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منظمة  
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# FINANCE COMMITTEE

**Hundred and Eighty-seventh Session**

**28-29 October 2021**

**WFP strategic plan (2022-2026)**

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NH013/e

EXECUTIVE SUMMARY

- The “WFP strategic plan (2022–2026)” is submitted to the Board for approval.
- The executive summary of the “WFP strategic plan (2022–2026)” is included within the main document presented to the Committee for its review.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- The Finance Committee is requested to review the “WFP strategic plan (2022–2026)” and to endorse it for approval by the Executive Board.

Draft Advice

- **In accordance with Article XIV of the General Regulations of WFP, the FAO Finance Committee advises the WFP Executive Board to approve the draft decision as outlined in the document “WFP strategic plan (2022–2026)”.**



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
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## WFP strategic plan (2022–2026)

### Executive summary

The world today is more complex and volatile than it was five years ago. Hunger is on the rise, 270 million people are acutely food-insecure, and the global burden of malnutrition remains enormous. New wars and unresolved conflicts, the global climate crisis and recurrent economic shocks – including the economic turmoil triggered by the COVID-19 pandemic – are driving this downward spiral. A setback in poverty eradication, growing inequality and skyrocketing numbers of forcibly displaced add to the sobering picture.

WFP faces the challenge of a world that is not moving towards but away from zero hunger. Compounding the repercussions of shocks and stressors, structural vulnerabilities – deficits in key areas of development and unsustainable food systems – present major obstacles to reversing this trend. Organizational silos, disempowered communities and other constraints on accelerated action further exacerbate it. Moreover, the world's costly response to the COVID-19 pandemic limits the resources available to expand and extend assistance and support to those furthest behind. Yet all is not lost; in addition to the opportunities that arise from WFP's global footprint, capability and reach into the most remote and fragile corners of the world, there are promising, innovative trends that can be leveraged to boost impact. Further, the operating landscape – shaped by renewed commitment to the 2030 Agenda for Sustainable Development, United Nations reform, United Nations Security Council resolution 2417 and the Agenda for Humanity – positions WFP and its partners to turn the tide against hunger.

WFP's strategic plan (2022–2026) is informed by evidence that highlights the organization's ability to make a difference in the fight against hunger and points to areas where additional efforts are needed. These recommendations and lessons learned are based on the mid-term review of the strategic plan for 2017–2021, the Multilateral Organisation Performance Assessment Network assessment covering 2017–2018, external reviews and independent evaluations, and WFP will leverage this knowledge to improve planning and programming and as a foundation for learning and accountability.

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Fully committed to supporting countries in their efforts to achieve the Sustainable Development Goals, WFP's vision focuses on eradicating hunger and malnutrition (Sustainable Development Goal 2); and strengthening and revitalizing partnerships (Sustainable Development Goal 17). This will be achieved by ensuring that people are better able to meet their urgent food and nutrition needs, have better nutrition, health and education outcomes and enjoy improved and sustainable livelihoods. In addition, WFP will strengthen national programmes and systems and ensure that humanitarian and development actors are more efficient and effective. Progress on other Sustainable Development Goals is critical to reaching Sustainable Development Goal 2; likewise advances towards WFP's vision contribute to other Sustainable Development Goals.

WFP will use principles to guide its action, with an emphasis on putting people at the centre and promoting the humanitarian principles of humanity, impartiality, neutrality and operational independence. It will prioritize working through national programmes and systems, while adapting to country context and needs. WFP will seize opportunities to pursue integrated programming and collaborative partnerships, working across the humanitarian–development–peace nexus, adopt a risk-based approach to decision making and programming and use evidence to generate impact.

The key drivers of hunger – conflict, the climate crisis and economic shocks – also present opportunities for renewed action and learning through programme activities that come together to achieve WFP's strategic outcomes.

- i) **People are better able to meet their urgent food and nutrition needs:** Saving lives in emergencies is WFP's highest priority. WFP seeks to strengthen and improve its efficiency and effectiveness and systematically respond to emergencies at the right time, with the right skill sets and people and in the right manner. This includes strengthening early warning and anticipatory action and building a top-class, deployable workforce for emergencies. Working with partners, WFP also seeks to extend its reach and sustain access to affected populations and provide urgent food, cash and nutrition assistance, targeting those most vulnerable with speed, at scale and with the quality of support needed. Where possible, WFP will assume a more enabling role, strengthening national and local emergency response capabilities.
- ii) **People have better nutrition, health and education outcomes:** Alongside meeting need, WFP will leverage its versatility and work with partners to reduce need, including by scaling up efforts to prevent and address malnutrition in all its forms and bolstering national safety nets and social assistance programmes. WFP's drive to ensure that all hungry children benefit from a nutritious meal at school serves as a flagship effort with the potential to support local agriculture and markets, while simultaneously improving health, nutrition and education outcomes.
- iii) **People have improved and sustainable livelihoods:** WFP will change lives while saving lives through risk-informed and integrated programmes that help build more resilient households and communities across rural and urban contexts. By layering community and household asset creation, smallholder agriculture market support activities, climate risk management interventions and climate change adaptation programming, WFP and its partners will support food-insecure populations in their efforts to adapt and improve their lives and livelihoods, build self-reliance and better withstand and more quickly recover from recurring shocks.

- iv) **National programmes and systems are strengthened:** Saving lives and changing lives is as much about how WFP works as what WFP does. Wherever possible, WFP will work through and in a manner that strengthens national systems, namely, emergency preparedness and response, food and social protection systems. For a long-term impact, WFP will increase its engagement as a broker of South-South and triangular cooperation through the WFP centres of excellence, regional bureaux and headquarters.
- v) **Humanitarian and development actors are more efficient and effective:** WFP provides valuable services for partners in the areas of transport and logistics, procurement, cash-based transfers, administration, infrastructure, digital solutions and data analytics. These will be further enhanced and made available, on-demand, to augment national capacity and support governments and the humanitarian and development community. WFP also leads the logistics cluster and the emergency telecommunications cluster, and with the Food and Agriculture Organization of the United Nations co-leads the food security cluster, providing coordination and “last resort” capability for the global humanitarian system.

WFP will leverage its unique international standing to advocate, both globally and locally, on behalf of those furthest behind and is committed to four cross-cutting priorities that will maximize programme effectiveness. Through its emphasis on protection and accountability to affected populations, WFP will empower people to express their views and preferences, enabling safe and dignified access to food, nutrition and other essential needs. By investing in and advancing gender equality and women’s empowerment, WFP seeks to make progress towards ensuring that all people have equal opportunity, access to resources and a voice in decision making. WFP will integrate nutrition at scale by investing in programmes, operations and platforms that tackle underlying and immediate drivers of poor diets and malnutrition while expanding access to nutrition services. Further, WFP will implement best practices and maintain environmental safeguards to reduce any negative impact of its activities on the environment.

Investing in its people, strengthening partnerships, growing and diversifying funding, building on evidence, leveraging technology and fostering innovation – these are the building blocks that enable WFP’s strategic plan (2022–2026). Country strategic plans serve as the vehicle for contextualizing and implementing the strategy at the country level, while the corporate results framework is WFP’s tool for monitoring and reporting performance and progress towards global goals and thus establishes the results chain from strategic intent to the achievement of field-level outcomes.

## **Draft decision\***

The Board, reaffirming its commitment to WFP’s mandate, as reflected in its General Rules and Regulations, approves the WFP strategic plan for 2022–2026 (WFP/EB.2/2021/4-A/1). In doing so, the Board reaffirms that WFP’s first priority is to save lives while also contributing, in partnership, to reducing need, improving food security and supporting countries in their efforts to achieve the Sustainable Development Goals.

The Board, looking forward to considering and approving a corporate results framework at its 2022 first regular session, notes its expectation that the framework will present targets and indicators that enable the improved measurement of WFP’s performance.

