context-specific advice on due diligence processes regarding links between would-be WFP vendors and conflict dynamics. Where CS expertise is not in place, procurement officers and committee members will be trained on CS and ensure that connections to conflict dynamics are included in the screening process.

HOST GOVERNMENT RELATIONS

Host governments are both WFP's most important interlocutors and partners, and the most common source of CS risks. The increasing prevalence of de facto authorities in many contexts where WFP operates raises even more CS concerns. Integrating CS into WFP's relationship with host governments and de facto authorities is therefore critical, starting with the strengthened application of all four HPs. This is particularly important in contexts where WFP partners with host governments to deliver programmes - a dynamic that inevitably raises dilemmas and pressure to compromise, particularly around Operational Independence and Neutrality. WFP should place the HPs at the centre of its relations with host governments and de facto authorities, building a wider understanding of the HPs, both internally and among government counterparts, de facto authorities, NSAGs and communities.

CORPORATE LEVEL: WFP will invest in researching, developing and maturing corporate approaches to the HPs that can be applied to address common dilemmas in different operational contexts, and for different life-saving and life-changing programmes and modalities. This is critical to amend current default practice which implicitly prioritises Humanity over the other HPs. When WFP is forced to make uncomfortable choices between a series of bad options, care should be taken to document the circumstances, thinking and decision making processes for future learning.

CO LEVEL: WFP will add its weight to the collective voice of the international humanitarian community to communicate with and, when necessary, counter assertive host states and de facto authorities. Senior staff will be encouraged to proactively assert WFP's commitment to the HPs and advocate for the respect of each. Proactive advocacy should be undertaken in close

¹⁶ The emergent pan-UN Human Rights Due Diligence Policy (under development) also envisages application to procurement in phase 3 of implementation, and to CPs under phase 4, building on human rights provisions in the existing UN Supplier Code of Conduct. There are potential synergies and overlaps which need to be explored as the Human Rights Due Diligence Policy and implementation plan become further defined.

collaboration with sister agencies, particularly OCHA, to protect humanitarian space and minimise CS risks - including by collaborating on Joint Operating Principles and Ground Rules on how to engage with host authorities. In ethically uncertain circumstances that inevitably arise, COs will draw on relevant RBx/HQ expertise to support decision making in navigating trade-offs and dilemmas. As necessary, COs will escalate dilemmas for corporate attention and humanitarian diplomacy. WFP is currently reviewing its approach to humanitarian diplomacy, including consideration of pathways for the escalation of issues to Country Directors (CD), Regional Directors, HQ and the Executive Director (ED), and where needed and appropriate, beyond.

DONOR RELATIONS

As with host governments, donor governments often have their own political agendas, even when supporting WFP's life-saving work. WFP must remain alert to this reality and use the HPs to ensure that engaging with donors in certain contexts does not lead to unacceptable CS risks. In the same way, WFP must also remain alert to the motivations and reputations of private sector donors and any associated CS risks.

CORPORATE LEVEL: At both the RB and HQ level, WFP will advocate with donors more broadly to build acceptance for programmatic course corrections in light of changes in contexts and emerging CS risks. Corporate level "ahead-of-time" advocacy with key donors will socialise WFP's concerns on CS risks, paving the way for acceptance of WFP's approaches at CO level.

CO LEVEL: Based on sound context analysis, COs will identify potential risks associated with different sources of funding and proactively engage with donors to discuss conflicting political, military and humanitarian interests and risk appetites. Any WFP concerns over trade-offs, dilemmas and CS risks resulting from donor constraints, sanctions and counter-terrorism measures (COTER) will be clearly communicated to donors at the CO level, with a clear path established for escalating concerns to RBx and HQ when required. Opportunities will also be explored for donors to help support WFP's CS efforts, including by providing funding and political support for CO priorities.

R. IMPLEMENTATION

While the planning stage is critical to ensure CS programming, CS must also be integrated into systems, tools, processes and mindsets during the implementation phase of the programme cycle.

RISK MITIGATION MEASURES

CORPORATE LEVEL: CS risk mitigation measures will be captured by PD and the Risk Management Division (RMD) to showcase best practices/lessons learned, and to inform corporate assurance efforts. Further guidance will be developed on CS risk mitigation measures specific to WFP's different programme activities and modalities (e.g. School-Based Feeding, Social Protection, Resilience, FFA, CBT, etc.).

