



Gender, Protection
and Inclusion Division

Report on Protection & Accountability to Affected People in WFP

2020-2025

How did the World Food Programme get to a revised Protection and Accountability Policy in 2020?

WFP's approach to protection and accountability has undergone significant evolution, reflecting the organization's shift toward a more holistic and inclusive strategy to humanitarian assistance. The key moments in that progression are outlined here:

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- A vertical timeline on the left side of the page, marked with blue circles and connected by a blue line. The years 2004, 2005-2008, 2012, and 2018 are listed next to their respective entries.
- 2004** ● **Humanitarian Principles:** In 2004, WFP identified ten guiding principles to frame WFP's work and ensure accountability. These ten principles lay the foundation for subsequent efforts to mainstream protection within WFP. The ten principles are humanity, impartiality, neutrality, respect, self-reliance, participation, capacity-building, coordination, accountability and professionalism.
 - 2005-2008** ● **Protection Project:** As part of this project, WFP trained staff and partners on protection and developed a gender and protection concept paper to support internal consultations with country offices (COs). The project focused largely on protection challenges encountered in disaster and armed conflict settings, with WFP conducting a series of case studies in these areas.
 - 2012** ● **Humanitarian Protection Policy:** Among UN agencies that are not protection-mandated, WFP was among the first to adopt a protection policy. The first WFP protection policy was approved by the Executive Board in 2012 and aimed to embed protection in WFP's work in conflict situations and disaster response. The policy defines protection as: *"designing and carrying out food and livelihood assistance activities that do not increase the protection risks faced by the crisis-affected populations receiving assistance. Rather, food assistance should contribute to the safety, dignity, and integrity of vulnerable people."* Developing staff capacity, incorporating protection into programme design and implementation, and adjusting tools to reflect protection concerns were the primary focus when implementing the 2012 policy. Globally, WFP recognized the need for management commitment, continued technical expertise, and additional funding, as well as the importance of expanding the human rights and normative frameworks beyond humanitarian response.
 - 2018** ● **WFP's Office of Evaluation commissioned a thematic evaluation of the Humanitarian Protection Policy** which assessed the quality of the policy and the results of policy implementation. The evaluation presented six recommendations, with a specific recommendation calling for the formulation of a new policy, clearly articulating linkages to other relevant policy frameworks and elaborating the organization's approach to ensuring inclusion.

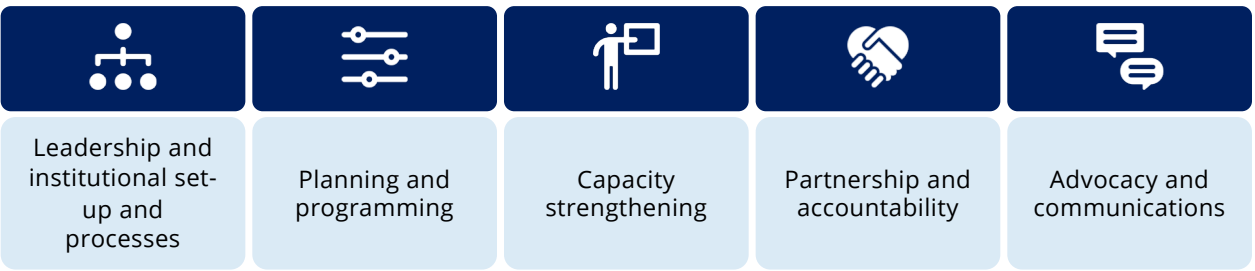
INTRODUCTION

This report presents an overview of progress achieved on the implementation of WFP’s Protection and Accountability Policy from its adoption in November 2020 to December 2025.

It outlines key milestones reached, highlights enablers and challenges, and showcases how donor support has helped strengthen WFP’s ability to mainstream protection and accountability at both strategic and operational levels.

As set out below, the first year of the implementation period focused on establishing the institutional framework through the development of necessary strategies and guidance. Subsequent years then focused on operationalising these strategies and guidance at global and country levels, progressively strengthening institutional capacity, scaling up positive practices and accelerating progress.

The report is structured around the five pillars of the policy implementation plan (the initial 2021-2025 period was extended to cover 2026-2027):



Annex 1 provides an overview of how the results areas in the previous workplan developed by the Emergency and Transitions Unit (PRO-P)¹ relate to the framework of the five pillars.

The information contained in this report was gathered through the review of policy implementation annual reports, monitoring data, country strategic plans, annual country office reports, global guidance, project-specific reports, and consultations with staff engaged in the policy’s implementation during this period. Benchmarks to measure progress were launched in October 2023, along with a global annual survey, and therefore some CO level data on the pillars is only available for the period 2023-2025.

¹ Also known as PRO-P, the Emergency and Transitions Unit had responsibility for the implementation of the Protection and Accountability policy following its adoption in 2020.

Financial Contributions to the Implementation of the Protection and Accountability Policy

The preparation of the policy itself was funded in part by the Swedish International Development Cooperation Agency (SIDA).

Policy implementation was funded through Programme Support Account (PSA) resources at both HQ, regional and country levels, in addition to the generous complimentary extrabudgetary contributions.

The Swiss Agency for Development and Cooperation (SDC) was one of the main donors supporting the implementation of the Protection and Accountability Policy during the period 2023–2025. Besides financial support, SDC sustained the implementation of the policy through the provision of Stand-by Partner capacity and strategic advocacy, including engagement at Executive Board sessions and chairing of the Group of Friends on Protection and AAP.

Additional considerable project-specific financial support was provided by the United States Bureau for Humanitarian Assistance (BHA).

These funds were committed in 2022 and 2023, prior to the closure of US Agency for International Development (USAID), and supported targeted activities aligned with the implementation of the Protection and Accountability Policy. Beyond financial contributions, other Executive Board members played an important role in sustaining the implementation of the Policy through continued advocacy and by maintaining momentum at Board level discussions and decision-making fora.



Protection and food security risks are closely interlinked. As WFP implements its 2026-2029 Strategic Plan in an increasingly constrained resource environment, our commitment to protection and accountability remains central. The adoption of people-centred approaches underpins WFP's ability to meet expectations, earn trust, and ensure our interventions work for those most at risk.



– Matthew Hollingworth

Assistant Executive Director – Programme Operations

Pillar 1

Leadership and institutional set-up



WFP's role in reducing protection risks—rights violations faced by crisis-affected people—is critical at global and country levels. The link between rights violations and acute food insecurity is well established, with each exacerbating the other. Given the scale of its operational reach, its analytical capacity, and its co-leadership of the Food Security Cluster, WFP is uniquely positioned at country level to generate and share evidence that strengthens interagency understanding of and response to the rights violations that drive humanitarian needs. By embedding the protection of people's rights at the core of food security responses ("the centrality of protection"), WFP and its partners can deliver more effective, cost-efficient, and sustainable protection and food security outcomes. At global level, WFP's sustained engagement in the development and roll-out of IASC policy and guidance on centrality of protection has ensured a practical, operational focus that translates this concept for field realities.



– Victoria Metcalfe-Hough

*Independent Senior Protection
Consultant, Research
Associate, Humanitarian
Policy Group in ODI Global*

Pillar 1 – Leadership and institutional set-up

The Protection and Accountability Policy approved by the Executive Board in November 2020 defined WFP's role in identifying protection risks and making all appropriate efforts within its mandate to mitigate them.

With this policy update, WFP acknowledged that it is required to prevent and respond to the protection risks associated with hunger in all contexts where it operates, and to strive to mitigate such risks to more effectively reduce hunger.

The policy places emphasis on putting people at the centre of programming by engaging them in a meaningful way to identify the protection risks they face, as well as their needs, preferences, capacities and vulnerabilities, and to ensure these inform design and adaptation of WFP's programmes. The former PRO-P team was tasked with leading the global level roll-out and implementation of the policy until early 2024, when the responsibility was handed over to the newly established Gender, Protection and Inclusion (GPI) Service.

Roll-out began in early 2021 with sensitisation sessions delivered across regional bureaux and the development of an initial implementation plan that set the foundations for WFP's approach to policy application. The evolution of the policy was informed by a continuous process of learning and adaptation, which has enabled the organisation to navigate changing global and institutional dynamics and maintain momentum in progressing the embedding of protection and AAP across its work.

From early 2021 onwards, significant efforts were made to increase awareness of the importance of embedding protection and AAP across the organization, and the specific commitments outlined in the updated policy.

This is reflected in the evolution of protection and AAP in successive corporate Strategic Plans. WFP's Strategic Plan 2017-2021 had already outlined an understanding of the links between hunger and protection risks, through its alignment with the Sustainable Development Goals and its reference to existing policies including the 2012 Humanitarian Protection Policy and 2015-2020 Gender Policy; however, without any dedicated sections or prioritization of protection and AAP. The next Strategic Plan (2022-2025) drew upon the discussions around the finalisation of the 2020 Protection and Accountability Policy, laying the foundations for a more robust and explicit shift towards embedding protection and AAP across WFP's global operations. It outlined WFP's responsibility for saving and changing lives safely, articulating protection and AAP as a standalone cross-cutting priority with dedicated indicators to monitor progress.

The 2026-2029 Strategic Plan continues to build on this positioning, solidifying protection and AAP as an explicit, non-negotiable cross-cutting pillar of WFP's mandated work. Informed by consultations with affected communities in 12 countries (similar to the approach taken in the previous Plan), this latest Plan strengthens WFP's obligations on Protection from Sexual Exploitation and Abuse (PSEA), enforces zero tolerance for child abuse, and emphasises community participation and transparency.

These enhanced protection and AAP commitments have corresponded with a strengthened approach to accountability for their delivery.

The senior level Policy Taskforce on Protection and AAP was established in 2023 to oversee and steer progress and direction across the organisation. Regular engagement with the Group of Friends on protection and accountability², together with annual informal updates for the Executive Board, have enabled greater support for WFP's investments in protection and AAP from Member States. Dedicated Corporate Results Framework (CRF) indicators on protection and AAP enabled consistent monitoring across operations.

Sustained internal engagement and embedding the relevant considerations across different HQ teams and their respective frameworks has been a critical part of embedding protection and AAP across the organisation. Protection and AAP are now more consistently integrated in corporate policies and strategies, including those on gender (2022), conflict sensitivity (2023), environmental safeguards (2023) and localisation (2025). Engagement with the Office of Evaluation has facilitated enhanced coverage of protection and AAP in thematic and country strategic plan evaluations. By tracking this in evaluations, audits and similar corporate processes, WFP has been able to identify learning and best practices and thus strengthen the evidence base on why investments in this area are so critical for WFP's overall effectiveness, efficiency and risk management. Work across other teams in HQ has helped reinforce staff awareness of protection and AAP and facilitate further institutionalisation.

At operational level, a range of tools and guidance have been developed and revised over the period 2021-2025 to support the practical delivery of WFP's responsibilities on protection and AAP. This includes the Handbook on Protection and AAP (launched in 2021), guidance on child protection (2021)

and the Conflict Sensitivity Mainstreaming Strategy (2023), streamlined indicators on protection and AAP in the Global Assurance Project (Standard 1), and incorporation of key principles on protection and AAP in the revised Field-Level Agreement (FLA) framework. The Framework on Accountability for Results (FAR), adopted in 2025, brings cross-cutting areas together in one integrated framework for country offices. Rolled out to more than 20 countries as of early 2026, this framework ensures that Country Strategic Plans reflect the protection risks faced by communities and set out how WFP can mitigate them.

