

A toolkit for WFP Country Offices and Partners to implement protection, accountability to affected people, conflict sensitivity, humanitarian principles and access in WFP operations.



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

# People-centred programming in WFP Operations

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## Start

Welcome to this guidance and toolkit on people-centered programming in WFP operations!

It is written for WFP and its partners.

It is relevant for anyone who wants to strengthen the way they engage and protect people by respecting their dignity, safety, and integrity in an inclusive and equitable manner. It aims at supporting WFP and partner staff to operationalise WFP's people-centred guiding principles in a more systematic and integrated manner.

## How to use this toolkit

This toolkit contains over 100 pages, but please don't worry!

This is **not a resource intended to be read from beginning to end.**

Instead, you can come to this toolkit whenever you need support or guidance in operationalising people centered guiding principles and look for what you need.

**Click to find guidance on each topic**

You can use the buttons below or **the menu on the top bar** on any page.

▲ This top bar is a **drop-down menu** you can use to access any section of this toolkit.

**Click on the topics** to open subtopics.

**Click on the buttons** and go to the desired section.

When you are done with the menu, **click the "X" button to close it.**

This menu is on all pages of this toolkit.





## Disclaimer

The toolkit focuses on WFP's people-centred programming and themes that are developed by the Emergency and Transitions Unit (PROP) with support from Gender Unit, Diversity Inclusion, PSEA, Indigenous People, County Capacity Strengthening (CCS) and Environmental and Social Safeguards (ESS).

The themes include protection, accountability to affected people, gender equality, social inclusion, conflict sensitivity, humanitarian principles and access (hereunder referred to as people-centred programming or people-centred approach).

The objective is to strengthen WFP's operations by sharing knowledge and operationalise people-centred approaches with and through partners.

The toolkit aims at promoting inclusiveness, diversity, and accessibility. The audience include a wide range of WFP's partners,

varying from international non-governmental organisations (NGOs) to local actors like national NGOs or community-based organisations, such as women-rights organizations and organizations for persons with disabilities. The toolkit uses plain language while referring to examples and practical tools.

The content was developed:

- Following an integrated, inclusive approach of people-centred programming,
- Using a simple language and built-in accessibility functions, avoiding buzzwords, jargons, and too many acronyms,
- Engaging different units alongside Regional Bureaux, Country Offices, and partners,
- Contextualising the toolkit to regional conditions and using practical examples shared by WFP offices and partners, and
- Referring to relevant inhouse and external tools.

To avoid too many isolated documents, PROP is aiming to consolidate and integrate the information into relevant guidance and tools, including but not limited to WFP's Programme Guidance Manual, the NGO Partnership Guidance and onboarding package for WFP's Cooperating Partners. Considering the coordination and updating effort, this might however take some time to realise. If you come across a document that does not reflect the content of this toolkit, please reach out to [prop.fieldsupport@wfp.org](mailto:prop.fieldsupport@wfp.org)



## Overview of the toolkit

The toolkit includes 6 standalone modules which can be used interchangeably and/or individually. The modules are structured along the programme cycle and WFP's cooperating partner management cycle. Users can pick and choose the module most relevant to them.


**Module 1** looks at WFP's relationship with partners. It introduces WFP's partner management cycle which includes the Field-level Agreement (FLA). The FLA is WFP's legal agreement with partners and informs about the activities implemented on WFP's behalf.

**Module 2** focuses on assessments and analysis. At this step, it is important to understand the context you are operating in, assess different capacities and different needs with an analysis with an intersectional approach.

**Module 3** talks about how to design a people-centred programme. It considers different approaches including local capacities to mitigate risks.

**Module 4** highlights people's important role and their participation in targeting and prioritisation processes. It looks at how to validate the approach as well as how to register and collect people's data.





**Module 5** is about the implementation of the activities, people's meaningful participation notably about communication, organisation distribution points, monitoring and adapting the activities, if needed.

**Module 6** discusses ways to improve learning throughout the programme, taking knowledge management, coordination, and preparedness approaches into account. At the end of the programme, an evaluation is organised to learn for the future. Ensuring that learning is for all including and specially for the people themselves.

**Annexes**  
For those who are interested in learning more, please refer to the annex which includes additional resources and information.

## Abbreviations

Below abbreviations are a selection of the key abbreviations used in this guidance. The explanations are in line or complement the concepts further described in the glossary.

### AAP

Accountability to Affected People

AAP is one of the key principles in protection mainstreaming and can be a practical way to contribute to protection outcomes. As such accountability is embedded in WFP's protection and accountability policy.

### ACR

Annual Country Report

The ACRs are WFP's annual project performance reports that are prepared by country offices worldwide fulfilling a contractual agreement with donors.

### CBM

Christian Blind Mission

CBM is one of WFP's closest partners to improving the quality of life of persons with disabilities.

### CBT

Cash-based Transfer

CBT refer to a currency or value entitlement transfer, including both cash (unrestricted) and value vouchers (restricted). CBT can be delivered in physical form or digitally, and include assistance distributed as physical bank notes, e-money, mobile money, through debit cards or value vouchers which are redeemable at locally contracted merchants.

### CCS

Country Capacity Strengthening

WFP CCS interventions are typically characterised by technical support designed to strengthen capacities over the long term, enabling national and local actors to achieve sustainable development results. CCS is critical to the broader WFP enabling agenda.

### CFM

Community Feedback Mechanism

CFMs refer to a two-way communication system comprised of human resources, processes, hardware, and software, that

facilitates the intake, management, analysis, actioning and resolution of feedback received from affected people.

### CO

Country Office

A country office is WFP's main office in a particular country. It oversees and coordinates the implementation of WFP's programmes and operations within that country incl. management of cooperating partners.

### CPC

Cooperating Partners Committee

WFP's CO Programme unit manages NGO partnerships, project design and FLA development. The CPC committee (also known as the Project Approval Committee, or Project Review Committee) acts as a neutral body, levying checks and balances on the FLA verification process, and provides assurance to WFP's Country Director that the full oversight process has been completed before a project is submitted for signature.







## **CRF**

### Corporate Results Framework

WFP's CRF guides the global planning, implementation, monitoring and reporting of its programmes towards the objectives identified in WFP's Strategic Plan.

## **CSO**

### Civil Society Organisation

CSOs are non-state, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the state and the market. CSOs are often interchangeably referred to as NGOs.

## **CSP**

### Country Strategic Plan

The CSP framework is WFP's approach to strategic and programmatic planning at the country-level. CSPs include WFP's entire portfolio of humanitarian and development activities in a country.

## **ESSF**

### Environmental and Social Sustainability Framework

The ESSF is a WFP framework that consists of eight principles, standards, and tools created to increase WFP's environmental and social sustainability and to limit the potentially negative impacts WFP may have on people, communities, or the natural environment. All new FLAs need to pass an ESSF screening.

## **FGD**

### Focus Group Discussion

FGD is a qualitative data collection method in which a group of respondents discuss a specific topic.

## **GBV**

### Gender-based Violence

Gender-based violence refers to harmful acts directed at an individual based on their gender. It is rooted in gender inequality, the abuse of power and harmful norms.

## **FLA**

### Field-level Agreement

The FLA is WFP's contract which all NGO partners must sign to engage in project implementation with WFP prior to the start of activities. The FLA ensures that the interests of both WFP and the partner are safeguarded and promotes global consistency in the partnership cycle.

## **PGM**

### Programme Guidance Manual

The PGM is WFP's internal guide summarising all programme topics important for WFP programming.

## **NGO**

### Non-government Organisation

An NGO is an organisation that functions independently of any government. It is usually non-profit and sometimes interchangeably used with CSO.

## **OPD**

Organisation of Persons with Disabilities

OPDs are non-governmental Organisations led, directed, and governed by persons with disabilities, who should compose a clear majority of their membership. OPDs play a critical role in representing the viewpoints of persons with disabilities.

## **PDM**

Post-Distribution Monitoring

PDM is a project control mechanism tool which aims at systematic collection and analysis of information of the project as it progresses.

## **PSEA**

Protection of Sexual Exploitation and Abuse

WFP has a zero-tolerance policy for SEA. This policy applies to all WFP employees, regardless of contract type or duration, and all WFP partners, suppliers, contract workers and external service providers.

## **RB**

WFP Regional Bureau

Every WFP Country Office belongs to one of 6 global regions lead by a RB, providing additional support to WFP's Country Offices.

## **SDG**

Sustainable Development Goals

Achieving peace and prosperity for people and the planet is at the heart of the 2030 Agenda for Sustainable Development, adopted by all UN Member States in 2015. The agenda sets out 17 SDGs of which SDG 2: Zero Hunger and SDG 17: Partnerships are of key importance to WFP.

## **SEA**

Sexual Exploitation and Abuse

SEA refers to acts committed by WFP employees (and those associated to the work of WFP) against affected people and communities served by WFP. SEA constitute extreme forms of abuse of power that take advantage of the vulnerability of the very people WFP and partner organisations are meant to serve. SEA can be seen as a form of GBV, as victims of SEA are often abused

because of their vulnerable status as women, girls, boys, or men.

## **SOP**

Standard Operating Procedure

A SOP is a set of step-by-step instructions compiled by an organisation to help teams carry out routine operations. SOPs aim to achieve efficiency, quality output, and uniformity of performance, while reducing miscommunication and risks to comply with corporate regulations.

## **TCD**

Trinity College Dublin

TCD is one of WFP's closest research partners to improving the quality of life of persons with disabilities.

## **UN**

United Nations

The UN is an international organisation founded in 1945. Currently made up of 193 Member States, the UN and its work are guided by the purposes and principles contained in its founding Charter.





## UNDIS

### UN Disability Inclusion Strategy

In 2019, the Secretary General launched UNDIS to support and sustain UN entities' progress on the inclusion of persons with disabilities in all aspects of their work.

## UNHCR

### UN High Commissioner for Refugees

UNHCR is a UN organisation operating in 135 countries. Its mandate is to protect refugees, forcibly displaced communities, and stateless people.

## UNICEF

### UN Children's Fund

UNICEF is a UN organisation operates in more than 190 countries worldwide. Its mandate is to reach the most disadvantaged children and adolescents and to protect the rights of every child.

## UNPP

### UN Partner Portal

The UNPP is an online platform launched in 2018 by WFP, along with UNHCR, and UNICEF, as an attempt to foster and standardise UN partnership processes. NGOs who wish to partner with WFP must register in the UNPP and create a profile so that they become “visible” to all the UN agencies that are part of the portal.

## WFP

### World Food Programme

WFP is governed by the WFP Executive Board, which consists of 36 Member States and provides intergovernmental support, direction, and supervision of WFP's activities. The organisation's direction is mapped out in its Strategic Plan, which is renewed every four years. The 2022–25 Strategic Plan lays out WFP's commitment to the 2030 Agenda, focusing on ending hunger, and the support the organisation gives to the UNs' efforts to help countries respond to the urgent needs of those furthest behind and achieve the SDGs.



## Glossary

Below terms and terminology refer to definitions and key concepts used in this guidance.

### **Accountability to Affected People (AAP)**

is defined by WFP as an active commitment to give account to, take account of, and be held to account by people negatively affected by food and nutrition security, or who face barriers to participation or access to food security interventions. WFP's AAP commitment to is founded on two main principles:

- Affected people have a right to be actively involved and have their needs and preferences reflected in the decisions that affect their lives.
- Meaningful engagement that results in informed and empowered populations – makes food security and nutrition interventions more effective (WFP Community Engagement Strategy 2021-26, 2021).

**Affected people** refers to the women, men, girls and boys with varying needs, vulnerabilities and capacities who are in situations of vulnerability or are adversely affected by poverty, armed conflict, disasters or other crises negatively affecting their food and nutrition security, or who face barriers to participation or access in food security interventions. Women, men, girls and boys with varying needs, vulnerabilities and capacities (WFP Protection and Accountability Glossary, 2020).

**Capacities** are abilities and knowledge, including education, resources and networks, which need to be considered comprehensively, taking into account vulnerability and opportunity (WFP Protection and Accountability Glossary, 2020).


**Child labour** talks of children working in conditions that do not respect the standards contained in the International Labour Organisation's Convention of the Rights of the Child (No. 138 – Minimum Age

for Admission to Employment and No. 182 – Worst Forms of Child Labour). For example, child labour involves children who are too young for the work they are undertaking; work too many hours for their age; undertake work of a hazardous nature or in hazardous conditions; work under slave-like conditions; or are obliged to undertake illicit activities. A **child** is a human being below the age of 18 years, unless under national law the age of majority is attained earlier. In all cases, there are special rules that apply to any form of work carried out by a person below the age of 18 (WFP Preventing and Addressing Child Labour. Guidance Note for WFP and Partner, 2023).

WFP is aware of reality of children helping their mothers to collect wood, fetching water that is not normal for a child under 18 years. However, WFP provided alternative opportunities to the mothers. For instance, in certain region WFP has provided as cooking facilities(solar cookers), water facilities. These facilities has reduced their workload and enable women to participate in different activities such as training opportunities.







**Child protection** is making the world safe for children. Child protection refers to the measures and structures intended to prevent and respond to abuse, neglect, exploitation and violence affecting children.

**Child Safeguarding** is making the organisation (in this case WFP) safe for children it comes in contact with. Child safeguarding encompasses the prevention of physical, sexual and emotional abuse, neglect and maltreatment of children by WFP employees, contractors, vendors, cooperating partners.

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

- That communities are empowered as active stakeholders for understanding and


claiming their rights to participate in all processes for decision making related to, and the evaluation of, the initiatives and systems that affect them and the issues they face;

- Traditional, community, civil society, government, and opinion groups and leaders are central to these processes as the existing structures and localised custodians of the interests of diverse individuals and groups within the community. They are the primary source of information on their diverse needs, vulnerabilities and capacities;
- WFP upholds its commitments to representing the full diversity of the people it serves (irrespective of gender, ability, age, faith, ethnicity, or sexuality), doing no harm to the people it serves (by acting responsibly and respectfully in interactions and handling of related information), and doing its utmost to ensure that no one is left behind (by rooting its prioritisation and targeting

strategies, as well as its exit and sustainability plans, in community structures, processes and ownership) (WFP Community Engagement Strategy 2021-26, 2021).

**Community feedback mechanism (CFM)** refers to a two-way communication system comprised of human resources, processes, hardware, and software, that facilitates the intake, management, analysis, actioning and resolution of feedback received from affected populations. It aims to serve as a tool for accountability to affected populations by enabling community members to share information, express concerns and needs, or suggest changes with regard to their experience with a humanitarian agency or the wider humanitarian system. To be functional, a CFM promotes the participation of affected people into the design, implementation, monitoring, and evaluation of the CFM, as well as more broadly into the response. This participation builds trust between affected populations and WFP. Feedback





mechanisms amplify the voices of affected populations, facilitating the two-way flow of information that can help to improve the relevance and timeliness of programming (WFP CFM Glossary, 2023).

**Conflict** refers to a system of competitive interactions between two or more parties (individuals, groups, states etc.) who pursue mutually incompatible goals, or compete for the same goal. Conflicts can be pursued violently (war, terrorist attacks etc.), or non-violently (litigation). Conflict is entrenched in human relations and is a natural phenomenon in the process of societal change (WFP Glossary of Conflict Sensitivity, 2020).

**Conflict sensitivity** is defined differently. In sum, it refers to the ability of an organisation to 1) understand the conflict context it operates in; 2) understand the interaction between its intervention and that conflict context; 3) act upon this understanding in order to minimise negative impacts and maximise positive impacts on conflict (WFP Glossary of Conflict Sensitivity, 2020).

A **context analysis** underpins how WFP designs and implements activities to respond to the different needs of women, men, girls and boys with and without disabilities and other groups identified as facing particular barriers and challenges in accessing assistance (WFP Protection and Accountability Glossary, 2020).

Doing No Harm is an ethical principle to highlight the risk that humanitarian action could inadvertently cause harm, either by endangering individuals/communities who receive aid, or by exacerbating conflicts. Humanitarian policy concepts like protection, accountability, gender, and conflict sensitivity are all grounded in the Do No Harm approach. The Do No Harm Framework is also a specific tool to identify possible conflict sensitivity risks and opportunities to support peace, which includes the analysis of ‘dividers’ and ‘connectors’ (WFP Glossary of Conflict Sensitivity, 2020; CDA Collaborative Learning Projects, 2004).

**Field-level Agreement (FLA)** is WFP’s main legal agreement that is signed with all types of NGO partnerships arrangements. The FLA General and Special Conditions include WFP’s corporate standards.

A **Focus Group Discussion (FGD)** is a qualitative data collection method in which a group of respondents discuss a specific topic. FGDs are mostly complementary to interviews, but have distinct formats, advantages, and disadvantages. The discussion typically follows a semi-structured format through use of a question guide that includes a list of questions and topics to be covered (WFP Focus Group Discussions, 2022).

A **gender analysis** examines the relationship between men and women, taking into account their gender roles, access to and control of resources and the constraints they face relative to each other. Elements of an adequate gender analysis include “examination of gender inequalities, including between women and men, and [...] how gender equality can be promoted; data or information to allow the experiences



and situations of women and men to be analyzed, i.e. through the collection and use of sex- and age-disaggregated data; assess levels and extent of participation between women, men, girls and boys in activities.” (WFP Gender Policy 2022).

**Gender-based Violence (GBV)** is an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty (PSEA Inter-agency cooperation in community-based complaint mechanisms, 2016).

**Gender equality** refers to the equal exercise of rights, opportunities, resources and rewards by women, men, girls and boys. It does not mean that women, men, girls and boys are the same, but that their exercise of rights, opportunities and life chances is not governed by whether they were born female or male (WFP Gender Policy 2022).

**Humanitarian access** is a dual concept defined by the ability of humanitarian actors to reach people affected by crises, as well as the ability of affected people to access humanitarian assistance and services. (OCHA, 2010). Both aspects of humanitarian access are interrelated and equally important.

**Humanitarian principles** imply delivering principled aid. This means that humanitarian services and assistance are aligned with the principles of humanity, neutrality, impartiality and independence (OCHA, 2010).

**Identity management** is the term to describe how WFP safeguards and manages people’s identity data. People have a right to know how WFP intends to use their data and whether or not other parties will handle the data at some point. At the same time, people need to know how to engage with WFP and its partners if they think that the data in the system is incorrect or if they

have concerns about how their data is being used. It is important to ask people to only share the bare minimum of data that is needed to assist them (WFP What is Identity Management. Key Messages, 2023).

**Inclusion** refers to WFP’s commitment to meaningfully interact with all segments of the affected population in a way that empowers them, through participation, to determine priorities and influence decisions throughout the programme cycle, as follows:

- Processes around decision-making and their outcomes are led by and validated by the communities consulted during planning, implementation, monitoring and evaluation of projects;
- Multiple pathways for communication are available, accessible and appropriate, they have been selected by different groups in the affected population and their representative bodies;



- The timing and quality of communication with affected people is appropriate for the diverse needs of different individuals and groups, are sensitive to the local context, and are relevant to the scope of interventions at the country level (WFP Community Engagement Strategy 2021-26, 2021).

**Marginalised groups** refer to the diverse groups within affected communities which are excluded or side-lined from participation in mainstream society due to a lack of or limited enjoyment of rights, resources and opportunities which impacts their agency negatively. This often includes women, older persons, persons with disabilities, indigenous peoples, minority language speakers and those with multiple, intersecting needs (WFP Community Engagement Strategy 2021-26, 2021).

**Participation** is often considered interchangeable with community engagement. Participation of affected people puts the needs and interests of those people at the core of humanitarian decision making, by actively engaging them throughout decision-making processes. It is assumed that good community engagement practices lead to affected people being empowered to claim their active and continuous participation in the decision-making processes that affect their lives, at the intersection of WFP interventions (WFP Community Engagement Strategy 2021-26, 2021).

