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برنامج الأغذية العالمي

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## Update on the implementation plan of the WFP protection and accountability policy

### Draft decision\*

The Board takes note of the update on the implementation plan of the WFP protection and accountability policy (WFP/EB.A/2021/5-D).

### Purpose

1. This document sets out an investment forecast for the WFP protection and accountability policy implementation plan. It charts the course for the operationalization of the WFP protection and accountability policy over the next five years, subject to resource availability. It details the resources required for the key actions that need to be taken in five result areas to implement the policy, including with regard to staffing, aligned with the cost categories of the bottom up strategic budgeting exercise (BUSBE). Unlike the United Nations Secretariat and certain other agencies, WFP does not receive core contributions; it is rather 100 percent funded through voluntary contributions and derives its programme support and administrative budget, which is approved annually by the Executive Board, from indirect support cost fees charged against those contributions. Areas of work categorized as "baseline" in this document are funded through the programme support and administrative budget. The forecast amounts do not yet present a complete picture of the cost of WFP efforts to achieve the protection outcomes called for in the policy, which asks WFP to "prevent, reduce, mitigate and respond to the risks and consequences of violence, coercion, deprivation and abuse [...]" for the people it assists.

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\* 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.

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2. To address this gap, WFP will undertake country case studies in order to further define protection risk and how to mitigate it and to measure protection-related expenditures at the country, regional and global levels.
3. The investments associated with the various outputs and activities required to implement the policy are listed in the table at the end of this document.
4. This forecast will be reviewed and adjusted during the preparation of the management plan every year.

### **Operational costs within a country strategic plan framework**

5. Investment forecasting starts at the country level. In the international community there is a lack of consensus on how much and under what circumstances money is needed to finance measures intended to ensure protection and accountability. Despite attempts to model costs, the variability of funding for a given country strategic plan (CSP) makes it difficult to set precise costs for protection-related activities.
6. Costs borne by WFP country offices for protection activities – for staff costs and associated activities – will be variable, contingent on the funding available under a given CSP. Such funding will be supplemented by staff and non-staff investments at the headquarters or regional bureau level to assist country offices with the design of CSP activities or other technical support; the launch of knowledge and operational partnerships with local and international organizations; the set-up of community feedback mechanisms; and other activities as needed.

### **Policy implementation**

7. The broad areas of work referred to in this document are aligned with the pillars of the protection and accountability policy implementation plan:
  - I. Leadership and institutional set-up and processes
  - II. Planning and programming
  - III. Capacity development
  - IV. Partnership and accountability
  - V. Advocacy and communications
8. Currently, the protection portfolio at the headquarters and regional levels is highly dependent on extrabudgetary support.<sup>1</sup> With the implementation of the protection and accountability policy, WFP plans to make protection a “baseline” area of work for corporate investment by WFP. One of the metrics for success in making protection a baseline activity is to demonstrate how resources from various sources can be utilized optimally in the initial stages of policy implementation and then be used in an evolving manner as required to support new areas of work while a foundational set of protection activities remain as baseline activities.

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<sup>1</sup> It should be noted that reliance on extrabudgetary resources may involve higher transaction costs for WFP owing to the time required to negotiate individual funding agreements and to comply with donor-specific monitoring and reporting requirements.

## **I. Leadership and institutional set-up and processes**

9. Ownership, direction and support by WFP leaders at the global, regional and country levels are essential for the implementation of the protection and accountability policy. The mid-term review of the WFP Strategic Plan (2017–2021) confirmed WFP's strong commitment to beneficiary protection and accountability to affected populations while indicating that complex operational contexts challenge WFP's adherence to cross-cutting principles.<sup>2</sup> WFP intends to systematically integrate protection and accountability into its new strategic plan, which is to be reviewed by the Executive Board at its 2021 second regular session in line with the protection and accountability policy approved by the Board at its 2020 second regular session. This also entails efforts to make the needed human, financial and technical resources available to implement the commitments laid out in the policy.

## **II. Planning and programming**

10. Reducing food insecurity in a safe and dignified manner requires the translation of the norms and standards of the protection and accountability policy into programming frameworks. This will enable WFP to identify those most exposed to protection risks that affect their food security and, in turn, craft responses that reduce those risks and strive to achieve both food security and protection outcomes. Learning, flexibility and adaptability are critical, and WFP must use all the tools at its disposal to ensure that protection is central to its operations.
11. Integration of the protection and accountability policy into programming frameworks is indispensable at the early stages of policy rollout. Engagement with affected populations is at the heart of the policy's implementation and is baseline to WFP, as stated in the implementation plan.
12. Understanding who is most at risk of malnutrition, morbidity and mortality, and responding appropriately, requires improvements in the collection and analysis of real-time data on food security and barriers that are disaggregated by social characteristics. Data should also capture the impact of social inequality on protection and access.
13. Improving humanitarian access requires action not only to enable humanitarians to deliver aid to specific areas but also to ensure that marginalized people, including women and girls and people with disabilities, are able to access appropriate food, health services and other essential assistance in safety and dignity and without fear of sexual exploitation and abuse.