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

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## 1. Context

### 1.1 The world today

1. The world today is more complex and volatile than it was five years ago. At that time, governments had just adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), affirming their resolve to end poverty and hunger, reduce inequality, build peaceful societies, stimulate environmentally sustainable and inclusive economic growth and protect human rights. Yet, despite all good intentions, progress has been limited and, in some ways, reversed with the compounding impact of the coronavirus disease 2019 (COVID-19) pandemic, putting global efforts to achieve the 2030 Agenda in jeopardy.
2. Chronic hunger has been on the rise since 2014. In 2019, 650 million people around the world suffered from chronic hunger – 43 million more than in 2014. The situation in 2020 deteriorated drastically, with up to 811 million people classified as chronically hungry – an astounding 161 million people more than in 2019. Current projections show that around 660 million people may still face chronic hunger in 2030 – 30 million more than might have done so had the COVID-19 pandemic not occurred.<sup>1</sup>
3. Across the countries where WFP operates an estimated 270 million people need urgent food assistance in 2021. A staggering 41 million people are confronted with emergency levels of acute hunger and more than half a million face famine-like conditions.<sup>2</sup> Moreover, the global burden of malnutrition remains enormous, with almost 150 million children stunted, nearly 50 million wasted and every other child – as well as 2 billion adults – suffering from micronutrient deficiencies.<sup>1,3</sup>
4. More people live in extreme poverty today than four years ago. Between 2000 and 2015, the number of people living below the extreme poverty line of USD 1.90 a day declined by nearly one billion. By 2019, the pace of poverty reduction had slowed, throwing into grave doubt the goal of eradicating poverty within the next decade.<sup>4</sup> The COVID-19 pandemic dealt an unprecedented blow to that goal, raising the total number of people facing extreme poverty to 732 million people in 2020 and 711 million people in 2021 – an increase of 97 million people from the pre-pandemic projections.<sup>5</sup>
5. Inequality is growing and changing in nature. While the world has made strides towards eradicating extreme deprivations, large differences in human development remain. This is particularly true for disparities in access to high-quality education at all levels and present-day technology, which are key to thriving in a knowledge economy and facing the challenges that lie ahead, including the climate crisis. For example, out of 100 children born in 2000 in a country with low human development, 3 were enrolled in higher education in 2020, while 17 had already died – before the age of 20; in a country with very high human development, by contrast, 55 were enrolled in higher education and only 1 had died.<sup>6</sup>

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<sup>1</sup> Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), WFP and World Health Organization (WHO), 2021. [2021 State of Food Security and Nutrition in the World](#).

<sup>2</sup> WFP, June 2021. *WFP Global Operational Response Plan: Update #2*.

<sup>3</sup> FAO, IFAD, UNICEF, WFP and WHO, 2020. [2020 State of Food Security and Nutrition in the World](#).

<sup>4</sup> World Bank. 2021. [Updated estimates of the impact of COVID-19 on global poverty: Looking back at 2020 and the outlook for 2021](#) (Published on Data Blog); World Bank. 2020. [Poverty and Shared Prosperity 2020](#).

<sup>5</sup> World Bank. 2021. [Updated estimates of the impact of COVID-19 on global poverty: Turning the corner on the pandemic in 2021?](#), published on Data Blog.

<sup>6</sup> United Nations Development Programme (UNDP). 2019. [Human Development Report 2019](#).

6. In terms of key drivers of hunger, the world has become more perilous since 2016, and the outlook is sobering:
- Conflict: Global peace, as measured by the Global Peace Index, has deteriorated in four of the last five years.<sup>7</sup> Almost half of the respondents to the World Economic Forum's Global Risk Perception Survey 2020 predicted that fracturing interstate relations and conflict would become a critical threat in the medium-term.<sup>8</sup> In 2020, conflict was the single largest contributor to extreme hunger – affecting almost 100 million people in 23 countries.<sup>9</sup> Conflict disrupts crop production, drives herders off pasturelands and people out of their homes, keeps trade from flowing and markets from functioning properly, destroys livelihoods and fuels food inflation, leaving millions without enough to eat. Conflict also impedes access, making it difficult for humanitarian actors to reach affected populations or for people to move to areas where life-saving assistance can be provided.
  - Climate crisis: Weather-related disasters have doubled since the early 1990s, reaching an average of 334 per year between 2000 and 2019. Extreme temperatures and heatwaves have more than tripled over the past four decades.<sup>10</sup> Drought, storms and floods damage the systems that produce and process food and get it to people's tables, climatic stressors such as changing seasons and water scarcity compound the problem by weakening those same systems. Rapid and unhalted growth of greenhouse gas emissions could put production conditions for about a third of the world's food crop and livestock at risk by the end of this century.<sup>11</sup> In addition, climate shocks and variations feed social tensions and conflict by aggravating resource constraints, disturbing livelihoods and forcing displacement, thereby intensifying hunger. In 2020, weather-related disasters triggered 30 million new internal displacements, the highest number in a decade.<sup>12</sup> The World Bank estimates that their number will grow to 216 million across six world regions by 2050 unless early and concerted action is taken.<sup>13</sup>
  - Economic slowdowns: With economic growth lagging, hunger has increased: most countries (65 out of 77) that experienced a rise in undernourishment between 2011 and 2017 simultaneously suffered an economic slowdown or downturn.<sup>14</sup> More recently, the COVID-19 pandemic has thrown the global economy into turmoil, causing it to contract by 3 percent in 2020 amid the most severe labour market disruptions the world has seen since the Great Depression.<sup>15</sup> According to the International Labour Organization (ILO) an equivalent of 255 million full-time jobs accounting for USD 3.7 trillion in household income were lost due to the pandemic in 2020; the effects of the pandemic are expected to linger until at least 2023.<sup>16</sup> Poor countries suffered tremendously as remittances plunged, currency values tumbled, inflation spiked and tourism came to a standstill. Food became unaffordable for millions,

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<sup>7</sup> Institute for Economics and Peace. 2021. *Global Peace Index 2021: Measuring Peace in a Complex World*.

<sup>8</sup> World Economic Forum. 2021. *The Global Risks Report 2021*, 16th Edition.

<sup>9</sup> Food Security Information Network. 2021. *2021 Global Report on Food Crisis*.

<sup>10</sup> United Nations Office for Disaster Risk Reduction. 2020. *Human Cost of Disasters – An overview of the last 20 years 2000-2019*.

<sup>11</sup> Kummu and others. 2021. *Climate change risks pushing one-third of global food production outside the safe climatic space*. One Earth, 4(5).

<sup>12</sup> Internal Displacement Monitoring Centre. *Global Internal Displacement Database*. (Online).

<sup>13</sup> Clement and others. 2021.

<sup>14</sup> FAO, IFAD, UNICEF, WFP and WHO. 2019. *2019 State of Food Security and Nutrition in the World*.

<sup>15</sup> International Monetary Fund. 2021. *July 2021 World Economic Outlook Update*.

<sup>16</sup> International Labour Organization (ILO). 2021. *World Employment and Social Outlook: Trends 2021*.

prompting a devastating increase in hunger and malnutrition in countries large and small. Looking from 3 to 5 years ahead, economic risks feature prominently among the threats to the globe highlighted by the World Economic Forum in its 2021 global risks report, with four of them – price instability, commodity shocks, debt crises and bursting asset bubbles – among the top five.<sup>17</sup>

7. The world has taken extraordinary measures to safeguard lives and livelihoods during the COVID-19 crisis – at an unprecedented cost. Fiscal support and monetary measures to stave off economic collapse amount to USD 26 trillion, nearly 30 percent of global gross domestic product.<sup>18</sup> Advanced economies undertook the majority of these initiatives, leaving their budgets under exceptional pressure in the near term. At the same time, a lack of access to vaccines combined with a colossal debt burden severely constrains economic recovery across the developing world, aggravating the risk of a debt trap and a lost decade in some countries. This implies a disturbing and rising disparity between growing needs in the near to medium term and the financing available to meet those needs.
8. Several other trends shape the world and WFP's outlook. A growing population puts increasing pressure on natural resources and social systems, and rapid urbanization is profoundly transforming rural areas and increasing food insecurity in cities. More than half of the world's people now live in urban areas, with at least 1 billion living in precarious conditions in slums and other informal settlements.<sup>19</sup> Urban living changes how people eat because they are more reliant on paid employment and, when poor, typically have limited access to healthy food. An additional 552 million people are projected to enter the labour force in developing countries by 2030, increasing competition for work.<sup>20</sup> Mounting difficulty in earning a living in turn will increase migration pressure, both from rural to urban areas and across borders. The number of forcibly displaced people has already skyrocketed in recent years, reaching an alarming 89 million at the end of 2020,<sup>21</sup> and emerging patterns such as climate-related migration and temporary pendular movements across borders to seek food add to the complexity of population movements.
9. Digital technology is also shaping the world very rapidly, and thus WFP's situation. Virtual and distance learning are redefining education. Social media platforms are democratizing access to information and engendering greater expectations from populations and accountability of local, national and global institutions. Automation is affecting livelihoods, employment opportunities and the future of work and could replace the equivalent of up to 800 million full-time jobs globally within the next ten years.<sup>22</sup> Artificial intelligence and data analytics facilitate real-time visibility in food insecurity and other crises and optimize supply chain management. At the same time, digital technology is changing the dynamics of societies, fomenting new ethical and human rights issues and presenting new challenges to inclusivity.