WFP recognises that the most appropriate and sustainable solutions include people expressing their own agency (i.e., what a person is free to do and achieve in pursuit of whatever goals or values he or she regards as important). WFP aims at putting people, including marginalised groups at the centre of programme design and operational response, taking steps to understand the risks they face, prioritising

those in the most vulnerable situations and promoting inclusion. Realising a **people-centred**, needs-driven approach includes ensuring that communities and people have decision making power and, through appropriate and accessible mechanisms, are able to express their priorities, the risks and challenges that they face and how they can overcome them. WFP thrives for prioritising safety and dignity, avoiding doing harm and helping to facilitate people's access to services and assistance in line with, and respectful of, their choices and needs, working with partners to identify and address barriers to ensure no one is left behind (WFP Strategic Plan 2022-25, 2021).

**Persons with disabilities** include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others (UN Convention On The Rights Of Persons With Disabilities, 2008).





**Protection** activities that aim to prevent, reduce, mitigate and respond to the risks and consequences of violence, coercion, deprivation and abuse for persons, groups and communities (WFP Protection and Accountability Policy, 2020).

**Protection mainstreaming** and accountability is an imperative for all humanitarian actors engaged in humanitarian response. There are 4 principles for mainstreaming protection:

- Prioritise safety and dignity and avoid causing harm: Prevent and minimise as much as possible any unintended negative effects of intervention, which can increase people's vulnerability to both physical and psychosocial risks.
- Meaningful access: Arrange for people's access to assistance and services – in proportion to need and without any barriers, for instance discrimination. Pay special attention to individuals and groups who may be particularly vulnerable or have difficulty accessing assistance and services.

- Accountability: Set up appropriate mechanisms through which affected people can measure the adequacy of interventions and address concerns and complaints.
- Participation and empowerment: Support the development of self-protection capacities and assist people to claim their rights including – though not exclusively – the rights to shelter, food, water and sanitation, health, and education (WFP Protection and Accountability Handbook, 2021).


A **protection risk** is the actual or potential exposure of the affected population to violence, coercion, or deliberate deprivation (for example, disinformation and denial of access to information, psychological/emotional abuse or inflicted distress, unlawful impediments or restrictions to freedom of movement, siege and forced displacement). The harm may negatively affect the physical or mental integrity of

persons, their material safety and/or violate their rights. The human activity may be a direct act, measure or policy, but it may include as well as situations of inaction by duty-bearers (Global Protection Cluster, 2023).

A **referral** refers to the forwarding or processing of a feedback provided by a member of the assisted community (information gap, complaint, negative feedback) that requires action, from an external focal point. It should be setup as per CFM referral procedures and relevant referral agreements with counterpart agencies (WFP CFM Glossary, 2023).

**Referral pathways** are a mapping of the referral forwarding process and identification of focal points to ensure a case is resolved or a person receives the support they need. Protection referral pathways include services for cases of gender-based violence (legal, psychosocial, health) and child protection services (WFP CFM Glossary, 2023).





**Risks** refer to the probability of violation or threat, abuse, harm and suffering. Acceptable risk is any risk that a humanitarian organisation considers it reasonable to take in order to achieve their goals. Conflict sensitivity risk refers to any risk that programming could inadvertently get caught up in, and contribute to, conflict (WFP Glossary of Conflict Sensitivity, 2020; WFP Protection and Accountability Glossary, 2020).

**Sexual exploitation and abuse (SEA)**

constitute extreme forms of abuse of power that take advantage of the vulnerability of the very people WFP and partner organisations are meant to serve. As such, sexual exploitation and abuse are significant protection concerns. SEA can be seen as a form of GBV, as victims of SEA are often abused because of their vulnerable status as women, girls, boys, or men. It is imperative that all WFP programmes and operations include measures to safeguard affected people and ensure that they can safely access WFP programmes without

being subject to sexual exploitation or sexual abuse by WFP employees, partners or vendors (WFP Protection and Accountability Policy, 2020; PSEA Inter-agency cooperation in community-based complaint mechanisms, 2016).

**Social Cohesion** refers to the levels of trust, respect, tolerance, solidarity and equal opportunities in any society, and for the dignity and wellbeing of every person and the common good of all. This affects the political, social and economic spheres equally (WFP Glossary of Conflict Sensitivity, 2020).

**Women's empowerment** is the process whereby women obtain and exercise agency in their lives and have equal access with men to resources, opportunities and power. To be empowered, women must have not only capabilities and equal access to resources and opportunities that equal those of men, but also the ability to use them to make choices and decisions as full and equal members of society (WFP Gender Policy 2022).

**Zero Tolerance** covers acts of sexual exploitation and abuse which take place at and away from the workplace, during or outside working hours. It includes acts that are committed by a fellow WFP employee, a partner or any other personnel associated with the work of WFP. It will not be tolerated and is considered especially egregious if committed against those we serve and in the communities we serve (WFP SEA Fact Sheet, 2021).



## Introduction on the 11 guiding principles

To ensure quality programming, 11 people centered guiding principles for CPs were developed to clearly communicate WFP's expectations of CPs regarding Protection, Accountability to Affected People, Conflict Sensitivity, Humanitarian Principles and Access, Gender Equality and Social Inclusion along the programme cycle.

This entire guideline is organised around the following 11 guiding principles.

It provides in-depth guidance and links to tools on how to operationalise these 11 people-centered principles in a systematic and integrated manner.

### Assessments and analysis: Understanding the context, the risks and opportunities



**1. Analyse context:** Undertake integrated context analyses to understand reasons behind people's marginalisation, inequalities or privileges. Engage various groups, like affected people, marginalised populations and their representatives. Strengthen and build on people's capacities.



**2. Assess risks:** Using context analysis, do risk assessments for protection, conflict sensitivity, and humanitarian access. Recognise barriers and risks from WFP actions. Watch out for conflict dynamics and unintended harm to people, communities or the context.

### Planning and design: Co-creating a people-centred programme



**3. Apply people -and community-informed design:** Integrate people-centred approaches in programme plans and budgets. Involve diverse stakeholders from the community to inform people or community-informed programme design and implementation. Ensure active engagement and accountability to promote agency and sustainability.



**4. Use local capacities to mitigate risks:** Mitigate risks of physical hazards, violence, abuse, or further marginalisation through engaging affected people in planning and programme design. Build on local capacities when designing implementation plans. Prioritise people's safety and security.

## Targeting and prioritisation: Considering people's context and capacities



### 5. Target and prioritise inclusively:

Inclusive targeting and prioritisation uphold people's right to assistance, considering their context, and capacities. This ensures assistance goes to the most vulnerable while maintaining transparency. Understanding the context helps preventing the assistance from reaching non-vulnerable groups and minimising unintended consequences and harms.



### 6. Deliver and implement inclusively:

Actively engage diverse population groups throughout the implementation. Take note of people's and community's different needs, priorities, capacities and requirements when planning the distribution or registration sites, considering gender, age, culture, language, disabilities and others.



**Implementation and monitoring:**  
Engaging people and communities in a safe, dignified and inclusive manner to ensure quality programming and avoid doing harm



### 7. Share information and communicate:

Frequently provide clear, accurate, relevant, timely, culturally sensitive, and appropriate programme-related information to affected people. Utilise diverse communication channels to cater to various preferences. Communicate programme activities, timelines, partners, data handling, targeting approach and eligibility criteria. Keep people informed about programme adjustments that could affect their well-being, such as delays or ration cuts. Offer guidance on how to inquire, voice concerns, or report misconduct like fraud and allegations of sexual exploitation and abuse.



**8. Set-up a feedback system:** Create an effective feedback system that enables affected people to ask questions, request assistance, and share concerns. Use diverse communication channels, both in-person and mobile-based, to ensure accessibility for everyone, including vulnerable groups. Respond promptly, providing clear answers, addressing sensitive issues and analysing trends to improve people-centred programming and build trust.



**9. Monitor and adapt:** Continuously monitor and assess programme outcomes and the evolving context to improve programme quality, prevent harm and mitigate risks. Evaluate whether activities inadvertently pose negative effects on affected people, conflict situations or stability, and identify any barriers that hinder certain people or population groups from



accessing assistance. Adapting programmes in response to changing conditions or significant concerns from the community is crucial to do no harm and address potential risks for affected people.

### **Learning and evaluation: Creating a conducive environment to learn from one another**



**10. Evaluation:** Meaningful engage with diverse groups (women groups, etc.) to participate in your evaluation. Analyse feedback data, gauge affected people's satisfaction and experience, and gather suggestions for improvements. Communicate results back to affected people and seek validation. Share outcomes with humanitarian partners, government, and civil society for broader insights.



### **11. Knowledge management, learning and system-wide coordination:**

Manage and apply knowledge actively. Utilise insights from affected people and partners. Build skills of frontline staff on protection, accountability, conflict sensitivity and humanitarian access. Offer regular training using WFP's people-centred guiding principles. Collaborate with other stakeholders in the area, including government, partners, and civil society.

## Module 1

# Preparing the Field-level Agreement



SAVING  
LIVES  
CHANGING  
LIVES

**Explore the subsections!**



## Module 1

# Preparing the Field-level Agreement (FLA)

### INTRODUCTION

The Module about WFP's legal partnership agreements, known as Field-level Agreements (FLAs), stands alone and connects to other modules. FLAs are created after planning WFP's programme. We publish proposal requests based on programme design. Partners send proposals for project support. WFP reviews and picks partners using set criteria, seeking impact, quality, and cost balance.



## PARTNER AND FLA MANAGEMENT CYCLE

WFP partnerships follow corporate standards which might, however, vary due to project type, time, context and partners. Operational partners in WFP are called cooperating partners and follow the standardised cooperating partner management cycle, including FLA preparation.

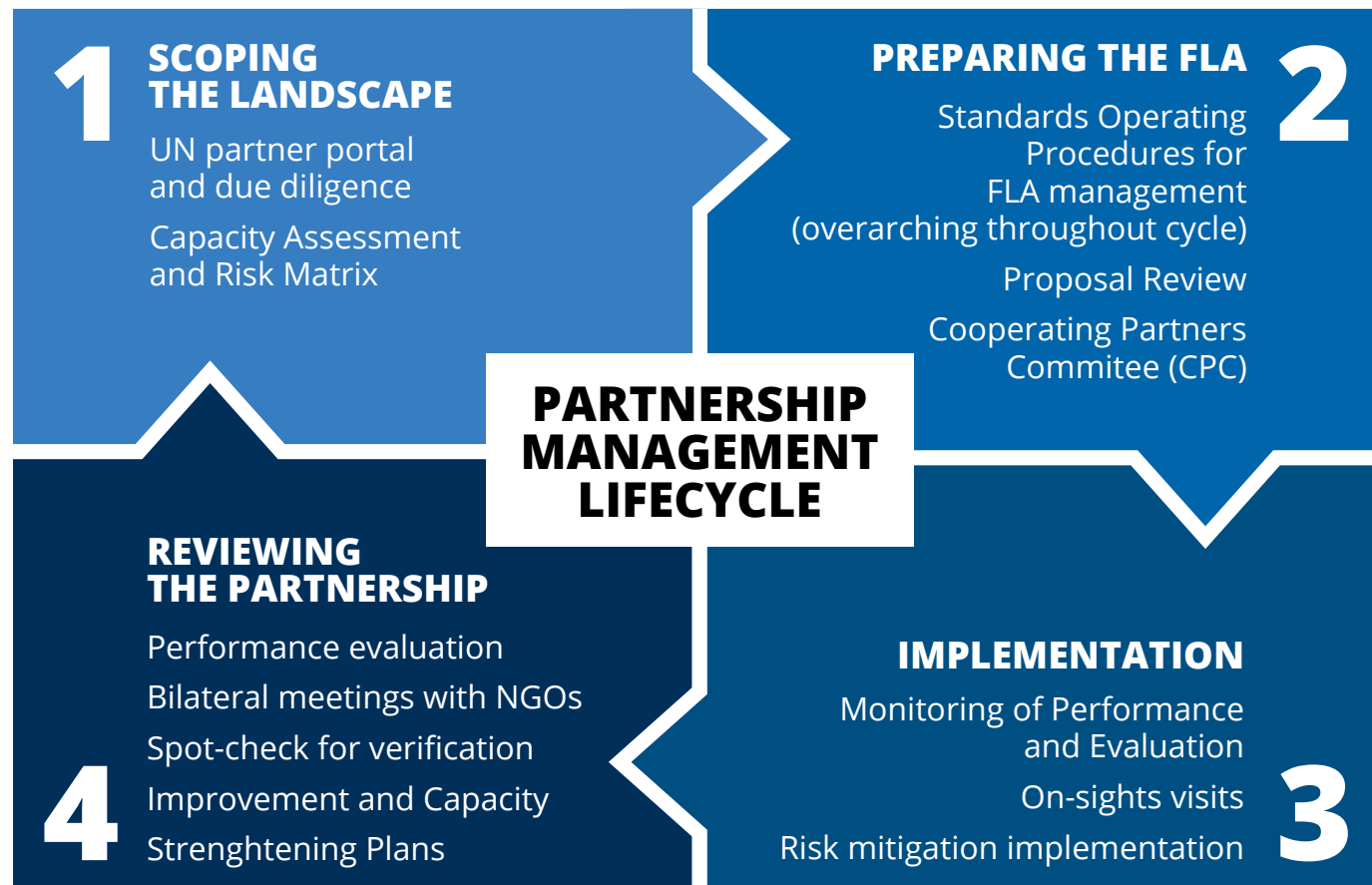


Figure 2: WFP's cooperating partner management cycle

**UN Partner Portal (UNPP)** is an online platform that was launched in 2018. It is used by UN agencies like WFP, UNHCR, UNICEF, etc. Partners register and create profiles on UNPP to work with WFP. In 2022, UNPP became WFP's rule. All partners need to have a UNPP profile before submitting a proposal.

When developing FLAs, consider people-centred guiding principles in the whole partner management cycle. Apply them in design, proposal, and implementation. Reflect these principles in WFP's programme and tools like assessments and budgets. However, WFP's corporate templates and tools should not be changed. Other templates can change at the country level.

WFP's NGO Unit is testing a new platform called Partner Connect. It allows partners to digitally record their distribution data, submit monthly reports, and triggers a digital approval workflow for both WFP and partners.

The platform is currently piloted in selected countries. FLA templates will be uploaded and managed in Partner Connect and reflect WFP's people-centred guiding principles.

## Welcome to the UN Partner Portal

Where UN Agencies and Civil Society Organizations Connect

IOM, UN Secretariat, UN Women, FAO, UNDP Crisis Bureau, UNFPA, UNHCR, UNICEF, UNOPS, WFP, and WHO with operational support from UNICC, have joined forces to deliver the UN Partner Portal, a platform for Civil Society Organizations (CSOs) to engage with the UN on partnership opportunities. The UN Partner Portal is designed to facilitate a harmonised, efficient and easy collaboration between the UN and its partners.



Food and Agriculture  
Organization of the  
United Nations



unicef  
for every child



UNOPS

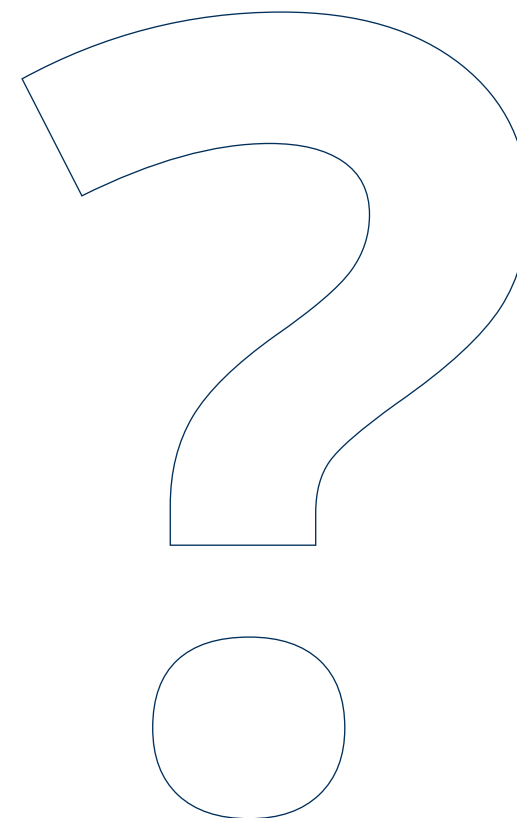


## How do I prepare a people-centred FLA?

- ☐ Use UNPP to share your expertise. Keep your portfolio updated with latest experiences.
- ☐ As WFP staff, conduct a stakeholder analysis to ensure we collaborate with specialised groups (e.g. protection-mandated organisations, women-led organisations, organisations of persons with disabilities, indigenous peoples organisations or afro-descendant organisations).
- ☐ Involve focal points (e.g. protection, gender, conflict sensitivity, disability, etc.) for integrating people-centred guiding principles in proposals, budgets, etc.
- ☐ Include people-centred activities in calls and proposals. Budget the activities (e.g., meetings, helpdesks, staff, hotlines, licenses).
- ☐ As WFP staff, give feedback if partners miss such activities in proposals.
- ☐ As WFP staff, involve people-centred focal points (e.g., protection/gender officers) in the vetting process, notably the CP Committee. Avoid compromising people-centred activities and budget.
- ☐ Review past evaluations, feedback for learning from past partnerships.
- ☐ Address learning needs with suitable tools (e.g., workshops, peer-to-peer, online support).



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## Tools and further guidance for WFP and partners

**The UN Partner Portal (UNPP).** The UNPP sections on Resources and Learning provide useful and up-to-date tools used in WFP and other UN Agencies, such as the Module on Protection action Sexual Exploitation and Abuse (PSEA) with user guide manuals and resources.

Portal |

**FLA Templates (2022).** The website provides an overview of WFP's latest corporate templates. New templates that include people-centred aspects will be updated soon.

Templates + Guidance material

**WFP's Programme Guidance Manual (2023)** includes a chapter on **NGO Partnerships**. This step-by-step manual offers corporate guidance on how to build, manage and assess partnerships with WFP partners.

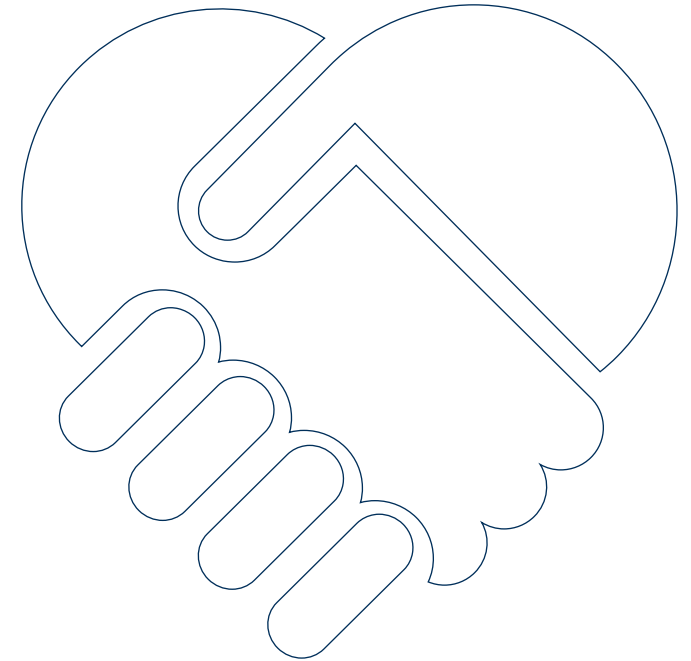
Manual | xy pages | xy min.

COMING

SOON!

**Disability Inclusion at WFP – Introductory Information for Cooperating Partners (2023)** provides an overview of relevant frameworks in WFP to include persons with disabilities in programmes.

Introduction | 4 pages | 11 min.



## Tools and further guidance for WFP

**WFP Programme and Policy Development Department Directive (2023):** Mandatory use of UN Partner Portal under the Corporate Guidance on WFP Management of NGO Partnerships.