Given the dramatic shifts in the global operational and funding landscape over this five-year period, WFP's strategic efforts to maintain momentum on embedding protection and AAP across global operations have been essential, ensuring gains achieved to date are not lost and, where possible, have been strengthened.

The GPI Unit, formed in early 2024, and the PRO-P Service before it, have played a critical role in this regard, working at pace and adapting to shifting dynamics to ensure that WFP is able to uphold its commitments to mitigate the protection risks that drive or impact hunger as well as hunger itself, and is accountable to crisis-affected communities for that.

These adaptations have included refocusing capacity strengthening support to those country offices most impacted by the 2025 funding reductions and accelerated efforts to integrate and streamline existing guidance and tools to support delivery of programmes that address the links between hunger and protection risks.

² This included briefings and field visits to Niger in 2022 and Zimbabwe in 2024.

The CRF Indicator Compendium and the evolution of Protection of AAP Indicators

The Corporate Results Framework (CRF) Indicator Compendium 2022–2025 was WFP's reference for corporate indicators during the reporting period, providing standardized definitions, methodologies and reporting guidance to measure progress against the Strategic Plan (2022–2025). Building on the 2017–2021 CRF compendium, which focused more narrowly on access, service delivery and the existence of accountability mechanisms, the 2022–2025 revised Compendium reflected an evolution toward stronger people-centred, quality-focused programming.

Protection Indicators

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

CC.1.2 – Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3 – Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.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

Accountability to Affected People Indicators

CC.2.1 – Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3 (Corporate level) – Percentage of Country Offices that have a functioning Community Feedback Mechanism

CC.2.4 (Corporate level) – Percentage of Country Offices that have a Community Engagement Action Plan

This framework has since been superseded by the CRF Indicator Compendium 2026–2029. The framing of the above protection and AAP indicators was maintained in the new CRF at CSP level, while some changes, mainly in the form of consolidation, were made at Annual Performance Report-level calculations

Pillar 2

Planning and Programming



At WFP's Mali Country Office, the ICARA assessment conducted as part of our operations enabled us to clearly identify the main programmatic and operational risks, as well as key recommendations. These were translated into findings and priority actions, which are now reflected in the Framework for Accountability on Results. The ICARA allowed to improve senior management's and activity managers' understanding of our operational context and supported the development of a country brief addressing cross-cutting issues such as gender, protection, access, conflict sensitivity, and social cohesion.



– Mohamedelmoctar Agaly

*Programme Policy Officer,
Mali Country Office*

Pillar 2 – Planning and Programming

INFORMING THE DESIGN OF COUNTRY STRATEGIC PLANS

Since 2021, WFP developed and regularly updated dedicated guidance to support the inclusion of protection and AAP considerations within Country Strategic Plans (CSPs), the principal strategic planning and programming instrument.

Recognising emerging gaps and in response to country office requests —particularly in relation to financial planning and costing— WFP also developed more targeted guidance. In parallel, the headquarters-based team provided tailored support to country offices as they designed and developed their plans, to ensure adequate planning for safe, inclusive and accountable programming.

This investment translated into clear and explicit commitments at both the strategic and operational level, supported by stronger contextual analysis aimed at understanding who is most affected by food insecurity and the associated protection risks.

During this timeframe, CSPs increasingly referred to protection considerations as operational risks and showed greater investments in community engagement. Moreover, protection and AAP needs often informed programmatic decision-making, with an increasing number of projects delivered in partnership with protection-mandated organizations.

IDENTIFYING PROTECTION RISKS AND INFORMING PROGRAMME ADAPTATION

From 2021 onward, WFP strengthened its capacity to conduct high-quality protection risk analysis to inform safer and more inclusive and accountable programming.

Early efforts in this period focused on a gap analysis of existing protection and accountability materials, including analytical tools. At the same time, work advanced to harmonise various risk-identification and assessment approaches into a single, streamlined methodology.

This foundational work paved the way for the rollout and application of WFP's updated protection risk analysis guidance, finalised at the end of 2022.

Throughout 2023, several country offices applied the updated guidance - including Tajikistan, Madagascar, Burundi, Ethiopia and Cameroon - resulting in stronger identification of protection risks and a more systematic development of mitigation measures.

In parallel and based on demand from country offices, WFP initiated cross-unit collaboration to address fragmentation across its various people-centred analyses. This collaboration, bringing together protection, AAP, gender, conflict sensitivity, PSEA, disability inclusion and Indigenous Peoples expertise, resulted in the development of the Integrated Cross-Cutting Context Analysis and Risk Assessment (ICARA).

The ICARA framework unified previously disparate analytical exercises into a single, holistic process, enabling country offices to better understand how different risks intersect and how WFP programmes may inadvertently create or exacerbate risks. Following its launch, ICARA rapidly gained traction. In 2023, four country offices conducted ICARA exercises, using the tool to fill context-specific information gaps and reduce duplication between protection, gender and conflict assessments. Momentum grew quickly: by 2024, the number of ICARA exercises had expanded to 21, reflecting a significant scale-up driven by strong country-level demand that exceeded expectations. Supported by headquarters, regional bureaux and targeted grants, uptake continued into 2025, reaching a cumulative total of 28 exercises as country offices refined the methodology and tailored it to diverse operational contexts. As findings were generated, country offices used them to adapt programme design and delivery - for example, by improving access to services, strengthening inclusion practices and addressing conflict-related risks in operational planning.

As uptake increased, WFP shifted attention toward supporting the implementation of ICARA recommendations and ensuring they translated into concrete programmatic adjustments.

Continuous learning became central: the Gender, Protection and Inclusion (GPI) team facilitated shared learning across operations. A corporate stocktaking exercise and a meta-analysis of ICARA reports across multiple regions further consolidated evidence on recurring risks, effective mitigation measures and opportunities for methodological improvement.

Overall, from 2022 there was a significant shift in how WFP identified, analysed and responded to protection risks. The updated protection analysis guidance improved the quality of early risk identification, while ICARA evolved from an integrated tool into an institutionalised analytical approach, strengthened by field evidence, refinement and growing operational demand. Together, these developments enhanced WFP's ability to understand intersecting risks and adapt programmes to better meet the needs of crisis-affected and food-insecure populations.



Woman loading food commodities on her bike in Kramatorsk, Ukraine, in July 2022.

COMMUNITY ENGAGEMENT

During the reporting period, WFP made steady and significant progress in strengthening community engagement and advancing accountability to affected people.

Following extensive consultations, in 2023 WFP launched its 'Community Engagement for AAP' action plan guidance, providing country offices with a practical framework for developing context-specific action plans.

To better track this emerging practice and encourage consistent adoption, a new mandatory CRF indicator was introduced, establishing a corporate mechanism for monitoring the development of Community Engagement action plans. Early uptake was limited - reflected in only 13 percent of country offices having an action plan in the first year - but these applications nonetheless showed the value of tailoring plans to local needs and embedding them in wider country office priorities.

Momentum increased in 2024, with 35 percent of country offices reporting having a Community Engagement Action Plan.

This growth reflected increasing institutional commitment, but country offices continued to face constraints in fully developing or implementing their plans. These included limited staffing and time to develop the plan, funding shortages, and access barriers. Most country offices with plans reported only partial implementation due to these operational pressures.

By 2025, uptake had expanded. Fifty-nine percent of country offices (39 out of 66) reported having a plan - marking the strongest progress to date and indicating that community engagement had become more firmly embedded across WFP operations. However, implementation remained uneven. While 29 percent of country offices fully implemented their plans, most reported only partial implementation, citing the same constraints experienced in earlier years, alongside organizational transitions and continued access challenges in some contexts.

COMMUNITY FEEDBACK MECHANISMS (CFM)

WFP has made steady progress in strengthening Community Feedback Mechanisms (CFM) as a core component of its protection and AAP framework, with a particular focus on standardization, assurance and consistent operationalization across country offices.

These efforts have been advanced through a multipronged approach combining operational guidance, targeted technical support and the progressive standardization of digital solutions as a tangible enabler of accountability to affected people.

WFP initiated a corporate CFM standardization effort in 2020, supported by enhanced capacity from 2021 and anchored in the Community Engagement for AAP Strategy launched the same year.

Between 2021 and 2022, WFP consolidated both operational and digital approaches to CFM, drawing on learning from field practice and emergency responses, including the response to the war in Ukraine.

As a part of this standardization agenda, WFP progressively strengthened its digital CFM solution. From 2021, WFP configured a standard, enterprise level digital solution built on the SugarCRM platform to manage community feedback, where key CFM assurance standards are integrated by design. This standard system enables country offices to adopt a harmonized approach, strengthening consistency, transparency and accountability while reducing reliance on fragmented solutions.

This work accelerated with the rollout of a standard digital model, including a common taxonomy aligned with the [Interagency Standing Committee \(IASC\) Guidance on Collective Feedback Management](#). WFP helped develop this guidance through the IASC Task Force on Accountability to Affected People that it co-chaired. From 2023 onwards, CFM standardization was further reinforced through the formalization of WFP's corporate CFM standards and the publication of its first CFM Toolkit, consolidating guidance and tools into a single operational reference. This coincided with the Global Assurance Project and the issuance of an Executive Director Circular in 2024 mandating minimum monitoring requirements and CFM assurance standards for all country offices with Tier 1 (direct) beneficiaries. An enhanced CFM Toolkit published later that year strengthened guidance in key protection sensitive areas, including feedback from children, allegations of misconduct (including sexual exploitation and abuse), environmental complaints, and the application of joint categorization for feedback and monitoring.

Following the integration of CFM and field monitoring functions, the digital solution evolved into an integrated issue escalation and case management system, bringing CFM and monitoring data together while maintaining CFM assurance standards. In 2025, consolidating lessons learned from the implementation of CFM in several emergency responses, including Ukraine and Palestine, WFP also published a CFM in Emergencies package to support the rapid establishment and scaleup of robust CFMs in the early onset of emergencies, while enabling compliance with full CFM assurance standards within 12 months of emergency onset. By the end of 2025, the standard digital CFM solution had been adopted across 28 country offices, with 14 onboarded onto the integrated CFM and monitoring platform.

In parallel, WFP's engagement in interagency Community Feedback Mechanisms (IA CFMs) continued to expand as part of wider UN system collaboration. In 2025, one in three WFP country offices reported engagement in IA CFMs, ranging from referrals and data sharing to joint helpdesks and interagency call centres, reflecting a broader shift toward more coherent and streamlined engagement with affected communities across agencies (see Annex 4 for an overview of WFP engagement trends in IA CFMs).



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Gaza bakeries forced to shut down after exhausting wheat flour and fuel in April 2025

Advancing Conflict Sensitivity in WFP

Teams working on protection and AAP have been instrumental in advancing conflict sensitivity in WFP, initiated in 2013 with the adoption of the policy on 'WFP's Role in Peacebuilding in Transition Settings'. Since 2020, a team in PRO-P was established to revive and strengthen guidance and tools on conflict sensitivity, and to provide technical support to country offices to mainstream conflict sensitivity in operations. In 2023, WFP launched its Conflict Sensitivity Mainstreaming Strategy, which outlines a whole-of-organization approach. To facilitate the operationalization of the commitments to conflict sensitivity set out in WFP's policy, WFP developed a set of minimum standards for the design and implementation of conflict sensitive programmes. An indicator to track WFP's progress in mainstreaming conflict sensitivity was included in the Corporate Results Framework 2022-2025. In parallel, guidance was developed on designing and implementing CSPs that integrate conflict sensitivity and contributions to peace. Embedding humanitarian principles and conflict sensitivity feature prominently in the current Strategic Plan (2026 – 2029), as a standalone crosscutting issue.