CO LEVEL: Based on in-depth context analysis and CS risk assessments carried out in earlier phases of the programme cycle, context-specific mitigation measures to address CS risks will be developed and captured in the CO corporate risk registers, and monitored and adjusted on a rolling basis to correct and adapt to contextual changes as necessary.

PEACE AND CONFLICT COMMUNITY OF PRACTICE

Since 2020, a Peace and Conflict CoP has promoted collaboration, shared learning and provided peer-to-peer support among colleagues working on CS and/or CtP in WFP. The CoP operates as a convening point to draw together collective experiences and best practice, and to share experiences and cutting-edge work on CS and CtP. It meets quarterly and functions as a repository of useful resources.

CORPORATE LEVEL: HQ and RBx will promote exchange of information and experience, while nurturing in-house talent through the CoP and potentially other knowledge exchange mechanisms and training etc. CS advisors/ focal points and any other employees working in relevant functional areas (security, access, early warning etc.) will be encouraged to attend and feed into discussions.

CO LEVEL: COs operating in conflict contexts will appoint advisors and/or focal points to participate in the CoP to keep abreast of corporate approaches; share best practices and lessons learned; and avail themselves of (and provide) peer-to-peer support on the concrete application of CS.

S. MONITORING, EVALUATION & LEARNING

CS must be mainstreamed into WFP's corporate and CO-level monitoring, evaluation and learning processes, systems and tools to ensure WFP is both adhering to its CS commitments and that its operations and programmes are not inadvertently exacerbating conflict or tensions.

LAUNCH AND ROLL-OUT OF THE CS INDICATORS

Accompanying this strategy is a corporate mainstreaming indicator, which assesses the level of integration of CS into WFP programming and operations at a CO level. It is a process indicator, monitoring the quality of conflict analysis, CS risk assessments and implementation of mitigation measures. The CS indicator is included in the revised 2023 indicator compendium. It will be rolled out in all WFP COs by 2025, starting with a phased introduction in 2024 for high-risk countries.¹⁷

CORPORATE INDICATOR COMPENDIUM 1.6.

Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures.

This indicator aims to measure the extent to which CS has been mainstreamed across programme activities and CO operations, through assessing the first and most fundamental step of CS integration: conflict analysis and CS risk assessment. COs self-assess against six standards: conflict analysis and CS risk assessments need to be: **1) comprehensive; 2) structured; 3) actionable; and 4) up to date.** CS risks and mitigation measures need to be: **5) documented;** while mitigation measures need to be **6) implemented.**

CORPORATE LEVEL: The indicator was launched in September 2023 and technical assistance will be provided to CO-based CS advisors, focal points and monitoring and evaluation (M&E) officers. PD will integrate cross-cutting considerations, including CS data, into existing monitoring processes and tools (e.g. post-distribution monitoring, distribution monitoring etc.) and ensure the system is set up for monitoring and reporting against CS risks.

CO LEVEL: The CS indicator will be applied at the CSP level. From 2025, the indicator will be compulsory for all COs who will be required to report on an annual basis, using existing secondary data. COs will be required to self-assess their operations using a qualitative data collection tool. For each standard, the rubric provides a score ranging from 0 to 3. An overall score will be calculated and input into COMET on an annual basis. COs should adopt a participatory approach and discuss the scoring in a workshop format, led by the CS advisor/focal point in coordination with the M&E team. All relevant employees should attend. COs are not required to collect any primary data for this exercise and can use existing information on affected people's perceptions of social tensions, conflict dynamics or any unintended consequences resulting from WFP's assistance. Information on grievances related to inclusion/exclusion collected through community feedback mechanisms should be captured and used to complement other process monitoring data. For effective assessment of CS risks, it is essential that COs collect data not only from beneficiaries, which is standard for WFP, but also from non-beneficiaries who often feel the impact of conflict in-sensitive programming despite not directly benefitting from WFP assistance.¹⁸

RISK REGISTER

The corporate CS indicator calls for CS risks and mitigation measures to be documented in a manner that enables the risks to be visible, actionable and tracked. To this end, CS risks and related mitigation measures should be captured in CO corporate risk registers (only top risks) or in activity/programme/modality/emergency response-specific risks registers. Some conflict-related risks are currently captured in CO corporate risk registers under strategic risk 1.3.1. conflict context and operation risk 2.1.2. lack of protection. However, CS could be better integrated into the existing risk catalogue which currently only covers a limited number of priority risks and ignores CS.