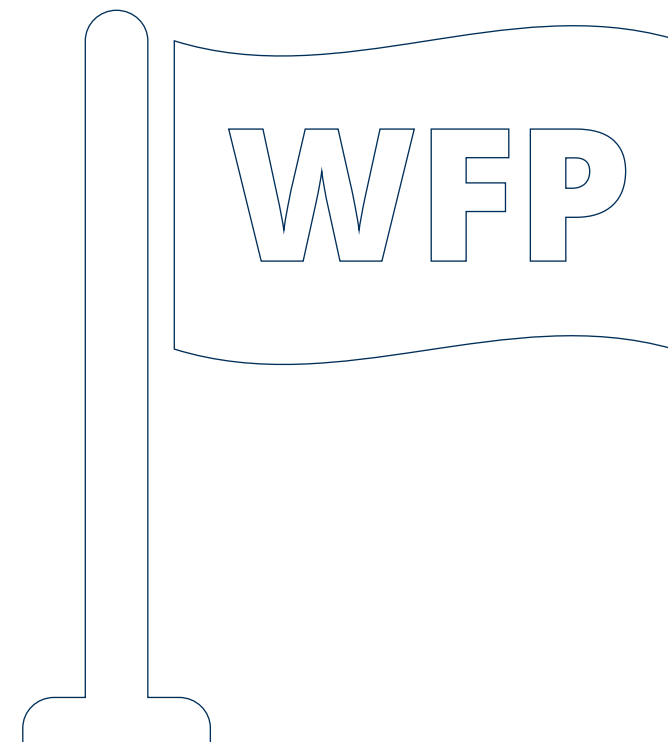
WFP Directive | 4 pages | 11 min.

For new FLAs, Country Offices are requested to use the **Screening Tool of the Environmental and Social Sustainability Framework (ESSF) (2023)** to identify environmental and social risks at the programme design stage.

Tool | 8 pages | 23 main questions

This **WFP Tip-Sheet (2023)** provides insights on how to reflect cross-cutting themes in FLAs.

Tip-sheet | 4 pages | 14 min.



## Module 2

# Assessments and analyses - Understanding the context, capacities and risks

Explore the subsections!



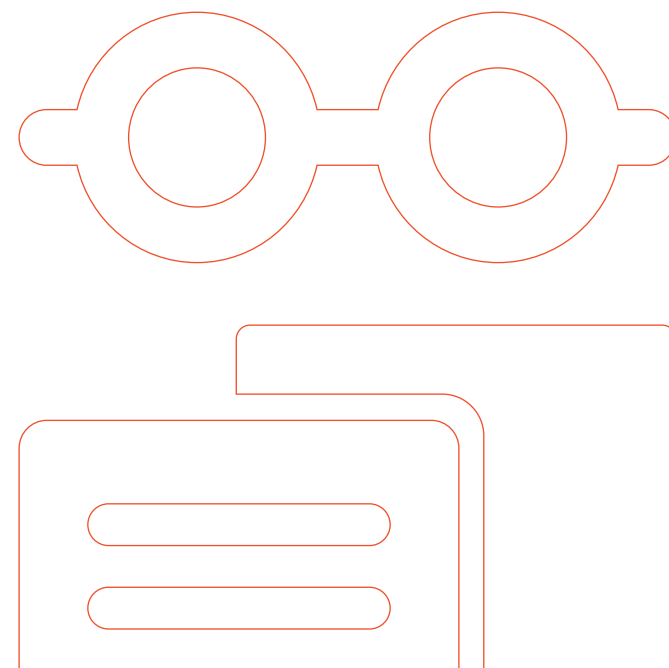
## Module 2

# Assessments and analyses - Understanding the context, capacities and risks

### INTRODUCTION

Module 2 focuses on understanding the context, leveraging existing capacities, and identifying potential partners. It also involves identifying risks that could harm people's well-being. "Assessments" and "analyses" are often used interchangeably but have distinct purposes.

- An analysis uncovers various aspects of a context to comprehend the situation (e.g., context analysis). It ensures a deep understanding of the context and the inequalities, gaps, barriers that affected people face but also their capacities and abilities to address these inequalities. An analysis should inform intervention decisions. The analysis should have an intersectional lens, as to better understand how the inequalities "intersect" depending on who is the person affected.
- An assessment evaluates performance, impact, and contributions of specific aspects like protection risks. WFP uses assessments to gauge shocks, vulnerabilities, and their impact on food security. These inform responsive actions.





## SCOPING THE LANDSCAPE

Understanding the context involves including women, girls, men and boys in all their diversity, understanding their conditions of vulnerability affects, needs, priorities, capacities, and how this affect their food security and nutrition. Context analysis delves into living conditions, stakeholders to engage with, and challenges faced. It reveals the broader community environment and interactions over time. It is a continuous process and not a one-off event.



Analyse the context: Undertake integrated context analyses to understand reasons behind people's marginalisation, inequalities or privileges. Engage various groups, like affected people, marginalised populations and their representatives. Strengthen and build on people's capacities.



The context analysis guides WFP in tailoring actions to diverse needs of women, men, girls, and boys in all their diversity. Contexts vary, from long-lasting food crises, recurring disasters to weak food systems, each with complex vulnerabilities, drivers, and shocks. Contexts also differ depending on rural and urban environments. Contexts also should include formal structures (laws and policies) and informal structures (social norms) that affect the people's food security and nutrition.

An integrated context analysis covers people-centred themes like protection, accountability, conflict sensitivity, humanitarian access, disability inclusion, gender equality and others. It examines political, social, economic, and environmental systems, demographics, and socio-cultural dynamics in rural and urban contexts. Examples include parameters like inequalities linked to age and sex/ gender and other intersectionalities in their context, such as, disabilities, minorities, indigeneity but also community structures social cohesion, coping

mechanisms, engagement methods, access barriers, protection risks, past and future humanitarian actions by different stakeholders. Integrated analysis ensures targeted, location- and context specific activities.

Remember, vulnerability arises from situational barriers, not inherent traits. Barriers affect access to resources, coping and risks. They change over time. So, mind groups in specific conditions of vulnerability like persons with disabilities, indigenous peoples, older persons or children, in particular unaccompanied children and children head of households, and their priorities. Utilise existing local expertise and capacities.

## ASSESSING CAPACITIES, BARRIERS, AND RISKS

Assessments aim to grasp challenges posed by ongoing WFP assistance and the current humanitarian context. This covers vulnerabilities, capacities, priorities, barriers and risks faced by affected people.



Using context analysis, do risk assessments for protection, including on gender-based violence, conflict sensitivity, and humanitarian access. Recognise who is affected by what barriers and risks from WFP actions. Watch out for conflict dynamics and unintended harm to people, communities or the context.

In crises, assess not only vulnerabilities but also people's abilities and agency. Everyone can act and achieve tasks. Support a sense of controlling this action and its outcomes. Know existing local capacities, like community structures, peers, and gatekeepers.

Understanding capacities, barriers, and risks takes time. Consider it as a preparedness activity or triangulate the information with existing analyses or assessments. Avoid new assessments because organising assessments consumes time and affects respondents. Check existing information to prevent assessment fatigue.

Trust is also crucial. Capacities are positive, but barriers and risks relate to structural issues. Barriers arise from:

- **Contextual challenges:** Sociocultural norms, safety, environment, and agency.
- **Subjective challenges:** Perceptions of assistance, target group and discrimination.
- **Personal challenges:** Attributes like sex/gender, age, ethnicity, literacy, and geography.

Different segments can face specific challenges from WFP's operations. Mind who you speak to. Affected people might only share this information when trusting you.





## Potential access barriers faced by affected people

Be mindful that below access barriers might differ depending on rural or urban environments.

<b>Restricted mobility and limited access to public and digital space</b>	<ul style="list-style-type: none"><li>• <b>Administrative restrictions</b> (e.g., travel permissions, no-go areas)</li><li>• <b>Limited facilities accessible for persons with disabilities</b> (e.g., distribution or registration points)</li><li>• <b>Lack of or limited freedom of movement for women and girls</b> (e.g., distance limitations, public space policy, travelling in groups)</li><li>• <b>Limited access to messaging apps and shutdown of internet</b> (e.g., accessibility, network, literacy, language)</li></ul>
<b>Armed conflict and insecurity</b>	<ul style="list-style-type: none"><li>• <b>Indiscriminate violence and insecurity</b> (e.g., hostilities, military operations, abduction, kidnapping, checkpoints, blockages)</li><li>• <b>Military occupation of civilian infrastructures</b> (e.g., schools, hospitals, public buildings)</li><li>• <b>Criminality, violent theft, diversion, levy/taxation</b></li></ul>
<b>Physical and environmental impediments</b>	<ul style="list-style-type: none"><li>• <b>Unsecure infrastructure</b> (e.g., damaged, destructed buildings)</li><li>• <b>Lack of accessible transportation to reach distribution sites</b> (e.g., no public transportation, lack of fuel, costs)</li><li>• <b>Distance to distribution sites</b> (e.g., remote areas)</li><li>• <b>Difficult terrain</b> (e.g., mountains, desert, rivers)</li><li>• <b>Climate, natural hazards and seasonality</b> (e.g., floods, avalanches, heavy rainfall, storms, heat waves)</li></ul>
<b>Sociocultural and economic impediments</b>	<ul style="list-style-type: none"><li>• <b>Lower level of literacy</b> (e.g., education, digital literacy)</li><li>• <b>Limited access to educational opportunities, technology, financial services, and resources</b> (e.g., phones, connectivity, internet, bank account)</li><li>• <b>Marginalisation, stigmatisation and discrimination</b> (e.g., sexual harassment, societal status, political orientation, ethnicity, etc.)</li><li>• <b>Burden of care / unpaid care work</b> (e.g., childcare, food security, child labour)</li><li>• <b>Social norms</b> (e.g., Limiting women's access to services, power dynamics within households)</li></ul>

<b>Political, administrative, and legal impediments</b>	<ul style="list-style-type: none"> <li>• <b>Denial of existence of humanitarian needs or entitlement to humanitarian assistance</b> (e.g., for specific ethnic, religious or linguistic minority groups, alleged association with armed groups, gender norms)</li> <li>• <b>Interference or obstruction of assistance</b> (e.g., “beneficiary selection”, recruitment)</li> <li>• <b>Set requirements and bureaucratic procedures</b> (e.g., registration as IDP or refugee, no identity card, authorisation to travel)</li> <li>• Population considered to be <b>affiliated to terrorist groups and/or armed opposition groups</b></li> <li>• <b>Limited presence and proximity of humanitarian assistance</b> (e.g., violence against aid workers, politicisation, donor sanctions)</li> </ul>
<b>Protection risks, including gender-based violence</b>	<ul style="list-style-type: none"> <li>• <b>Sexual violence</b> (e.g., sexual harassment, sexual assault, rape) on the way to and from or at registration, distribution or meeting sites, and/or within the household and other public sites.</li> <li>• <b>Sexual exploitation and abuse (SEA) by those engaged in humanitarian service provision</b> (e.g., WFP staff, partners, vendors, suppliers)</li> <li>• <b>Denial of Resources, Opportunities or Services</b> for women and girls in rightful access to services</li> <li>• <b>Intimate partner violence and domestic abuse</b> related to accessing assistance, modality type, restricted mobility or denial of resources</li> <li>• <b>Discrimination</b> against and stigmatisation of survivors (e.g., SEA, GBV)</li> <li>• <b>Arbitrary arrest and/or detention</b></li> <li>• Forced Recruitment and Association of Children in Armed Forces and Groups</li> <li>• Child and Forced Family Separation</li> </ul>

Adjusted from WFP (2023): Unequal Access: Gendered Barriers to Humanitarian Assistance.

Risks encompass threats, violations, abuse, and suffering, often seen from an organisational standpoint. Identifying risks stems from actual conflict-related or security-based factors. These can differ from contextual versus operational risks. People might also perceive risks differently

as they are often driven by rumours, misinformation, or disinformation. Perceived risks might not match actual ones and can even contradict them. Hence, grasping the context, listening to people, and thoroughly analysing the diverse threats people encounter is crucial.

Additionally ensuring that our programmes does not cause or increased the likelihood of GBV, actively taking actions to mitigate the existing GBV risks and facilitating and monitoring safe access to our services remains to be a key responsibility for all humanitarian aid workers.

## How do I analyse the context and assess people-centred aspects?

- ☐ Align information needs with objectives and commitments (e.g., WFP Country Strategic Plan). Collect only essential data.
- ☐ Disaggregate data and information by sex, gender, age and disability
- ☐ Do not ask about individual experiences of violence unless trained to do so.
- ☐ Tap into partner expertise and existing analysis rather than new data collection.
- ☐ Avoid assessment fatigue. Use available data and update it before developing new assessments.
- ☐ Engage in coordination structures to know about relevant assessments conducted by others (e.g., sectors, clusters, working groups).
- ☐ Involve local actors, like affected people and community organisations, including formal and informal women groups or women-led or women-rights organizations.
- ☐ Build gender- and culturally balanced teams, known and trusted by affected people, speaking various languages.
- ☐ Brief and train partners on assessment purpose, clear communication, and feedback response. Share referral pathways.
- ☐ Involve affected people in assessments. Ensuring separate focus group discussions and key informant interviews for women and men and marginalized groups.
- ☐ Ensure consultation sites are accessible for persons with disabilities and older persons.
- ☐ Craft sensitive questions being mindful of harms, risks or stigma.
- ☐ Consider who might be listening or watching.
- ☐ Report findings and data utilisation back to affected people.
- ☐ Ensure that the enumerator team is trained in relevant areas, including on PSEA and existing gender-based violence and protection referral pathways and psychological first aid to be able to safely respond to potential disclosures of GBV.



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## Tools and further guidance for WFP and partners

### **WFP Integrated cross cutting context analysis and risk assessment (I-CARA) (2023):**

The I-CARA integrates analysis from a protection (including disability and indigenous peoples), gender and conflict sensitivity lens.

Tool | 20 pages

### **WFP Minimum Requirements for Assessment and Analysis - Protection, Conflict Sensitivity, and more (2023):**

Outlines assessment and analysis standards for protection, accountability, conflict sensitivity, humanitarian principles, and access. Ensures robust processes and quality outputs for informed interventions.

Tool | 6 pages

### **WFP Urban Guidance (2023):** Chapter 1 provides you with core dimensions of a context analysis in urban environments.

Guidance | xy pages | xy min



COMING

SOON!

### **Protection Risks Explanatory Note (2023):**

Developed by the Global Protection Cluster, it presents a consolidated list of 15 protection risks with standardised definitions, maintained for consistent outlook across various operations and communications.

Introduction | 20 pages | 14 min

### **Consulting with Persons with Disabilities and their Representative Organisations at WFP Guidance Note (2022):**

This WFP note is based on the UN's Disability Inclusion Strategy, Link and UN Guidelines on Consulting Persons with Disabilities Link. It provides guidance for involving persons with disabilities and their representative organisations in decision-making. The note is a "Living Document" periodically updated by WFP's Disability Inclusion Team.

UN Strategy | 25 pages | 14 min

UN Guidance | 56 pages |

WFP Guidance | 44 pages |

### **WFP Conflict Analysis and Sensitivity Risk Assessment Guiding Note (2021):**

Offers guidance on conducting conflict analysis and assessing conflict sensitivity risks.

Guidance | 32 pages |

### **Conducting Participatory Gender Analysis at WFP:**

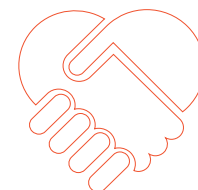
Offers guidance on conducting a participatory gender analysis.

Guidance | XX pages |

### **WFP Protection and Accountability to Affected Populations Analysis (2023):**

This note provides guidance on how to conduct a protection and accountability analysis for WFP operations.

Guiding questions | 22 pages |



## Tools and further guidance for WFP

**How to consult persons with disabilities and organisations that speak up for them. A Guide for WFP Employees (2022):** An easy-to-understand guide explaining why involving persons with disabilities and their organisations in decisions is crucial, along with how to ensure their meaningful participation.

Easy read guidance | 48 pages |

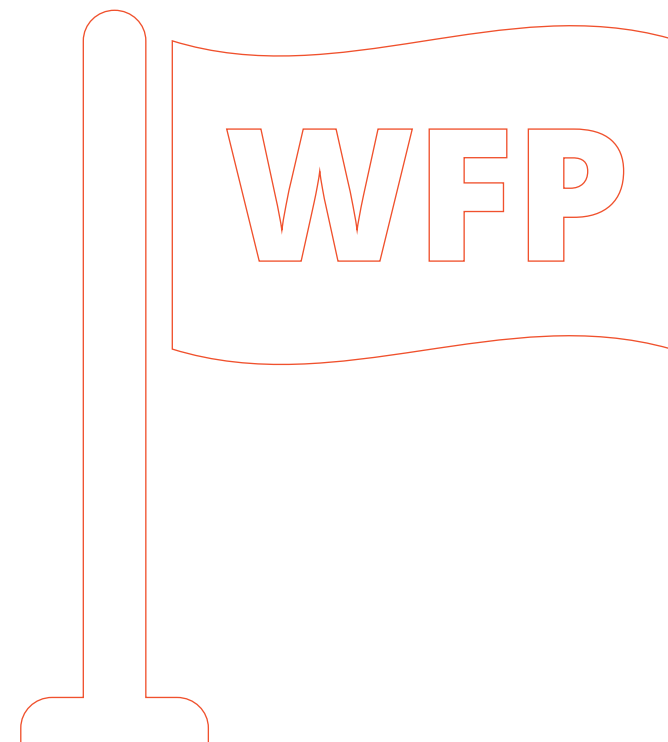
**WFP Mainstreaming Protection into CBT Feasibility Assessment (2021):** Addresses protection aspects within the Cash-Based Transfer feasibility assessment, ensuring interventions do not endanger affected people and enhance their capacities.

Tool | 7 pages |

### **Unequal Access: Gendered barriers to humanitarian assistance Explanation:**

A WFP study looking at gendered barriers affecting populations seeking humanitarian assistance in five countries. It identifies barriers emerging before, during and after assistance provision by WFP and provides recommendations.

Study + Recommendations | 36 Pages





## Module 3

# Planning and design – Co-creating a people-centred programme

Explore the subsections!





## Module 3

# Planning and design – Co-creating a people-centred programme

### INTRODUCTION

Initiating programme design involves clarifying objectives and target group. Design means selecting the best interventions based on problem understanding, people and context. What changes are we pursuing for whom?

WFP upholds principles, centring people and humanitarian values: humanity, impartiality, neutrality, and operational independence. National systems, context-specificity and needs-orientation are favoured. Collaboration and integration are crucial. People-centred design seeks full buy-in and participation of affected people throughout the programme cycle.

Effective programme design entails the following features:

- Evidence-based and adjustable design: Informed by evidence, feedback, assessments and monitoring.
- Contextual tailoring: Customised for local contexts, community structures, and livelihoods.

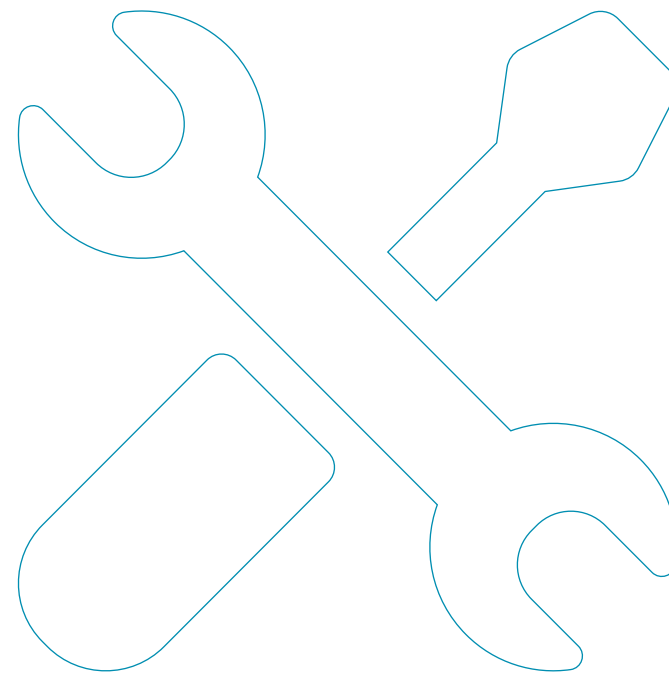


- Alignment with principled approach: Consistent with organisational, national, and international strategies, policies and frameworks.
- Integration and synergy: Cross-functional effort involving all stakeholders' full participation.