March, 2026: a newly displaced woman from Sudan seeks information from WFP and partner staff at a refugee registration point in Chad.



A few hours later, new arrivals from Sudan depart the refugee registration point for one of the settlements in Adré.

Pillar 3

Capacity Strengthening and Staffing



The adoption of the Protection and Accountability Policy has fundamentally strengthened how we design and deliver programmes. Staff awareness and accountability for safe programming have significantly increased in Myanmar, reinforcing protection integration across the entire programme cycle. A key enabler has been the recruitment of dedicated capacity, including at Area Office-level, which has embedded protection and AAP more firmly within field operations. Also, thanks to participation in several trainings, staff in Myanmar CO are now better able to identify risks, apply consistent mitigation measures and effectively respond to community feedback. As a result, programmes are safer and more inclusive, trust and accountability between WFP and affected communities have increased, and assistance is more responsive, dignified and effective.



– Ni Ni Thuang

*Programme Policy Officer,
Myanmar Country Office*

Pillar 3 – Capacity Strengthening and Staffing

Throughout the five-year period, substantial investments have been made in strengthening capacities across the organisation, ensuring that all staff have a minimum understanding of protection and AAP.

This is complemented with specialists positioned across operations to support the wider staff cohort and ensure

implementation of the policy at strategic, operational and programmatic levels. These important capacity gains are now, however, at some risk due to the global funding constraints. GPI seeks to mitigate this by accelerating training of non-specialist staff, supporting them with more streamlined guidance and tools (see Pillar 1 and 5) and expanding protection partnerships for learning exchanges (see Pillar 4).

BUILDING ORGANISATION-WIDE CAPACITIES ON PROTECTION AND AAP

During the first year of policy implementation, a comprehensive mapping of existing staff expertise, learning needs, trainings and resources was conducted. Gaps were identified and investments were made to address the issues.

Capacity strengthening priorities have evolved over the period, from consolidating core training resources, to scaling up a bespoke integrated training package embedded in the organisation's learning architecture. WFP also developed targeted training resources on specific aspects of protection and created a pool of trainers at regional and country levels. The comprehensive review of all training resources related to protection, AAP, conflict sensitivity, disability inclusion, GBV and PSEA, both internally and externally, informed the creation of the People-Centred Approaches (PCA) training package. This training is designed to ensure that senior leaders and operational staff have the competencies required to uphold safety, dignity and accountability across programme delivery.

Roll-out of the PCA package across regional bureaux and country offices began in 2024, following extensive field-testing in emergency, resilience and protracted contexts. This integrated approach has since become part of WFP's core institutional learning pathways, including the Programme Learning Journey (reaching approximately 2,000 staff), Emergency Basics, the Emergency Learning Programme, as well as complex-emergency training and onboarding processes.

This shift ensured people-centred competencies, including protection and AAP, were not optional but embedded into the organisation's professional standards and expectations.

The PCA has rapidly become the backbone of WFP's internal capacity-strengthening efforts on cross-cutting areas, helping staff across programme; research, assessment and monitoring; supply chain; nutrition; and emergency preparedness and response integrate key elements into everyday decision-making.

In 2026, the PCA training became a precursor for all Country Offices preparing a new CSP. The PCA training is now directly linked to the Framework for Accountability on Results (FAR), ensuring country office colleagues have a strong understanding of PCA to inform CSP design.

Alongside PCA, WFP has invested in strengthening staff capacity to respond appropriately to GBV and child-protection disclosures – a critical area for safe programming. A dedicated Safe Referrals package was developed in 2024, accompanied by practical guidance and frontline tools that ensure a consistent, survivor-centred response across all operational contexts.

Since early 2025, there has also been a strategic investment in building in-house training capacity on protection and AAP, as a more sustainable approach.

A decentralised pool of facilitators for the PCA and safe referrals package has been created across multiple regions.

This expansion of in-house training capacities has also helped deliver more efficient capacity strengthening for WFP's local partners. The People-Centred Approaches Toolkit for Cooperating partners was developed in 2024, initially delivered through a Training of Trainers in HQ and then rolled out to nine country offices. As of 2025, more than 500 staff of both WFP and its partners have been trained, reinforcing shared standards and supporting more consistent implementation of the policy across delivery chains. The launch of a dedicated external learning platform in 2024 expanded access to learning opportunities for partners on protection and AAP, including smaller civil society partners, thereby embedding these standards across the ecosystem that supports WFP operations. Complementing this training strategy, WFP has also invested in structured knowledge-management tools (see pillar 5 for more information).



Consultation with earthquake-affected communities ahead of food distribution in Sagaing, Myanmar, April 2025.

SPECIALISED CAPACITY ON PROTECTION AND AAP

These investments in capacity across the organisation have been possible due to the positioning of dedicated, specialist expertise in protection and AAP at global, regional and country levels.

This team of specialists have been instrumental in sensitising staff across the organisation on basic concepts of protection and AAP, helping them understand why and how these are relevant to their own roles in the organisation, and helping ensure WFP as a whole can deliver on its responsibilities under the policy.

Following the adoption of the policy in late 2020, there was an incremental increase in staffing dedicated to protection and accountability functions across the organization.

The number of employees engaged at HQ, regional and country levels in related roles rose from 137 in 2023 to 180 in 2025, reflecting growing institutional understanding of what capacities it needs to fully deliver on the policy.

Moreover, the number of fixed-term positions (both national and international) for staff working on protection and accountability increased from 44 in 2023 to 75 in 2025³. Technical advisory positions were created at regional level, ensuring all country offices could benefit from specialized guidance. However, due to the 2024 reorganization exercise and 2025 funding crisis, a significant number of positions at global, regional and country level were cut, and the resulting capacity gaps are impacting WFP's ability to maintain momentum on policy implementation and threaten hard-won gains.



After floods destroyed everything in Noakhali, Bangladesh, in 2025, Bibi started a poultry business thanks to WFP support. She now owns 150 birds.

© WFP / Saikat Mojumder

³ This figure includes some staff also working on other GPI-affiliated roles.

Pillar 4

Partnership and Accountability



WFP's operational capacities are critical to ensuring that Protection and Accountability is grounded in humanitarian delivery. Its mandate and field presence help mitigate contextual barriers, while its direct, non-protection assistance provides effective entry points for interagency outcomes. In the context of the Reset and UN80, WFP-led logistics and enabling services also offer a strong foundation for interagency accountability mechanisms linking affected people with service providers. Central to protection and accountability is a clear understanding of the risks people face. WFP's assessment and analytical capacities are invaluable for protection analyses. WFP further supports practical integration of protection into food security programming, contributes a strong advocacy voice on the conflict-food insecurity nexus, and supports high-level policy discussions. At field level, its role in integrated programming leads to improved targeting and identification of households by jointly considering protection and food security risks.



– Francesco Michele

*Strategic Analysis and Advocacy Officer,
Global Protection Cluster*

Pillar 4 – Partnership and Accountability

Throughout the five-year period, WFP has played a role in ensuring protection and AAP influence how the humanitarian system operates globally and at country level.

At the global level, the organisation supported development and roll-out of interagency standards and tools that improve safety, transparency and trust with communities.

Through the IASC's Taskforce on Centrality of Protection and its successor, the Community of Practice, WFP contributed to the development of the IASC Action Plan on Centrality of Protection aimed at accelerating system-wide implementation, and to the IASC's Toolkit on the Centrality of Protection, supporting its roll-out to the Global Food Security Cluster.

This also included co-organising context-specific learning events and tools for the food security clusters in Sudan and Syria. Through its membership of the Strategic Advisory Group of the Global Protection Cluster, WFP has sought to ensure the Global Protection Cluster's (GPC) strategies, guidance, tools and country level approaches recognise the links between protection risks and food insecurity and work with relevant actors outside the protection sector including WFP to address them.

As co-chair of the IASC Taskforce on AAP, WFP helped deliver landmark reforms, including the IASC Collective AAP Framework, operational guidance, and shared community feedback standards now guiding responses worldwide.

It also supported the development of an AAP Results Tracker, enabling humanitarian leaders and donors to measure whether agencies effectively listen and respond to community feedback.

Through 2025, WFP worked with partners to advocate the need to safeguard core AAP capacities during major funding reductions, keeping accountability and participation central to the humanitarian reset. WFP also supported the Communicating with Disaster Affected Communities Network (CDAC), investing particularly in workstreams on partnerships and digitalisation.

At country level, WFP has strengthened its strategic partnerships with protection actors. Moreover, it expanded its contribution to collective protection efforts by better incorporating protection risks in food security analyses that have helped ensure more comprehensive Humanitarian Country Teams' understandings of the risks driving sectoral and intersectoral needs; improved mainstreaming of protection across all activities; and integrating protection objectives in specific programmes.



WFP has consistently played an active role in the advancement of systems and structures that underpin multi-sectoral protection risk reduction in humanitarian settings. As a UN agency without a formal protection mandate, WFP's contributions to field testing methodologies for protection risk reduction, contributions to the advancement of the dialogue on institutional internalization of the Centrality of Protection (CoP), and ongoing contributions to the CoP Community of Practice all set an invaluable example, demonstrating to all humanitarian actors that protection is a collective responsibility and the driving purpose behind humanitarian action.



– Erin Weir

Director of Protection, InterAction

FOR INSTANCE, IN:

Central African Republic: working with specialist GBV partners helped integrate GBV risk analysis in food security response planning and expand community feedback, which increased reporting of misconduct and service gaps.

South Sudan and Benin: In partnership with protection partners, disability - inclusive programming removed identified barriers to access, strengthened disability representation, and ensured that the most vulnerable could access emergency food security assistance.

Armenia: Working with specialist demining partners, WFP supported the clearance of 146,000 m² of UXO contaminated land, protecting civilians and helping restore agricultural livelihoods.

Tunisia and multiple contexts: Partnerships with UNHCR and child protection actors improved nutrition and protection outcomes for unaccompanied minors, migrants, and crisis-affected children.

Empowering local actors has been central to this approach. In Togo, WFP facilitated protection training for Red Cross volunteers which strengthened referral pathways across four high-risk prefectures. In Sudan and Syria, WFP and FAO, as food security cluster co-leads, worked with protection clusters to deliver capacity-strengthening on the centrality of protection for local and international partners.

WFP's also strengthened partnerships with research institutions including the Geneva Graduate Institute, ODI Global, Plan International and others to build evidence on what works and develop interagency tools—such as the Integrated Child Protection and Food Security Toolbox – to support frontline delivery across sectors. Efforts to strengthen the evidence-base on how to incorporate protection and AAP in food security responses also included a collaboration with Care international and InterAction. Through this partnership, WFP explored how results-based protection approaches could support more effective analysis and response to specific protection risks identified in high-risk areas of Somalia, Niger and Colombia.

