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Policy Issues

For consideration

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Update on WFP's Role in the Collective Humanitarian Response

Executive Summary

Deepening humanitarian crises around the world in 2016 required WFP and its partners to scale up responses and find innovative means of meeting the needs of millions of vulnerable people. In Iraq, northeastern Nigeria, South Sudan, the Syrian Arab Republic and elsewhere, conflict and insecurity created challenges for access to populations in need, requiring agile operational models and new technologies and modalities. Extensions of system-wide Level 3 responses in Iraq, the Syrian Arab Republic and Yemen facilitated the consolidation of surge capacity.

The first World Humanitarian Summit was also held in 2016 at a time when the world faced profound global challenges. The persistent gap in funding, coupled with the growing number of people in need of humanitarian assistance, led to some initiatives aimed at maximizing resources, efficiency and transparency. During discussions held, some countries raised the importance to shrink humanitarian needs over the long term in a manner which contributes to the outcomes of the Sustainable Development Goals.

The Inter-Agency Standing Committee and its subsidiary bodies played an important role in coordinating efforts by humanitarian actors to facilitate collective response. Discussions on financing, emergency preparedness and response, cash-based programming and costing methodologies benefited from WFP's operational experience and facilitated improvements in the development and delivery of humanitarian response.

Support to coordination and system-wide response was reinforced through the Inter-Agency Standing Committee's cluster system and implementation of the Humanitarian Programme Cycle as part of the Transformative Agenda. WFP's leadership and co-leadership of three global clusters and its provision of shared humanitarian services facilitated the work of partners towards collective outcomes. Efforts to address the impact of El Niño illustrate how collective humanitarian response is evolving and building the resilience and capacity of national and local actors.

Other focus areas during the year included cross-cutting issues such as gender, accountability to affected populations, protection and humanitarian innovation, including the establishment of WFP's Innovation Accelerator in Munich, Germany. In embracing a new way of working, WFP has internalized system-wide priorities through the Integrated Road Map and other initiatives, demonstrating a continuing commitment to supporting collective action for humanitarian imperatives.

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Draft decision*

The Board takes note of “Update on WFP’s Role in the Collective Humanitarian Response” (WFP/EB.A/2017/5-B).

Section 1: Global Processes

International Humanitarian Fora

1. Underscoring the importance of strengthening collective humanitarian action, the first World Humanitarian Summit was convened in Istanbul, Turkey, by the United Nations Secretary-General on 23 and 24 May 2016.
2. WFP and its United Nations partners committed to collaborative action on a new way of working. In line with the 2030 Agenda for Sustainable Development’s commitment to “leave no one behind and reach those furthest behind first”, these proposals aim to strengthen the United Nations’ ability to meet needs, reduce vulnerabilities and manage risk by working together over multi-year timeframes based on organizations’ comparative advantages in each context.
3. The new way of working is reflected in the Global Preparedness Partnership, which brings together the Vulnerable Twenty (V20) Group of Ministers of Finance with humanitarian and development actors including the Food and Agriculture Organization of the United Nations (FAO), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations Development Programme (UNDP), WFP and the World Bank to strengthen national capacities through investments in emergency preparedness. The partnership seeks to avoid fragmented approaches to preparedness by combining the efforts of humanitarian and development actors to provide technical assistance to enhance early-warning systems, improve risk analyses and strengthen delivery systems, including shock-responsive social protection systems.
4. Recognizing that conflict is a leading cause of hunger, WFP committed to designing and implementing programmes in a conflict-sensitive manner that avoids doing harm and contributes to local-level reconciliation and national-level peacebuilding. These efforts are in line with the Peace Promise signed last year by WFP and other organizations, which committed to working together across the humanitarian–development–peace nexus towards the collective outcome of “ending human suffering by addressing the drivers of conflict and vulnerability, and reducing subsequent humanitarian needs”.
5. To enhance the links between humanitarian and development assistance, WFP participated in the high-level leaders’ roundtables on humanitarian financing, international humanitarian law, and natural disasters and climate change, including in special sessions on humanitarian principles, religious engagement, Islamic social financing, regional action, innovation and global health.
6. WFP made 92 commitments covering 17 “transformation areas”. Many of these commitments are in areas where WFP is already active, including strengthening inter-agency collaboration on analysis and early warning; strengthening the capacities of national and local actors; addressing forced displacement; working with religious leaders and faith-based organizations on sustainable hunger solutions; scaling up school meals and expanding access to education in emergencies; supporting national partners in designing and implementing shock-responsive protection systems, including multi-purpose cash transfers; diversifying its resource base and increasing cost efficiency; empowering and protecting women and girls; and developing partnerships that reinforce the links between humanitarian and development assistance. WFP will report on progress with these commitments once a year through an online platform managed by OCHA.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

