



# **WFP's Strategy for Accountability to Affected Populations (AAP)**

**Emergencies and Transitions Unit (OSZPH)  
Policy and Programme Division**



**World Food Programme**



## VISION

By 2021, all people that are served by WFP are able to hold the organisation to account for hunger results and for addressing their needs in a manner that reflects their views and preferences, through the establishment of innovative AAP mechanisms with global reach.

## Accountability to Affected Populations in WFP

### Rationale

WFP has been entrusted with responding to the needs of people affected by food insecurity and malnutrition. It should be accountable to them for achieving results and for the manner in which programmes are implemented for two principal reasons. First, affected people have a right to be actively involved in the decisions that affect their lives. Ensuring that programmes are accountable to affected people is therefore a key aspect of rights-based programming.

Second, engaging affected people in programme decisions makes food assistance more effective. Basing programmes on the preferences of affected people helps ensure that needs are correctly identified and understood and that programmes are designed in a manner appropriate to the context. Engagement with affected people can also help flag problems in programme implementation early on allowing for adjustments to take place.

### Operational Focus

WFP's approach to AAP is informed by the five IASC Commitments on Accountability to Affected Populations<sup>1</sup> and other key inter-agency standards on AAP, including the Core Humanitarian Standards<sup>2</sup>.

The objective of WFP's AAP commitments is to facilitate participation of affected people in WFP's programmes by ensuring that programme design, implementation, and monitoring and evaluation processes and decisions are informed by and reflect the views of affected people. To operationalise these commitments, WFP focuses on three key areas:

1. **Information provision:** WFP must provide accurate, timely and accessible information to affected people about its assistance. Information provided has to be clearly understandable by everyone, irrespective of their age, gender or other characteristics.
2. **Consultation:** WFP must seek the views of all segments of the affected population and invite feedback throughout each stage of the project cycle.
3. **Complaints and feedback mechanisms (CFMs):** WFP must provide means for affected people to voice complaints and provide feedback on areas relevant to operations in a safe and dignified manner. A formal CFM system must include established procedures for recording, referring, taking action and providing feedback to the complainant.

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<sup>1</sup> <https://interagencystandingcommittee.org/accountability-affected-people>

<sup>2</sup> <http://www.corehumanitarianstandard.org/the-standard>

# WFP's Strategy on Accountability to Affected Populations

## Baseline

Engaging with affected populations is not new to WFP, but in recent years it has become a key priority for the organization to strengthen its AAP efforts. To gain an overview of ongoing AAP activities, establish benchmarks for current practices, and comprehensively and strategically support the integration of AAP going forward, a global baseline survey of practices in all country offices was undertaken during the course of 2015.

Overall, the results are encouraging and show that AAP practices are widely used in WFP programmes. Examples of AAP initiatives are found in all types of programmes and contexts, from emergency operations to country programmes, and both formal and informal avenues for engaging affected communities are utilised.

Currently, work on information provision and consultation appears to be slightly more advanced than on complaints and feedback mechanisms, though a majority of countries (66%) have CFMs in the form of hotlines, help desks, or feedback boxes. However, in all these areas, the approaches could be more consistently utilized across all country offices and more systematically integrated into the project cycle.

## Two-Phased Strategy<sup>3</sup>

Building on the preliminary findings of the baseline, this strategy adopts a two-phased approach to achieve WFP's vision for more accountable programmes. Phase One focuses on getting the basics right and laying the foundation for a more ground-breaking system in the future, while Phase Two capitalizes on those foundations and takes the innovations to scale.

### *Phase one: Getting the basics rights and laying foundations for the future*

In the first phase, WFP will focus on ensuring that basic mechanisms are available and used in all country offices. While country offices have made significant progress in implementing AAP mechanisms, it needs to be done in a standardised and consistent manner ensuring minimum levels of quality across operations. At the same time, WFP will invest in technological, programmatic, and other innovations that will provide a basis for a more transparent, responsive, and efficient approach in the future.

By the end of Phase One, the following broad outcomes should be achieved:

- Affected populations are consistently provided with necessary information, engaged in consultations, and given opportunities to complain and feed-back and WFP operations are adjusted accordingly.
- Necessary foundations for a more innovative, forward-looking system are in place.

### *Phase two: Capitalising on innovation and taking to scale*

In the second phase, WFP will work to enhance the basic mechanisms consolidated in the first phase by adopting innovative approaches. Possibilities include using customer satisfaction techniques from the private sector such as perception surveys and online rating systems, and establishing 'community engagement service' units in country offices to support WFP's AAP efforts. The most successful innovations will then be taken to scale into a forward-looking system with global reach that is 'interoperable' with the approaches of partners. By the end of Phase Two, the following broad outcome should be achieved:

- WFP will have in place an innovative system for accountability to affected populations with global reach.

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<sup>3</sup> This is a draft strategy that requires wider consultation and agreement within WFP and is therefore subject to change.

## Strategy implementation

To achieve these outcomes, actions are required on a number of fronts cutting across five main pillars: i) policy and guidance; ii) training and support; iii) innovation and learning; iv) systems and structures; and v) partnership and coordination. Illustrative outputs for each phase are outlined below:

	<b>Policy &amp; Guidance</b>	<b>Training &amp; Support</b>	<b>Innovation &amp; Learning</b>	<b>Systems &amp; Structures</b>	<b>Partnership &amp; Coordination</b>
<b>Phase 1</b> (2016-2018)	Interim operational guidance developed  AAP integrated into other corporate guidance	Internal AAP awareness raising campaign undertaken  AAP training developed and rolled out  AAP integrated in other corporate trainings  Country and regional level focal points for field support established	Programmatic and technological innovations for AAP piloted  Good practices documented and shared	AAP integrated into WFP's corporate compliance system  AAP integrated in WFP's corporate monitoring and evaluation frameworks  AAP reflected in staff TORs and performance evaluations	Coordination with partner AAP initiatives established  AAP integrated into FLAs
<b>Phase 2</b> (2018-2021)	Operational guidance finalised and rolled out	Internal roster of affiliate AAP Advisors established	Successful innovations rolled out at scale  Good practices rolled out at scale	Relevant learning from the private sector is integrated in WFP practices	Measures taken to ensure complementarity and interoperability of WFP and partner systems

## Monitoring and Evaluation of Strategy

WFP will ensure, to the extent possible, that the indicators for the achievement of the AAP vision and outcomes are integrated into the new Corporate Results Framework, in order to help track progress against the baseline over time. A final, and possibly a mid-term, evaluation will be undertaken to assess WFP's performance in achieving the vision.

## Corporate Engagement on Accountability to Affected Populations

As indicated by the broad range of actions required to implement this strategy, AAP is a cross-cutting issue in WFP that spans a number of technical and functional areas. The implementation of this strategy therefore rests on the engagement of a broad array of units and divisions at the HQ level and close collaboration with regional bureaux and country offices, as well as the global Emergency Telecommunication and Food Security clusters.

As the corporate focal point for AAP, the Emergencies and Transitions Unit (OSZPH) in the Policy and Programme Division will facilitate and help coordinate the engagement of all relevant actors.