Finally, WFP deepened its bilateral collaborations with key sister UN agencies. With UNHCR, WFP worked through and with the WFP-UNHCR Targeting Hub (established in 2020). The work of the Hub included strong operational focus on the integration of protection and AAP considerations in targeting and prioritisation exercises in refugee settings in 19 countries. Understanding the strategic value in closer collaboration with FAO on protection and AAP, WFP has stepped up efforts to exchange learning (e.g. supporting FAO's internal review of its protection capacities and its new AAP toolkit), undertake joint protection analyses to inform food security responses, (e.g. in Nigeria), and start collaborative projects (e.g. addressing the food security impacts of UXO contamination in Ukraine). These and other examples demonstrate how closer collaboration at strategic and programmatic levels between the two agencies can multiply each agencies' respective impact in addressing the protection risks driving food insecurity.



Pillar 5

Advocacy and Communications



Since 2020, our focus on advocacy and communication has successfully placed protection and accountability at the heart of WFP's identity. Today, these aren't just technical terms—they are core values that guide how we work every day. By keeping a high profile for the Protection & Accountability portfolio, we have ensured that all WFP staff members understand their role in protecting the people we serve. There are more visible platforms and avenues for affected people to speak and be heard. This shift has made our programmes more responsive and effective and shows that WFP is fully committed to a 'people-first' approach. Listening to communities is a standard part of our operations, ensuring that dignity and safety are built into everything we do.



– Lara Fossi

*Chief, Staffing Coordination
and Capacity*

Pillar 5 – Advocacy and Communication

Advocacy and communication have been critical enablers for effective policy implementation, with a strong emphasis on internal engagement and learning, aimed at ensuring the application of protection and AAP in WFP programmes.

Since the adoption of the revised policy in 2020, efforts under this pillar focused on demystifying protection and accountability and emphasising their relevance to WFP's work, strengthening internal buy-in through integration in existing corporate processes, and improving accessibility of guidance.

Engagement with leadership and governance structures was another priority avenue for advocacy. This included structured, annual engagement through the CD/DCD onboarding processes since 2022, as well as the establishment of the policy taskforce in 2023. Together, these efforts raised the importance of protection and AAP with senior leadership and ensured that protection and accountability concerns were consistently reflected in strategic discussions at key decision-making fora.

In the first year after policy adoption, to align with the newly expanded scope of the policy and informed by its enhanced approach to addressing protection and AAP in the organisation, WFP focused on the creation of comprehensive guidance to further facilitate integration of protection and accountability globally. Key products included the Handbook on Protection and AAP, the Programme Guidance Manual, and the policy implementation benchmarks. For more information on this, please see text under Pillar 1.

Since early 2024, and in response to recommendation 9 of the Mid Term Review, attention was shifted to facilitating increased awareness and use of available guidance: to support practical uptake, significant efforts were made to improve the clarity, accessibility, and usability of resources, making it easier for staff to locate and apply relevant information through improved communication products. This included the development of “explainers” translating policy concepts into concise, user-friendly formats tailored to different audiences and functions, as well as resource sheet that condensed key information in one easily navigable document.

Moreover, the WFP protection and AAP team facilitated numerous corporate webinars and briefings to raise the profile of protection and AAP, and curated annual ACRs extracts aimed to showcase best practices since 2023. Through these efforts, WFP facilitated increased awareness and understanding of the linkages between protection and food insecurity, and the relevance of accountability to affected people for quality programmes.

An online platform through Viva Engage, called ***the Protection and AAP Community of Practice***, was also created to serve as a hub for peer-to-peer exchange, sharing of resources, and discussion of implementation challenges and emerging practices. With more than 350 members, this forum contributed to maintaining momentum beyond formal policy milestones and encouraged cross-functional learning.

ENABLERS

A number of elements contributed to the effective application of the policy, leveraging EFP's efforts to advance the portfolio:



Sector-wide momentum around safe, inclusive and accountable programmes:

System-wide commitments - particularly the humanitarian sector's reaffirmation of the centrality of protection - created an enabling environment for WFP's work. Following on from the work of the IASC Taskforces, the creation of inter-agency Communities of Practice on Centrality of Protection and Collective AAP strengthened shared standards, promoted coherent methodologies and reinforced the expectations that protection, inclusion and accountability inform all humanitarian action.



Sustained Executive Board attention to Protection and AAP: Continued engagement from the Executive Board created strong institutional incentives for WFP to prioritise safe, inclusive and accountable programming. This visibility ensured that protection and AAP remained firmly anchored within corporate priorities, supporting their integration into strategic planning, oversight mechanisms and operational guidance. Protection and AAP was reaffirmed as one of WFP's corporate cross-cutting priorities in the Strategic Plan, reinforcing organisational commitment and ensuring continuity of focus. In 2025, Executive Board support became even more critical. Amid an exceptionally turbulent donor landscape - marked by the U.S. aid freeze, funding pauses, heightened compliance demands, and sweeping restrictions related to gender, inclusion, DEI, climate, and the Sustainable Development Goals (SDGs) - the Executive Board sent a unified and unequivocal message: protection is central, lifesaving, and non-negotiable.



The strong alignment between SDC's priorities and WFP's protection and AAP agenda

enabled three years of dedicated, predictable funding to support the implementation and institutionalisation of protection and AAP across WFP. This sustained investment strengthened corporate frameworks, reinforced operational practice and enabled consistent, high-quality support to country offices.



Strategic support from the Group of Friends on Protection and Accountability:

Led by Switzerland, the Group of Friends on Protection and Accountability provided an important platform that brought donors together around shared protection and AAP priorities. This collective engagement strengthened the political and technical backing for WFP's protection and AAP work, creating an enabling environment that supported multi-year planning and reinforced WFP's commitment to safe, inclusive and accountable programming.



Global Assurance Project and related initiatives elevating the profile of protection and AAP: Corporate initiatives such as the Global Assurance Project significantly increased organisational attention to protection and AAP, particularly in relation to CFM. By systematically reviewing operational risks, compliance and accountability practices, these initiatives highlighted the systematic mainstreaming of protection and AAP, and particularly CFM, as a critical approach enabling the delivery of safe and accountable programmes. This contributed to embedding protection and AAP more firmly within WFP's risk management and operational culture.



Identification and retention of high-calibre staff: WFP was able to recruit and retain the high-calibre technical staff required to operationalise the Protection and Accountability policy. This sustained expertise underpinned the development of a coherent policy and guidance framework, strengthened corporate methodologies, and ensured consistent, high-quality support to country offices and regional bureaux.

CHALLENGES AND LIMITATIONS

Performance against policy implementation has been affected by several challenges:



High staff turnover and reliance on short-term contractual modalities: Progress was constrained not only by frequent staff turnover across HQ, Regional Bureaux and Country Offices, but also by the contractual modalities underpinning much of the protection and AAP workforce. The majority of staff with technical expertise supporting policy implementation had short term contracts , thus limiting continuity, institutional memory and long-term ownership of key workstreams. This reliance on temporary contracts required repeated onboarding, disrupted momentum, and made it difficult to sustain the deep, continuous engagement needed to embed protection and AAP across the organisation.



Internal reorganizational changes bringing long-term alignment, while requiring short-term adjustments: In 2022 and 2023, PRO-P underwent two internal reorganisations, followed in 2024 by a major realignment that moved protection and AAP functions into the newly created GPI service in the former programme division and relocated the CFM team with field monitoring under the former Analysis, Planning and Performance division. While these shifts required teams to adapt to new structures and coordination arrangements, they were ultimately designed to strengthen institutional alignment, clarify mandates and enhance collaboration across related portfolios. In the short term, however, the transitions created some uncertainty and temporarily diverted some attention from implementation.



2025 funding crisis and corporate efficiency measures: The organisation-wide funding crisis in 2025 placed significant pressure on WFP operations, with the heaviest impact felt at country office level. Strict corporate efficiency measures - such as limited recruitment, expenditure freezes and tighter prioritisation - reduced operational flexibility and hampered the ability of COs to maintain the staffing, partnerships and investments needed to advance protection and AAP.



2025 cluster reform leads to decreased response capacity amid higher needs: The 2025–2026 Humanitarian Reset and cluster reforms, introduced amid severe funding cuts, are significantly affecting the protection sector. The consolidation of the protection cluster and integration of areas of responsibility such as GBV and child protection into a single structure, combined with a stronger focus on life-saving activities, have created major funding gaps and raised concerns that specialized protection needs may be deprioritized. This hyper-prioritization favors immediate protection services, often at the expense of prevention, community-based protection, early warning and advocacy. As clusters transition or deactivate, the remaining actors may lack the capacity to sustain high-quality protection services, including monitoring and referrals. This has broader system-wide implications, as agencies not only utilize the national protection analysis to inform understanding of context, but also rely on the presence of functioning protection services to address community needs. While the reforms aim to improve efficiency, they risk reducing the visibility, coverage, and effectiveness of protection, ultimately undermining the safety and dignity of affected people.



Delivery of food boxes and UNFPA hygiene kits in Kharkiv region thanks to a WFP-led inter-agency convoy, March 2026.

© WFP / Sayed Asif Mahmud

CONCLUSIONS AND WAY FORWARD

WFP has made substantial progress in strengthening the institutionalisation of protection and accountability to affected people over the past five years, supported by dedicated donor investments, strong Executive Board engagement, and growing organisational ownership. As WFP enters the next phase of policy implementation, two factors will play a decisive role in shaping the path ahead.

The forthcoming evaluation of the Protection and Accountability Policy will provide the evidence needed to guide the strategic direction of protection and AAP by assessing

progress, identifying gaps, and informing institutional adjustments and investment priorities. At the same time, sustained progress will depend on a more predictable funding environment. The 2025 funding crisis highlighted how fragile integration efforts become without stable, multiyear resources. Core elements such as staffing, technical capacity, country level action plans, partner engagement and CFM functionality require consistent investment; when resources decline, country offices are forced to scale back protection and AAP activities, despite their central role in safe, dignified and effective programme delivery.

Future progress will therefore hinge on:

- **predictable, multi-year targeted funding** to supplement the core funding required and maintain specialised expertise at Global HQ and country level;
- **flexible resources** that allow country offices to adapt programmes based on analysis findings, community feedback and protection risks;
- **continued donor alignment** around protection and accountability as central - not optional - components of humanitarian effectiveness;
- **sustained investment in people-centred capacities**, including the PCA and Safe Referrals training systems, partner capacity strengthening and community engagement structures.

Without these investments, WFP risks losing momentum and institutional knowledge, slowing the culture shift that is underway and compromising its ability to meet its commitments under the Protection and Accountability Policy and the Strategic Plan.