CORPORATE LEVEL: RMD will assess how CS can be mainstreamed more effectively into existing corporate risks categories so COs can properly capture major CS risks. Based on this assessment, a corporate approach to capturing CS risks will be developed. Corporate control processes, including the ED Assurance Exercise, will be reviewed to consider how to account for CS risks in high-risk operations; and standard methodologies will be developed for the collection of data relevant to the CS indicator.

¹⁷ The 31 high-risk countries in 2023 are: Afghanistan, Bangladesh, Myanmar, Pakistan, Algeria, Egypt, Lebanon, Libya, Palestine, Syria, Ukraine, Yemen, Burkina Faso, Cameroon, Central African Republic, Chad, Mali, Niger, Nigeria, DR Congo, Madagascar, Mozambique, Zimbabwe, Ethiopia, Somalia, South Sudan, Sudan, Uganda, Colombia, Guatemala, Haiti.

¹⁸ For more information, please check the CRF Indicator Compendium, Indicator CC1.6. at page 1,045



CO LEVEL: CO will track and monitor risks and mitigation measures via CO corporate risk registers and other activity-specific risk register/matrices, and report on progress and setbacks through the new corporate CS indicator.

DOCUMENTING LESSONS LEARNED AND ETHICAL DILEMMAS

Sharing knowledge and learning from the experiences of others is critical for the mainstreaming of CS across the organization.

CORPORATE LEVEL: RBx and PD, in collaboration with the Ethics Office (ETO), will be responsible for collating best practices and lessons learned from across the organization to inform future learning and reflection on corporate approaches to CS. PD will provide support, guidance and templates for COs to capture relevant examples.

WFP will build a repository of examples, highlighting CS, protection, access and ethical risks associated with different forms of programming; assessing mitigation measures used; and drawing on both internal and external experiences.¹⁹ These lessons will feed into a review of WFP's approach to the HPs in complex crises. This review will in turn determine whether an update is needed to WFP's positioning on the HPs, and how to improve the guidance available to operations on the application of the HPs in complex emergencies.

CO LEVEL: It is the primary responsibility of COs to document any CS risk management actions taken as an official record of decision making processes in complex contexts. These documented experiences will be used to produce teaching moments for the organization.

¹⁹ Details on how these experiences and dilemmas will be captured and documented will be included in the implementation plan for this strategy.

3.3 Enabling actions

T. CULTURE CHANGE AND SENIOR MANAGEMENT BUY-IN

Apart from the technical activities laid out in this strategy, WFP will also need a significant institutional commitment to mainstream CS across programmes, operations and staff. A culture of openness will therefore be actively cultivated at all levels to promote discussion on CS risks, such as through the regular CO-level CS discussion forums described above. Demonstrating institutional commitment to the strategy, as well as assigning accountability for its implementation, is critical to its success. WFP leadership need to support and champion this mindset shift. A key expression of this will be an ED Circular reminding staff of the 2013 Peacebuilding Policy; reinforcing the importance of CS; endorsing the findings of the 2022 evaluation; and communicating expectations that all staff will work to achieve the Conflict Sensitivity Minimum Standards. Buy-in from WFP's senior management is critical if successful culture change is to be brought about. This will be supported through the integration of CS into the job profiles of CD/Deputy CDs and the development of CS training, learning pathways and briefings targeted at CD/DCDs and other senior staff. The recent evaluation of the 2013 Peacebuilding Policy identified senior WFP staff, ranging from CDs/RDs to the Assistant ED, Deputy ED and ED, as the key players for mainstreaming CS.

U. WORKFORCE PLANNING AND CAPACITY BUILDING

Critical to enhancing WFP's CS will be the establishment of adequate capacities at CO, RB and HQ levels. A workforce plan will be developed to identify and fill capacity gaps across the organization by upskilling and broadening the portfolios of existing staff; drawing on strategic partnerships with specialised organizations; bringing in dedicated expertise in the form of temporary duty assignments (TDYs), stand-by partners and consultants; and, when required, establishing new expert positions. A forthcoming ED Circular will also assign accountability for ensuring adequate CS capacities are in place across the organization.