Collective Action in Humanitarian Response

7. WFP continued to augment its expertise in the use of cash-based transfers (CBTs) in collaboration with partners. In 2016, WFP scaled up CBTs in more than 50 countries, reaching close to 10 million people with nearly USD 1 billion in value – representing a quarter of WFP’s food assistance portfolio. In Turkey, this meant providing cash through the Emergency Social Safety Net, a partnership with the Turkish Government, the Turkish Red Crescent and the European Union’s Directorate-General for Humanitarian Aid and Civil Protection. The objective is to enable 1 million refugees to afford food, rent, medicine, winter clothes and other essentials by using a debit card in local shops or automated teller machines.
8. With OCHA, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children’s Fund (UNICEF), WFP tested “cash preparedness” initiatives in four countries, which aimed to prepare the agencies for inter-agency collaboration and assess whether the concept could be replicated in other humanitarian work. WFP made available an online training package on cash-based programming for non-governmental organizations (NGOs) and civil society organizations, and commissioned studies on the cost-effectiveness of cash, including in shock-responsive programmes.
9. In Haiti, WFP’s system-wide logistics coordination of the Hurricane Matthew response helped to minimize costs, including by securing USD 1 million in logistics support from private-sector partners. The humanitarian response also benefited from airlifts by the United Nations Humanitarian Air Service (UNHAS) and the provision of warehouse space by the United Nations Humanitarian Response Depot (UNHRD). The logistics cluster facilitated inter-agency access to United States military aircraft and Netherlands naval vessels to reach previously inaccessible communities.
10. Joint needs assessments were facilitated by a new global network to address food crises launched with the European Union and FAO, helping to enhance WFP’s response to food and nutrition crises, and bridging humanitarian and development programming.
11. WFP committed to demonstrating its accountability to affected populations by addressing their needs in a manner that reflects their views and preferences. In 2016, it piloted programmatic and technological innovations and integrated accountability to affected populations into its monitoring and evaluation framework.
12. WFP worked with OCHA, UNHCR and UNICEF to simplify and harmonize processes, standards and templates for partner selection, reporting and agreements. It participated in the Harmonized and Simplified Reporting Requirements initiative led by the International Council of Voluntary Agencies and the Governments of Germany and Norway, and will use its 2016 standard project report exercise to pilot a harmonized template for donor reporting.

Inter-Agency Standing Committee

13. The Inter-Agency Standing Committee (IASC) Principals met in January and April 2016 to develop joint messaging and strategies for fostering high-level engagement in improving humanitarian action. The Principals reaffirmed IASC’s importance as a platform for convening United Nations agencies and other actors for operational and strategic alignment and collective humanitarian action.
14. In June 2016, a report on the increasing use of CBTs and coordination arrangements among humanitarian actors was presented by the World Bank and endorsed by the IASC Principals. WFP provided substantive inputs to the report based on its extensive experience in using CBTs, and supported recommendations to strengthen the evidence base and use IASC mechanisms to facilitate coordination.