Safeguarding recent gains amid ongoing volatility

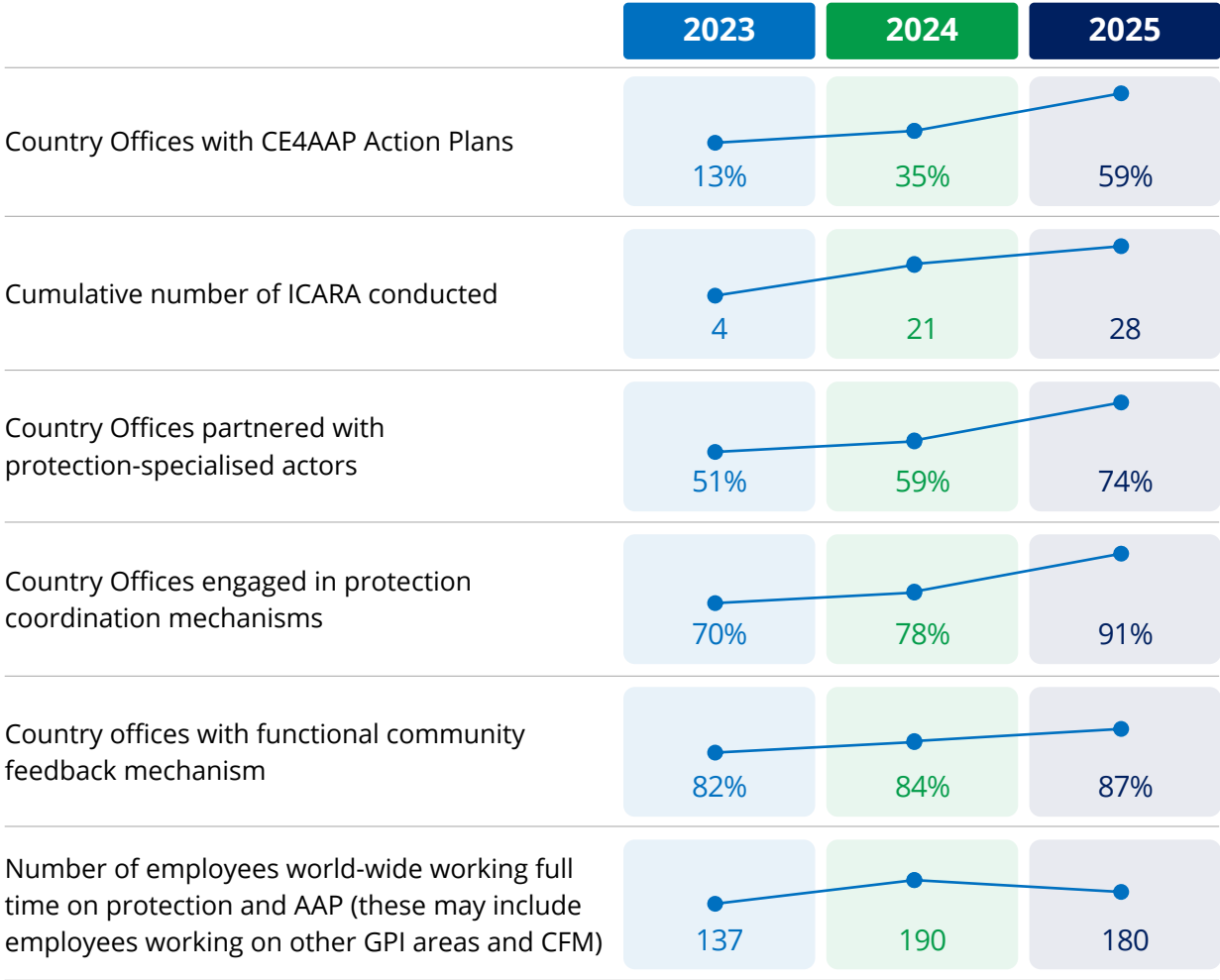
Sustaining progress will require continued vigilance. Organisational turnover, structural changes, and fluctuating resources continue to pose risks to institutional memory, technical depth and the ability of country offices to engage meaningfully in protection and AAP.

Maintaining momentum will require protecting the capacities built since the revised policy was adopted and ensuring they remain a priority in a changing operational landscape.

The period under consideration has demonstrated that meaningful progress on Protection and AAP is possible when strong policy commitments are paired with dedicated resources and institutional leadership. With the upcoming policy evaluation offering a strategic roadmap, and with sufficient and predictable funding, WFP is well positioned to consolidate gains, address remaining gaps, and embed

people-centred approaches more systematically in the years ahead. Ensuring continued investment in protection and AAP is not only a matter of organisational compliance - it is fundamental to WFP's ability to deliver safe, dignified, inclusive and accountable food assistance that responds to the realities, risks and priorities of the people it serves.

POLICY IMPLEMENTATION IN FIGURES⁵



⁵ Sources: annual protection and AAP survey (percentages are calculated based on the number of countries that responded to the survey), annual CFM survey (percentages calculated against the total number of country offices with Tier 1 beneficiaries).

“Protection has travelled a long road within WFP—from a concept once perceived as beyond our mandate to an obligation central to our work. Five years ago, protection was barely part of the conversation at WFP. Today, it’s recognized as central to the organization’s work. This shift mirrors WFP’s evolution from a mainly logistics-driven food aid model to a more people-centred approach to food security and nutrition.

However, progress is fragile, particularly in hard times such as the one we are currently navigating. We need to continue to stress, both within and beyond WFP, that protection is not an add-on. There is no safe, dignified, and accessible assistance without protection mainstreaming.

”

– Brenda Behan

*Former Director of WFP Gender,
Protection and Inclusion Division*

Annex 1: PRO-P Workplan Results areas and Five Pillars

Former PRO-P Workplan Outcomes Linked to Pillars of the Policy Implementation Plan / Key Result Areas

Outcome 1: Improved people-centred standards within the WFP institutional system to ensure accountability.

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
1.1 COs are supported by PROP experts in mainstreaming Protection, Accountability and Conflict Sensitivity into their CSP	1.1 Mainstream protection, accountability and conflict sensitivity in CSPs.	ACHIEVED: Guidance developed and support provided to integrate these areas into CSP design processes, and level of integration of approved CSPs tracked annually.	Pillar 2: Planning and Programming; Pillar 3: Capacity Development; Pillar 4: Partnerships and Accountability Pillar 5: Advocacy and Communications.
1.2 COs and RBx are supported by PROP experts in developing their protection and AAP strategies	1.2 Support the development of strategies at RBx and COs level	ACHIEVED: COs and RBx were provided with technical support, guidance and strategic advice to develop protection and AAP strategies and action plans, to guide the efforts at regional and country levels on contextually relevant priority areas of focus.	

Outcome 2: Strengthened understanding of what protection means to affected populations and its integration into the programme cycle.

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
2.1 COs and RBx are equipped with the appropriate tools to mainstream Protection, Accountability, and Conflict Sensitivity into the programme cycle.	2.1 Harmonize risk identification assessments and analysis guidance.	ACHIEVED: Protection risk analysis guidance updated and risk identification assessments and analysis guidance harmonized into comprehensive Integrated Cross-Cutting Analysis and Risk Assessment (ICARA).	Pillar 1: Leadership and Institutional Setup; Pillar 2: Planning and Programming; Pillar 3: Capacity Development.
	2.2 Implement standards and mechanisms for community participation in programme design (CFM)	ACHIEVED: WFP has achieved this activity through the institutionalization of IASC-aligned CFM standards and assurance mechanisms, and the rollout of a standard digital solution (SugarCRM). COs have been supported to develop and provide relevant, appropriate, inclusive and accessible information, through technical support and including the development of key messages banks. In relation to the developments of standards on community engagement and feedback within social protection systems, this activity was partially achieved, with progress affected by staffing reductions, organisation efficiency measures and competing priorities, which necessitated prioritizing more immediately demanded field support with a focus on inter-agency CFM alignment.	

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
2.2 COs and RBx are trained on how to involve the affected population in targeting design.	2.3 Foster evidenced-based targeting with the participation of affected communities.	ACHIEVED: Evidence-based targeting approaches were strengthened through the meaningful participation of affected communities, and efforts especially within the framework of the UNHCR-WFP Joint Programme Excellence and Targeting Hub , which ensured robust community engagement in these processes; along with key participation in multiple internal processes and normative developments to ensure protection and AAP considerations were fully embedded in corporate targeting guidance.	Pillar 1: Leadership and Institutional Setup; Pillar 2: Planning and Programming; Pillar 3: Capacity Development.
2.3 COs and RBx are supported in the implementation of protection and accountability standards in urban areas.	2.4 Build evidence and develop tools and standards to ensure protection and accountability in urban areas.	ACHIEVED: WFP developed a range of materials and tools to ensure protection and accountability in activities in urban areas, including guidance on CSP integration, within social protection, needs assessments and targeting practices. The first WFP Urban Strategy was launched in 2023.	

Outcome 3: Strengthened investment in capacity strengthening to implement protection and accountability.

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
3.1 WFP and CP staff are equipped with learning material in mainstreaming protection, accountability and conflict sensitivity standards.	3.1 Capacitate employees to mainstream protection through learning initiatives.	ACHIEVED: WFP developed a comprehensive training package on protection and AAP and conflict sensitivity, including elements targeting leadership, in addition to developing materials for online trainings. It also delivered regular global, regional and country level learning initiatives.	Pillar 3: Capacity Development.
	3.2 Develop standards for the mainstreaming of protection and accountability into the cooperating partner management cycle.	ACHIEVED: WFP developed a comprehensive toolkit to systematically mainstream protection and AAP throughout the cooperating partner management cycle and rolled it out globally.	
3.2 COs and RBx are supported by experts in mainstreaming protection, accountability and conflict sensitive standards.	3.3 Support to RBx and COs to fill capacity gaps.	ACHIEVED: WFP provided sustained expert technical support to COs and RBx to mainstream protection, accountability, and conflict sensitive standards. HQ team supported with gap filling when necessary (including through the creation of expert rosters).	

Outcome 4: Strengthened placement of affected populations at the centre of the Policy’s monitoring framework

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
4.1 WFP has a solid analytical framework to assess its progress towards its commitments at different levels.	4.1 Develop a harmonized and standardized analytical framework.	PARTIALLY ACHIEVED: WFP developed a harmonised and standardised analytical framework to support consistent analysis across contexts, through the articulation of a set of enhanced corporate results framework indicators on protection and AAP, and the development of a set of comprehensive Benchmarks framed within five key pillar areas, linked to accompanying available resources and technical support. Since 2023, CO-performance against the Benchmarks was measured through a global annual survey. Results were triangulated with other sources including ACRs, CSPs, and numerous external studies, including for example the mid-term review of policy implementation. Findings were compiled in global annual reports, which contributed to informing WFP leadership and the Executive Board on progress. While the objective of developing a mixed method approach for harmonized and standardised analytical framework was achieved, the aim of arriving at systematic monitoring of key policy outcomes was not fully fulfilled.	Pillar 1: Leadership and Institutional Setup; Pillar 2: Planning and Programming; Pillar 3: Capacity Development; Pillar 4: Partnerships and Accountability.
4.2 WFP has a solid measurement framework to track its progress towards its commitments at the corporate level.	4.2 Support country offices to monitor and report on new corporate results framework indicators.	ACHIEVED: Country offices’ capacity to monitor and report on protection and AAP indicators within the Corporate Results Framework was strengthened through sensitization, guidance and technical support.	