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<sup>17</sup> World Economic Forum. 2021. *The Global Risks Report 2021*, 16th Edition.

<sup>18</sup> International Monetary Fund. *The IMF's Response to COVID-19* (Online).

<sup>19</sup> World Bank. *World Development Indicators (Urban population; Population living in slums; Population, total)* (Online).

<sup>20</sup> World Bank. 2019. *Leveraging Economic. Migration for Development: A Briefing for the World Bank Board*. Given the time at which the report was prepared, the 552 million figure refers to the period from 2018 to 2030.

<sup>21</sup> Office of the United Nations High Commissioner for Refugees (UNHCR). 2021. *Global Trends: Forced Displacement in 2020*; Internal Displacement Monitoring Centre, 2021. *Global Report on Internal Displacement 2021*.

<sup>22</sup> McKinsey Global Institute. 2017. *Jobs lost, jobs gained: Workforce transitions in a time of automation*. As the report was published in 2017, the figure of 800 million jobs refers to jobs replaced by automation by 2030 from 2017 onward.

## 1.2 Challenges we face

10. The world is not moving towards but away from zero hunger. Behind this trend lies a less peaceful world faced with ever more climate-related disasters and recurrent economic setbacks, most recently due in large part to the COVID-19 pandemic. These shocks amplify each other and unfold in a brutal and damaging way for millions of people across the world due to structural vulnerabilities, which are further entrenched by deepening environmental, demographic, economic and social stressors.
11. A lack of progress in key areas of development is a major obstacle to reversing this trend. Currently 1.3 billion people live in multidimensional poverty across 109 developing countries, experiencing deprivations in living standards, education and health.<sup>23</sup> Unable to accumulate human capital – the knowledge, skills and health required for a decent living – and without social protection coverage, they struggle to meet their food and other essential needs and to buffer themselves against increasingly frequent and severe shocks and deep stressors. Today, 258 million children are out of primary or secondary school<sup>24</sup> while 53 percent of the global population and 83 percent of Africans live without social protection benefits.<sup>25</sup> Women are 27 percent more likely to be severely food insecure than men; gender inequality persists, holding back half the world's people from reaching their full potential.<sup>3</sup> Persons with disabilities – 15 percent of the world's population – face disproportionate challenges in access to food, nutrition and education. The pandemic has further exacerbated this inequality,<sup>26</sup> just as it has generated an educational crisis affecting 1.6 billion children and left 370 million children without critical school meals.<sup>27</sup>
12. With 3 billion people unable to afford a healthy diet, food systems are not delivering food security.<sup>28</sup> They leave many of the world's 500 million smallholder farmers without decent livelihoods; accelerate the climate crisis by producing between 21 and 37 percent of the world's greenhouse gas emissions;<sup>29</sup> and their environmental effects – such as soil degradation and biodiversity loss – lower agricultural productivity and weaken communities' resilience to shocks and stressors. Trade barriers can reduce the flow of food from surplus to deficit regions, negatively impacting food security.<sup>30</sup> Furthermore, about 14 percent of the world's food is lost before it reaches retail outlets;<sup>31</sup> combined with food waste at the retail and consumption levels, such losses push the proportion of food not eaten as high as 31 percent.<sup>32</sup>

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<sup>23</sup> Oxford Poverty and Human Development Initiative and UNDP. 2021. *Global Multidimensional and Poverty Index 2021: Unmasking disparities by ethnicity, caste and gender*.

<sup>24</sup> United Nations Educational, Scientific and Cultural Organization. *Out-of-School Children and Youth* (Online).

<sup>25</sup> ILO. 2021. *World Social Protection Report 2020–2022*.

<sup>26</sup> United Nation Secretary-General. 2020. *Pandemic Reveals How Excluded Are Society's Most Marginalized, Secretary-General Says, Launching Policy Brief on Persons with Disabilities and COVID-19* (Press release).

<sup>27</sup> WFP. 2020. *State of School Feeding Worldwide*.

<sup>28</sup> FAO, IFAD, UNICEF, WFP and WHO. 2021. *2021 State of Food Security and Nutrition in the World*.

<sup>29</sup> Intergovernmental Panel on Climate Change (IPCC). 2019. *Special Report on Climate Change and Land*. The 21–37 percent figure includes emissions from pre- and post-production activities. Confidence in this finding is medium level by IPCC calibrated language.

<sup>30</sup> Zimmermann and Rapsomanikis. 2021. *Trade and sustainable food systems*. Food Systems Summit Brief Prepared by Research Partners of the Scientific Group for the Food Systems Summit.

<sup>31</sup> FAO. 2019. *The State of Food and Agriculture: Moving forward on food loss and waste reduction*.

<sup>32</sup> United Nations Environment Programme. 2021. *Food Waste Index Report 2021*.

13. Alongside growing need, national and international actors, including WFP, are falling behind in their efforts to meet urgent needs and to achieve the SDGs due to a variety of constraints. A lack of flexibility in current funding mechanisms limits agility in responding to complex challenges. The partnership landscape is fragmented and fails to leverage resources and know-how optimally for lasting change. Silos and insufficient capacity limit the potential to respond effectively to complex new problems. Nationally, a lack of political will and weak governance impede progress. Finally, local communities – essential for the effectiveness of all efforts – are often disempowered and insufficiently involved as co-creators and decision makers.
14. Against a backdrop of growing hunger, food insecurity and malnutrition, the ability of governments to meet those needs will remain constrained. This means that every single dollar must be used to maximize effectiveness and efficiency to achieve demonstratable outcomes and sustainable impact.

#### **Box 1: Trends to leverage for zero hunger**

Despite many challenges, certain trends have the potential to multiply the benefits of WFP's work, leading to improved livelihoods, resilience and stability.

A crisis of historic dimensions, the COVID-19 pandemic is also an opportunity to build back better. The speed of vaccine development has shown what the world can achieve, and the pandemic catalysed an unprecedented social protection response, worth USD 800 billion in 2020 alone,<sup>33</sup> which can be built on to promote food security and nutrition.

The World Bank has more than doubled its support for countries affected by fragility, conflict and violence, approving a record USD 26 billion under the last International Development Association replenishment.<sup>34</sup> These countries now have access to previously unavailable financing to meet their diverse challenges.

Technology and digitalization are advancing swiftly, presenting remarkable opportunities. With two thirds of the world's 1.7 billion "unbanked"<sup>35</sup> owning mobile phones, there is an opportunity to enhance the delivery of WFP's programmes while transforming livelihoods through financial inclusion. Also, solar energy has gone from the most expensive to the cheapest form of electricity within a decade.<sup>36</sup> This could be a game changer for progress in sub-Saharan Africa, with its steady sunshine and half the population lacking electricity,<sup>37</sup> improving livelihoods and benefitting smallholders (e.g., through small-scale irrigation and refrigeration).

In Africa, a demographic dividend is achievable and could add USD 500 billion to annual economic growth over 30 years.<sup>38</sup> Migration flows could bolster origin countries' economies through skills, technology transfers and remittances, which in 2020 surpassed overseas development assistance and foreign direct investment combined.<sup>39</sup> Trends towards digital transfers could amplify gains from remittances; reducing transfer prices by five percentage points would free up USD 16 billion per year.<sup>40</sup>

<sup>33</sup> World Bank. 11 January 2021. *A game changer for social protection? Six reflections on COVID-19 and the future of cash transfers*, published on Let's Talk Development Blog.

<sup>34</sup> World Bank. *Fragility, Conflict & Violence* (Online).

<sup>35</sup> World Bank. 2017. *The Global Findex Database 2017: Measuring Financial Inclusion and the Fintech Revolution*.

<sup>36</sup> Roser. 2020. *Why did renewables become so cheap so fast? And what can we do to use this global opportunity for green growth?* Published on Our World in Data Blog.

<sup>37</sup> World Bank. *World Development Indicators (Access to electricity)* (Online).

<sup>38</sup> United Nations Population Fund and World Bank. 2018. *Programming the Demographic Dividend: from Theory to Experience*.

<sup>39</sup> World Bank. 2021. *Defying Predictions, Remittance Flows Remain Strong During COVID-19 Crisis* (Press release).

<sup>40</sup> World Bank. *Remittance Prices Worldwide* (Online).