15. The IASC Principals also prepared for a summit on addressing large movements of refugees and migrants, including by advocating for more equitable burden-sharing among countries worldwide and promoting the rights of refugees, migrants and internally displaced persons. Pilot initiatives supported by WFP and UNHCR in Chad, South Sudan and Uganda to bolster refugees' self-reliance facilitated IASC contributions to a follow-up on the New York Declaration for Refugees and Migrants.
16. In August, the IASC Principals reviewed and extended the system-wide Level 3 responses in Iraq, the Syrian Arab Republic and Yemen. In the context of these and other challenging operating environments, they called for strengthened analysis of risks and response capacity, and enhanced safety and security measures. WFP supported calls for the United Nations Department of Safety and Security to balance security concerns and delivery imperatives by creating secure spaces for United Nations agencies.
17. The IASC Working Group considered a wide range of policy-related issues, including inter-agency humanitarian evaluations of responses in the Central African Republic and South Sudan; finalization and implementation of the IASC Protection Policy; and follow up to the Human Rights up Front initiative. WFP's contributions included serving as co-chair of the reference group on early warning and preparedness, and co-sponsor of the humanitarian financing task team.
18. At the request of the Working Group, the IASC Protection Policy was developed by a task team comprising actors with and without protection mandates; the policy was endorsed by the IASC Principals in October 2016. During development of the policy, WFP highlighted the contributions that agencies without a protection mandate can make to protection outcomes through a deep field presence and assistance activities. The integration of protection into operational planning provided an opportunity to strengthen the quality, effectiveness and sustainability of WFP's assistance. The IASC Protection Policy is consistent with WFP's Humanitarian Protection Policy and work to strengthen protection in humanitarian response.
19. WFP continued to lead the IASC humanitarian financing task team in examining the impact of donor conditionality, including carrying out a study to identify the greatest challenges to humanitarian actors and highlight positive donor practices. The task team released the study in April 2016.
20. Together with UNDP, WFP continued to co-lead the IASC reference group on risk, early warning and preparedness. The group's work streams included: early warning and readiness analysis, with inputs from the IASC Emergency Directors Group, the Emergency Relief Coordinator and other senior United Nations managers; and implementation of the IASC's emergency response preparedness approach. The reference group also focused on implementing the IASC/United Nations Development Group (UNDG)/United Nations Office for Disaster Risk Reduction (UNISDR) Common Framework for Preparedness, which combines efforts in development and humanitarian action and international and national capacities, under national leadership.
21. The Human Rights up Front initiative was strengthened in line with a broader United Nations-wide focus on protection and human rights. WFP emphasized the need to translate the Human Rights up Front approach into stronger inter-agency collaboration, especially in country-level analysis of risks and related responsibilities; adaptation of common programming documents, such as common country assessments, United Nations Development Assistance Frameworks, the consolidated appeals process and flash appeals; and joint advocacy through press releases, joint statements, pleas, conferences and dialogue with governments, non-state actors and donors.
22. As part of work to transform the Human Rights up Front approach to reduce the impact of displacement in protracted crises, WFP and UNHCR developed a strategy for shifting assistance from "care and maintenance" to "self-reliance", which was presented as good practice during the IASC Working Group's discussions on displacement and migration prior to the Summit on Addressing Large Movements of Refugees and Migrants. The strategy aimed to address issues such as moving from status-based to vulnerability-based targeting; providing nutrition-focused

humanitarian assistance while building self-reliance through improved legal and policy frameworks for refugees, and livelihood support; and utilizing context-sensitive approaches that focus on host communities, protection and accountability to affected populations.

23. In its annual review of 2015 operations, the IASC Emergency Directors Group (EDG) reviewed 17 humanitarian operations, including system-wide Level 3 responses in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen. WFP led the development of benchmarks and approaches to enhance response mechanisms for system-wide Level 3 responses, allowing for differentiation between the initial scale-up phase and the consolidation phase. This should lead to more disciplined reviewing of these responses with deactivation when they no longer meet beneficiaries' needs. During the year, members of the EDG travelled to the Central African Republic, Haiti, Jordan, Nigeria, Turkey and Yemen to assess ongoing challenges and highlight those that require additional support from organizations and donors.
24. In 2016, WFP continued to contribute to the United Nations Humanitarian Coordinator and Resident Coordinator pools. By the end of the year, 19 WFP staff members – 6 women and 13 men – had qualified as Resident Coordinators, and two women and five men were deployed to Armenia, Bhutan, Cuba, Indonesia, Nigeria, Serbia and Zimbabwe. The Humanitarian Coordinator pool now includes 13 WFP staff members – six women and seven men. In addition, two staff members served as Humanitarian Coordinators in Indonesia and Nigeria and one as Deputy Humanitarian Coordinator in Myanmar.