Continuously reassessing through lenses like gender and disability is crucial. Overcoming access barriers requires scrutinising constraints from the viewpoint of affected people and acknowledging the influence of their cultural norms and practices.

#### **Good Practice from Palestine:**

During the first days of response in the 2023 Gaza war, WFP faced enormous challenges in securing access to bring food into Gaza, putting the enclave's food supply at imminent risk of a complete breakdown. Fortunately, a local grassroots organisation, partnering with WFP, was able to implement locally tailored solutions and secure food for at least 10,000 people.



## PEOPLE AND COMMUNITY-INFORMED DESIGN

The extent of people- and community-informed design varies based on the context analysis. Programmes designed with input from affected people tend to align better with actual needs and preferences, leading to greater sustainability. Participatory processes foster trust, ownership, and agency. Conversely, programmes solely crafted in offices, lacking input from affected people, risk being irrelevant or rejected, resulting in wasted resources.



Apply people- and community-informed design: Integrate people-centred approaches in programme plans and budgets. Involve diverse stakeholders from the community to inform people or community-informed programme design and implementation. Ensure active engagement and accountability to promote agency and sustainability



After setting the programme objectives, the next step is defining outcomes, outputs, and activities. This entails determining:

- **Intervention types:** The specific activities to address identified problems and needs.
- **Transfer modalities:** The methods used to provide assistance. WFP uses cash (unrestricted, value vouchers), commodity vouchers (food vouchers), in-kind (food, assets), and capacity strengthening to enhance existing skills, knowledge, systems, and institutions.

Engaging people in programme planning entails listening to their needs and challenges identified through assessments and co-creating potential solutions. This involves involving affected people and communities in jointly developing intervention types and transfer modalities and assessing potential risks, including the risks of gender-based violence and unintended consequences.

Consider consulting and engaging children in the design of activities whenever possible to get their unique views. All direct consultation and engagement of children should be done in close consultation and coordination with child protection actors and/or the respective government counterpart.

Ensure your assessments mainstream gender by inquiring about the different experiences, needs and capacities of women, girls, men and boys with diverse backgrounds. While holding consultations, make sure the Focus-Group Discussions (FGDs) are segregated by sex.

Key points to discuss with affected people and communities include:

- **Preferred intervention type** (e.g., food assistance, nutrition, asset creation) **and transfer modality** (e.g., cash, commodity vouchers, in-kind).
- **Unaddressed needs** (e.g., transportation, milling costs).
- **Preferred communication methods** (e.g., face-to-face, hotline, messaging app).
- **Targeting and prioritisation approaches** (e.g., geographical targeting, community-based targeting, mixed methods).

In situations where time and resources do not permit extensive community involvement, alternative methods to validate assumptions can be used. Rapid consultations or key informant interviews with selected community members, specialised organisations, including women-led and women-rights organizations or other stakeholders representing diverse segments can offer insights. Utilising available information like analyses, assessments, or sector reports is another approach. When reflecting a people-centred approach in your proposal, describe the sources of your information. This provides justification for proposed activities, priorities, and budgets.

When designing activities, ensure compliance with WFP guidelines. For example, child labour is prohibited for those under 15 in labour-based programmes like cash/food for work. While children under 18 must not engage in hazardous work, exceptions exist where children under 18 can contribute safely and beneficially. Children under 13 might assist with light tasks akin to household chores (e.g., fetching water, firewood), but case-by-case assessment is vital to avoid child labour, considering factors like task nature, duration, standards, and educational impact.

“Localisation and community engagement goes beyond partnering with local CBOs and NGOs; it requires a shift in mindset regarding the communities we serve. Local plans are significant, as communities often have their own comprehensive strategies and Plan A, but usually lack the resources to implement them. The focus must shift from selecting local partners to implement WFP plans to understanding the community plans, helping to improve these plans where needed and resourcing them. Often, these are lower-cost solutions. This is the only way forward amid resource challenges. ”

**Isak Pretorius**, CEO of the NGO ForAfrika



## USING LOCAL CAPACITIES TO MITIGATE RISKS

Programmes designed with affected people offer more than addressing needs; they foster trust, transparency, and smoother operations while mitigating risks. Utilise existing community strengths instead of reinventing solutions. Build on what is already functioning and available in the communities. Potential capacities often reside in:

- Enabling environments: Understand community function (e.g., national laws, norms, behaviours), support networks (e.g., diaspora, local government), and interactions (e.g., faith groups, civil society, formal and informal networks).
- Organisational structures: Assess organisations, their mandates, policies, systems, and resources.
- Individual level: Identify available skills, knowledge, and their impact on behaviour.

By tapping into these capacities, you not only enhance the programme's effectiveness but also strengthen the community's resilience and ownership. Knowing and using such capacities are an integral part of successful programme design and an indirect measure to mitigate risks. To plan systematic engagement with communities, WFP uses obligatory Community Engagement Action Plans.



Use local capacities to mitigate risks: Mitigate risks of physical hazards, violence, abuse, or further marginalisation through engaging affected people in planning and programme design. Build on local capacities when designing implementation plans. Prioritise people's safety and security.

Risks are identified through various analyses conducted prior to programme design, such as, context analysis, gender analysis, GBV analysis and/or protection risk analysis, etc. WFP acknowledges “acceptable risks” as reasonable actions to serve affected people. Conflict sensitivity risks stem from WFP programmes potentially entangling or contributing to conflict. Distinguish between acceptable and conflict sensitivity risks when framing mitigation measures, cross-referencing the information. Once defined, integrate these measures into proposals, budgets, monitoring and evaluation systems. Adapt mitigation measures if the context shifts, ensuring their accuracy and effectiveness.

Consult the section on **WFP's people-centered indicators (2023)**

If you want to understand how WFP defines and measures a functioning ‘Community Engagement for AAP Action Plan’, please refer to **indicator 2.4**

## How do I plan and design a people-centred programme?

Use Comprehensive Analysis: Incorporate data from context and integrated analyses.

- ☐ Use the information from your integrated context analysis.
- ☐ Reassess vulnerabilities, capacities, and access by using gender and disability lenses.
- ☐ Identify potential risks, exploring push and pull factors (e.g., do-no-harm analysis), and highlight them in a risk matrix.
- ☐ Be cautious when defining risks and mitigation in consideration of sensitivities with host governments and other stakeholders.
- ☐ Engage peers, gatekeepers, and trusted representatives who can advocate for diverse population segments.
- ☐ Identify and partner with diverse stakeholders, organisations, governance structures, and representatives like women's groups and organisations for persons with disabilities.
- ☐ Empower and amplify marginalised groups and their representatives as advocates. Build and strengthen their capacities.
- ☐ Whenever possible, allocate sufficient time and resources for co-design and participation.
- ☐ Coordinate and collaborate with diverse partners, from local governments to humanitarian and development organisations.
- ☐ Consult affected people on preferred intervention types, transfer modalities, communication, and engagement.

- ☐ Embed people-centred guiding principles throughout the programme cycle (e.g., feedback, communication, evaluation).
- ☐ Ensure sufficient resources in budget and staffing plans.



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## Tools and further guidance for WFP and partners

**WFP Risk and Risk Mitigation Matrixes (2023): The Protection and AAP Data Analysis Plan and Risk Matrix and Community Engagement Action Plan Risk Matrix** facilitate identifying relevant risks and risk mitigation measures.

Excel Tool | 3 sheets

**WFP Focus Group Discussions Guidance (2022):** Offers guidance on planning and conducting focus group discussions.

Guidance | 20 pages |

**Community Engagement Action Plan Guidance (2023):** The Action Plan promotes WFP accountability to affected people commitments, aiming at enhancing WFP's capacity to deliver quality assistance. This Guidance is mainly directed at WFP.

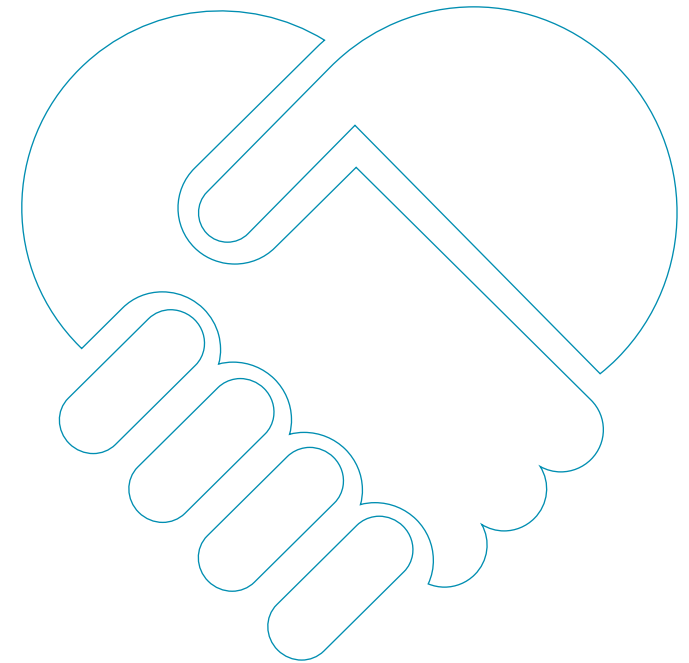
**WFP How to Mainstream Child Protection into Programme and Operations Step by Step Guidance (2021):** Highlights WFP's duty to

safeguard children impacted by activities, emphasising risk management and designing safer programmes.

Guidance | 40 pages |

**WFP Community-based Participatory Planning (2014):** Outlines Community-based Participatory Planning (CBPP), engaging communities, partners, and local government to address food security issues.

Tool | 16 pages



## Tools and further guidance for WFP

### **WFP Indicator Compendium (2023):**

The Indicator Compendium of the Corporate Results Framework (CRF) provides an overview of all WFP indicators incl. methodologies to collect, interpret and report.

PDF Compendium | 1357 pages

### **Protection and AAP Benchmarks for CO Senior Managers:**

A nice and short tool that was developed to assist Country Office managers to ensure safe, inclusive and better quality programming. Annual reporting on the benchmarks is obligatory, so helpful to know exactly what senior management has to report on.

Tool | 2 pages

### **WFP Gender equality in programme design checklist:**

Use this checklist to make sure that gender equality has been integrated throughout your programme design.

WFP Programme Guidance Manual

### **Integrating People-Centred Approaches in the CSP: PROP Guidance Note for CSP Development (2022):**

Offers guidance on integrating cross-cutting priorities like protection, accountability, conflict-sensitivity, humanitarian access, targeting, prioritisation, and people's data privacy into the preparation of Country Strategic Plans (CSPs).

Guidance | 10 pages

### **Community Engagement for CSPs**

**Guidance Note (2022):** Focuses on engagement during CSP preparation, linking to the 'Community Engagement for AAP Action Plan'. It identifies entry points, data sources, and methodologies for consultations.

Guidance | 8 pages

If you want to understand how WFP defines and measures a functioning 'Community Engagement for AAP Action Plan', please refer to **indicator 2.4**

### **Budgeting for Cross-Cutting Areas in CSPs:**

Provides tips for budgeting people-centred approaches (protection, accountability, conflict sensitivity, humanitarian principles, access, and disability inclusion) when designing Country Strategic Plans (CSPs).

Tip-sheet | 4 pages

### **Contributions to Peace for CSP**

**Guidance Note:** Provides insights, pointers, and standards for integrating Contributions to Peace in Country Strategic Plans (CSPs). Aims to enhance the quality and strategic nature of programmes.

Guidance Note | 4 pages

### **Gender equality for CSP Guidance**

**Note:** Provides guidance and tips on how to integrate gender equality and women's empowerment in Country Strategic Plans (CSPs).

Guidance Note | 4 pages

### **CSP Technical Note on Urban (2023)**

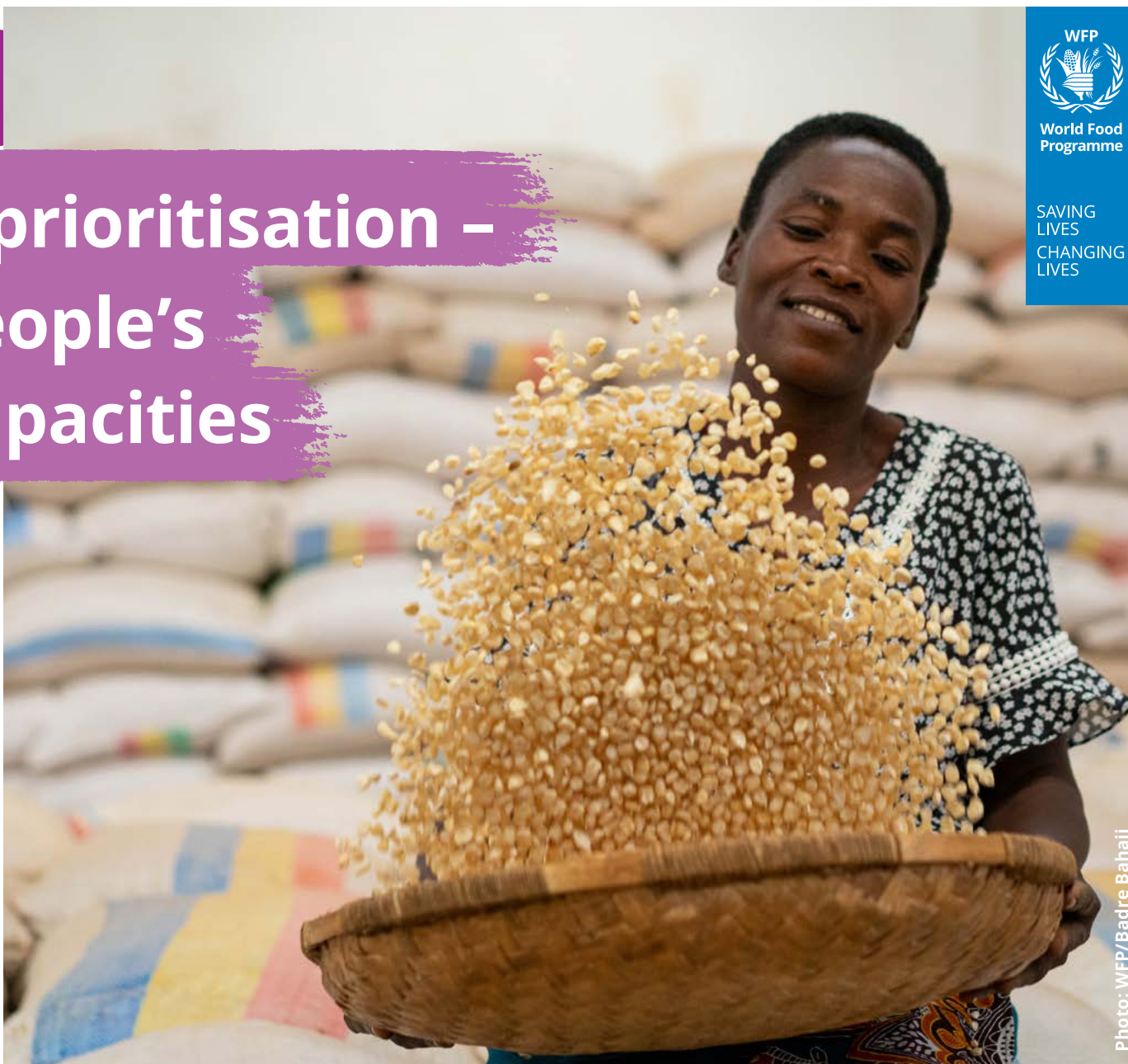
Technical Guidance Note | 14 pages |



## Module 4

# Targeting and prioritisation – Considering people's context and capacities

**Explore the subsections!**



## Module 4

# Targeting and prioritisation – Considering people's context and capacities

### INTRODUCTION

Needs-based targeting is a core element of WFP's assistance, ensuring that WFP helps the right people in the right way and at the right time. As humanitarian resources shrink compared to its needs, it is essential to determine who gets assistance, how they are chosen, and how to prioritise when facing resource constraints. Hence, targeting is key. Its methods are decided in planning but matter throughout implementation.

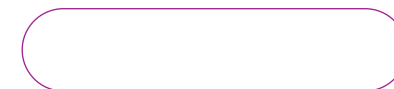
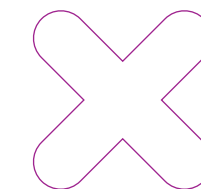
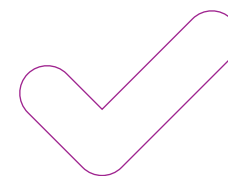
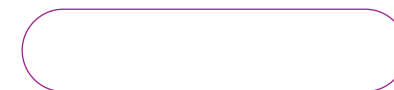
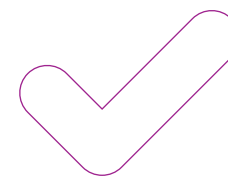


Target and prioritise inclusively: Inclusive targeting and prioritisation uphold people's right to assistance, considering their context, and capacities. This ensures assistance goes to the most vulnerable while maintaining transparency. Understanding the context helps preventing the assistance from reaching non-vulnerable groups and minimising unintended consequences and harms.



WFP avoids a one-size-fits-all approach and values context-driven decisions in collaboration with partners. Apart of this is also understanding experiences, need and capacities of women, girls, men and boys with diverse backgrounds will be different during and after an emergency. Given this, the objectives of targeting and prioritisation are to assist those in greatest need, minimise errors of exclusion and inclusion, accurately identify recipients and maintain transparency and integrity throughout the process. Targeting methods encompass blanket, geographic, community-based, self-selection, and data-driven approaches.

Eligibility criteria for the selection of aid recipients (often called “beneficiary selection”) are developed from needs assessments, community input, and partner discussions. Needs assessments shape the criteria regardless of the targeting method used. Potential risks and mitigation measures resulting from these selection criteria are identified with focal points like protection officers.



## VALIDATING YOUR TARGETING METHOD

Validating the chosen targeting method is essential due to inherent errors in any approach. Validation ensures accuracy and identifies strategies to mitigate targeting errors. To ensure people-centricity and effectiveness, validation happens before aid recipients are identified. Questions to guide this process include:

- Do people comprehend and accept the approach? How was their input sought?
- What are the key messages and communication channels for questions and concerns?
- What are the potential risks and mitigation measures?
- How will recipients be selected? Is a questionnaire or registration needed?

From a people-centred perspective, community-based targeting and self-selection may empower people, but require trust and social cohesion. Without these, groups in situations vulnerable to food insecurity like women, indigenous peoples, older persons and persons with disabilities might be excluded. Community leaders and/or representatives may not always be impartial and influence targeting.

Thorough evidence of the context, including household structures, protection risks, gender roles and communication methods, informs targeting. Adapting targeting approaches without context understanding can overlook realities. For instance, non-traditional family structures or polygamous families might require tailored targeting. Exceptions must be re-evaluated, as household and family structures impact targeting, prioritisation and registration.



## IMPLEMENTING YOUR TARGETING AND PRIORITISATION DECISIONS

Implementing targeting and prioritisation decisions involves collaboration among WFP, partners, local authorities, affected communities and people. Targeting imperfections and external influences require continuous communication and adaptation. Regular briefings between WFP and its partners address potential changes, conflicts and access constraints. If necessary, WFP may need to support access negotiations.