### 1.3 Our operating landscape

15. The WFP strategic plan (2022–2026) is situated within renewed global commitment to the 2030 Agenda for Sustainable Development. With less than 10 years to 2030 and uneven progress on the goals, the United Nations General Assembly proclaimed the Decade of Action in September 2019, affirming a collective commitment to mobilize action across global, national and local levels to achieve an inclusive vision for a safe, healthy and prosperous planet where no one is left behind. Recognizing that today's challenges can only be addressed through reinvigorating multilateralism, the Secretary-General's September 2021 report on "Our Common Agenda", sets out a vision and 12 areas of action for strengthening global governance, focusing on the future, renewing the social contract and ensuring a United Nations fit for a new era.
16. Reform of the United Nations development system with the aim of strengthening implementation of the 2030 Agenda is also under way. The reform envisages a new generation of United Nations country teams with needs-based tailored country presence working with national governments and stakeholders towards collective, nationally-owned outcomes, expressed through United Nations sustainable development cooperation frameworks. With the United Nations General Assembly resolution on the latest United Nations quadrennial comprehensive policy review (QCPR), adopted in December 2020, Member States reaffirmed their desire to complete the reform initiatives. WFP follows the QCPR's guidance on achieving the SDGs in key policy areas including children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons (IDPs) and migrants, as well as digital technologies, climate and biodiversity.
17. With two thirds of WFP's work taking place in conflict-affected countries, United Nations Security Council resolution 2417, adopted in 2018, is a game-changer. The resolution focuses political attention on challenges related to hunger and conflict and condemns the starving of civilians as a method of warfare and those that wilfully block humanitarian access or impede efforts to move relief supplies. In addition, the climate crisis has been recognized in Security Council debates as a driver of conflict, and United Nations agencies are being encouraged to design programmatic approaches that encompass both conflict prevention and climate resilience.
18. The Agenda for Humanity, emerging from the World Humanitarian Summit in May 2016, further defines the landscape in which WFP operates according to its mandate. Informed by a two-year global and broad-based consultative process, the summit also resulted in the Grand Bargain, an agreement between a set of large donors and aid organizations to improve the effectiveness and efficiency of humanitarian action. This includes taking steps to: prevent and end conflicts; respect the rules of war; leave no one behind; work differently to end need; and invest in humanity. These responsibilities guide WFP's strategic and operational commitment to put affected people at the centre of everything it does, anticipate and mitigate crises and work with its partners to reduce need and vulnerability.
19. WFP plays a strategic and constructive role in implementing the outcomes of the World Humanitarian Summit through engaging with local and national responders to reinforce rather than replace local and national capacity; and co-leading the cash workstream, which is active in the areas of social protection and humanitarian cash, coordinated donor responses, cash and its relation to gender and localization and improving efficiency, effectiveness and value for money. WFP also commits to strengthening collaboration on cash transfers across the humanitarian system, enabling beneficiary centred, coordinated responses to cover people's food and other essential needs.

20. WFP supports the Secretary-General's Strategy on New Technologies,<sup>41</sup> 2020 Roadmap for Digital Cooperation<sup>42</sup> and 2020–2022 United Nations Data Strategy.<sup>43</sup> These strategic documents call for enhanced engagement on digital cooperation, which will see tangible implementation by United Nations country teams, and the emergence of a United Nations system-wide data ecosystem. It also outlines a framework for how the United Nations system will be guided in utilizing new technologies such as artificial intelligence, biotechnology and robotics in alignment with the values enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and the norms and standards of international law.

### **Box 2: United Nations food systems summit**

The 2021 United Nations food systems summit set the stage for global food systems transformation to achieve the SDGs, catalysing public mobilization and motivating actionable commitments by thousands of stakeholders. WFP has engaged throughout the process, serving as the anchor agency for the action area on building resilience to vulnerabilities, shocks and stressors and supporting Member States to establish and launch the School Meals Coalition (see box 5) with broad-based support. WFP also supports coalitions and initiatives on healthy diets, social protection, resilient local supply chains, the humanitarian–development–peace (HDP) nexus, climate, gender, indigenous peoples and agroecology. Alongside the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), WFP will co-lead the follow-up to the food systems summit, aimed at ensuring coherent action and assistance for successful implementation of the summit outcomes. At the country level and through the elaboration of its CSPs, WFP will leverage the momentum generated by the summit to work closely with resident coordinators, United Nations country teams and its partners to support government priorities and summit commitments and to scale up integrated programming to achieve SDG 2.

## **2. Reviews, assessments and evaluations**

### **2.1 Mid-term review**

21. WFP's strategic plan (2022–2026) has benefitted from the mid-term review of the WFP strategic plan for 2017–2021, which resulted in recommendations that WFP:
- retain focus on SDGs 2 and 17, consistent with WFP's mandate and experience, while ensuring that contributions to other SDGs are maximized and captured;
  - begin its next strategic plan in January 2022 to ensure alignment with other agencies while strengthening strategic partnerships and country-level collaboration towards collective outcomes, as required given global trends, and participate in United Nations cooperation frameworks;
  - simplify, revise and quantify strategic results in line with the duration of the strategic plan, using corporate results pathways or theories of change;
  - together with Member States, encourage and provide technical and financial support for country strategies that respond to national needs and priorities and promote lasting solutions, while responding to humanitarian needs;
  - use the learning from CSPs to reformulate programmatic products and activities, clearly articulating its value proposition, partnerships, activities and outputs that underpin the achievement of strategic results.

<sup>41</sup> United Nations. *UN Secretary-General's Strategy on New Technologies*.

<sup>42</sup> United Nations. *Secretary-General's Roadmap for Digital Cooperation (un.org)*.

<sup>43</sup> United Nations. *UN Secretary-General's Data Strategy*.

## 2.2 External reviews and assessments

22. WFP's performance was assessed externally by the Multilateral Organisation Performance Assessment Network (MOPAN) from 2017 to 2018. Overall, MOPAN found that WFP was steering an ever clearer path towards maximizing its strengths and capacity to respond to humanitarian and development needs with speed and agility.
23. According to MOPAN, WFP had successfully aligned its clear and cohesive long-term vision with SDGs 2 and 17, commensurate with its objectives to meet humanitarian and development needs and the comparative advantages it offers in the field. Ongoing reforms were improving WFP's ability to deliver on these objectives, with a shift in focus to country-level operations and preparing the organization to be an enabler as well as an implementer.
24. While the WFP strategic plan for 2017–2021 was conceptually sound, the MOPAN report encouraged further clarification and ongoing dialogue so that all relevant stakeholders understand, agree and contribute to WFP's efforts to collaborate on development work. Moreover, the assessment found that WFP's ability to respond, deliver results and make the shift to being an enabler as well as an implementer was negatively affected by resource limitations and donor funding practices.
25. WFP has received consistently high ratings in financial accountability since it became a signatory of the International Aid Transparency Initiative in 2012 – a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development and humanitarian resources to increase their effectiveness in tackling poverty.