## **III. Capacity development**

14. In order to internalize the protection and accountability policy, staff at all levels need a shared understanding of how protection is relevant to their work. Capacity development is a driver of progress. Measures should enable staff at all levels to develop and implement policies and strategies for programmes and operations that mainstream protection.
15. Capacity development is essential to ongoing implementation and is therefore a core aspect of human resource management.

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<sup>2</sup> Mid-term review of the WFP Strategic Plan (2017–2021), presented at the 2020 annual session of the Board, held from 29 June to 3 July 2020.

**IV. Partnerships and accountability**

16. Partnerships with protection actors and entities such as non-governmental organizations, local community organizations, host governments and sister United Nations agencies are essential to ensuring complementarity in achieving protection outcomes. Partnerships may be limited to certain areas, such as strategic planning, or be more comprehensive, as in the case of joint programming between partners. WFP recognizes that affected persons are agents of change and possess unique knowledge and experience of exposure to protection risks. The human rights-based approach in the protection and accountability policy affirms that affected persons have the right to participate fully and effectively in decisions that affect their lives. Close consultation, empowerment and the active involvement of affected persons at all stages – from planning and design to implementation and monitoring – are needed to reach programmatic and operational goals and ensure that no one is left behind.
17. Support for WFP clusters, a global partnership framework, participation in inter-agency forums (baseline) and research, tools, etc. could be considered “other services” for which outside extrabudgetary resources could be sought.

**V. Advocacy and communications**

18. Advocacy and communications are essential for systemic change. Inside and outside WFP, affected persons need platforms that enable them to voice their views and concerns regarding decisions that affect their lives.
19. Internal advocacy and internal communication constitute a subset of baseline activities, as WFP staff knowledge of the protection and accountability policy and clear understanding of its priority are essential to the implementation of the policy.
20. Good practices and external communications are essential supporting tools but can be considered baseline activities that can be funded with extrabudgetary resources.

**TABLE 1: INVESTMENTS REQUIRED TO IMPLEMENT THE PROTECTION AND ACCOUNTABILITY POLICY**

Key result	Output/activity	Timeline (adjusted annually during the preparation of the management plan)	Total (USD) (5 years)	Cost categories		
				Proposed BUSBE category	Cost description	Recurrence
<b>1. Leadership and institutional set-up and processes</b>	WFP leadership demonstrates that it is promoting and implementing a culture of accountability at all levels and that it is working to ensure system-wide results.	Integration into the strategic plan and progressive realization over the next five years	1 250 000	Baseline	Staff	Recurrent
			50 000	Baseline	Non-staff	One-off
	Develop a protection and accountability scorecard to track progress against key protection policy outcomes.	2022	8 550 000	Baseline	Staff	Recurrent
			1 500 000	Baseline	Non-staff	One-off
<b>2. Planning and programming</b>	International normative frameworks are translated into protection-oriented programming frameworks for CSPs and associated programme activities.	3 years	2 800 000	Baseline	Staff	Recurrent
			990 000	Baseline	Non-staff	One-off
	WFP's engagement and accountability to affected populations is strengthened through updated operational tools, research and joint projects.		2 250 000	Baseline	Staff	One-off
			575 000	Baseline	Non-staff	One-off
	Accessibility is understood to be a prerequisite to designing programmes, providing services and ensuring engagement with affected populations, equally relevant in development and humanitarian contexts.		–	Baseline	Non-Staff	One-off
	CSP development: context analysis centred on protection and accountability to affected populations.	CSP development timeline	4 400 000	Baseline	Non-staff	Recurrent
	Protection and accountability contingency fund.	CSP development timeline	8 800 000	Baseline	Non-staff	Recurrent

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<b>Key result</b>	<b>Output/activity</b>	<b>Timeline (adjusted annually during the preparation of the management plan)</b>	<b>Total (USD) (5 years)</b>	<b>Cost categories</b>		
				<b>Proposed BUSBE category</b>	<b>Cost description</b>	<b>Recurrence</b>
<b>3. Capacity development</b>	Employees have the necessary skills and capacities to ensure that protection is mainstreamed in all employee onboarding exercises (especially for senior managers) and in the development, design and delivery of WFP programmes.		580 000	Baseline	Non-staff	Recurrent
<b>4. Partnerships and accountability</b>	Support provided to WFP clusters.		850 000	Baseline	Staff	Recurrent
			20 000	Other services	Non-staff	Recurrent
	Global partnership with protection entities is developed as a framework for field engagement.		360 000	Other services	Staff	Recurrent
	WFP participates in inter-agency fora to contribute to policy decisions, normative frameworks, operational tools and advocacy efforts.		70 000	Baseline	Non-staff	Recurrent
<b>5. Advocacy and communications</b>	Internal advocacy is championed through internal communication to reflect the normative understanding of protection and actions are taken at the field level through pledges and commitments.		–	Baseline	Staff	Recurrent
	Good practices are documented and circulated internally and externally.		–	Baseline	Non-staff	Recurrent
	Protection is embedded in external communications materials demonstrating WFP's commitment to protection.		200 000	Baseline	Non-staff	Recurrent
<b>Total</b>			<b>33 245 000</b>			