A robust communication strategy and community feedback mechanism mitigate targeting risks and ensure adjustments. Strengthen community engagement, feedback, and monitoring during targeting as proactive information-sharing and consultation build community acceptance. Entry points include:

- Community committees and local governance structures validate targeting approach, eligibility criteria and communication strategy.
- Community feedback mechanisms (CFMs) monitor potential changes, flag harms and risks, update and share information.
- Community consultation serves as a platform for appeals, awareness-raising, information sharing and sensitisation. Appeals processes can also be mediated through CFMs or community committees.

Scaling down operations demands careful consideration. Protection risks, including those of GBV, conflict, and social divisions can arise or worsen. Exacerbating GBV, existing vulnerabilities, discrimination and biases can hinder people to access assistance. Collaborate with all stakeholders, including women groups, women-led and women-rights organizations, to understand the risks faced, promote positive coping strategies, and communicate changes. Early stakeholder engagement, funding forecasting, and clear communication are vital. For temporary scale-downs, inform aid recipients about future and alternative assistance opportunities. Avoid rumours by carefully choosing your language and messages. In any case, direct people to alternative resources and partners.

## REGISTERING YOUR TARGET GROUP AND COLLECTING DATA

Registration and data collection processes are essential for effective assistance delivery, but challenges and considerations exist. Depending on the targeting approach, entire communities or only aid recipients might be registered. In cases, where people were already registered and data systems/registries already exist (e.g., UNHCR), collaborate with partners to avoid re-registering people.

Choice of registration tools (e.g., SCOPE, MoDa, excel, paper spreadsheets) and personal information collected varies based on the programme and context. Context-specific challenges like registering polygamous families or multi-family living situations (e.g., widows living with their husband's family) require tailored solutions, as WFP has no universal guidance currently. Take note of such conditions, share and escalate any concerns to avoid doing harm.

Understanding context and reasons for data collection is vital for clear communication. Without having this background, it is difficult to clearly explain and communicate the registration purpose and process. For instance, WFP may request partners to ask people to consent when collecting their data. Make sure to properly understand the data collection process and convey the same message to affected people. Consult WFP in case unaccompanied minors need to be registered.

Privacy and protection of personal information are crucial. Sharing information requires people's consent and data security (e.g., legal agreements, anonymisation of data). Local authorities' requests for "beneficiary lists" should be treated cautiously to avoid compromising data privacy. Ask WFP focal points for advice and support if you are not sure about the request.

In addition, poorly organised registration (and distribution) points can negatively impact people's well-being and safety (e.g., overcrowding, crowd control, long waiting hours, messy lines where women and men are intermixed), while also creating access barriers for women and girls, and increasing the potential risk of GBV. Similarly, the lack of female staff can have dire impacts on women and girls' access to the services, as well as leading to increased risk of exposure to discrimination or violence by male staff, family members, community leaders and other authorities.



Remote areas, distance, difficult terrain, and natural hazards also create impediments for affected people. Limited time availability and long travel distances may result in conflict of interest and negative coping mechanisms like young girls being pulled out from school or men pulled away from cultivating their field. Furthermore, mobility can be challenging for women and girls in certain contexts and hence, can create further impediments for accessing the services. For groups in vulnerable situations, like persons with disabilities, pregnant and breastfeeding women, accessibility and convenience must be ensured.

In summary, when setting up a registration point, ensure:

- Safety, security, and accessibility of the location and environment by women, girls, men and boys with diverse backgrounds (e.g., remoteness, distance, transportation, difficult terrain, natural hazards, roadblocks, mines, unsafe infrastructure).

- Well-organised sites, and if needed sex-segregated lines, to prevent chaos and confusion (e.g., no information or directions, messy lines, long waiting hours, lack of crowd control).

- Clear communication of time and location in multiple and accessible formats.

- Sufficient and adequate time to ensure aid recipients can return home on the same day.

- Awareness of weather condition and protection (e.g., weather forecast, sun/rain/snow protection).

- Helpdesks for assistance and inquiries.

- Presence humanitarian aid workers (ideally have a male and female representative).

- Unrestricted access for vulnerable and marginalised groups, with separate lines and priority services if needed.

- Timing that respects people's priorities (e.g., work, school) that is also determined based on gender roles.

- Consideration of societal norms, gender roles, and vulnerabilities.

- Confidential handling of personal information (e.g., beneficiary and distribution lists, tablets, phones), safeguarded against exposure (e.g., passwords, lockers).

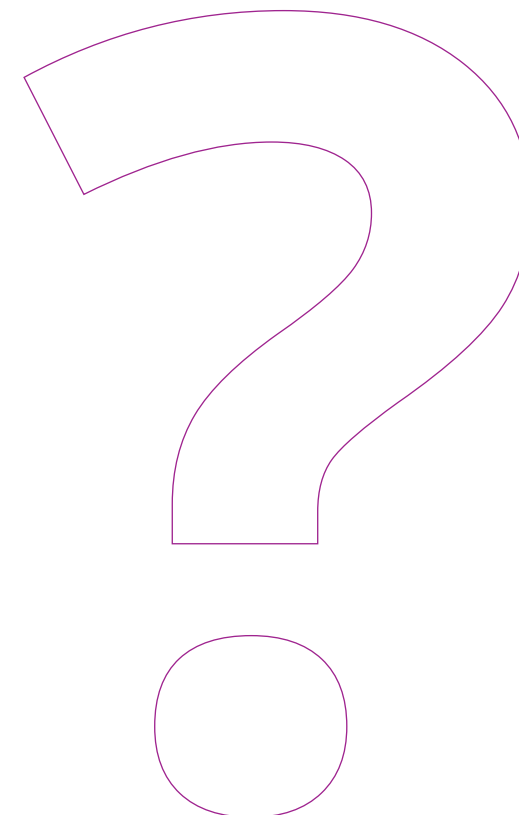
Regularly verify and update people's information as information might change (e.g., new or deceased household member) and impact eligibility or entitlements.

## How do I target and prioritise inclusively?

- ☐ Incorporate protection, accountability, accessibility, and inclusion considerations into your targeting approach.
- ☐ Validate your approach by involving affected people, specialised organisations, and others.
- ☐ Develop a clear communication strategy using local and simple language to explain your approach.
- ☐ Communicate changes transparently and offer information about alternative assistance options if needed.
- ☐ Provide multiple channels for feedback, questions, and concerns, and document feedback for monitoring. Do not influence or judge people's feedback.
- ☐ Monitor your activities for potential conflicts and adjust your approach accordingly.
- ☐ Handle sensitive cases respectfully, maintaining data protection and privacy, and involving relevant experts.
- ☐ Use gender, minority language speakers and disability perspectives to enhance access.
- ☐ Involve protection, accountability and gender advisors.
- ☐ Consistently consult diverse groups including women, girls, men, boys, persons with disabilities, minorities, indigenous peoples and others.
- ☐ Coordinate with national and local coordination mechanisms for effective collaboration (e.g., clusters, sectors, working groups).



**Consider to print this page  
and enjoy a paper checklist!**



## Tools and further guidance for WFP and partners

### **WFP/TCD Inclusive Accountability in Mozambique (2022):**

The document outlines a process for accessible communication in vulnerability-based targeting.

Guidance Note | 4 pages

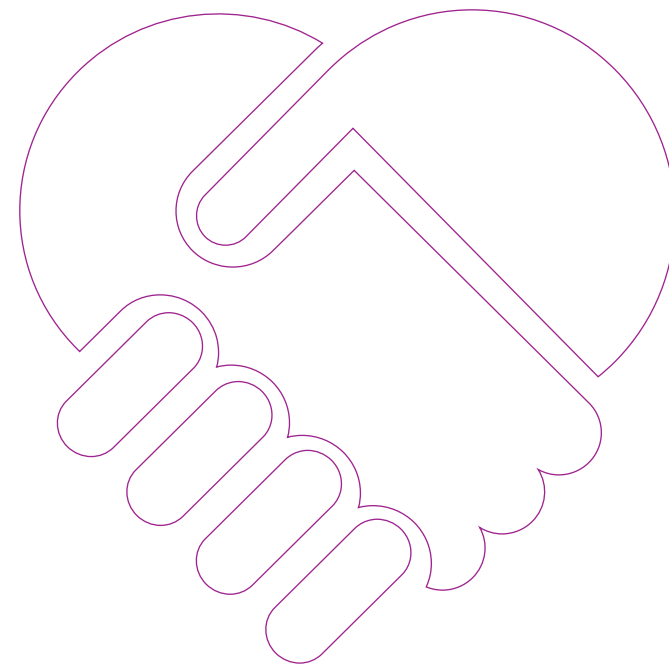
### **WFP Child Protection Mainstreaming (2021):**

Step-by-step guidance on prioritising child protection in WFP programmes.

Guidance | 21 pages

**UNHCR/WFP Targeting Hub:** Relevant for contexts with refugees and internally displaced persons, the UNHCR-WFP Joint Programme Excellence and Targeting Hub have developed a technical resource on conducting community consultations to inform targeting and prioritization exercises.

Technical Support | 14 pages



## Tools and further guidance for WFP

### **WFP Navigating Humanitarian Scale-**

**Downs (2023):** The document offers strategies for managing deprioritised target groups during scale-downs.

Tip-Sheet | 6 pages

### **Global Food Crisis Key Messages and Standards for Targeting and**

**Prioritisation (2022):** Intended for country-level decision-makers and implementers, this document provides key messages and standards for targeting and prioritisation in the context of global food crises.

Key Messages | 5 messages

### **WFP Targeting and Prioritisation**

#### **Operational Guidance Note (2021):**

Provides guidance to WFP country offices on strategic and operational decision making for targeting and prioritisation, drawing from best practices and lessons learnt.

Operational VAM-Guidance | 69 pages

**WFP Identity Management:** Internal website containing a repository of relevant guidance and tools related to personal data protection.

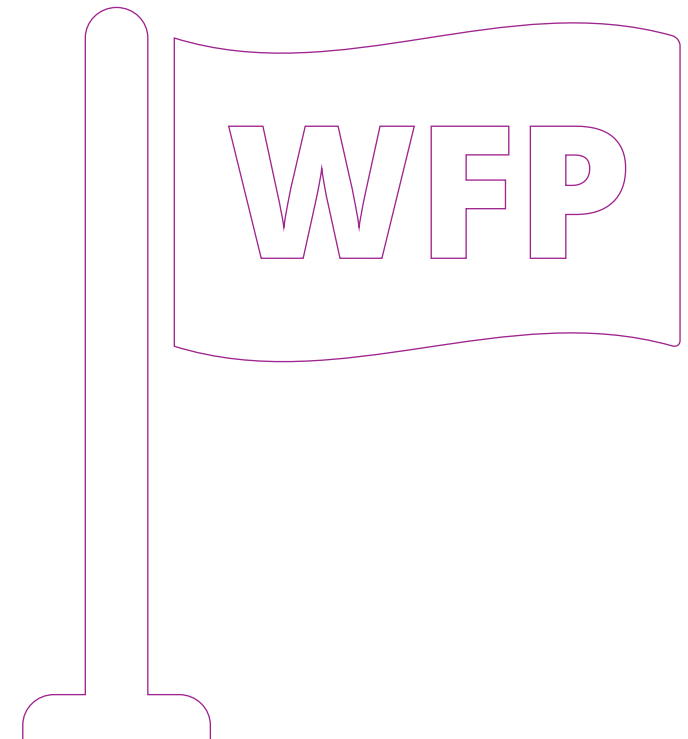
WFP NewGo | Toolkit

**See also** WFP's Global Privacy Office.

WFP NewGo Website

**See also** WFP's CBT materials.

Xxxxxx | XX pages





## Module 5

# Implementation and monitoring – Engaging people and communities in a safe, dignified and inclusive manner

Explore the subsections!

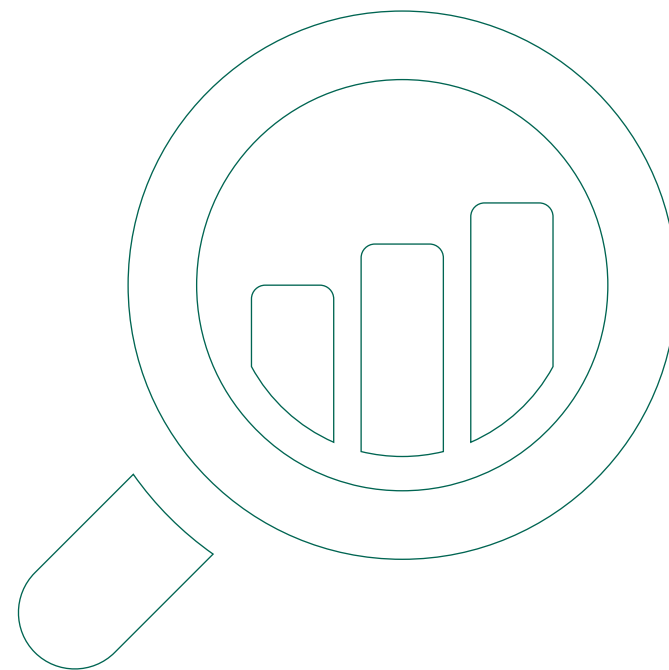


## Module 5

# Implementation and monitoring – Engaging people and communities in a safe, dignified and inclusive manner

### INTRODUCTION

During the implementation phase, diverse activities such as communication, service provision, and monitoring are carried out to enhance programme quality. Integrating people-centred approaches is crucial for effective programme implementation. Forming a diverse and inclusive project team (e.g., gender-balanced, cultural and gender sensitive), and involving people throughout the process, ensures quality and doing no harm. Establishing relationships and trust through continuous engagement before, during, and after a crisis is vital.



## COMMUNICATION AND INFORMATION-SHARING

Affected people have the right to be consulted and engaged on the types of assistance, transfer modality, targeting and prioritisation decisions. Equally important is providing information on programme-related aspects affecting their lives, such as entitlements, schedules, durations, and targeting methods. Maintaining clear and timely communication helps people comprehend and stay updated on programme activities and potential alterations. Communication is not just information but an essential component of aid that empowers informed decision-making.



Share information and communicate:  
Frequently provide clear, accurate, relevant, timely, culturally sensitive, and appropriate programme-related information to affected people. Utilise diverse communication channels to cater to various preferences and abilities. Communicate programme activities, timelines, partners, data handling, targeting approach and eligibility criteria. Keep people informed about programme adjustments that could affect their well-being, such as delays or ration cuts. Offer guidance on how to inquire, voice concerns, or report misconduct like fraud and allegations of sexual exploitation and abuse.

At the start of each intervention, provide essential details to affected people including:

☐ **Programme scope and entitlements:**

Describe type of intervention, entitlements, transfer modality, frequency, duration, location, etc.

☐ **Eligibility criteria:** Explain who can receive assistance and who not, registration requirements.

☐ **Partnerships:** Introduce WFP, cooperating partners, and other partners (e.g., UN, NGOs, Third Party Monitors, etc.).

☐ **Rights:** Outline people's rights within WFP programmes, including the right to be treated with respect, receive and ask for information, make a complaint, protect and access their data.

☐ **Communication and feedback:**

Share how to contact WFP for queries, feedback and complaints. Explain how, when and from who to expect a response. Clarify serious misconduct reporting like sexual exploitation and abuse (SEA), gender-based violence, fraud, corruption and victim/survivor protection, ensuring sensitive data handling.

☐ **Assessment, monitoring, evaluation:**

Explain the process, timeline and contacts.

☐ **Data collection and identity:** Clarify how personal information is used, updated and protected.

Information is shared using diverse methods such as posters, community meetings, helpdesks, SMS, and mobile messaging apps, presented in clear language and various formats to cater to different groups, especially affected people who may be illiterate. This ensures understanding of the programme's details and feedback processes. Unintentional multiple registrations may result from a lack of information and clear instructions.



Developing a communication strategy is crucial. It defines the audience, type of messages, communication channels, and consultation mechanisms. Involving respected community members to customise messages is important. Coordination with other organisations avoids conflicting messages. Testing and resource allocation are essential for success. When your program also targets minors, ensure you develop child-friendly communication material. Children at different stages have very different needs and interests and learn in different ways from different media/materials. Use child appropriate language, characters, stories, music and humour.

- **Use local languages or dialects** which are clear and easy to understand by different population segments.
- **Ensure plain language** without jargons, buzzwords, acronyms, technical and operational terminology.

- **Tailor the message** to your audiences based on language, interests, and sensitivities.
- **Diversify your communication channels, sources, and times** of the day when you provide information. This will allow a wider reach to different population segments and groups. Ensure at least one in-person communication channel, noting the gender gap in accessing digital technology and the internet.
- **Promote accessibility and disability inclusion** by diversifying your tools, using easy read or built-in functions.
- **Work with gatekeepers, community influencers, trusted and respected community representatives and local organizations** (i.e. women-led/focused, organisations for people with disabilities, etc.) who can support with translating key messages, spreading the information, tracking rumours, etc.

- **Coordinate and align your narrative** with other organisations and inter-agency efforts. Use agreed, sector-wide key messages to avoid spreading conflicting messages from different stakeholders.
- **Test your tools and messages** with different groups.
- **Make sure you have sufficient resources and capacities** available (e.g., CSP/FLA budgets, staffing, profiles).

Ensure inclusivity in communication with affected people. While community leaders often serve as intermediaries, they might represent more privileged groups, inadvertently excluding marginalised segments like persons with disabilities, older persons, women, and girls. Structural issue resulting from lower levels of literacy, education, access to financial resources and technology may hamper their participation. Timely and meaningful communication for all is thus vital. Provide continuous updates and address changes in the programme such as delivery delays and de-prioritisation due to scale-down effects.



## COMMUNITY FEEDBACK

Community feedback is a vital aspect of programme implementation, allowing affected people to voice opinions, ask questions, raise concerns, and report incidents confidentially. Providing feedback should not hinder people's access to assistance. To ensure people's right to feedback, information and communication, it is crucial for them to be aware of where and how they can seek information and contact WFP and its partners.

Community feedback mechanisms (CFMs) encompass various communication channels that gather, manage, analyse, act upon, and resolve feedback from affected people throughout the programme.

Tailor the feedback system to people's preferred communication channels, increasing the likelihood of receiving input. Understand their communication habits and trusted channels to establish a suitable CFM. Different groups have varying content and communication format preferences and



Set-up a feedback system: Create an effective feedback system that enables affected people to ask questions, request assistance, and share concerns. Use diverse communication channels, both in-person and mobile-based, to ensure accessibility for everyone, including marginalized groups. Respond promptly, providing clear answers, addressing sensitive issues and analysing trends to improve people-centred programming and build trust.

accessibility to channels. A diverse range of channels ensures inclusivity, especially utilizing one in-person channel. For instance, younger individuals may favour mobile messaging apps and social media platforms, while older persons or persons with disabilities might not. Think about whether your CFM channels are accessible to children. Establish at least one channel that is appropriate for, tailored and adapted to include children/adolescents. Ensure that systems allow those of diverse abilities and different ages and stages of development to input. Communication channels for engaging and informing affected people comprise various methods, such as the ones in the following table.

Ensure privacy and confidentiality when handling feedback, particularly if it involves sensitive issues that could harm affected people (e.g., fraud, corruption, sexual exploitation and abuse, gender-based violence). Conduct regular training for internal and external teams on managing various types of feedback, verifying its



Non-digital communication channels	Mobile communication channels
Community committee or equivalent	Community radio
Community gatherings or meetings	Television
Gatekeepers, community representatives or influencers (e.g., community leaders, religious leaders, women's or youth groups)	Phone calls
Face-to-face interventions (e.g., helpdesk, field officers)	SMS
Briefings, awareness-raising, trainings, and so on	Mobile messaging apps (e.g., WhatsApp, Telegram, Facebook Messenger)
Notice boards, billboards, and so on	Social media platforms (e.g., Facebook, TikTok, Instagram)
Posters, banners, and so on	Email
Newspapers, magazines, leaflets, and so on	Internet
Loudspeakers	Chatbots
Music, theatre, sketches, and so on	Interactive voice response (IVR), voice recorders, voice bots, etc.

authenticity, and offering appropriate assistance or information updates (e.g., standard messages/script, frequently asked questions). Establish a systematic process for documenting and tracking feedback, known as a “case”. This includes recording the time of receipt, content, classification (sensitive or non-sensitive), follow-up actions, and response. Keep affected people informed about expected response timeframes.