## 2.3 Evaluations

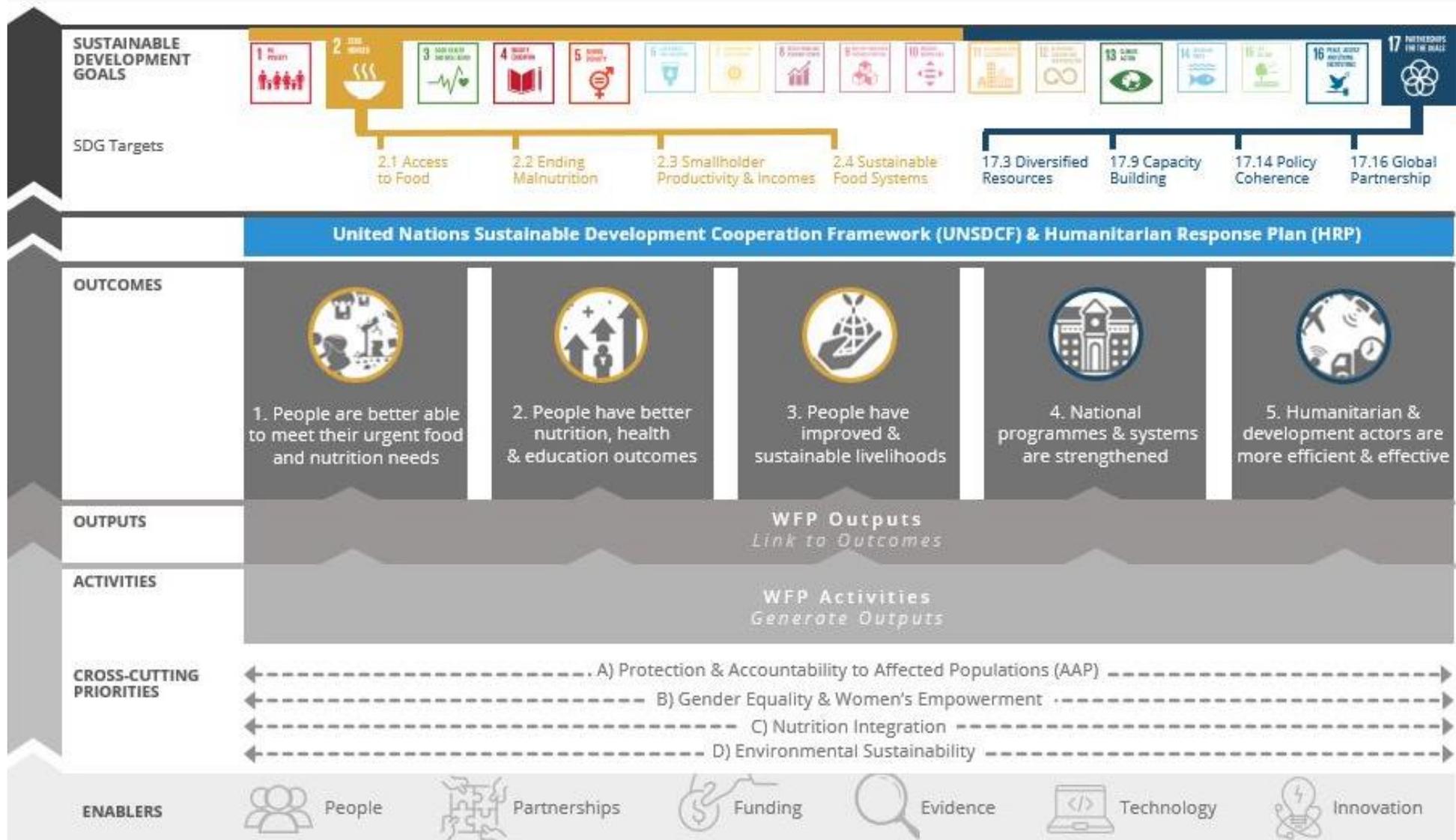
26. There are extensive independent evaluation findings on WFP's performance, which are reviewed and summarized, for example, in WFP's annual performance reports for 2018-2020. The 2020 report includes high-level summaries of key lessons-learned as well as a summary, set out in an annex, prepared by the independent Office of Evaluation.
27. Major evaluation findings include the following:
  - Evaluations of first-generation CSPs<sup>44</sup> found that the CSP framework was an effective platform for strengthened support to governments but that WFP should work more strategically with a broader range of ministries. National and local ownership of WFP-supported programmes also varied.
  - The strategic evaluation of WFP's capacity to respond to emergencies noted that while investments in preparedness have improved the efficiency of responses, limited investment beyond logistical preparation hampered WFP's capacity to respond more quickly and appropriately.
  - While WFP's comparative advantage in school health and nutrition was recognized in the recent strategic evaluation on school feeding, further investments in capacity are needed to ensure that the transformative ambitions of the new school feeding strategy can be implemented at scale within the broader school health and nutrition approach.

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<sup>44</sup> Those for Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste.

- The strategic evaluation on resilience concluded that while WFP has the foundations and commitment to support the enhancement of resilience programming, the effort to do so should be grounded in operational realities and supported by guidance, measurements and systems to enable WFP to make a lasting contribution.
- The evaluation of the WFP gender policy for 2015–2020 recommended that WFP’s overall approach to gender equality and women’s empowerment be strengthened and that gender mainstreaming be systematically embedded across WFP, accompanied by adequate human and financial resources. This is being addressed in the WFP’s gender policy and implementation plan, which will be submitted for approval by the Executive Board in 2022.
- The response to the country capacity strengthening evaluation synthesis commits WFP to the establishment of a road map for establishing well-resourced country capacity strengthening specialist posts.
- The evaluation of the protection policy provided mixed evidence on the extent to which WFP addresses protection issues facing affected populations and indicated that only moderate progress had been made towards ensuring that food assistance does no harm to the safety, dignity and integrity of the people WFP serves. This informed the preparation of WFP’s new policy on protection and accountability to beneficiaries and related implementation plan approved by the Board in 2020 and 2021.
- While concluding that it reflects many areas of good practice in human resources management, the evaluation of the WFP people strategy called for further investments in gender and issues of diversity and inclusion. This informed WFP’s new people policy and related implementation plan approved by the Board in 2021.
- The strategic evaluation of funding WFP’s work found that the organization’s success in raising humanitarian funds masked the uncertainty of its funding sources, with gaps disproportionately affecting its operations in less visible crises and resilience building and development activities.

Figure 1: Strategic plan results framework



### 3. Vision, outcomes and the SDGs

#### 3.1 Vision

28. WFP is fully committed to the 2030 Agenda for Sustainable Development and brings strengths and capabilities to United Nations system efforts to help countries respond to the urgent needs of those furthest behind and achieve the SDGs, keeping people, the planet, prosperity, peace and partnership at the centre.
29. The vision for 2030 underlying WFP's strategic plan for 2022–2026 is that:
  - i) the world has eradicated food insecurity and malnutrition (SDG 2 – zero hunger); and
  - ii) national and global actors have achieved the SDGs (SDG 17 – partnerships for the goals).
30. The current global trend away from zero hunger highlights that it is key to focus on the “what” of proliferating needs and the “how” and “who” of a response that is falling behind. While this calls for prioritizing SDGs 2 and 17, the drivers behind increasing food insecurity – shocks that come on top of old grievances, persistent stressors and worsening structural vulnerabilities – underline their deep interconnectedness with other SDGs.
31. Eight targets under SDGs 2 and 17 stand out in their relevance to WFP:
  - i) ending hunger and ensuring access by all people, in particular the poor and people in vulnerable situations, to safe, nutritious and sufficient food all year round (target 2.1);
  - ii) ending all forms of malnutrition and addressing the nutritional needs of adolescent girls, pregnant and lactating women and older persons (target 2.2);
  - iii) doubling the agricultural productivity and incomes of smallholder farmers, particularly women and other at-risk groups (target 2.3);
  - iv) ensuring sustainable food systems (target 2.4);
  - v) enhancing targeted capacity building in developing countries (target 17.9);
  - vi) policy coherence (target 17.14);
  - vii) mobilizing additional and diversified resources (target 17.3); and
  - viii) strengthening global partnerships (target 17.16).

#### 3.2 Outcomes

32. The strategic plan for 2022–2026 includes five outcomes that WFP will work towards in collaboration with others. Three are relevant to SDG 2 and two to SDG 17.
33. Achieving zero hunger turns on improving people's immediate access to sufficient, safe and nutritious food while enabling them to meet the full range of their essential needs<sup>45</sup> over time. Progress towards meeting essential needs, empowering those left farthest behind and investing in human capital can bolster collective efforts to reduce structural vulnerabilities and enable people to improve their livelihoods, build resilience to shocks and stressors and reduce need. Strengthening the foundations that enable people to withstand the growing number of shocks is critical, mitigating both the human and financial cost of crisis and response. Reacting only once damage is done comes with an ever greater cost and the risk of always being a step behind as people become trapped in a

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<sup>45</sup> Essential – or basic – needs are broadly defined as the essential goods and services required on a regular or seasonal basis by households to ensure survival and minimum living standards, without resorting to negative coping mechanisms or compromising their health, dignity or essential livelihood assets (see, for instance, The Cash Learning Partnership. *Glossary of Terms* (Online); Okular Analytics & Save the Children, 2018. *Basic Needs Assessment Guidance and Toolbox Part 1: Background and Concepts*).

downward spiral once disaster strikes. WFP's zero hunger vision therefore involves contributing to the following outcomes:

- people are better able to meet their urgent food and nutrition needs;
- people have better nutrition, health and education outcomes; and
- people have improved and sustainable livelihoods.

34. Achieving sustainable individual and household outcomes at scale requires strong systems. Investments and efforts are needed to build and transform systems and to improve the quality, scope and inclusivity of local and national programmes to reach those most in need and provide food security and healthy diets for all. Accelerated progress towards the SDGs also rests on effective collaboration and partnership within and between the humanitarian, development and peace sectors. WFP's vision therefore depends on the following system-level outcomes:

- national programmes and systems are strengthened; and
- humanitarian and development actors are more efficient and effective.

### 3.3 Links to SDGs

35. Highlighting the inter-connectedness of the SDGs, turning the tide against hunger and SDG 2 depend on:

- progress towards a more peaceful world (SDG 16), sustained, inclusive and sustainable economic growth (SDG 8) and climate action to ensure stable food availability by strengthening the adaptive capacity of food systems to climate variations (SDG 13);
- developing human capital by improving health (SDG 3) and education, especially for girls (SDG 4); the empowerment of women so that they achieve better livelihoods and economic inclusion (SDG 5); and increased access to national social protection systems (SDG 1);
- reducing poverty (SDG 1) and inequality (SDG 10) as means to guarantee economic and physical access to food, respectively; and
- proper food utilization, which is contingent on good health (SDG 3), clean water and sanitation (SDG 6), affordable and clean energy for preparing and storing food properly (SDG 7), sustainable consumption and production patterns to reduce food loss and waste (SDG 12) and sustainable cities offering access to basic services for all (SDG 11).