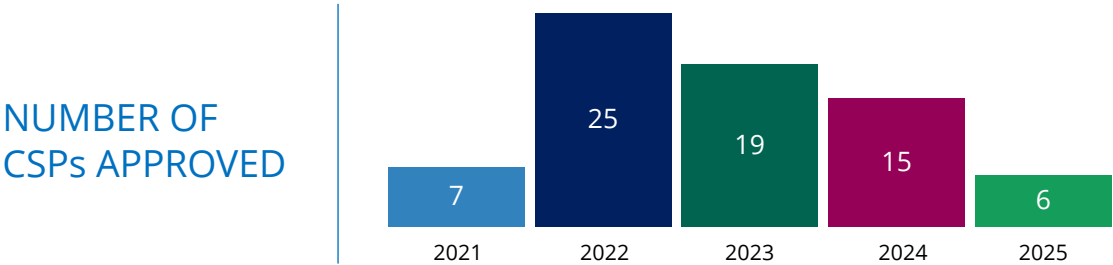
Outcome 5: Enhanced influence within the inter-agency space to maximise positive impact of interventions on individuals and communities

Outputs	Activities	Summary	Contribution and Linkage to 5 Pillars / Key Results Areas
5.1 WFP actively participates in the Inter-Agency (IA) initiatives that are relevant to PROP thematic areas at the global level.	5.1 Engage and support inter-agency platforms and clusters on protection, accountability, humanitarian access, and peace contribution	ACHIEVED: WFP has maintained sustained engagement and support to inter-agency platforms including as part of IASC Taskforces, Inter-agency Communities of Practice, and the Strategic Advisory Group of the Global Protection Cluster (GPC).	Pillar 4: Partnerships and Accountability; Pillar 5: Advocacy and Communications.
	5.2 Contribute to system-wide change to ensure accountability to affected populations is an enabler of the centrality of protection.	ACHIEVED: WFP contributed to system-wide efforts to strengthen the role of accountability to affected people as a core enabler of the centrality of protection through its role in interagency fora at global and country level and through IASC engagements at senior levels.	
	5.3 Maintain people-centred advocacy platform.	PARTIALLY ACHIEVED: WFP advanced its collaboration with the Global Protection Cluster on the Food Platform in 2021, with some preliminary missions, however focus was shifted elsewhere from 2022 onwards to the role of co-leading with the GPC a workstream for integrated analysis on food security and protection, including advocacy elements. The work stream strengthened synergies and complementarities between assistance and advocacy and promoted joint analysis as a first step to promoting evidence-based integrated approaches and joint outcomes.	

Annex 2: Integration of protection and AAP in WFP Country Strategic Plans and Evaluations

PART I – Integration in Country Strategic Plans

This analysis looks at directional change, consistency and maturity in the integration of protection and AAP in Country Strategic Plans (CSPs). It draws on annual analysis undertaken on the 72 CSPs approved in the period from 2022 to 2025.



1. Overall assessment

From 2022 to 2025, protection and AAP in CSPs have moved from being add-on components of CSP narratives, to featuring as consolidated strategic priorities in CSP formulation as well as critical elements informing decision-making at operational level. An upward trend can be seen in the quality and explicitness of protection & AAP integration in CSPs, with the most significant improvement between 2022 and 2023, and consolidation and refinements in 2024 and 2025.

In 2022, references to protection and AAP were present in most CSPs, but often partial, fragmented, or framed largely around compliance — emphasising adherence to policy rather than reflecting strategic integration or operational commitment. More explicit prioritization and reference to these areas as high-level priorities could be seen in 2023. Increased systematic and evidence-informed integration, especially around risk analysis, conflict sensitivity linkages, and feedback loops can be found in CSPs approved in 2024. This continues in 2025, together with stronger reference to community engagement as a central component of WFP work.

2. Protection and AAP as a strategic priority

In 2022, just over half of CSPs (56%) were assessed as adequately integrating protection and AAP. Protection mainstreaming was somewhat mentioned in CSPs, but not presented as integral to quality programme delivery, nor identified as a strategic priority. Rather, they were included as a technical add-on, not core factors for planning.

In 2023, 65% of CSPs fully integrated protection and AAP, marking a substantial increase. 85% of CSPs in conflict settings explicitly referenced protection as a high-level cross-cutting priority. Stronger language around protection, AAP, and conflict sensitivity could be noted: protection and AAP went from being acknowledged to prioritized.

In 2024, 80% of CSPs explicitly referenced protection as a high-level cross-cutting priority. Increased consistency could be seen in how protection was framed across context analysis, strategy, and risk management sections. Less variation could be seen across CSPs, with fewer outliers with weak integration.

In 2025, 83% of CSPs explicitly referenced protection as a high-level cross-cutting priority, solidifying the strong results from previous years.

3. Context analysis and protection risk identification

In 2022, the context analyses were often generic, with group-specific protection risks inconsistently identified. In 2023, there was improved recognition of group specific protection risks, but uneven depth. In 2024, the number of CSPs with explicit context analysis on group-specific protection risks increased further, indicating stronger analytical foundations for protection mainstreaming. Reference to group-specific protection risks decreased in 2025. This may be linked with the adoption of a revised CSP template, with a reduced wordcount and the resulting limited space to describe contextual dynamics.

4. Accountability to Affected People (AAP)

AAP in WFP refers to information provision, Community Feedback Mechanisms (CFMs) and consultation with affected people.

CFM has been a prominent element in CSPs over the past years. However, a review of CSP narratives shows a shift, with early CSPs focusing on the existence of CFM, and more recent ones putting emphasis on responsiveness and on the use of data to inform programme adaptation and decision-making. This is particularly noticeable in 2024 CSPs, with AAP increasingly described as a feedback loop, rather than a static system.

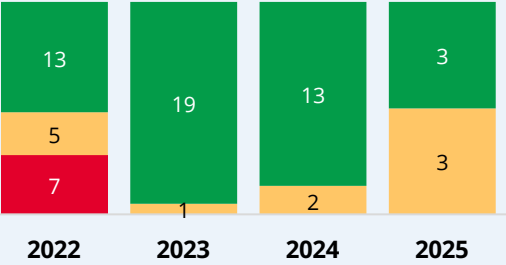
Reference to community engagement commitments has also increased over time. In recent years, involvement of communities was not presented solely as reliant on the CFM, but included stronger reference to communities being consulted on CSP design and country offices committing to develop action plans for community engagement.

5. Protection as an operational risk

In 2022, protection was included as an operational risk in a minority of CSPs. In 2023, an increase could be noted, especially in fragile and conflict-affected contexts, with 60% of CSPs referring to it. A significant increase is noted in CSPs approved in 2024, with 87% of CSPs presenting protection as an operational risk. This strong representation remains in 2025 (83%), marking increased alignment with enterprise risk management.

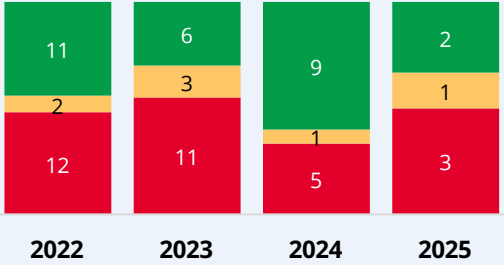
Indicator 1

Context analysis on groups-specific risks



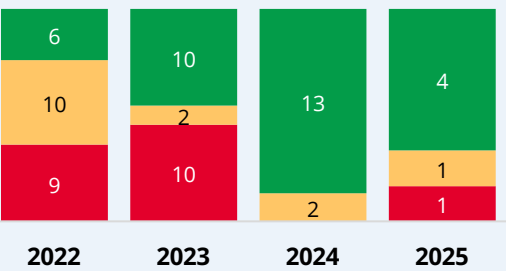
Indicator 2

Explicit reference to protection assessments / analyses



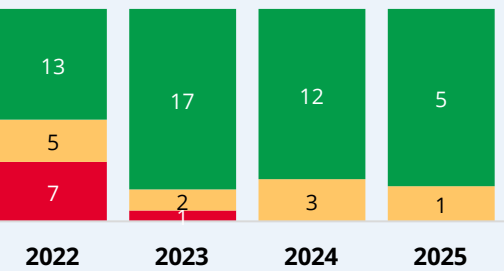
Indicator 3

Protection included as an operational risk



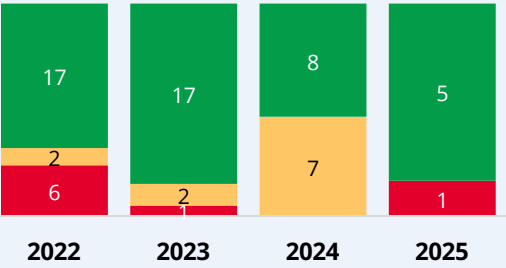
Indicator 4

Explicit reference to protection-mainstreaming or high-level cross-cutting



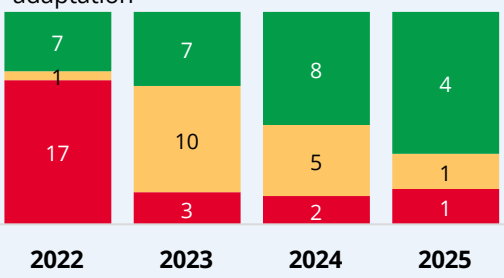
Indicator 5

Reference to CFM



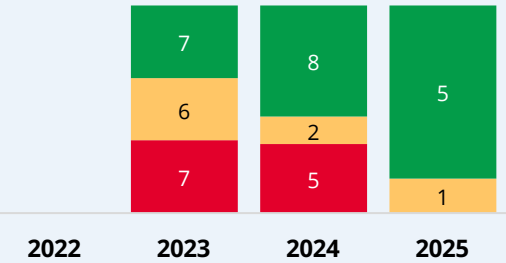
Indicator 6

Reference to use of CFM data for programme adaptation



Indicator 7

Reference to Community Engagement Plans or commitments¹



¹ CSPs were not scored against this indicator prior to 2023, when the Community Engagement Strategy for AAP was developed.

CSP EXTRACTS

Uganda CSP 2026-2030



Mainstreaming protection in all operations: WFP mainstreams protection in all of its operations in order to avoid creating unintended risks for affected people, including by mitigating the risks that could fuel community tension, ensuring the safety of distribution and other sites, detecting resource misappropriation, and preventing sexual exploitation and abuse. Transparent, vulnerability-based targeting, paired with proactive communication, community engagement and a functioning appeals system, helps to reduce tensions and ensure accountability to affected people. WFP also assesses market options, including those with financial service providers, with a view to securing competitive rates and optimizing transfer values and cost-efficiencies. WFP strengthens security measures through awareness-raising sessions and comprehensive contingency planning. It takes a zero-tolerance approach towards sexual exploitation and abuse, mainstreaming protection principles and good practices throughout its operations, training initiatives and tools.”

Rwanda CSP 2026-2030



WFP will engage in regular two-way communication with communities and will undertake protection analyses and conflict sensitivity assessments to enable adherence to the principle of “do no harm” and the implementation of safe and inclusive programmes that provide accountability and best respond to beneficiaries’ specific needs. Community feedback mechanisms and regular monitoring will allow the identification and addressing of issues that affect the quality of WFP’s programmes, including targeting errors, and potential discrimination based on age, sex, disability and other factors.

PART II – Integration in Country Strategic Plan Evaluations

The meta-analysis aims to provide insights into how protection and AAP have been integrated into WFP programmes across contexts, through the lens of CSP evaluations. It is based on a review of the evidence stemming from a sub-sample of 24 Country Strategic Plan Evaluations (CSPEs) completed since 2022², and it draws on findings from an evidence mapping exercise undertaken jointly with the Office of Evaluation.

It is to be noted that the analysis draws solely on information contained in the sampled CSPE reports, and it does not reflect broader policy implementation efforts by country offices that fell outside the evaluations’ scope. Consequently, the analysis should not be viewed as a comprehensive assessment of WFP’s performance in implementing the policy.