Clearly outline internal referral pathways and assign roles for follow-up and response responsibilities. Designated referral pathways with links to relevant services (e.g. psychological, shelter, legal, etc.) is particularly important for sensitive cases such as sexual exploitation and abuse, as well as gender-based violence. Designate specific focal points for different types of feedback. Once addressed and responded to, close the feedback case within the system.

## CFM STANDARDS

Follow the CFM standards when setting-up a feedback system:

- ❑ **Reach and accessibility of communication channels:** Be accessible to everyone everywhere to include all locations, activities, and people in all their diversity.
- ❑ **Minimum data collection:** Collect only what we need to resolve issues and learn about people's feedback and changing trends.
- ❑ **Case handling procedures:** Facilitate timely, transparent, and consistent responses through documented and corporately compliant procedures.
- ❑ **Information management system:** Centralise, digitise, and systematise feedback from all communication channels while ensuring people's privacy and data protection.

- ❑ **Analysis, reporting and tracking of feedback:** Generate data that gives insight into trends, and informs decision-making.

- ❑ **Quality assurance procedures:** Ensure reliability of data and accountability of procedures through quality assurance checks.

In cases where different partners have separate communication or feedback channels, ensure that feedback is appropriately categorised (e.g., general or organisation-specific) and provide clear instructions to affected people on how to directly contact WFP or its partner. Share WFP-specific feedback with relevant focal points or input it into WFP's CFM system/database if available.

WFP Country Offices should maintain a CFM system with defined roles and responsibilities to safeguard data protection and privacy. If partners have their own CFM system, share aggregated reports in line with WFP standards and requirements. WFP may conduct random checks at distribution sites to monitor partner CFM functionality and gather feedback from aid recipients.

Being gender and culturally sensitive is crucial, as is responding to feedback promptly. Failing to address feedback erodes trust, while not documenting and utilising feedback prevents programme improvements. If feedback is not responded to and acted upon, people lose trust in WFP and its partners.

## DELIVER INCLUSIVELY

Affected people are assisted after identification and registration. While involving affected people and communities in the process, various distribution approaches are used such as group or individual distributions.

The distribution is organised at specific locations such as distribution points or vendor. Security concerns must be



Deliver and implement inclusively: Actively engage diverse population groups throughout the implementation. Take note of people's and community's different needs, priorities, capacities and requirements when planning the distribution or registration sites, considering gender, age, culture, language, disabilities and others.

considered, as violence and insecurity can hinder access to assistance. Traveling to distribution points exposes people to risks like shelling, violence and harassment. In contexts where women collect assistance, sexual violence may be a concern. Considerations like culture, gender or disability are essential for enhancing access. Overcoming these access constraints requires analysing and knowing barriers through the lens of affected people and communities, recognising that barriers are rooted in cultural and gender norms.

### Food and cash distribution points

Efficiently organising distribution (and registration) points is essential to prevent harm to people's safety and well-being. Poorly managed distribution points can lead to overcrowding, long waiting hours and chaos, raising risks of violence and harassment, especially for vulnerable and marginalised groups. For example, the lack of female staff can discourage women and girls from accessing the services, while also

leading to an increased risk of exposure to discrimination or violence by male staff, family members, community leaders and other authorities.

Remote areas and difficult terrain pose additional challenges in reaching and leaving distribution points. Long travel distances can disrupt daily life and disproportionately affect vulnerable groups such as persons with disabilities, older persons, pregnant and lactating women, and single parents.

When identifying and organising the distribution point make sure that

- ☐ Safety, security, and accessibility of the location and environment – checked by UNDSS (e.g., remoteness, distance, transportation, difficult terrain, natural hazards, roadblocks, mines, unsafe infrastructure).
- ☐ Well-organised sites to prevent chaos and confusion (e.g., no information or directions, messy lines, long waiting hours, lack of crowd control).

- ☐ Clear communication of time and location.
- ☐ Sufficient and adequate time to ensure aid recipients can return home on the same day.
- ☐ Awareness of weather condition and protection (e.g., weather forecast, sun/rain/snow protection).
- ☐ Helpdesks for assistance and inquiries.
- ☐ Presence of protection and gender representatives.
- ☐ Unrestricted access for vulnerable and marginalised groups, with separate lines and priority services if needed.
- ☐ Appropriate timing that aligns with people's own priorities, such as work, school, and agricultural activities.

- ☐ Consideration of societal norms, gender roles, and vulnerabilities (e.g., female and male staff, separate lines for women/girls, access for persons with disabilities).
- ☐ Confidential handling of personal information (e.g., beneficiary and distribution lists, tablets, phones), safeguarded against exposure (e.g., passwords, lockers).

Regularly verify and update people's information during the distribution as information might change (e.g., new or deceased household member) and impact eligibility or entitlements.

During a distribution, if you notice children facing harm or at risk, your role is not to investigate but to refer them safely to a child protection entity for formal assessment. If there's no child protection support in your area, connect the child/caregiver to available services or a trusted adult.

Similarly, directly engaging with the community members, you might be disclosed a case of GBV. It's our humanitarian responsibility to ensure that we are familiar with the [GBV Pocket Guide](#) and are able to provide safe referrals, when we are given the consent to.

People with heavy load of house chores may not have time and availability to attend long distributions and queue for extensive hours in the distribution site. People with disability, and people most exposed to protection risks, may not have the capacity to remain on site if distributions are too slow. This results in an increased risk of power abuse or fraud, the most vulnerable people handing over their cards to community leaders or other influential actors to retrieve assistance on their behalf. To avoid this and ensure inclusive access to assistance, the best is always to make your distributions as close as possible to people, as safe, fast and organized.

## Vendors and retailers

The same conditions should be applied when working with vendors, retailers, and suppliers. They must be informed about and adhere to the same people-centred guiding principles outlined in this toolkit.

For some programmes, having a wide network of retailers can be beneficial, especially for groups like pregnant and breastfeeding women, older persons and persons with disabilities. Mobile modalities and home delivery options may also be utilised for areas with access constraints or sensitivity. In unique cases, the possibility of “delegation” can be considered, allowing assistance collection on behalf of a specified aid recipient. As for your own staff, make sure the vendors and retailers have balanced gender of staff available to facilitate access and communication with all.

## MONITOR AND ADAPT

Monitor your programme intervention from the beginning and continuously. Identify milestones throughout the implementation phase. In WFP operations, WFP is responsible for monitoring its programmes but may ask partners and third-party monitors to support these activities. Partners often carry out their own monitoring in parallel.



Monitor and adapt: Continuously monitor and assess programme outcomes and the evolving context to improve programme quality, prevent harm and mitigate risks. Evaluate whether activities inadvertently pose negative effects on affected people, conflict situations or stability, and identify any barriers that hinder certain people or population groups from accessing assistance. Adapting programmes in response to changing conditions or significant concerns from the community is crucial to do no harm and address potential risks for affected people. Proactively facilitate and monitor the vulnerable groups' safe access to our services, and unwanted consequences our programmes might have.

Post-distribution monitoring is key and an important opportunity to change the next distribution cycle and adapt your programme. For example, in some contexts men tend to have the power, control, and decision-making authority within households to decide how the assistance is allocated and used once collected. As food management is more universally seen as a women's issue, barriers to controlling assistance once collected are particularly relevant within the programmatic areas of nutrition and cash-based transfers. There is a risk of cash being used by men for other purposes as a critical concern, and that men often used cash assistance for non-food or nonessential items.

When monitoring your activities, make sure to

- Involve different people, communities, and representatives.
- Apply community-based monitoring approaches.
- Consider people-centred aspects during field monitoring, spot checks and alike.
- Triangulate monitoring data with community feedback and other data sources.
- Reflect people-centred considerations in your reporting templates (for example, distribution reports, incidents reporting).

- Review and regularly adjust your programme activities based on feedback and other monitoring data.
- Provide aggregated CFM data, triangulate and validate the data with affected people. Ask them if they are satisfied with the activities, what and how to improve them.
- Involve communities in decision-making about adjusting the programme.
- Monitor targeting and prioritisation criteria and verify selection of aid recipients.
- Integrate community engagement questions in post distribution monitoring.



## WFP INDICATORS ON PEOPLE-CENTRED PROGRAMMING

WFP has developed several corporate indicators. These indicators are mandatory and measured globally to assess the effectiveness of people-centred programming.

WFP colleagues who want to know more about the indicators, can consult on WFPgo:

[Corporate Results Framework](#)

[Indicator Compendium \(2023\)](#)

[Standard Operating Procedures for Monitoring](#)



## Six indicators on protection and conflict sensitivity:

1.1

Percentage of beneficiaries reporting **No Safety Concerns** experienced as a result of their engagement in WFP programmes.

1.2

Percentage of beneficiaries who report they experienced **No Barriers to Accessing** WFP food and nutrition assistance.

1.3

Percentage of beneficiaries who report being treated with **Respect** as a result of their engagement in WFP programmes.

1.4

Number of women, men, boys and girls **with disabilities** receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers.

1.5

Country office **meets or exceeds United Nations Disability Inclusion Strategy (UNDIS)** entity accountability framework standards concerning accessibility.

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.

## 1.1 Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

**Rationale and Definition:** Safety is the physical security of persons and their psychosocial safety require that service delivery and assistance provision modalities are designed and implemented effectively so that the need for safety is considered.

**Data source:** Household level Post-Distribution Monitoring (PDM) surveys for outcome monitoring, following the same sampling methodology of the PDM

### Interpretation

- If the number of persons who have safe access to WFP programmes is below the target value, this means that the way assistance is delivered is putting affected population at risk. In this case, mitigating measures need to be explored based on an analysis of the location and type of security threats or incidents reported.
- Security issues can be a sensitive topic and people often do not report challenges they have encountered. A low number of reported safety concerns does not necessarily indicate that there are no issues of concern.

## 1.2 Percentage of beneficiaries who report they experienced no barriers to accessing WFP food and nutrition assistance

**Rationale and Definition:** Barriers to access refer to any situation where safe and meaningful access to assistance is manipulated or obstructed (e.g., sexual favours in return for food; Illegal taxation/ extortion) regardless of where that happens. It also directly relates to our GBV risk mitigation, as we aim to ensure safe access to the services.

It refers to the ability of WFP to reach people in need, people's access to where WFP is implementing an activity and the areas recipients have to travel to and from to access these sites. This may include distribution points (e.g., banks or agents for cash payments), schools, health clinics, community or household sites of asset-creation activities, training sites, markets, and agricultural project sites.

**Data source:** Household level PDM surveys for outcome monitoring

**Attention:** For the purpose of this indicator, data should be collected not only from beneficiaries but also and most importantly from those who were supposed to receive assistance but did not.

### Interpretation

- If the number of persons who have safe and meaningful access to WFP programmes is below the target value, mitigating measures need to be explored based on an analysis of the location and type of barriers to access reported.
- Barriers to access can be a sensitive issue and people often do not report challenges they have encountered. A low number of reported barriers to access does not necessarily indicate that there are no issues of concern.

## 1.3 Percentage of beneficiaries who report being treated with respect as a result of their engagement in WFP programmes

**Rationale and Definition:** Respect refers to the notion that people have a right to be valued, treated with dignity, and receive ethical treatment. The emotional experience of a person is as important as their physical safety, and often human rights violations can be humiliating for a person, affecting their sense of self-esteem and of human dignity.

**Data source:** Household level PDM surveys for outcome monitoring

### Interpretation

- If the number of persons who perceive WFP programmes as dignified is below the target value, mitigating measures need to be explored based on an analysis of the location and type of problem reported.
- In particular, it is important to determine if certain groups within the overall population consistently report undignified treatment as this could be an indicator of discrimination.

#### 1.4 Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers

**Rationale and definition:** The rationale is to understand how many persons with disabilities have been reached through WFP programmes.

**Data source:** Household level PDM surveys for outcome monitoring.

#### Interpretation:

- The World Health Organisation (WHO) estimates that about 15% of the world's population has a disability, with 80% of those persons living in low- and middle-income countries. Figures collected in PDMs may vary significantly from 15%. Variation in baseline prevalence of disability can be expected in contexts with conflict, low access to healthcare, high levels of malnutrition, etc. Further variation of prevalence within WFP caseloads is likely, due to different levels of food insecurity and capacity to access assistance among persons with disability.

#### 1.5 Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) entity accountability framework standards concerning accessibility

*Note: There is no implications for field staff. This indicator is measured at CO level and above.*

**Rationale and definition:** In 2019, the Secretary General launched the UN Disability Inclusion Strategy (UNDIS) to support and sustain UN entities' progress on the inclusion of persons with disabilities in all aspects of their work. The aim of this indicator is two-fold. It enables WFP at the entity level to report against the accountability framework standards concerning accessibility on the related UNDIS indicator. It also enables WFP to report against country-level progress on accessibility that will complement UN Country Team-level efforts to meet UNDIS

requirements on a country level.

**Data source:** WFP Disability Inclusion Secretariat uses a data collection tool to calculate the result of this indicator against the following UNDIS country-level scorecard ratings

**Interpretation:**

- WFP works incrementally to implementing accessibility at a country level. Starting in 2023, the targets for the next 5 years are expected to be low compliance (10-20%) across Country Offices given that regional roll outs for disability inclusion started in 2022.

**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**

*Note: For 2024, this indicator is applicable for WFP's high-risk countries only, from 2025 it will be applicable for all Country Offices.*

**Rationale and Definition:** This indicator helps assess the level of integration of conflict sensitivity into WFP programming and operations at a Country Office level. The first and most fundamental steps to mainstream conflict sensitivity are: undertaking a conflict analysis, assessing possible conflict sensitivity risks of activities, develop and implement mitigation measures.

**Data source:** The CO should complete the self-assessed data collection tool and draw on a range of documented sources of conflict analysis, conflict sensitivity risks, and mitigation measure.

**Interpretation:**

- Regional Conflict Sensitivity Advisors/ Humanitarian Advisors are recommended to participate in these workshops and/ or review the qualitative answers of the Country Office to identify gaps, inconsistencies, and areas where support is needed.



## Six indicators on accountability

2.1

Percentage of beneficiaries reporting they were provided with **accessible information** about WFP programmes, including Protection against Sexual Exploitation and Abuse (PSEA)

2.2

Country Office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on **consulting organisations of persons with disabilities**

2.3

Country Office has a **functioning Community Feedback Mechanism** (yes/no)

2.4

Country Office has an **Action Plan on Community Engagement** (yes/no)

2.5

Number of children and adults who have access to a **safe and accessible channel to report sexual exploitation and abuse** by humanitarian, development, protection and/or other personnel who provide assistance to affected people

2.6

Percentage of WFP Cooperating Partners registered in the **UN Partner Portal** which have been assessed using the UN implementing partner **PSEA capacity assessment**

## 2.1 Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including Protection against Sexual Exploitation and Abuse (PSEA)

**Rationale and Definition:** Information as a minimum, the information provided should include the following elements:

- Who is included? People demonstrate that they understand the eligibility criteria for receiving WFP assistance.
- What people will receive? People declare that they are aware of their entitlements and can determine that they received the appropriate assistance.
- How to report misconduct, including PSEA? People are aware of their right to report staff misconduct without repercussions, and how to do it.

- Information is easy to understand? People report whether the information is clear, easy to understand, and hence accessible to everyone.

**Data source:** Household level PDM surveys for outcome monitoring.

### **Interpretation:**

- The indicator methodology requires that all four elements it measures (targeting criteria, entitlements, accessibility of information, and awareness of available mechanisms to report staff misconduct) are known by the affected people to satisfy the requirements for an individual to be considered informed.

## 2.2 Country Office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organisations of persons with disabilities

*Note: Indicator 2.4 action plan on community engagement action also highlights the need to consult with a diverse range of actors, including specifically persons with disabilities and Organisation of Persons with Disabilities (OPDs).*

**Definition and rationale:** Organisations of Persons with Disabilities (OPDs) are non-governmental organisations led, directed and governed by persons with disabilities, who should compose a clear majority of their membership. OPDs play a critical role in representing the viewpoints of persons with disabilities.

Consulting people with disabilities in WFP's work is necessary because participation is a fundamental human rights principle.

People with disabilities are best placed to know what they need to be included in WFP programmes and consulting a diverse range of people (not only those with disabilities) helps better decision making and more inclusive programming.

**Data Source:** Disability inclusion country questionnaire on Corporate Results Framework (CRF) indicators. The current indicator ratings on consultations are as follows:

- Approaching Requirements:
  - WFP convenes at least one consultation with OPDs on disability inclusion implementation.
- Meeting requirements:
  - WFP convenes at least an annual consultation with OPDs on DI implementation.

- OPDs participate in key consultations throughout the Country Strategic Planning cycle, including on needs assessment, programme design, implementation and monitoring.
  - OPDs are consulted in the emergency risk and needs assessments, preparedness and response planning processes.
- Exceeds requirements:
    - WFP convenes at least an annual consultation with OPDs on DI implementation.
    - OPDs participate in key consultations throughout the Country Strategic Planning cycle, including on needs assessment, programme design, implementation and monitoring.

- OPDs are consulted in the emergency risk and needs assessments, preparedness and response planning processes.
- WFP has a formal partnership with OPDs.

### **Interpretation:**

- The indicator is intended to demonstrate progress on WFP's commitment to ensuring the inclusion and consultation of persons with disability in all aspects of their work.



### 2.3 Country Office has a functioning Community Feedback Mechanism (yes/no)

**Rationale and Definition:** A functioning Community Feedback Mechanism (CFM) is derived from the minimum assurance standard in the [CFM toolkit](#), a Country Office must satisfy three out five Key Performance Indicators to have a functional CFM:

1. Design: The Country Office used reliable information from or about different groups of affected populations (e.g. women, persons with disabilities, older persons, minorities) on their information needs, language requirements, and preferred communication channels.
2. Data protection: The Country Office conducted a Privacy Impact Assessment (PIA) or similar data protection exercise.

3. Resourcing: The Country Office's country strategic plan includes a dedicated budget to ensure the functionality of the CFM, or the Country Office secures sufficient budget for CFM functionality.
4. Case closure: The Country Office provided evidence that the CFM closed at least 80% of feedback received.
5. Actioning feedback: The Country Office validates programmatic changes with served communities by undertaking post-case reviews, satisfaction surveys, or other methods.

#### **Interpretation:**

- The indicator is intended to demonstrate progress in WFP's implementation of its CFM Standardisation Initiative as one central component of the [Community Engagement for Accountability Strategy](#). The goal is to have 100% of country offices with a functioning CFM over time with a minimum increase of 5

percentage points every year.

### 2.4 Country Office has an Action Plan on Community Engagement (yes/no)

**Rationale and Definition:** The country office plan of action for inclusive engagement with the communities is expected to meet All the following minimum requirements

1. Context analysis on cross cutting thematic areas
2. Be developed in consultation with all the below groups:
  - Women, and/or gender minorities or organisations representing them
  - Persons with disabilities or organisations representing them
  - Partners (strategic or operational partners like cooperating partners, etc).
3. Be approved by the country director or delegated authority

## Interpretation:

- The indicator is intended to demonstrate progress in WFP's commitment to ensuring inclusive and meaningful participation of affected populations across the full programme cycle. The goal is to have 100% of country offices have an approved action plan on community engagement that meets the minimum requirements.