36. Also, through its SDG-2-related activities, WFP promotes education (SDG 4) by using nutritious school meals to increase enrolment, attendance and learning; health (SDG 3), when contributing to a broader package of health and nutrition services; and gender equality (SDG 5), when combined with measures to keep girls in school and discourage early marriage. Ensuring that girls and boys stay in school allows countries to develop their human capital, contributes to reducing poverty (SDG 1) and inequality (SDG 10) and promotes economic growth (SDG 8). When WFP uses food assistance to build community assets it contributes to climate action (SDG 13) by reducing the impact of low rainfall and floods through climate-proofed infrastructure; and to rehabilitating and greening degraded land (SDG 15) through soil and water conservation measures. Support for cash-based transfers as food assistance contributes to gender equality (SDG 5) when linked to financial inclusion for women and to economic growth (SDG 8) through the stimulation of local economies. When implemented in urban and peri-urban areas, SDG 2-related activities also help protect the urban poor against shocks and improve their access to basic services (SDG 11).

37. Through activities that support SDG 17, WFP: strengthens national capacity to implement social protection systems and contributes to reducing poverty (SDG 1); advances health outcomes (SDG 3) by, for example, supporting fortification of school meals; reinforces countries' capacity to adapt to climate-related disasters (SDG 13) by working with governments to enhance their digital and analytical capacity to assess climate risks. Also, South-South and triangular cooperation contributes to all the SDGs by leveraging country-owned solutions, as do common services that WFP provides to the wider humanitarian community (e.g., the logistics and emergency telecommunication clusters, the United Nations Humanitarian Air Service (UNHAS) and the United Nations Humanitarian Response Depot). By ensuring responsive and inclusive decision making at every level, all of WFP's activities contribute to peace, justice and stronger institutions (SDG 16).

#### **4. Guiding principles**

38. Seven principles will guide WFP's work.

##### **4.1 People-centred**

39. WFP recognizes that the most appropriate and sustainable solutions will come from people expressing their own agency (i.e., what a person is free to do and achieve in pursuit of whatever goals or values he or she regards as important). WFP will therefore put people, including those most at risk of being left behind (e.g., women, persons with disabilities, indigenous peoples, minority language speakers and those with multiple, intersecting needs) at the centre of programme design and operational response, taking steps to understand the risks they face, prioritizing those in the most vulnerable situations and promoting inclusion. Realizing a people-centred, needs-driven approach includes ensuring that communities and people have decision making power and, through appropriate and accessible mechanisms, are able to express their priorities, the risks and challenges that they face and how they can overcome them. In addition, WFP will prioritize safety and dignity, avoid doing harm and help to facilitate people's access to services and assistance in line with, and respectful of, their choices and needs, working with partners to identify and address barriers to ensure no one is left behind.

##### **4.2 Humanitarian-principled**

40. In accordance with International Humanitarian Law, WFP will protect the space for principled humanitarian action by promoting all four humanitarian principles (humanity, neutrality, impartiality and operational independence) while integrating conflict sensitivity.<sup>46</sup> In line with humanitarian principles and founded upon universal human rights, WFP will employ the full range of its operational capacities – many of which are realized through partnerships – to meet the immediate needs of people and protect individuals' and communities' ability to live in safety and dignity. WFP will build acceptance with populations in need and engage with parties to ensure consistent and principled access, while maintaining the highest standards of integrity, insulating its actions from politics and grounding its response in respect for humanitarian principles.<sup>47</sup>

##### **4.3 Country-owned**

41. National governments are primarily responsible for achieving the SDGs. WFP is positioned as part of both the United Nations development system and the inter-agency humanitarian system to help fill gaps and extend the reach of countries, when and

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<sup>46</sup> WFP's minimum standards for [conflict-sensitive programming](#) aim to operationalize the commitments to conflict sensitivity set out in the policy document *WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)*.

<sup>47</sup> "Note on Humanitarian Access and its Implications for WFP" (WFP/EB.1/2006/5-B/Rev.1); Corporate Approach to Access (online [PowerPoint presentation \(wfp.org\)](#)).

if needed, while avoiding long-term substitution of capacities that are better placed within national or local government, private sector or civil society structures. WFP will therefore prioritize working through and strengthening national programmes and systems, which will enable more people to be reached more sustainably and with a higher return on investment than long-term direct interventions by WFP and other international actors. Stronger, transparent, accountable and resilient national systems are a necessary condition for more cost-efficient responses and sustainable outcomes. This includes improving the coverage, adequacy, comprehensiveness and quality of national programmes, as well as enhancing the organizational efficiency, effectiveness and viability of country systems towards achieving zero hunger.

#### **4.4 Context-specific**

42. WFP will assist countries in their efforts to reach zero hunger by drawing on its portfolio of activities and expertise to implement operations together with partners that are best suited to country- and community-specific circumstances and needs. Not all of WFP's activities will be implemented everywhere, and the optimum mode of engagement in a given country will be informed by in-depth context and conflict analysis. In countries with strong national programmes and systems, for example, WFP may play an enabling or advisory role. In more fragile or crisis-prone countries, activities may range from delivering direct assistance to supporting communities in asset creation that improves their livelihoods and resilience to providing services to other humanitarian actors. The optimal mix of activities for a particular context will be defined in CSPs in consultation with governments to align with national priorities, cooperation frameworks and humanitarian response plans, as appropriate. Across its activities, WFP will leverage knowledge from local actors and strengthen their leadership and capacity to make assistance more localized and sustainable.

#### **4.5 Programme-integrated**

43. WFP aims to break down the silos between saving lives and changing lives and to integrate programmes across its portfolio and partnerships. The need to save lives in many places will remain a recurrent fixture unless needs are reduced and lives are changed by building resilience and addressing the root causes of hunger and malnutrition. Guided by the principles of the humanitarian-development-peace nexus of the Organisation for Economic Co-operation and Development's Development Assistance Committee, WFP will operationalize the triple nexus through action that prioritizes "prevention always, development wherever possible and humanitarian action when necessary". WFP is committed to bringing its skills and capabilities to bear in responding to emergencies and pursuing integrated, sequenced and layered humanitarian and development activities. These efforts will meet people's urgent food security, nutrition and essential needs while strengthening their long-term resilience to shocks and stressors and pursuing social cohesion and contributions to peace. In doing so, WFP contributes to broader efforts of the United Nations and governments to strengthen the coherence and complementarity of humanitarian, development and peace efforts.

#### **4.6 Risk-informed**

44. A landscape characterized by more shocks and stressors requires WFP to shift towards integrated, risk-informed programmes, which help governments, communities and households build stronger capacity, systems and institutions for managing multiple risks. Risk-based decision making and programming is premised on identifying the multiple concurrent threats and complex risks (e.g., originating from conflict, climate-induced disasters and economic crises) relevant to the achievement of WFP's results, as well as the risks created by WFP's operations. WFP will systematically assess complex threats, risks and opportunities and embed risk management in the planning and delivery of its strategies and programmes to reduce risks and mitigate their consequences.

#### **4.7 Evidence-driven**

45. Evidence and lessons learned from WFP's performance based on research, monitoring and evaluations, as well as knowledge produced by communities, governments and partners, will guide WFP's programmatic approaches. Evidence will also underpin WFP's focus on achieving positive results. Committed to reinforcing data management and analysis and ensuring optimal data utilization in decision making, WFP will leverage accessible technology and data to further become a knowledge- and evidence-driven organization. WFP will strengthen its evidence collection by transforming robust, sex-, age- and disability-disaggregated data into information and knowledge to facilitate strategic decision making and optimize its response to humanitarian and development needs. WFP will increase the agility of its monitoring systems, including by making data available in near real time. Beyond evidence-driven action in emergency and crisis settings, WFP will aim to demonstrate long-term impact.