HQ will maintain technical expertise on a permanent basis to establish normative parameters; develop corporate guidance, tools and training materials; and act as a second line of support for COs, when required.

RBx will have primary responsibility for providing high-level technical expertise to COs in their respective regions, providing granular support for programmes through practical accompaniment and hands-on support on CS. High-risk COs should also consider whether they require specialist capacities or, at a minimum, CS focal points. Depending on the context and level of risks, COs will consider what level and type of CS capacities they require, e.g. dedicated specialized expertise, focal points or training for existing employees. Achieving this will require "build/borrow/buy" approaches, incorporating:

- **Build:** Nurturing a small cadre of personnel who can become WFP's "technical expertise" in the medium term. Creating necessary capacities at HQ, RBx, and in corporately critical COs to ensure a minimum baseline of relevant expertise and experience across the organization.
- **Borrow:** Using strategic TDYs, short-term support missions/deployments and qualified stand-by partners.
- **Buy:** Bringing in expert technical capacities where they cannot be sourced internally, either from rosters of qualified consultants (with the appropriate linguistic skills) or through strategic partnerships with specialised agencies, organizations and academic institutions.

A detailed workforce plan will be established with relevant stakeholders to identify gaps and confirm the technical capacities needed, and where they are needed. This plan will consider: (a) the creation of strategically located fixed-term positions to increase long-term capacities at all levels; and (b) how CS should feature in corporate recruitment processes, such as FIT pools. The eventual rotation of such staff will contribute to socialising CS and changing corporate culture organically, as these staff bring their knowledge and experiences to new COs, RBx, units and functional areas. COs will work with RBs and HQ to secure sustainable funding for any technical capacities that are required.



CS AND RECRUITMENT

Corporate recruitment mechanisms will be reviewed, not only to integrate CS into the required competencies for relevant positions, but also to ensure that recruitment processes are themselves conflict sensitive. Further, CS risks relating to a lack of representation/diversity in operational contexts will be researched to inform thinking on possible adjustments to corporate HR approaches.

In this way, WFP COs will be encouraged to recruit from a broad range of identity groups to ensure the organization gains critical perspectives from as full a spectrum of different groups in any context as possible. This is critical when conflicts align with identity along ethnic, sectarian, cultural, etc. lines. The identity make-up of CO and FO workforces should reflect the societies in which they are located, to the extent possible and practical. This will not only promote community acceptance and the security of WFP employees and affected peoples, it will also ensure that WFP hears, and accounts for, all narratives. PD will support HR to ensure that relevant staff are equipped to identify and mitigate CS risks associated with recruitment, while CS considerations are included in relevant screening processes for potential employees. Specific guidance will also be produced on escalation to CDs and other corporate leaders of concerns relating to the identity-based affiliations of staff. PD will support HR to develop and roll out training for HR employees at all levels, stressing the importance of CS in HR practices, and how to promote applications from under-represented groups. PD will also work alongside HR to incorporate CS into performance management.

CAPACITY BUILDING

CS is relevant for all WFP functional areas and levels. Employees from across the organization, as well as relevant CP staff, will therefore require appropriate and function-specific training. A corporate capacity strengthening plan will be developed to build required competencies and nurture home-grown talent during the current Strategic Plan. The plan will include the development of new guidance, tools and online training, as well as the wide dissemination of the existing toolkit.

This will include:

- foundational, awareness-raising training targeting all employees (including leadership) to be included in onboarding packs;
- beginner training targeting employees involved in WFP operations;

- advanced training specifically targeting CS focal points and advisors; and
- specialised pre-deployment/onboarding training/briefings for CDs/DCDs on context-specific CS risks and mitigation measures.

The capacity strengthening package will be made available for internal and external users (e.g. CPs) and will be complemented by tailored support to COs and regional capacity strengthening workshops. At the corporate level the plan will prioritise functional area-specific trainings for external-facing employees working at the coal face in COs (e.g. Humanitarian-Military-Interaction (HMI)/ Access Officers/Field Security/Cluster Coordinators etc.). Capacity strengthening efforts at the CO level should be context-specific. COs' onboarding packages should consider CS elements so that all WFP employees and CP staff have a baseline understanding of the context and relevant CS risks.