### 2.5 Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected people

**Definition and rationale:** The indicator measures women, girls, men, and boys across all areas where WFP provides direct food assistance to Tier 1 beneficiaries

with safe and accessible access to sexual exploitation and abuse (SEA) reporting.

Access to Reporting Channels refers to three key aspects:

1. Availability of multiple complaint channels
2. Geographical distribution of these channels in served locations
3. Trustworthiness and established nature of the reporting channels, particularly among vulnerable individuals.

Safe and accessible reporting channels must adhere to specific principles:

- Ensuring confidentiality, safety, accessibility, and transparency
- Tailoring channels to be age and gender-sensitive
- Considering literacy levels and local languages

- Implementing procedures to handle SEA complaints promptly and safely
- Raising awareness within communities about these channels.
  - Reporting channels can be either integrated into existing programs or created as distinct interventions supported by WFP. These may include interagency or partner-operated channels (including government partners).
  - Examples of reporting channels encompass face-to-face reporting through trained PSEA focal points or other relevant personnel, as well as various Community Feedback Mechanisms (CFMs).
  - CFMs initially designed for purposes other than SEA, such as community feedback or Accountability to Affected Populations (AAP) mechanisms, need to be appropriately adapted for handling SEA cases. This adaptation includes



training CFM operators and staff to manage and refer SEA allegations according to established WFP and interagency procedures (if relevant).

**Data Source:** Country Office CFM managers, Protection, Accountability to Affected People (AAP), and gender officers, PSEA Focal Points

**Interpretation:**

- Results should always be interpreted in relation to the overall WFP assisted population. The higher the number of people having access, the more WFP has contributed to ensuring accountability to populations receiving WFP assistance.

## 2.6 Percentage of WFP Cooperating Partners registered in the UN Partner Portal which have been assessed using the UN implementing partner PSEA capacity assessment

**Definition and rationale:** This indicator measures the application of standardised Protection from Sexual Exploitation and Abuse (PSEA) control mechanisms in relation to Cooperating Partners through [UN Implementing Partner PSEA Capacity Assessment tool](#).

This indicator helps WFP ensure that it follows UN rules to protect people from sexual exploitation and abuse when working with external partners. It tracks the percentage of WFP's partners that have been assessed for their capacity to prevent sexual exploitation and abuse. This assessment ensures that partners meet certain standards, and it provides support to partners to improve their capacity if needed. Ultimately, this helps WFP provide safer assistance and protection to the people they serve.

**Data source:** UN Partner Portal; the number of WFP Cooperating Partners is counted through the number of active Field Level Agreements (FLAs).

**Interpretation:**

- An increase in the target value of this indicator signifies that WFP Cooperating Partners are undergoing the assessment and adhering to the PSEA core standards outlined in the UN Implementing Partner PSEA Capacity Assessment tool to have a full PSEA capacity.
- A decrease in the target value of this indicator signifies that WFP CPs may not be undergoing the assessment process and therefore may not be fully compliant to the PSEA core standards outlined in the UN Implementing Partner PSEA Capacity Assessment tool and may require additional support to develop their PSEA capacities.





## Five indicators on gender equality and women's empowerment

3.1

Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

3.2

Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation

3.3

Proportion of women and men reporting economic empowerment

3.4

Proportion of Country Strategic Plan (CSP) activities contributing systematically to advance gender equality in the context of food security and nutrition

3.5

Proportion of Country Strategic Plan (CSP) activities achieving country capacity strengthening outcomes which also contributed to gender equality

### 3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

**Rationale and definition:** The indicator is intended to measure progress towards equality in decision-making and control over cash, vouchers or food between women and men, at the household level; regardless of the source of the food assistance (e.g., general food distribution, nutrition intervention, food for asset, school feeding take-home rations). When used along with other quantitative and qualitative data, the information obtained through this indicator can be used to inform the design, implementation and revision of WFP Country Strategic Plans, such that they contribute to women's empowerment and advance gender equality.

**Data source:** Household level PDM surveys for outcome monitoring.

#### Interpretation:

- This indicator assesses decision-making within households regarding the use of resources like food, cash, and vouchers. It reflects:
  - The power dynamics between women and men in households.
  - The extent to which individuals can make decisions affecting their lives and others in the household.
  - The likelihood of addressing the specific food security and nutrition needs of women and men within a household.

### 3.2 Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation

**Rationale and definition:** Meaningful participation is empowering, and women's empowerment is central to achieving

gender equality which is essential to achieving a world of zero hunger (SDG2). The indicator seeks to measure the extent to which women, men, girls, and boys influence in decision making processes (meaningful participation), beyond their mere presence at meetings. This indicator looks at equitable and inclusive engagement in decision-making, as the equal exercise of power is the fundamental indicator for gender equality.

**Data source:** Face-to-face/in person or remote monitoring surveys during outcome or process monitoring.

#### Interpretation:

- This indicator will provide evidence of the different experiences of women and men who report meaningful participation in WFP food assistance decision-making. The higher the percentage, the greater the number of beneficiaries involved meaningfully in WFP's work.



### 3.3 Proportion of women and men reporting economic empowerment

**Rationale and definition:** This indicator measures the perception of change by women and men to their economic empowerment through a perceived change in their financial situation and a perceived increased decision-making power, voice and agency. It uses five steps to rate the level of economic empowerment:

Step 5: Power & freedom to make most/all major life decisions

Step 4: Power & freedom to make many major life decisions

Step 3: Power & freedom to make some major life decisions

Step 2: Only a small amount of power & freedom

Step 1: Almost no power or freedom to make decisions

**Data source:** Data for this indicator should be gathered through structured questionnaires, using face-to-face or remote monitoring. Implementation of focus group discussions is highly recommended.

#### Interpretation:

- The indicator seeks to measure the differences in the perception of economic empowerment among WFP direct beneficiaries receiving cash or capacity building assistance. A higher percentage reflects a greater proportion of WFP beneficiaries that perceive enhanced economic empowerment, through an improved financial situation and increased voice and agency to make major decisions that affect food security and nutrition during the project's duration.

### 3.4 Proportion of Country Strategic Plan (CSP) activities contributing systematically to advance gender equality in the context of food security and nutrition

*Note: This indicator is only relevant to CSP activities to which the WFP Gender and Age Marker platform is applied.*

**Rationale and definition:** To measure the contribution to gender equality, this indicator relies on the information gathered through the [WFP Gender and Age Marker](#) – Monitoring. The WFP Gender and Age Marker is a corporate tool that codes – on a 0 to 4 scale – the extent to which gender and age are integrated into the design and monitoring of a WFP programme:

#### Code Description

- 0: Does not integrate gender or age
- 1: Partially integrates gender and age
- 2: Fully integrates age
- 3: Fully integrates gender
- 4: Fully integrates gender and age (and if applicable, other intersectionalities)



### Interpretation:

- The aforementioned Gender and Age Marker is the concrete means by which WFP holds itself accountable to deliver on its commitment to gender equality. This is because activities and programmes that integrate gender and age are more likely to reduce gender inequalities and contribute to positive and sustainable food security and livelihoods for all.

### 3.5 Proportion of Country Strategic Plan (CSP) activities achieving country capacity strengthening outcomes which also contributed to gender equality

*Note: This is not relevant for field staff.*

**Rationale and definition:** Gender mainstreaming in country/institutional capacity strengthening is a key strategy for organisational learning and reform. The indicator contributes to:

1. Advancing WFP Strategic Plan 2022-2025 commitments to gender equality and women's empowerment within food security and nutrition.
2. Measuring WFP's support to national partners in addressing structural barriers rooted in unconscious gender bias within national policies, strategies, and programs (Objective 2, Gender Policy 2022).
3. Enhancing equitable access to and control over food security and nutrition and boosting the economic empowerment of women and girls in food systems (Objectives 1 & 3, Gender Policy 2022).

**Data source:** N/A

### Interpretation:

- A higher indicator score suggests wider integration of gender across WFP programme implementation.

- This indicator focuses on the percentage of applicable CSP activities, which score a Gender and Age Marker Monitoring 4, i.e., fully integrate gender and age. Achieving a 4 in the Gender and Age Marker Monitoring means that

1. activities have been informed by a gender and age analysis inclusive of other diversity considerations (i.e., indigenous peoples, persons with disabilities, urban/rural, etc.),
2. tailored gender equality actions are present,
3. mechanisms to ensure the meaningful participation of affected people in all their diversity throughout the programme cycle exist, and
4. the activities contribute to gender equality outcomes.



## One Indicator on environmental and social sustainability (ESS)

### 4.1 Proportion of FLAs for CSP activities screened for environmental and social risks

**Rationale and Definition:** 'Screening' is the process of assessing whether a proposed activity poses the risk of causing unintended harm to the environment or people (beneficiaries or others). It can be done by means of the WFP Screening Tool

**Screening tool** in English, French, Arabic, Spanish, Portugues

or a valid alternative tool (agreed with the donor or provided by the national government). More details on the screening process are available on [WFPGo](#). (accessible only for WFP).

A 2021 ED Circular established the Environmental and Social Framework (ESSF) as WFP's principal framework to increase the environmental and social sustainability of its programme activities and support operations. The ESSF is built around the WFP Environmental and Social Standards, which summarize the commitments and minimum standards enshrined in existing WFP policies, directives, and guidelines, as well as in relevant international law.

The environmental standards will be neglected here, but the social standards are people-centered standards. The people-centered part of the screening tool comprises 23 questions on Protection and Human rights (6), Gender Equality (1), Community Health, Safety and Security, (3), Accountability to Affected People (1).



## How do I implement a principled, people-centred programme?

- ☐ At minimum, inform affected people about the programme, their entitlements, the transfer modalities, timeframe and partners involved.
- ☐ Make sure to share information in plain language that is clearly understood by different groups. Use local language or dialects, avoid buzzwords, jargons and acronyms. Assist people in case of questions.
- ☐ Consider accessibility and inclusion when defining your communication strategy, identifying communication channels and developing messages.
- ☐ Diversify your communication channels and offer different channels to different groups. Do not influence and judge people's feedback. Document, refer and respond to feedback.
- ☐ Handle sensitive cases with respect while ensuring people's privacy. Refer the case to specific focal points.
- ☐ Analyze the potential barriers affected people may face to access the distribution site using gender and disability lenses. Include protection and other focal points in your considerations.
- ☐ Mind humanitarian principles. In case of pressure by local authorities or others, ask for support and escalate the conflict to WFP.
- ☐ Appropriately and regularly consult all groups, including women and girls, men and boys, older persons, persons with disabilities, minorities and indigenous peoples.
- ☐ Organise safe, secure, and accessible distribution points.
- ☐ Brief vendors, retailers and suppliers about the people-centred guiding principles and protection from sexual exploitation and abuse.
- ☐ Ensure that people can collect their assistance on the same day.
- ☐ Do not expose and share people's personal information. Keep it safe and confidential.
- ☐ Coordinate your activities and participate in national and local coordination mechanisms (e.g., clusters, sector meetings, working groups).
- ☐ Involve gender and protection officers in the training of field monitors.



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## Tools and further guidance for WFP and partners

### **Accessible Information Provision to affected people:**

tips and checklists on required contents, forms and times for providing accessible information, channels and trusted sources.

Tip-sheet | 4 pages | 14 min

**Minimum Requirements (2023)** for ensuring protection and accountability to affected people during food distributions.

Checklist | 1 page

### **WFP Community Feedback Mechanism Toolkit. Standards, Guidance & Tools**

**(2023):** Establishes standards for effective CFMs that are compliant with corporate standards. The main audience are WFP staff.

Interactive Toolkit

### **UNHCR/WFP Designing and Implementing Joint Feedback**

**Mechanisms:** The UNHCR/WFP Targeting Hub has developed different options and a SOP template for providing joint feedback mechanisms.

Guidelines

### **WFP Protection and Accountability. Implementation in Programme**

**Activities (2022):** Chapter 4 in the Programme Guidance Manual provides examples of mainstreaming protection and accountability in WFP programmes.

Manual | xy pages | xy min.

COMING

SOON!

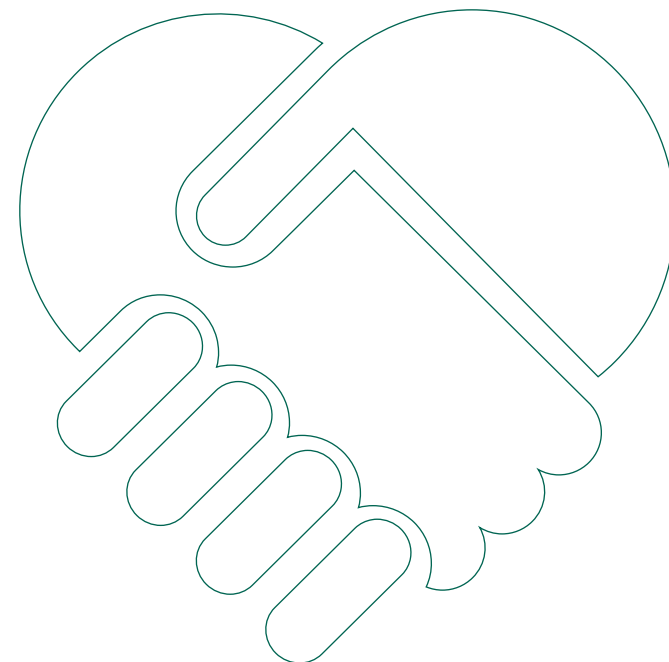
### **WFP Protection and Accountability. Tools, Resources and Useful Links**

**(2022):** Chapter 6 in the Programme Guidance Manual includes protection-mainstreaming checklist and more resources.

Manual | xy pages | xy min.

COMING

SOON!



## Tools and further guidance for WFP

### **WFP Step by Step Guide for Strategic Communications Planning (2023):**

Toolkit and resources for developing country communications and engagement strategy.

Guide

### **WFP Visual Identity Guideline (2023):**

The updated guideline gives an overview of WFP's branding and visual identity, considering accessibility criteria such as colour coding, contrast, font size.

WFP Webportal

### **WFP Gender in Monitoring Guidance.**

Guidelines

### **5 things you can do to enhance protection in your CBT operation**

**(2023):** Guidance to demystify protection and provide easy steps to increase protection standards in CBT operations.

Factsheet | 2 Pages

**WFP Key Messages (2019):** Overview of key messages and WFP's communications goals.

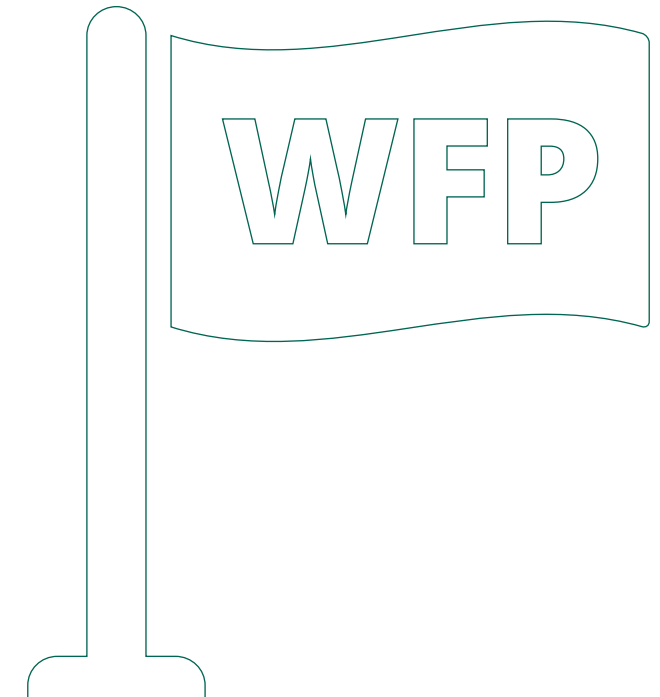
Online-Guide | 3 pages

WFP colleagues who want to know more about the indicators, can consult on WFPgo:

[Corporate Results Framework](#)

[Indicator Compendium \(2023\)](#)

[Standard Operating Procedures for Monitoring](#)



## Module 6

# Learning and evaluation – Creating a conducive environment to learn from one another

**Explore the subsections!**

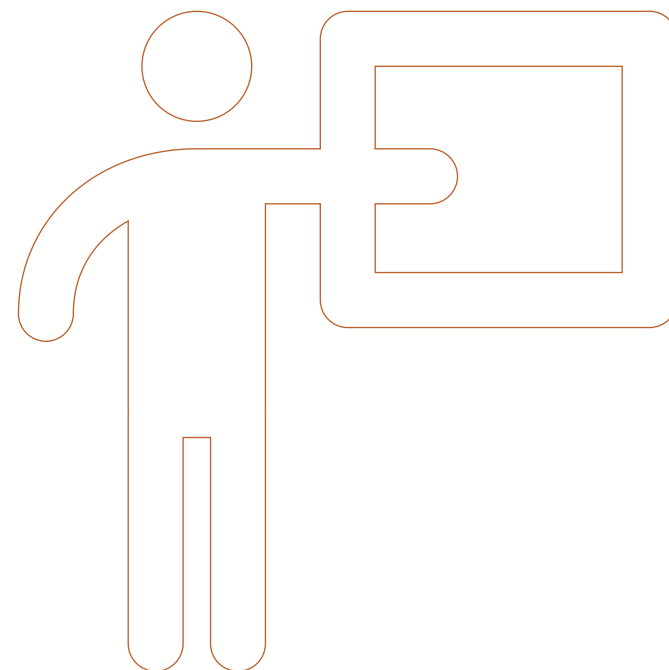


## Module 6

# Learning and evaluation – Creating a conducive environment to learn from one another

### INTRODUCTION

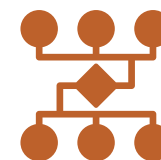
Module 6 emphasises the significance of learning and evaluation in assessing programme success and improving future interventions. Evaluations promote accountability by highlighting best practices and areas for improvement, facilitating learning for upcoming projects. Conducting periodic evaluations offers chances for learning and programme refinement throughout the intervention. Evaluations guide future interventions and programme development, such as transitioning to new programmes.



## EVALUATION

Data generated by monitoring can be used to inform your evaluations. Monitoring and evaluation provide information to improve ongoing and future interventions.

WFP manages various types of evaluations through its Office of Evaluation, covering Country Strategic Plans, strategic, policy, emergency response, and impact evaluations. Field-level evaluations assess activities, transfer modalities, and themes to understand programme performance and outcomes. Utilise diverse data sources including monitoring, national and humanitarian data, and inputs from partners and affected people. Seek feedback from people to enhance future interventions and share evaluation outcomes with all stakeholders who inputted in the evaluation. Review partnerships through debrief sessions to discuss programme and partnerships experiences.



Evaluation: Meaningful engage with diverse groups (women groups, etc.) to participate in your evaluation. Analyse feedback data, gauge affected people's satisfaction and experience, and gather suggestions for improvements. Communicate results back to affected people and seek validation. Share outcomes with humanitarian partners, government, and civil society for broader insights.

## KNOWLEDGE MANAGEMENT, LEARNING AND SYSTEM-WIDE COORDINATION

In humanitarian work, effective knowledge management, ongoing learning, and coordinated efforts are crucial. WFP achieves this through regular capability strengthening like trainings, peer-to-peer support and self-paced learning through its WeLearn platform, providing diverse courses to staff. WFP collaborates with its partners to offer technical trainings throughout the programme (e.g., clusters, sectors, working group).

Best practices and lessons learnt are collected at different stages of the programme. Collect and manage your information to inform programme implementation and adjustments, but also learning needs. Everyone is responsible to collect and share knowledge, supporting a system-wide learning.



Knowledge management, learning and system-wide coordination: Manage and apply knowledge actively. Utilise insights from affected people and partners. Build skills of frontline staff on protection, accountability, conflict sensitivity and humanitarian access. Offer regular training using WFP's people-centred guiding principles. Collaborate with other stakeholders in the area, including government, partners, and civil society.