### **5. WFP in action: *Saving Lives and Changing Lives, Delivering and Enabling***

46. The key drivers of hunger – conflict, the climate crisis and economic downturns – are also opportunities for renewed action and learning. They provide entry points for WFP's programming, new partnerships and the generation of evidence.
- As the 2020 Nobel Peace Prize laureate, WFP, following a conflict-sensitive and principled approach, will work with others to support an enabling environment for peace by strengthening social cohesion, enabling equitable access to essential resources and services and taking steps to develop peace outcomes.
  - Confronted with the climate crisis, WFP will focus on better understanding climate risks, scaling up and mainstreaming adaptation measures in country strategic plans and harnessing climate financing.
  - To buffer economic shocks, WFP will work in partnership to tackle poverty by building human capital and improving livelihoods while stimulating local economies through its interventions.
47. The magnitude and complexity of today's shocks and stressors requires that multi-partner and multi-sectoral programmes, first and foremost, meet urgent needs while seizing opportunities to build resilience and address the root causes of vulnerability. Seeking to complement national government strategies and partner activities, WFP will layer programming of humanitarian and development assistance in targeted geographic areas; integrate programming to address multi-dimensional challenges; and logically sequence its work to maximize long-term impact.

48. The set of activities that constitutes each pathway to WFP's strategic outcomes will be determined at the country level – based on assessment of needs and the complementarity of various actors – and will be articulated in CSPs that are approved by the Board or through delegated authority. WFP will only undertake activities for which it has a comparative advantage and will use evidence to inform decisions to scale up.

### 5.1 Outcome 1 – People are better able to meet their urgent food and nutrition needs

49. Given the state of the world, WFP will maintain laser-sharp focus on its emergency response capability, prioritizing work to further strengthen and make it even more efficient and effective. Access to food is at the heart of most humanitarian crises, and WFP's expertise, agility and operational presence make it an undisputed leader in addressing acute food needs while providing the backbone of support for broader humanitarian efforts. Yet there is more to be done when it comes to systematically ensuring enhanced preparedness, early warning and robust anticipatory action; rigorously deploying surge capacity across all areas relevant to WFP's emergency responses and developing its workforce for emergencies; and ensuring both the scale and quality of its programmatic offer, including adherence to humanitarian principles and cross-cutting priorities.
50. **Responding at the right time:** Increasingly focusing on anticipatory action requires further investment in innovative early warning tools and platforms, linking early warning to anticipatory, preparedness and early action that helps people to meet their food, nutrition and other essential needs. WFP's risk-specific contingency planning will enable the pre-positioning of food, non-food items and equipment (e.g. mobile storage units, warehouse equipment and personal protection items) and the set-up of coordination mechanisms, standard operating procedures and cash-based<sup>48</sup> systems. WFP will coordinate with partners to trigger internal, national and system-wide preparedness and early action systems to anticipate and mitigate impacts while enabling timely and effective humanitarian response. This will include intensifying work with the Inter-Agency Standing Committee, and collaboration with FAO on early warning and the Integrated Food Security Phase Classification. WFP will also increase the flexibility and agility of its supply chain to anticipate and respond to unfolding humanitarian emergencies more efficiently by reviewing and expanding the Global Commodity Management Facility; strengthening sourcing and delivery planning; adopting virtual stocks and other innovative supply chain solutions; and enabling real-time visibility on demand and supply.
51. **Responding with the right people:** Ensuring WFP's effectiveness in emergencies is a corporate priority. Guided by the Inter-Agency Standing Committee's humanitarian system-wide scale-up protocols,<sup>49</sup> WFP will activate and deploy employees and operational, administrative and financial resources within 72 hours of an emergency to be fit for purpose with the full range of capabilities needed on the ground, including leadership and programmatic competencies. WFP will increase response speed, effectiveness and efficiency through its donor-funded Immediate Response Account, a facility that ensures resources are available for emergency preparedness and response, enabling preparedness and pre-emptive action. WFP will enhance its workforce, ensuring that trained and experienced staff from all functional areas can deploy to support rapid scale-up and reach the most vulnerable. Partner capabilities are key, and WFP will revamp arrangements and its standard field-level agreement with cooperating partner NGOs to facilitate the quick deployment of international and local partner capabilities.

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<sup>48</sup> "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response" (WFP/EB.2/2017/4-B/Rev.1).

<sup>49</sup> Inter-Agency Standing Committee. 2018. *Protocol 1. Humanitarian System-Wide Scale-Up Activation: Definition and Procedures*.

52. **Responding in the right way:** Recognizing that speed, scale and sustainability can best be achieved through national and local actors, WFP will seek to better support governments and local first responders in their efforts to strengthen their capacity to anticipate and react to shocks and reach people in urgent need with high quality assistance and support. Achieving and sustaining access to populations will enable the delivery of life-saving assistance and the preservation of human dignity, as well as dialogue with actors, which can contribute to reducing tensions and provide opportunities for conflict resolution. WFP's proximity to populations and the resulting trust and acceptance of WFP, in particular at the community level, can provide opportunities for food security interventions and service delivery to yield local peace outcomes. Emergencies will be the main entry points for WFP to implement its activities in a way that meets essential needs, does no harm, is accessible to all and leaves behind strengthened capability and resilience.
53. WFP's efforts to meet urgent food and nutrition needs, and its choices on which activities and modalities to deploy, are informed by assessments that answer some critical questions: Who is food insecure or vulnerable? Why are they food insecure or vulnerable? How many are they? Where do they live? WFP's activities are also informed by targeting that identifies the households and individuals most in need; and enrolment or registration that allows affected households and individuals to be assigned to relevant programmes.
54. Faced with limited resources, poor households must prioritize between competing essential needs, including rent, healthcare, school fees and food, while at the same time, poor health or limited access to clean water can negatively affect food and nutrition security. Understanding people's essential needs, and addressing them together with partners, is thus paramount in effectively meeting urgent food and nutrition needs. Building on years of experience and leadership in food security assessments and analysis, WFP is therefore increasingly adopting an essential needs approach (i.e., a common data-driven and people-centred understanding of the full range of needs to address deprivation). For instance, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) are committed to supporting the essential needs of vulnerable refugees, returnees, asylum seekers and IDPs, including women and persons living with disabilities.

### **Box 3: People on the move**

Today, more than 1 percent of the world's population is displaced. In 2020 the world was home to 26 million refugees, 4 million asylum seekers, 55 million internally displaced persons and nearly 4 million Venezuelans displaced abroad.<sup>50</sup> The number of people forcibly displaced due to conflict, violence and persecution doubled within a decade. Eighty percent of displaced people live in countries affected by acute hunger and malnutrition, many of which are facing climate and other disaster risks. Displacement crises are increasingly urban and in many cases protracted and refugees face particular restrictions accessing land, employment and social services. For IDPs and refugees, needs often outweigh available resources, forcing the humanitarian community to make difficult prioritization decisions. This is critical for WFP as the responsible agent for meeting food needs for refugees and one of the key actors providing humanitarian assistance to displaced populations. Almost one third of WFP beneficiaries are refugees, IDPs or returnees.

Collaboration with partners will be essential to adequately supporting displaced people. WFP and UNHCR established the Joint Programme Excellence and Targeting Hub in 2020. The initiative, working towards common outcomes to better meet the needs of vulnerable refugees, including employment and access to financial services, reflects current best practice on the nexus approach and will remain a cornerstone of WFP's work with refugees. WFP will continue to strengthen its operational and partnership footprint in displacement crises, ensuring as much as possible that resources meet the needs of the most vulnerable.

<sup>50</sup> While probably in need of international protection under the Cartagena Declaration, Venezuelans displaced abroad have not applied for asylum in their host countries and are therefore not considered to be refugees or asylum seekers.

55. Programmatic activities that are particularly relevant in emergencies include food and cash transfers that restore access to food; emergency nutrition services to prevent and treat malnutrition; and the use of schools and health centres for targeted feeding programmes. Engaging disaster-affected populations in work activities that help to restore key assets and basic infrastructure can also form part of an emergency response. Together, these interventions can provide opportunities to meet essential needs while supporting long-term efforts to improve nutrition, health and education outcomes, and broader food security.
56. Localization of emergency responses, whereby national and local authorities and civil society are increasingly active, offers new avenues for WFP to take on a more enabling role, providing technical advice and strengthening national and local emergency response and disaster risk management capacity. Working with the United Nations Children's Fund (UNICEF), the World Bank and others, WFP will support governments to build on existing social protection systems, when possible, to meet emergency food, nutrition and other essential needs.
57. WFP's role as part of the broader humanitarian architecture is also key, from leading clusters to empowering local and national actors with emergency response services. Evidence<sup>51</sup> demonstrates that WFP has sustained strong leadership in the food security, logistics and emergency telecommunication sectors in emergencies. WFP will continue to enable national and global actors to collaborate more effectively on the SDGs, recognizing that pre-existing arrangements with stand-by partners makes them essential contributors to common services. WFP will partner with the private sector and research institutions to mainstream technological innovations in emergency response.
58. By leveraging its supply chain systems and networks, WFP will ensure service delivery in emergencies on behalf of partners and procure and deliver bulk and specialized nutritious food for third parties, including governments, for humanitarian and safety net programmes. WFP will adapt its coordination, leadership, strategy and business models to ensure that service provision is fast, scalable and ready for future conflict, climate, economic and health emergencies.
59. Infrastructure is key to reaching remote and conflict-affected areas. Engineering is therefore critical to maintaining access, saving lives, protecting livelihoods, supporting communities in meeting their food and nutrition needs and enabling speedy recovery after disasters. Upon request, and in partnership with others, WFP will provide safe and accessible infrastructure in emergencies (e.g., warehouses, bridges and logistics bases), focusing on how engineering can support infrastructure needs to deliver to the last mile.