CDs, DCDs and relevant senior CO employees will avail of corporately facilitated opportunities to upskill in CS, as well as to increase their knowledge of their respective contexts via briefings with external experts.

STAND-BY PARTNERS

Recognising the short-term lack of internal expertise, WFP will work with the Stand-by Partner (STP) Network to explore the possibility of deploying qualified CS experts to support WFP COs. Where necessary, WFP is prepared to assist in strengthening the CS capacities of STP roster members to increase the pool of qualified CS specialists available.



V. CS MAINSTREAMING IN CORE FUNCTIONAL AREAS

At the corporate level, mainstreaming CS will involve changes to systems, processes and guidance, as well as an emphasis on capacities and institutional culture. This will require action across a wide range of teams, units and areas including:

- **PD** – focusing on corporate leadership on CS; producing guidance and tools; and implementing this strategy. Focus will also be on strengthening linkages to other relevant areas of work including protection, accountability to affected populations, humanitarian principles and access, environmental and social safeguards, and peace contribution, as well as all programmatic activities (SBF, Food Systems, Resilience etc.) and modalities (CBT, CCS etc.).
- **RAM** – focusing on assessing and adjusting needs/ vulnerability assessments; monitoring tools and processes; and corporate approaches to targeting.
- **HR** – focusing on developing organizational/ cultural change; clarifying the capacities required and establishing Terms of Reference for CS specialists; recruiting and deploying candidates; and addressing CS risks associated with local and national workforce planning.
- **NGO and Partnership Unit** – focusing on identifying and implementing adjustments to CP selection and management.
- **Supply Chain** – focusing on understanding possible CS

risks among suppliers and how to enhance intelligence and due diligence.

- **EME Access & HMI** – focusing on promoting adherence to the HPs and CS concerns arising from the trade-offs and dilemmas between them; and CS risks relating to engagement in complex emergencies.
- **Security** – focusing on broadening security analysis to incorporate risks to and from WFP programming, not only to staff.
- **RMD** – focusing on integrating CS into existing corporate risk categories.
- **WFP Aviation & UNHAS** – focusing on engagement with development and peacebuilding actors, as well as host and donor governments and NSAGs etc.
- **TEC** – focusing on the CS risks inherent in WFP's increasing reliance on technology for programmes and operations.
- **LEG** – focusing on the legal implications of changing corporate ways of working to mitigate the CS risks identified, and on ensuring that WFP's core legal work and structures are themselves conflict sensitive.
- **Food Security, Logistics, ECT and Nutrition Clusters** – focusing on training cluster coordinators on cluster-specific CS risks and mitigations measures, and on leveraging cluster leadership to enhance sector-wide CS.

**PD will work with corporate leads in each of these functional areas to build capacities, review approaches and provide guidance and advice specifically tailored to these areas.*



W. ANALYSIS AND RESEARCH PARTNERSHIPS

Along with traditional WFP partners (host and donor governments, sister agencies, CPs etc.), WFP will invest in partnerships with think tanks, academic institutions and other experts, particularly at local and regional levels, to enhance its understanding of the contexts in which it operates. WFP will leverage these research partnerships to provide detailed conflict/context analysis and issue-specific briefs to RDs, CDs and DCDs when required. At the CO level, WFP will participate in any inter-agency “conflict sensitivity resource centres” or similar forums that emerge in different complex emergencies and protracted crises, such as those that exist in Sudan, South Sudan and Libya. Where appropriate, WFP should take an active role in (and possibly even co-lead) these forums. WFP should also draw on the existing conflict analysis work of in-country UN Country Team members and actively capitalise on the expertise of UN Peace and Development Advisors (located in the Regional Coordinator/Humanitarian Coordinator’s Office), where they exist.