Section 2: System-Wide Response

Scaling-up Emergency Response

25. Humanitarian crises continued to deteriorate during the year, requiring WFP and its partners to review their responses and increase operational capacity. In Yemen, WFP began scaling up through a phased approach, focusing available resources in the highest-priority areas based on severe food insecurity and global acute malnutrition rates. This scale-up involved consultation with partners specializing in food security, nutrition, agriculture, livelihoods, water, sanitation and health.
26. In Iraq, the military campaign to retake Mosul required an augmented humanitarian response to assist families affected by the fighting. More than 1 million people received emergency packages of food, water and essential hygiene supplies. WFP's partners provided tents, tarpaulins and essential household items to people entering camps, along with monthly food rations.
27. The unfolding humanitarian crisis in northeastern Nigeria required extraordinary effort: following the opening of the country office in August, WFP increased the number of beneficiaries reached from 160,000 people in October to 1 million in December. This increase was achieved through the joint efforts of all humanitarian partners, including the Government of Nigeria. Because of the multi-dimensional nature of the crisis, WFP adopted an agile response, using context-specific transfer modalities and delivery mechanisms and combining in-kind and CBTs to support displaced people and vulnerable host populations. The joint WFP-UNICEF rapid response mechanism, which includes the use of helicopters and pooling of logistics and telecommunications resources throughout the humanitarian community, delivered assistance in insecure areas with difficult access areas. WFP also increased its footprint through 15 partnerships with national and international NGOs.

2016 El Niño Response

28. WFP worked with other United Nations agencies and humanitarian actors to respond to the impacts of the strongest El Niño on record, which affected more than 60 million people globally. In Rome, Geneva and New York, United Nations agencies jointly committed to urgent action and outlined response measures. In addition to urgent needs, investment in disaster risk reduction and resilience-building was emphasized. Food and agriculture also remained a priority, with more than 80 percent of humanitarian needs arising in this area.

29. WFP's response to El Niño's impacts was coordinated with regional, national and local partners. In addition to country-based actions, WFP provides surge support and technical expertise to the Southern African Development Community Regional El Niño Response Team and Logistics Cell, and to vulnerability assessment committees. In Ethiopia, WFP and the National Disaster Risk Management Commission provided food assistance to 7.6 million people. In South America, WFP provided support to the Governments of Bolivia (Plurinational State of), Colombia, Ecuador, Paraguay and Peru in preparedness actions in food security, early warning, assessments, logistics and telecommunications.