Evidence Strength Summary Table

This table illustrates the strength of evidence against key protection and AAP themes across all CSPEs reviewed. Strength of evidence was rated using four criteria: coverage of theme in evaluations, specificity and detail of evidence, consistency of findings, and depth of evidence.

Theme	
Existence of Protection and AAP Strategy or Workplan	
Safety, Dignity and Do No Harm	
Meaningful Access	
Information Provision	
Community Involvement in Decision-Making	
Community Feedback Mechanisms (CFM)	
Community Engagement	
Conflict Sensitivity	
Capacity Strengthening	
Cooperating Partners	
Disability Inclusion	

Evidence Strength

	Limited
	Moderate-to-strong
	Moderate
	Strong

² A sub-sample of CSPEs covering the period 2020-2025, externally quality assured as satisfactory or above and written in English were selected as part of the evidence mapping exercise.

1. Overall assessment

CSPEs confirm that protection and AAP considerations are increasingly embedded in programme delivery and design, particularly in relation to safety, dignity, community feedback mechanisms and conflict sensitivity. However, integration remains uneven across several protection and AAP dimensions.

2. Areas of strong integration of protection and AAP in WFP programmes

Safety, dignity and do no harm

Evaluations consistently show that WFP Country Offices strive to integrate safety, dignity, and do no harm principles into day-to-day operations. Risk mitigation measures, conflict sensitivity considerations, gender-based violence (GBV) and SEA risk mitigation, and programme adjustments are widely documented in evaluations. In many contexts, programmes demonstrated the ability to identify emerging risks and adjust implementation, accordingly, suggesting a relatively mature operationalization of these principles.

Community feedback mechanisms

Based on evaluation evidence, AAP is primarily integrated into WFP operations through community feedback mechanisms, including hotlines, in-person helpdesks, and partner-managed channels, feeding into a digital platform. Most programmes assessed were found to have at least one formal feedback channel, and many have significantly expanded their reach and caseload over time, demonstrating progress on accessibility, despite the continued existence of barriers in certain contexts.

However, evaluations consistently highlight that community awareness of feedback channels is often limited and that there are opportunities to improve case resolution. While the use of CFM data to inform programme adjustments shows some improvement, it remains inconsistent and not yet systematically embedded in decision-making processes. This suggests that accountability is structurally present but not yet consistently functioning as a systematic driver of programme learning and adaptation.

Social cohesion and conflict sensitivity

Evaluations across numerous contexts documented that programmes consider and work to address local tensions and social cohesion risks, often contributing to reduced tensions or improved relations between groups. In many countries, conflict sensitivity was embedded in targeting, community engagement, and coordination with local actors. Nevertheless, conflict analyses were not consistently conducted, and conflict-sensitive programming is rarely documented.

3. Areas of uneven integration of protection and AAP in WFP programmes

Meaningful access

Evaluations revealed mixed performance in ensuring equitable and barrier-free access to assistance. Many programmes were found to take concrete steps—such as safety audits, improved physical accessibility, and training—to improve access. In some contexts, these efforts result in relatively safe and dignified engagement. Yet persistent barriers were reported to remain, particularly for persons with disabilities, women facing limitations in movement due to social norms and people in remote or insecure locations. These findings suggest that while exclusion risks are recognized, regular integration of inclusion considerations into programme design and delivery remains limited.

Safety, dignity and do no harm

Evaluations revealed mixed performance in ensuring **equitable and barrier-free access** to assistance. Many programmes were found to take concrete steps—such as safety audits, improved physical accessibility, and training—to improve access. In some contexts, these efforts result in relatively safe and dignified engagement. Yet persistent barriers were reported to remain, particularly for persons with disabilities, women facing limitations in movement due to social norms and people in remote or insecure locations. These findings suggest that while exclusion risks are recognized, regular integration of inclusion considerations into programme design and delivery remains limited.

Involvement of affected people in decision-making

Although consultations with affected people are widespread, evaluations highlight a gap between consultation and concomitant influence. In most cases, community engagement informs implementation details rather than upstream programme design or strategic choices. Affected people are consulted, but few programmes were found to demonstrate clear examples of how community input meaningfully influenced priorities, modalities, or targeting approaches. Moreover, affected people were found to often lack clear information on entitlements, duration of assistance and feedback channels, undermining informed participation. This represents a key limitation in the integration of protection and AAP: participation is present, but power over decisions remains largely unchanged.

Staffing and resourcing constraints

Capacity strengthening and partner capacity remain central enablers of protection and AAP. However, evaluations consistently highlight that progress is constrained by insufficient staffing, expertise gaps and overstretched roles, which limit institutional clarity and the consistent application of protection and AAP across contexts. This is particularly evident in disability inclusion, and partner-managed accountability mechanisms, where promising practices exist but are difficult to sustain or scale without dedicated staffing specifically focusing on these areas.

4. Evidence gaps

Limited evidence was found on several key themes, including safe referrals, community engagement, inclusion of Indigenous Peoples, and child protection, as well as protection integration.

5. Conclusion

Overall, the evidence shows that WFP has made significant institutional progress over the past years in mainstreaming protection and AAP, at both strategic and operational level. However, integration across operations remains uneven. Evaluations most consistently identify staffing and capacity gaps, uneven community consultation and feedback uptake, and variable integration of other key elements of protection mainstreaming as key factors limiting integration at scale. Closing this gap will be essential to ensuring that protection and AAP become a central driver of how WFP designs, adapts and delivers assistance in line with people-centred approaches.

Annex 3: Update on progress linked to the Mid Term Review

Number 1.

Recommendation	Option 1: Rework the implementation plan to include headquarters, regional bureaux and country offices and align to the overarching gender, protection and inclusion plan. Option 2: Revise the headquarters protection and AAP team workplan to better align with the five pillars of the implementation plan and include key deliverables, responsibilities and deadlines.
Implementation Status 2024	The headquarters protection and AAP team workplan has been revised to align with the five pillars of the implementation plan and include key deliverables, responsibilities and deadlines.
Implementation Status 2025	In 2025, the Protection and AAP team maintained the same overall workplan structure, ensuring continued alignment with the five pillars of the implementation plan and the inclusion of clear deliverables, responsibilities and deadlines. However, in light of operational and staffing constraints, the workplan had to be significantly adapted. Many activities were shifted to online or remote modalities, and key deliverables, responsibilities and timelines were regularly updated and adjusted to reflect evolving priorities, available capacity and emerging corporate demands. Despite these adjustments, the five pillars of the implementation plan remained the overarching framework guiding the team's work.

Number 2.

Recommendation	Determine budget estimates and an associated financial management framework for headquarters and regional bureau protection and AAP teams to support country offices to operationalize and contextualize the policy.
Implementation Status 2024	As part of the annual work-planning exercise held in late 2024, WFP identified budgetary needs to ensure implementation of the policy in 2025. At the time of writing of this report, the workplan is being revised to reflect the current funding situation, and limitations on travel, workshop and missions, following the United States funding freeze.
Implementation Status 2025	In early 2025, the protection and AAP team finalized the workplan and its associated budget, establishing projected resource needs to support headquarters, regional bureaux and country offices in operationalizing and contextualizing the policy. However, shortly thereafter, the US funding freeze came into effect, requiring a significant readjustment of the budget and prioritization of activities. Despite these constraints, the team redirected available resources to directly support country offices in policy implementation. In total, 23 country offices received targeted support amounting to USD about 435,000, enabling them to continue advancing key elements of the protection and AAP policy within their respective contexts.

Number 3.

Recommendation	Ensure people-centred approaches (i.e. protection and accountability) are strongly reflected in the upcoming WFP strategic plan.
Implementation Status 2024	Ongoing, through GPI engagement on the development of the new Strategic Plan.
Implementation Status 2025	In 2025, the Executive Board approved the new Strategic Plan, which confirms protection and AAP as a standalone cross-cutting priority with stronger and more explicit language. The Plan elevates protection and AAP to non-negotiable pillars of WFP's work and introduces reinforced institutional obligations, including strengthened responsibilities for PSEA and — for the first time — a clear zero-tolerance standard for child exploitation, abuse and harm.

Number 4.

Recommendation	Ensure the next country strategic plan framework is systematically informed by people-centred analyses and include dedicated human and financial resources during implementation, to enable the delivery of quality programming that assists the furthest behind in a context of decreasing resources.
Implementation Status 2024	Through internal engagement with the Programme Cycle Quality Unit in HQ, who is leading on the development of the new CSP framework, GPI has advocated (i) for people-centred analysis to be made an essential part of the new CSP framework and (ii), to maintain requirements for strong reference to protection and AAP in new CSP templates, including through the description of the protection landscape, and intended plans for protection and AAP. To make sure country offices follow through on commitments to gender, protection, and inclusion in their CSPs, GPI has designed a new planning and accountability framework, which is currently being rolled out with COs whose CSPs are destined for approval in 2025. This framework is aimed to set expectations for progress, budgeting, and results at CSP design stage, to guide implementation.
Implementation Status 2025	In 2025, WFP advanced its commitment to embedding people-centred analysis into CSP design through the rollout of the People-Centred Framework on Accountability for Results (FAR). The FAR provides a structured approach for planning, budgeting, monitoring and reporting on GPI outcomes and identifies gaps and strengths in how COs apply protection and AAP standards. As part of the streamlined CSP process, the FAR was rolled out in 20 country offices destined to submit their CSPs to the Executive Board in November 2025, with implementation already underway in two COs. Reporting will take place through the Annual Country Reports and the Corporate Executive Board on financial aspects, ensuring alignment with the UN's 7th standard on financial data reporting (GEM). The FAR has helped ensure that people-centred analysis and dedicated human and financial resources are more systematically embedded in CSP design and implementation.

Number 5.

Recommendation	Leverage the protection and AAP team's new positioning within the Gender, Protection and Inclusion Service to better integrate protection and AAP into field operations while maintaining linkages and strong coordination with the Emergency Preparedness and Response Service and the Analysis, Planning and Performance Division, including the CFM team.
Implementation Status 2024	In addition to the regular coordination and collaboration structures with the Analysis, Planning and Performance Division (APP) and the Emergency Preparedness and Response Service (EPR), since its creation teams in GPI have engaged in numerous exercises to identify areas of convergence for maximization of efforts and resources, avoiding duplication and leveraging complementarity. A joint workplan for 2025 identifies key areas of integration.
Implementation Status 2025	In 2025, coordination with both EPR and APP continued in a structured way. GPI, EPR and APP strengthened integrated approaches across preparedness, analysis and field support. This included joint capacity-building, such as training EPR and APP staff as trainers for the People-Centred Approaches (PCA) package, ensuring consistent messaging and broader institutional uptake. The teams also developed joint products, including guidance for Community Feedback Mechanism (CFM) operators on how to safely and appropriately handle cases raised by children. These measures reinforced alignment across services and helped ensure that protection and AAP considerations are more systematically embedded in field operations.

Number 6.

Recommendation	Ensure the continued engagement and oversight of the high-level internal protection and AAP policy task force, specifically to strengthen engagement and buy-in of country office-level senior leadership.
Implementation Status 2024	The policy taskforce membership was reconfigured to adapt to the new HQ structures in 2024 and continues to be engaged on key policy and strategic developments. A meeting was convened in Q4 2024 to discuss the Mid-Term Review findings.
Implementation Status 2025	Given the significant transitions in senior management throughout 2025, GPI management determined that it would be more appropriate to resume the high-level internal protection and AAP Policy Task Force once the new leadership team was fully in place. As such, the reactivation of the Task Force has been scheduled for 2026,. This timing aims to ensure meaningful engagement, renewed ownership and stronger buy-in from senior leadership.