X. RESOURCE MOBILISATION

Mainstreaming CS is not cost neutral, it requires investment in human capacity, analysis processes and adaptations to programmes and operations. The 2013 Peacebuilding Policy was unrealistic in declaring that change could be achieved without significant investment. This is reflected in the 2022 evaluation of the policy. The main cost associated with implementation of this CS Strategy relates to staffing, capacity strengthening, research and partnerships. In tandem with the CS Strategy, PRO-P has prepared a costed implementation plan providing details of activities, timelines and funding requirements. This plan will be used for donor advocacy and to mobilise the critically needed extra-budgetary funds required to implement the strategy.

HQ, RBx and COs will need to prioritise, plan and allocate resources to establish appropriate capacities for conflict analyses and CS risk assessments to inform CSPs, Emergency Response Plans and for the operational course corrections needed to avoid inadvertently exacerbating tensions. These actions should become part of basic funding budgeted within CSPs. HQ and RBx will also need to raise additional funds to increase capacities to implement this strategy.

PD will work with WFP’s partnerships unit to develop a fundraising and donor engagement plan to secure sustainable funding for implementation of this CS Mainstreaming Strategy, including for the workforce plan. WFP will integrate and emphasize CS in the programmatic inputs provided for funding proposals, specifically highlighting WFP’s efforts to achieve its commitments to CS, as embodied in the 2013 Peacebuilding Policy and the OECD DAC recommendations on the HDP Nexus. Based on recent interactions with Executive Board members on the evaluation of the 2013 Peacebuilding Policy, PD will also map out and engage with donors who have demonstrated an interest in enhancing WFP’s CS as well as in the HPs, humanitarian access and WFP’s Contributions to Peace.

Acronyms

| | |
|-----------------|---|
| AAP | Accountability to Affected People |
| ACAPS | Assessment Capacities Project |
| CBT | Cash-based transfer |
| CCS | Country Capacity Strengthening |
| CD | Country Director |
| CO | Country Office |
| COMET | Country Office Tool for Managing (programme operations) Effectively |
| CONOPS | Concept of Operations |
| CoP | Community of Practice |
| COTER | Counter-Terrorism |
| CP | Cooperating Partner |
| CS | Conflict Sensitivity |
| CSO | Civil society organization |
| CSP | Country Strategic Plan |
| CtP | Contributions to Peace |
| COVID-19 | Coronavirus disease 2019 |
| DCD | Deputy Country Director |
| DI | Disability Inclusion |
| DRC | Democratic Republic of the Congo |
| ED | Executive Director |
| EME | Emergencies Operations Division |
| ESSF | Environmental and Social Safeguards Framework |
| ETC | Emergency Telecommunication Cluster |
| ETO | Ethics Office |
| FFA | Food for Assets |
| FDG | Focus Group Discussion |
| FIT | Future International Talent |
| FLA | Field-Level Agreement |
| FO | Field Office |
| GBV | Gender-based violence |
| HDP | Humanitarian-Development-Peace Nexus |
| HMI | Humanitarian-Military-Interaction |
| HP | Humanitarian Principle |
| HQ | Headquarters |
| HR | Human Resources |
| IASC | Inter-Agency Standing Committee |
| I-CARA | Integrated Cross-Cutting Context Analysis and Risk Assessment |
| IDP | Internally Displaced Person |
| IPC | Integrated Food Security Classification |
| KII | Key Interlocutor Interview |
| LEG | Legal Office |
| M&E | Monitoring and Evaluation |
| MoU | Memorandums of Understanding |

| | |
|-----------------|---|
| NGO | Non-Governmental Organization |
| NSAGs | Non-State Armed Groups |
| OECD DAC | Organization for Economic Co-operation and Development's Development Assistance Committee |
| P&C | Peace and Conflict |
| PD | Programme and Policy Development Department |
| PRO-P | Emergencies and Transitions Service |
| RAM | Research, Assessment and Monitoring Division |
| RB(x) | Regional Bureau(x) |
| RMD | Risk Management Division |
| SBF | School-based Feeding |
| STP | Stand-by Partner (network) |
| TDY | Temporary Duty Assignments |
| TEC | Technology Division |
| UNFPA | United Nations Population Fund |
| UNHAS | United Nations Humanitarian Air Service |
| UNHCR | Office of the United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNOCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| WFP | World Food Programme |

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**CONFLICT SENSITIVITY AND CONTRIBUTION TO PEACE,
EMERGENCIES AND TRANSITIONS SERVICE (PRO-P)**