Global Clusters and Shared Humanitarian Services

30. In 2016, the WFP-led global Logistics Cluster launched a two-year strategy focused on preparedness and strengthening the response capacity of national actors. The cluster aims to reduce the need for international support in humanitarian crises by building local capabilities and resources. During 2016, it provided common logistics services in the Central African Republic, the Democratic Republic of the Congo, Ethiopia, Fiji, Haiti, Iraq, Nigeria, Somalia, South Sudan, the Syrian Arab Republic, Ukraine and Yemen. The cluster also supported 454 organizations, coordinated inter-agency humanitarian convoys, facilitated the delivery and storage of 87,000 mt of relief supplies, and supported the distribution of 1.3 million litres of fuel. These services were particularly critical in South Sudan, the Syrian Arab Republic and Yemen, which faced severe access and infrastructure constraints.
31. Implementation of the WFP-led global Emergency Telecommunications Cluster's 2020 strategy continued in 2016 in nine countries. The strategy aims to ensure that all people and agencies responding to emergencies – including affected populations – have access to vital communications services and digital aids. Actions include expanding the cluster's partner network: in 2016 *Action Contre la Faim* became its 25th member and a standby partnership agreement was concluded with long-standing partner Luxembourg.
32. During the year, the Emergency Telecommunications Cluster contributed to eight emergency responses by providing shared communications services to the humanitarian community. Participants from 17 organizations were trained in strengthening telecommunications capacities at the global and national levels. The value of the cluster's services to the humanitarian community was highlighted in a satisfaction rating of 86 percent in the 2016 global users' survey.
33. With FAO, WFP continued to co-lead the global Food Security Cluster, supporting 44 country food security clusters and coordination structures comprising 3,000 partners. During 2016, the cluster supported 49 deployment and surge-support missions in 19 countries. Training was provided in national cluster coordination, information management capacity, food security analysis, gender mainstreaming, accountability to affected populations, CBTs and improving response to urban crises. With food security accounting for 30 percent of the needs reflected in all humanitarian appeals in 2016, advocacy focused on El Niño, urban food insecurity, needs analysis, and the role of national partners. Partnerships were also strengthened through the addition of four global partners and dialogue with three universities.
34. Through the Global Alliance for Urban Crises, which develops rosters of experts in humanitarian crisis response and resilience-building, the global Food Security Cluster and WFP developed the Urban World Project aimed at developing urban food security assessment tools. Through this mechanism and Habitat III's New Urban Agenda, WFP: i) developed guidelines for refining the tools based on five case studies; ii) organized technical workshops on sampling in urban areas to capture best practices and establish new global and local partnerships; and iii) planned new urban assessments in Guatemala, Honduras and Indonesia.
35. Through UNHAS, which operated in 16 countries in 2016, and the WFP Aviation Service, WFP transported 282,000 passengers, moved 17,000 mt of humanitarian cargo and delivered 57,000 mt of cargo by airdrop in South Sudan and the Syrian Arab Republic. These aviation services are critical for enabling the delivery of humanitarian personnel and urgent cargo in remote locations.

36. UNHRD is a global network of depots managed by WFP that procures, stores and transports emergency supplies for the humanitarian community. It allows humanitarian actors to pre-position and stockpile relief items and emergency equipment for rapid dispatch. In 2016, UNHRD supported 32 humanitarian partners in 81 countries. UNHRD also supported system-wide Level 3 emergency responses, dispatching urgent relief items and equipment in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and Yemen.

Section 3: Focus Areas

Humanitarian Financing

Flexible and multi-year funding

37. The Secretary-General's High-Level Panel on Humanitarian Financing called for political and financial support to prevent and resolve conflicts, reduce disaster risk and focus support where it is needed most. The range of proposed actions in the panel's outcome report included a commitment to "better serving people in need".
38. Multilateral, un-earmarked contributions represented just 8.3 percent of WFP's overall funding in 2016. Through engagement in the IASC Humanitarian Financing Task Team and other high-level discussions, WFP continued to advocate for greater flexibility, increased predictability and sustained resourcing in the form of multi-year and multilateral funding. To support multi-year planning and funding, WFP promoted strategic partnership agreements with donors to facilitate predictable and flexible funding of jointly agreed long-term objectives.
39. WFP also engaged in discussions regarding the future of humanitarian financing, including in its role as co-sponsor of the Humanitarian Financing Task Team with the Geneva-based Good Humanitarian Donorship group. The dramatic impacts of humanitarian emergencies and protracted crises highlight the need for new financing approaches: at the end of 2016, only USD 12 billion – 60 percent – of the USD 20.1 billion in funding for humanitarian needs assessed by the 2016 Global Humanitarian Overview had been secured.