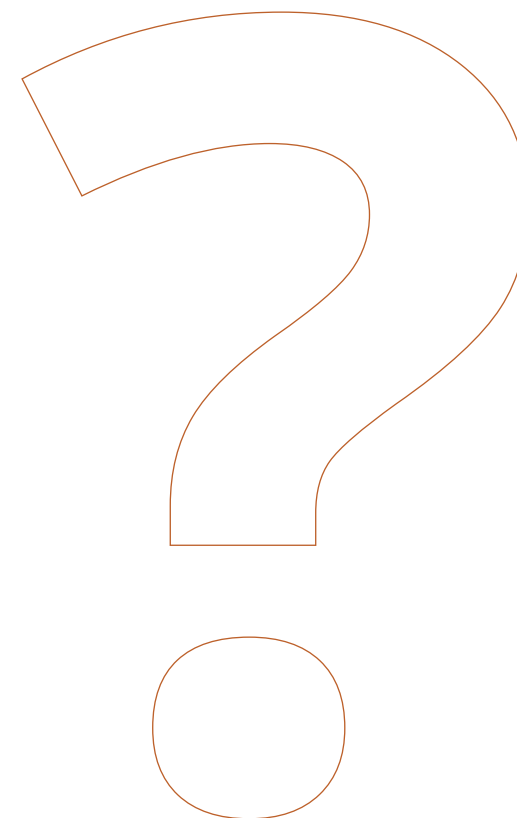


## How do I evaluate a people-centred programme?

- ☐ Continuously provide learning opportunities for staff and partners (e.g., online/self-learning courses, in person trainings, trainers of trainers, peer-to-peer support).
- ☐ Collaborate with partners (e.g., cluster, sectors, working groups).
- ☐ Provide a platform to regularly share experience and knowledge (e.g., debriefs, meetings, workshops, filing system, case studies).
- ☐ Directly involve affected people and communities in planning and conducting evaluations (e.g., lessons learnt, best practices, participatory impact assessments).
- ☐ Involve diverse stakeholders who represent different groups.
- ☐ Integrate people-centred questions in evaluations (e.g., interviews, surveys).



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## Tools and further guidance for WFP and partners

### External WFP Online Learning Platform

6 Online courses

COMING

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### Knowledge Exchange Toolbox (Unicef).

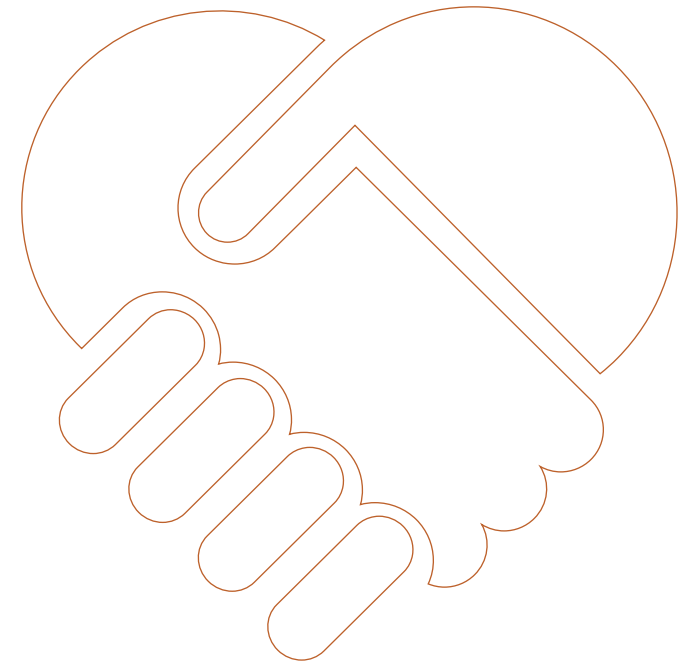
The Toolbox serves as a valuable resource for various users, allowing them to find and apply relevant tools for their specific needs.

Toolbox, SOPs, Guidance

### Working in Refugee contexts:

The UNHCR-WFP Joint Targeting Hub created videos and webinars to clarify and explore the key concepts and activities of targeting in refugee settings.

Youtube Videos



## Tools and further guidance for WFP

### **WFP Knowledge Management Tools and templates.**

A list of WFP tools, checklists and templates that are useful to implement your knowledge management strategy and action plan.

WFP NewGO | Tools, Checklists, Guidance

**RBN KM Hub (for inspiration)** For your inspiration, a nice way how to organise KM on a Sharepoint Channel

Sharepoint Channel

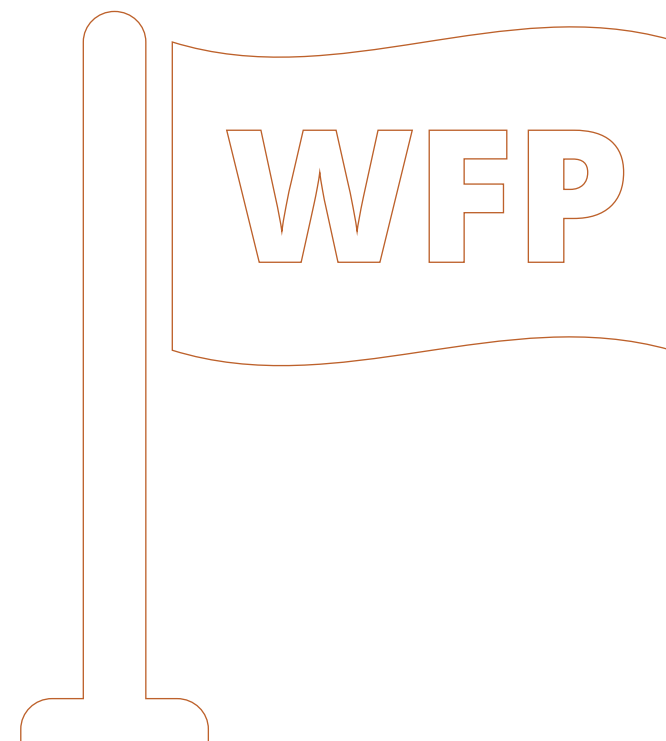
### **WFP Gender Equality Knowledge**

**Management Platform (2023):** The platform is for all WFP practitioners. It is a space to learn from past and current gender-targeted and gender mainstreamed programmes/resources.

Website + Resource Library + Tools

**External e-learning.** A selection of external and free e-learning courses on protection and accountability to affected people.

9 courses



# Annexes



## Additional tools and resources

Below list of references includes selected tools and guidance for more in-depth reading. The resources are structured in:

- WFP tools and guidance which were not mentioned in any of the modules before, and
- Tools and guidance provided by other humanitarian and development actors.

### **Latest updates and information on WFP's people-centred programming on WFP intranet**

Access for WFP only

**WFP people-centered Resource Page**  
a set of people-centered guidance and tools by thematic areas to ensure quality programming throughout the programme cycle.

Access for WFP only

### **PROTECTION AND ACCOUNTABILITY TO AFFECTED PEOPLE**

#### **Protection and Accountability**

**Handbook (2021):** The Handbook aims to build a common understanding of protection and accountability, and guides personnel to better engage with communities to understand, address and mitigate the risks they face through WFP operations.

Access for WFP only

#### **Protection and Accountability Policy (2020)**

### **COMMUNITY ENGAGEMENT AND COMMUNITY FEEDBACK MECHANISM**

#### **Community Engagement for Accountability Strategy 2021-26 (2021).**

The Strategy aims to reinforce the operationalisation of WFP's people-centred frameworks, including the:

#### **Participatory Techniques and Tools.**

**A WFP Guide (2001):** The Guide was designed to support management and WFP staff and partners in participatory processes that give the policies breath and life. There are five booklets: 1) Concepts of participation and partnership, 2) planning and information management, 3) enhancing participation in partnerships, 4) techniques for participation, and 5) working with communities.



## CONFLICT SENSITIVITY

**WFP Minimum Standards for Conflict Sensitivity.** These minimum standards operationalise the commitments to Conflict Sensitivity set out in

**“WFP’s role in peacebuilding in transition settings” Policy (2013).**

**10 Minutes to learn about “WFP’s role in peacebuilding in transition settings” Policy (2020):** The 2013 policy acknowledges conflict as a cause of hunger and emphasises WFP’s potential to contribute to peace by integrating risk analysis, conflict-sensitive approaches, and engagement with peacebuilding partners.

**10 Minutes to learn about Conflict Sensitivity. Issue No 2 (2020):** The 2013 Peacebuilding Policy commits WFP to applying conflict sensitivity, recognising that how food assistance is delivered can impact tensions in a community. The policy includes conflict analysis and applying conflict sensitivity to programming.

## HUMANITARIAN PRINCIPLES AND ACCESS

Humanitarian Principles and Access: **WFP Decision-Making Case Studies (2018)**





## CHILD PROTECTION AND CHILD LABOUR

### **Preventing and Addressing Child Labour. Guidance Note for WFP and Partners (2023).**

Objectives of this Guidance Note are to: 1) Give an updated overview and analysis of the legal framework, international standards and drivers of child labour, 2) provide practical guidance for WFP employees and partners to better identify and address child labour in diverse operational contexts, to avoid exacerbating harmful practices in the contexts where WFP works, and to ensure compliance with international standards.

Guidance Note | 30 Pages

### **Summary version**

Summary | 2 Pages

### **How to mainstream child protection into Programme and operations: Step by step guide (2021).**

This guidance provides practical information on how to implement actions that respect the best interests of the child. It is advised that the guidance is considered at the design stage. Certain components such as the safe and meaningful consultation of children and the identification of child safeguarding violations should be considered throughout the project implementation. It includes useful tools and templates.

Step by Step Guidance | 40 pages

## DISABILITY INCLUSION

WFP has many resources on disability inclusion available to partners, to ensure that persons with disabilities are included in activities. These include:

### **WFP's Programme Guidance Manual Chapter on Disability Inclusion (2022):**

The guidance covers the following purposes: 1) aiming to support WFP personnel in applying a disability inclusion lens across all programmatic activities and the programme cycle, 2) outlining how to monitor and report on disability inclusion, and 3) providing an overview of practical tools and resources to guide your work on disability inclusion.

WFP access only



### **WFP's Disability Inclusion Help Desk:**

The WFP Disability Inclusion Helpdesk gives you access to a team of disability inclusion advisors, who can support you to identify how to make inclusion a reality within your programme. The WFP Disability Inclusion Helpdesk is serviced by the Cristian Blind Mission (CBM) **Global Inclusion Advisory Group**.

While the helpdesk is primarily available to WFP employees, partners can work with their WFP focal point to submit a helpdesk request and receive technical support. Examples of CBM Helpdesk Guidance includes:

**WFP/CBM Guidance on Improving Disability Data Collection in Vulnerability Assessment and Monitoring Tools (2023).**

**WFP/CBM Guidance: Consulting on Cash Distribution Modalities (2023).**

**WFP/CBM Guidance on Disability Inclusion in Focus Group Discussions (2022).**

**WFP/CBM Guidance on Methodology for mapping OPDs priorities and opportunities for partnership (2022).**

**WFP/CBM Guidance on Disability Inclusion in School Feeding (2021).**

**WFP/CBM Disability Inclusion Key Messages for Emergency Preparedness (2021).**

**WFP/CBM Disability Inclusion Key Messages for Social Protection (2021).**

**WFP/CBM Disability Inclusion and Social Protection: Annotated Bibliography (2021).**

**WFP/CBM Disability Inclusion Key Messages for Cash-based transfers (2021).**

**WFP/CBM Disability Inclusion Key Messages for Nutrition (2022).**

**WFP/CBM Disability Inclusion and Cash-based transfers: Annotated Bibliography (2021).**

**Disability Inclusion Road Map (2020–2021).**

WFP Evidence-based Technical Guidance:

**WFP Disability Inclusive School Feeding Practice Guide (2023).**

**WFP Guidance Note on Consulting with Persons with Disabilities and their Representative Organisations at WFP (2022).** Easy to Read version

**WFP Guidance (2021): Inclusive Nutrition Programming for Persons with Disabilities.**



The WFP Disability Inclusion team develops global guidance and evidence on mainstreaming disability inclusion across WFP's programmes. Much of this guidance is a product of a research collaboration between Trinity College Dublin (TCD) and WFP. Key guidance include:

**TCD/WFP (2023): Using Communication Accessible Materials: Quick Guide.**

**TCD/WFP (2023): Communication Accessible Templates (English).**

**TCD/WFP (2022): Inclusive Accountability to Affected Populations: Mainstreaming Accessible Communication for Vulnerability-Based Targeting in Mozambique.**

**TCD/WFP (2022): Inclusive Accountability to Affected Populations: Lessons from CFM hotlines in Syria and Moldova.**

**TCD/WFP (2022): Disability Data: An evidence-informed approach to the use of data for disaggregation in WFP programming.**

Summary Version

**Detailed Version**

## **PROTECTION AGAINST SEXUAL EXPLOITATION AND ABUSE (PSEA)**

The UN Partner Portal (UNPP) provides resources to support PSEA capacities. The portal provides partners and UN agencies with resources to support the operationalisation of the

**UN Protocol on Allegations of Sexual Exploitation and Abuse (SEA) Involving Implementing Partners**

(so called IP Protocol)

and the

**strengthening of their capacities on PSEA.**

**WFP Brochure on Protection from Sexual Exploitation and Abuse (2020):**

The Brochure provides an overview of WFP's zero tolerance policy for sexual exploitation and sexual abuse committed by WFP employees or partners against the people we serve.



## INDIGENOUS PEOPLES

The Indigenous Peoples' Portfolio ensures WFP's assistance reaches Indigenous Peoples and addresses their diverse needs, priorities, and experiences, while working towards greater inclusion of Indigenous Peoples in the workplace.

The portfolio has several different tools and resources for WFP employees to build their awareness and know-how to design and implement programming that is culturally appropriate, responds to their situations, and builds on Indigenous Peoples' existing capacities and knowledge. The resources include, but are not limited to:

**Factsheet: WFP's work with Indigenous Peoples (2023)**

**WFP Guidance Note on Free Prior and Informed Consent (2022)**

**Easy to Read version WFP Guidance Note on Free Prior and Informed Consent (2022)**

**WFP's Approach to Engagement with Indigenous Peoples (2022)**

The Chapter on Indigenous Peoples in WFP's Programme Guidance Manual provides an overview of the situation of Indigenous Peoples based on global data and WFP-led research, identifies the normative framework that supports the work to highlight WFP's experience working with Indigenous Peoples, and shares key considerations for programming based on lessons learnt and best practices.

**WFP's Gender Policy (2022)** aims to ensure that WFP optimizes its presence, role and capabilities, in partnership, to advance gender equality and empower women.

Xxxx | xx pages | xx min.

## GENDER EQUALITY AND GENDER-BASED VIOLENCE

The Chapter on Gender Equality in WFP's Programme Guidance Manual references the Gender Equality Toolkit. The Toolkit is a comprehensive set of resources for integrating gender into the work and activities of WFP to support the achievement of gender equality outcomes in food security and nutrition. It is for all WFP employees, contractors and partners. Whatever your function, responsibilities or area of interest, it contains important information on what you can do to advance gender equality in your day-to-day work.

**Gender Based Violence Manual (2016):**

The Guidance provides an overview of the key issues related to gender-based violence (GBV) in the context of WFP's operations. The Guidance should be used as a reference tool for integrating GBV as a protection concern into WFP operations.

**Gender Equality Policy (2022)**



## Additional non-WFP tools and resources

### **CDAC's Message Library User Guidance**

**(2022):** Ensure timely and accurate information for disaster-affected people. Use adaptable templates for clear and concise messages. The Message Library offers clear, concise and simple messages on a range of topics as templates for you to adapt and use in the context you are working in. These are intended to help you make a quick start on communicating with communities while you further develop mechanisms for on-going dialogue with diverse groups within each community. This document provides guidance on contextualising and using the messages.

**Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief:** Guidelines for ethical humanitarian action.

### **Global Protection Cluster: List of**

**Protection Risks (2023):** Identify protection risks in humanitarian settings.

### **Groupe URD Participation Handbook**

**(2009):** Guide for involving affected people in humanitarian action. It has three sections: (1) Developing a participatory approach, (2) implementing your participatory approach at every stage of the project cycle and (3) a list of tools and additional resources. This tool is currently in the process of being updated.

### **Humanitarian Data Solutions (2023):**

Data Class: Digital Literacy Training for Frontline Cash Teams. Responsible and thoughtful data management focused on in-country humanitarian teams. Join a global online community committed to excellence in data processing. The course is free.

### **Humanitarian Action in the Digital**

**Age (2023):** The first massive open online course about responsible use of technology for humanitarians. Learn about technology and identify risks and opportunities when designing digital solutions. The course is free.

### **Inter-Agency Standing Committee IASC**

**(2023):** Operational Guidance on Data Responsibility in Humanitarian Action. Data responsibility is the safe, ethical and effective management of personal and non-personal data for operational response. This Operational Guidance was prepared through a collaborative process and provides guidance on how to implement data responsibility.

**IASC (2023): Aide Memoire on Protection: Concise explanation of protection concepts**



**IFRC Vulnerability and Capacity Assessment – Toolbox:** Tools for assessing vulnerability and capacity.

**OCHA (2023): Guidance Note on Data Responsibility and Accountability to Affected People in Humanitarian Action.** This tipsheet has been developed as a result of regular day-to-day support to operations on AAP and Data Responsibility.

**Plan International Child-Friendly Feedback Mechanisms Guidance and Toolkit (2019):** Design effective feedback mechanisms for humanitarian programmes. The guidance and toolkit are available in English, French, Spanish, Polish, and Bahasa Indonesia. There is also training manual available in English, French and Spanish.

**Red Cross Red Crescent Guide to Community Engagement and Accountability (2021):** Strengthen engagement with communities and enhance accountability. It provides guidance and tools to adopt a more systematic and reliable approach to engaging with and being accountable to communities. Case studies are included throughout highlighting examples of good practice from across the Movement. Practical tools and training packages support this guide.

**The Core Humanitarian Standard:** Voluntary code for quality humanitarian action. It sets out nine commitments that humanitarian actors can use to improve the quality and effectiveness of the assistance they provide.

**The SPHERE Minimum Standards:** Principles and minimum standards for humanitarian response. Guidelines for water supply, sanitation and hygiene promotion, food security and nutrition, shelter and settlement, and health. The standards are a useful resource for humanitarian actors to plan, implement, and evaluate humanitarian response.

**The Community Engagement in Humanitarian Action Toolkit (CHAT) (2023):** Practical guidance for effective community engagement in humanitarian programming.



## BIBLIOGRAPHY

**ALNAP (2022):** The State of the Humanitarian System.

**CDA Collaborative Learning Projects (2004):** The “Do No Harm” Framework for Analyzing the Impact of Assistance on Conflict: A Handbook.

**Global Protection Cluster (2023):** Protection Risks Explanatory Note.

**Inter-Agency Standing Committee IASC (2016):** PSEA Inter-agency cooperation in community-based complaint mechanisms.

**International Labour Organization (1999):** Convention of the Rights of the Child.

**OCHA (2010):** OCHA on Message: Humanitarian Access.

**UN (2008):** UN Convention On The Rights Of Persons With Disabilities.

**WFP (2023):** CFM Glossary. Key terms and acronyms to understand WFP Community Feedback Mechanisms.

**WFP (2021):** Strategic Plan 2022-25.

**WFP (2020a):** Protection and Accountability Policy.

**WFP (2020b):** Protection and Accountability Glossary.

**WFP (2020c):** Glossary of Conflict Sensitivity.

We hope this guidance/toolkit has been useful and relevant to you. Please share with us any suggestions for improvement or any errors you may have found in the document.

This is especially important if you encounter a link that is no longer working. You can reach us at [prop.fieldsupport@wfp.org](mailto:prop.fieldsupport@wfp.org)