Number 7.

Recommendation	Collect better and more systematic evidence on good practice.
Implementation Status 2024	The protection and AAP team in HQ produced a document in 2024 compiling some recent good practices from various operations. The team is continuing to seek opportunities to document and compile good practice beyond those captured in the ACRs, through engagement with regional and country office level colleagues.
Implementation Status 2025	The team significantly strengthened the systematic collection and consolidation of evidence and good practices on protection and AAP. A key achievement was the development of a comprehensive resource sheet, which compiles and organises all available protection and AAP guidance, tools, examples and learning materials. This resource is regularly updated and now serves as an accessible, up-to-date entry point for country offices and HQ teams. In addition, several flagship knowledge products were produced or updated to clarify core concepts and highlight good practices, including: • Explainer – Protection at WFP: What is it? • Explainer – AAP at WFP: What is it? • Extracts of 2024 ACRs (RBC-only and global), highlighting practice examples and trends Evidence generation and learning were also strengthened through: • Regular knowledge-sharing on Yammer/CoP, including posts documenting field experiences • Webinars linked to the Annual Country Report process and the Annual Policy Implementation Report • Key stakeholder reflections, including interviews with the former GPI Director, the former GPI Programme Support Chief, and the former WACARO Regional Advisor, capturing insights from leaders who shaped protection and AAP work before leaving their posts in 2025. Visibility and thematic content produced during global campaigns and corporate events, including the 16 Days of Activism, Human Rights Day, and the ICARA meta-validation workshops, all of which showcased good practices in protection and AAP

Number 8.

Recommendation	Strengthen the use of CFM and monitoring data to inform strategic and operational decision-making and programme adaptations.
Implementation Status 2024	In order to expand on existing practices at CO level to use findings from CFM and monitoring data to inform programme adaptations, such as regular reports, dashboards and strategic planning cells meetings, WFP developed a ToR and advertised for a stand-by partner to support with a high level analysis of existing protection and AAP related data stemming from various data collection channels and repositories, with a focus on CFM and field monitoring, to identify additional possible actions and approaches to systematize knowledge management and learning. A profile was successfully identified and that person came onboard in January 2025.
Implementation Status 2025	A stand-by partner was recruited and has been on board since January 2025. Over the past year, a global analytical framework was developed to systematically track how WFP responds to community feedback and how these adaptations affect affected populations. Country offices received remote support to strengthen reporting practices, while missions to Guinea, DRC and Haiti documented good practices and bottlenecks and provided tailored guidance on using CFM and other data sources in decision-making. These engagements highlighted gaps along the decision chain but also confirmed a strong basis—both technically and in terms of management support—to shift toward more proactive use of CFM insights.

Number 9.

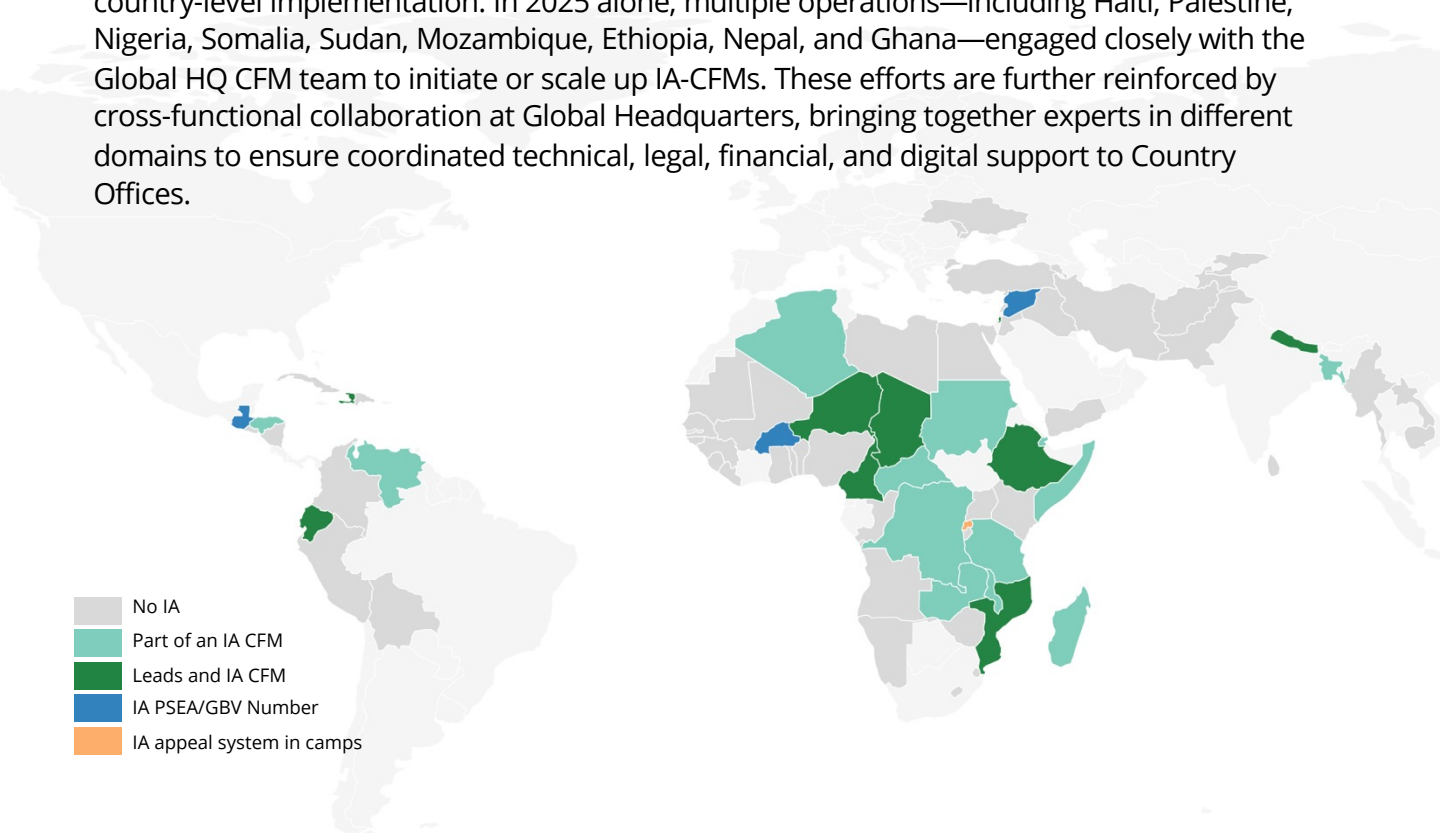
Recommendation	Strengthen communication around protection and AAP technical guidance and minimum standards and ensure easy access to the suite of up-to-date, practical tools.
Implementation Status 2024	Multiple actions have been initiated to implement this recommendation at various levels. Firstly, the protection and AAP team started working on a series of summary documents to promote understanding of protection and AAP at field level, recognizing the limited bandwidth of field-based staff. The first of these, a two-pager on the process of developing a Community Engagement Action Plan, was circulated to COs in 2024. Similar documents are being produced on protection and AAP in WFP, as well as sample messages on protection as life-saving and AAP as mission-critical, to support COs as they position the portfolio and advocate for its relevance in times of crisis with cooperating partners and colleagues. Secondly, WFP has held several webinars to unpack existing guidance, including on Reporting of protection and AAP work, development of Community Engagement Action plans, and analysis on protection and AAP. The team also continues to link to and re-share key relevant pieces of guidance as the need/interest arises, such as the bank of key messages for sharing with communities on WFP's work that was re-circulated in early 2025. Continued sensitization of what already exists is critical, especially considering staff turnover and rotation.
Implementation Status 2025	Efforts to strengthen communication around protection and AAP guidance and to ensure easy access to practical tools continued and were further consolidated. A comprehensive resource sheet was also launched, bringing together all current protection and AAP guidance, templates, examples and learning materials into a single, regularly updated entry point. This has significantly improved accessibility for staff across country offices, regional offices and headquarters. Two new explainers presented in Annex 3 and 4 of this report were developed to provide simple, practice-oriented summaries for field colleagues. Throughout the year, the team continued to share and re-share tools, guidance and good practices, including through Yammer/CoP, targeted mailing lists and during corporate events. Recognizing high staff mobility, the team onboarded new staff, helping ensure early familiarization with available tools. These combined efforts have contributed to more consistent understanding and easier access to protection and AAP resources across the organisation.

Annex 4: WFP Engagement in Inter-Agency CFMs

WFP has made sustained and strategic investments to strengthen IA-CFM collaboration, positioning the organization as a key enabler of collective accountability efforts. These investments span enhanced technical capacity, digital interoperability initiatives, and dedicated staffing to coordinate and support an expanding inter-agency CFM portfolio.

In parallel, WFP actively contributes to global IA-CFM fora, working closely with OCHA, UNICEF, UNHCR, and other partners to promote alignment of approaches, joint advocacy, and targeted technical collaboration.

Through the Global HQ CFM team, WFP continues to provide specialized guidance, share operational learning from diverse contexts, and deploy surge capacity in support of country-level implementation. In 2025 alone, multiple operations—including Haiti, Palestine, Nigeria, Somalia, Sudan, Mozambique, Ethiopia, Nepal, and Ghana—engaged closely with the Global HQ CFM team to initiate or scale up IA-CFMs. These efforts are further reinforced by cross-functional collaboration at Global Headquarters, bringing together experts in different domains to ensure coordinated technical, legal, financial, and digital support to Country Offices.



APARO

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Nepal

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WACARO

CAR
Chad
Ghana
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Mauritania
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ESARO

DRC
Djibouti
Ethiopia
Madagascar
Malawi
Mozambique
Somalia
Sudan
Tanzania
Zambia

LACRO

Ecuador
Haiti
Honduras
Venezuela

Annex 5: List of Acronyms

AAP	Accountability to Affected People
APP	Analysis, Planning and Performance Division
BHA	Bureau for Humanitarian Assistance (United States)
CDAC	Communicating with Disaster Affected Communities Network
CFM	Community Feedback Mechanism
CO	Country Office
CoP	Community of Practice
CRF	Community of Practice
CSP	Country Strategic Plan
DEI	Diversity, Equity and Inclusion
EPR	Emergency Preparedness and Response Service
FAO	Food and Agriculture Organization of the United Nations
FAR	Framework for Accountability on Results
FLA	Field-Level Agreement
GBV	Gender-Based Violence
GPC	Global Protection Cluster
GPI	Gender, Protection and Inclusion
HQ	Headquarters
IA	Inter-Agency
IASC	Inter-Agency Standing Committee
ICARA	Integrated Cross-Cutting Context Analysis and Risk Assessment
ODI	Overseas Development Institute (ODI Global)
PCA	People-Centred Approach
PSEA	Protection from Sexual Exploitation and Abuse
PRO-P	Emergency and Transitions Unit
PSA	Programme Support Account
RBx	Regional Bureaux
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
SDGs	Sustainable Development Goals
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	US Agency for International Development
UXO	Unexploded Ordnance

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Gender, Protection
and Inclusion Division

May 2026



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