Pooled funds

40. The United Nations Central Emergency Response Fund (CERF) is an essential source of funding in sudden-onset crises, providing life-saving assistance in neglected, underfunded and long-lasting crises. In 2016, WFP was the top recipient with USD 122 million, or 28 percent of all CERF funding. While representing only a fraction of WFP's funding requirements in 2016, CERF allowed WFP to avoid pipeline breaks in emergencies and preserve common humanitarian services such as UNHAS. WFP supported the United Nations Secretary-General's call for expanding CERF funding to USD 1 billion by 2018.
41. Country-based pooled funds (CBPFs) are another means of mobilizing resources in crises. Established when a new emergency occurs or an existing humanitarian situation deteriorates, CBPFs are locally managed by the Humanitarian Coordinators in consultation with other humanitarian actors; contributions are un-earmarked to support local humanitarian efforts. In 2016, WFP received USD 46 million from the 18 active CBPFs, which distributed a total of USD 700 million.
42. CBPFs are aligned with humanitarian response plans (HRPs), playing an important role in filling funding gaps. However, requesting and receiving funding from CBPFs can be lengthy and cumbersome, with most funding going to national and international NGOs – 63 percent in 2016. In fact, CBPFs remain one of the largest sources of direct funding to national and local partners, adding significant value to the humanitarian community's efforts. WFP continued to support the United Nations Secretary-General's appeal to channel 15 percent of funding to HRPs through CBPFs.

Humanitarian Response Plans

43. Developed for crises that require international humanitarian assistance, HRP's build on humanitarian needs overviews, which provide evidence of the magnitude of a crisis and identify the most pressing humanitarian needs. WFP participated in 36 HRP's in 2016 and was the largest recipient of HRP funding, raising USD 3.6 billion – or one third of the USD 12 billion contributed through HRP's in 2016.
44. As a member of the IASC Costing Sub-Group, WFP contributed to reviewing approaches for costing HRP's. In the current project-based cost system, HRP's are often perceived as expressions of agency requirements rather than of coordinated responses to the needs of affected populations. Recognizing that humanitarian partners are moving towards activity-based costing approaches, the new methodology, which some clusters have already adopted, uses a framework based on common activities, services or outcomes. These activities are the cost drivers from which costs can be calculated.
45. Based on this experience, WFP helped to develop a road map to chart incremental improvements in costing, moving towards an HRP system based on needs and outcomes rather than projects. The long-term goal for this costing approach is to establish HRP's as a credible reflection of humanitarian needs and appropriate responses through coordinated and accountable approaches, and the costs involved.

Strengthening the Capacity of National and Local Actors

46. In addition to working with national and local governments and the private sector, WFP has more than 1,000 civil-society partners, which together are engaged in 75 percent of its programmes; 80 percent of these partners are local.
47. In 2016, WFP continued to simplify and harmonize partnership processes to improve collaboration with established partners and generate new partnerships with local actors. The WFP Strategic Plan (2017–2021) commits WFP to “make[ing] strategic demand-side investments in the capacity strengthening of relevant national and local NGOs, farmers’ organizations and other community-based organizations to help communities lead and sustain their own fight against hunger and achieve [Sustainable Development Goal] (SDG) 2”. The Strategic Plan also commits WFP to strengthening the performance capacity of local crisis responders. WFP continues to align its strategic goals and actions with the SDG framework, which includes a “whole of society” approach to achieving SDG 2 on zero hunger.
48. In Haiti, WFP engaged in local capacity development for emergency response through its support to the National Coordination for Food Security. This involved training local partners – including staff of the National Coordination for Food Security – in integrated food security phase classification and rapid emergency food security assessment. WFP continued to be at the forefront of local purchase in Haiti, establishing sustainable mechanisms for integrating locally produced, seasonally available food into school meal menus. Local purchases not only improve the quality of the school meals, but also stimulate local agriculture and markets and increase rural families’ incomes.
49. In May 2016, WFP and the International Federation of Red Cross and Red Crescent Societies (IFRC) issued a joint letter on strengthening cooperation between WFP and IFRC. This partnership promotes a pragmatic approach at the field level, taking advantage of existing collaboration while integrating issues that have emerged since the first joint letter in 2004. The 2016 letter reflects WFP’s new partnership approach, which shifts from transactional to collaborative engagement in which risks and accountability are shared.
50. WFP and IFRC also continued to leverage their complementary mandates focused on food security, nutrition and rural development. WFP participated in the global steering committee of IFRC’s One Billion Coalition for Resilience and agreed to prioritize joint capacity strengthening of national Red Cross and Red Crescent societies with IFRC. The partnership will be piloted in several countries.

Cross-Cutting and Thematic Highlights

Gender

51. In line with its Gender Policy (2015–2020), WFP committed to integrating gender equality and women’s empowerment into all of its work, recognizing that gender equality is essential for all women, men, girls and boys to achieve zero hunger. In 2016, WFP engaged in the IASC Gender Theme Group and the UNDG Gender Equality Task Team. WFP also piloted the IASC gender and age marker for humanitarian operations in the Democratic Republic of the Congo and Myanmar. This marker tracks the inclusion of gender and age considerations in humanitarian programmes from design and implementation to reporting and evaluation. Preliminary results from the pilot in the Democratic Republic of the Congo are being used to refine IASC proposals.
52. WFP pursued strategic partnerships related to gender to achieve SDG 2. For example, WFP and UNDP developed an organizational gender mainstreaming initiative, the Gender Transformation Programme, through which WFP will deliver on its commitment to integrating gender equality and women’s empowerment into all of its work. WFP also worked with FAO, the International Fund for Agricultural Development and UN-Women on the Rural Women’s Economic Empowerment initiative in seven countries, and collaborated with national partners to mainstream gender in capacity assessments and field-level agreements.
53. Recognizing the importance of a coordinated response, WFP is measuring the implementation of its Gender Policy using the Policy on Gender Equality of the United Nations System Chief Executives Board for Coordination and the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). WFP is one of the leading United Nations entities in implementing UN-SWAP. As of December 2016, it had met 14 of 15 performance indicators, having exceeded 11 of them. In 2017, WFP will pilot the revised UN-SWAP 2.0, which will apply to all United Nations entities from 2018.

Accountability to affected populations and protection from sexual exploitation and abuse

54. In 2016, WFP continued its engagement in the IASC Task Team on accountability to affected populations and protection from sexual exploitation and abuse. WFP participated in initiatives coordinated by the Task Team, including revision of IASC’s 2011 commitments on accountability to affected populations.
55. Work continued on tackling sexual exploitation and abuse within WFP and at the inter-agency level. WFP contributed to the development of inter-agency standard operating procedures and guidance on community-based complaints mechanisms for cases of sexual exploitation and abuse with the International Organization for Migration. In addition, it worked with the Task Force of the High-Level Committee on Management on measures for protection from sexual exploitation and abuse, participating in the high-level steering group that developed a glossary and taxonomy related to sexual exploitation and abuse.

Humanitarian innovation

56. In partnership with a range of actors, WFP continued to develop innovative ways of using technology to ensure protection and dignity while assisting affected populations. Innovations included mobile vulnerability and mapping, which uses mobile technology for remote needs assessment, and the “One Card” and iris-scan payment methods for CBTs.
57. WFP established an Innovation Accelerator in Munich, Germany, to support the scale up of innovations in its operations, including for CBTs. In addition, WFP continued to support 20 Sprint initiatives – intensive three- to six-month projects that help new enterprises to develop proof of concept and prototypes. In Peru, for example, WFP helped to launch a hydroponics pilot based on the principles of user-centred design. The model has since been adapted to local contexts in Algeria and Jordan. In addition, WFP’s Green Box energy-efficiency initiative has been made available to members of the Global Humanitarian Lab wishing to optimize energy consumption.

Acronyms Used in the Document

CBPF	country-based pooled funds
CBT	cash-based transfer
EDG	Emergency Directors Group
FAO	Food and Agriculture Organization of the United Nations
HRP	humanitarian response plan
IASC	Inter-Agency Standing Committee
IFRC	International Federation of Red Cross and Red Crescent Societies
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
SDG	Sustainable Development Goal
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women