#### **Box 4: Changing lives while saving lives**

WFP has a key opportunity to maximize its impact in emergencies. The dichotomy between saving lives in emergencies and changing lives by building resilience and addressing root causes becomes increasingly illusory in a context of compounding shocks, stressors and structural vulnerabilities. WFP will therefore strive not only to combine various elements of its programmatic offer but also to fully integrate them.

Opportunities to change lives while saving lives are manifold. Making food assistance nutrition-sensitive and complementing it with behaviour change strategies contributes to human capital development. By channelling emergency assistance through national social protection systems, WFP can also strengthen institutions and link beneficiaries to durable safety nets. Further, CBTs in emergencies stimulate local economies and provide incentives for the private sector to bring connectivity and services to rural areas. When providing CBTs in countries experiencing severe currency devaluations, high commodity prices and food inflation, WFP will pursue an exchange rate that is equivalent to the market exchange rate so that beneficiaries receive their full transfers and WFP and partners can monitor the allocation and use of those transfers.

<sup>51</sup> Evaluation of first-generation CSPs (those for Bangladesh, Cameroon and the Democratic Republic of the Congo).

## 5.2 Outcome 2 – People have better nutrition, health and education outcomes

60. Humanitarian action alone is not sufficient to reach zero hunger. Shocks and stressors will continue to generate urgent need and more severe hunger and malnutrition unless structural vulnerabilities are also addressed. Leaving no one behind requires that WFP exploit its versatility and work with its partners to both save and change lives. WFP's global field presence and history of providing assistance to people in need in diverse and difficult situations, often protracted crises, endow it with a unique perspective on addressing the problems of chronic hunger. Through scaling up services designed to address the immediate and underlying causes of malnutrition, providing nutritious school meals and strengthening social protection, WFP contributes to building human capital and addressing structural vulnerabilities.
61. The first 1,000 days from conception to a child's second birthday constitute a unique period when the foundations of optimum health, growth and brain development are established. Support during the first 1,000 days represents exceptional value for money in averting malnutrition and its long-term impacts. WFP and its partners will therefore prioritize interventions that are effective at addressing wasting, stunting and micronutrient deficiencies among pregnant and lactating women, infants and young children. These include the use and scale-up of nutrient-dense foods to meet the needs of women, adolescent girls, young children and those with disabilities and the provision of broader services – such as nutrition-sensitive social protection and more healthy, sustainable and equitable food systems – specifically designed to address the underlying causes of malnutrition. WFP will also address the special needs of people living with and affected by HIV and tuberculosis and the economic and social impact.
62. Good health and nutrition do not stop when children reach school age; growing global evidence indicates that the nutrition of children requires investment that extends a full 8,000 days, as part of a life cycle approach that supports human capital development and community resilience.<sup>52</sup> The ample evidence of the transformative effects of school feeding and school health programmes and progress made by governments over the last ten years highlight that integrated school feeding programmes will help improve education systems and learning, support pandemic recovery, address gender and other inequalities and strengthen child health and nutrition, while driving food system transformation.<sup>53</sup>
63. WFP will lead globally to ensure that all hungry children have access to nutritious school meals and related health and nutrition services as its flagship effort to change the lives of millions of vulnerable children and their families.<sup>54</sup> Leveraging its 60 years of experience in supporting countries with school meals programmes, WFP will position school health and nutrition in global and regional agendas, mobilize partnerships and advocacy, provide thought leadership and work with countries to improve the quality and efficiency of nationally owned school meals programmes, including by scaling up their reach to the most vulnerable. In countries needing operational support, WFP and partners will implement well designed, nutrition-sensitive school feeding programmes for children and adolescents to support school attendance and retention, and to help address the triple burden of malnutrition – undernutrition, overnutrition and micronutrient deficiencies. Where possible, WFP will promote sourcing of school meals from local production, including from smallholder farmers.

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<sup>52</sup> Bundy, D.A.P., de Silva, N., Horton, S., Jamison, D.T., Schultz, L. and Patton, G.C., 2017. [Investment in child and adolescent health and development: key messages from Disease Control Priorities](#), 3rd Edition. In: *The Lancet*, Vol. 391, No. 10121. (Online).

<sup>53</sup> WFP. 2020. [State of School Feeding Worldwide](#).

<sup>54</sup> WFP. 2020. [A Chance for every Schoolchild – WFP School Feeding Strategy 2020–2030](#).

64. Drawing on respective mandates and capabilities, WFP will deepen its work with FAO, UNICEF, the United Nations Population Fund, the World Health Organization (WHO) and NGOs on the delivery of integrated school health, nutrition and education programmes, which could tackle, among other things, parasitic infections, nutrition education and the lack of proper water and sanitation. This will also include special measures to promote and support girls' education. WFP will augment its capacity to support countries through new approaches such as the Research Consortium for School Health and Nutrition, led by the London School of Hygiene and Tropical Medicine, which will provide evidence on value for money of domestic investments and global best practices. The financing task force led by the Education Commission will work on innovative ways to provide sustainable domestic financing for programmes.

**Box 5: School Meals Coalition galvanizes support**

About 53 countries and 45 partners launched the Global School Meals Coalition at the 2021 United Nations food systems summit. The coalition will promote the adoption of sustainable national school meals programmes devoted to ensuring that all children enjoy good nutrition, health and education by 2030.<sup>55</sup> The overall organization and management of the initiative, which is led by governments, will be supported by WFP through augmented capacity at its headquarters in Rome, which will serve as the coordinating body for the coalition.

To achieve this ambitious goal, WFP will work with governments and partners to promote national commitment to the coalition, address the main bottlenecks impeding scale-up and work to institutionalize global support.<sup>56</sup> Through renewed partnerships with the Global Partnership for Education, UNICEF and the United Nations Educational, Scientific and Cultural Organization, WFP will ensure that school meals programmes are prioritized in the education sector. Partnerships with FAO, the International Fund for Agricultural Development (IFAD), the World Health Organization and the World Bank will work to promote the forging of connections between the agriculture, nutrition, social protection and health sectors. WFP will work with UNHCR and Education Cannot Wait to strengthen its work in humanitarian settings. Working with regional entities such as the African Union, WFP will strive to ensure that sustainable national school meals programmes are firmly anchored in national and regional development agendas as a priority.

65. Working in partnership, WFP intends to focus on steps needed to improve access to nutritious diets. This will include integrating social and behaviour change programming to address demand and support healthy food choices, food safety and hygiene practices. For example, WFP will analyse expenditure patterns to identify consumer behaviours that should be promoted in the interest of healthier diets. WFP will continue its active membership in UN Nutrition, contribute to the third phase of the Scaling Up Nutrition Movement and work closely with UNICEF and others to scale up prevention and treatment of child wasting. WFP will also establish strong private-public partnerships and coalitions to champion nutrition integration, focusing on synergies that promote production, access, affordability and demand of nutritious foods for the most vulnerable.
66. WFP will also leverage its programmes to act as a catalyst to address vulnerabilities and to contribute to human capital development by equipping people with skills and knowledge. For instance, in urban areas WFP will work with partners to combine food and cash assistance with entrepreneurship training, peer support and access to finance and literacy to empower young people to develop technical and vocational skills and pursue livelihoods. Further, when delivering cash transfers, WFP will work with partners to help ensure that people have the digital and financial capabilities, including basic numerical and financial management skills, to access and use their cash. WFP will use and support

<sup>55</sup> School Meals Coalition. 2021. *Concept Note of School Meals Coalition. Nutritious & healthy lives for children everywhere.* <https://foodsystems.community/school-meals-coalition-nutrition-health-and-education-for-every-child/>.

<sup>56</sup> The strategic priorities are part of the recommendations resulting from a strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals led by WFP's Office of Evaluation.

digital services that are universally accessible. Evidence shows that the impact of cash programming is greater when distribution programmes are designed to equip people (especially women and persons with disabilities) with their own money accounts.<sup>57</sup>

67. At the same time, WFP will contribute to addressing vulnerability, poverty, food insecurity, malnutrition and inequality by supporting social protection programmes in rural and urban settings and the redistribution of resources that help people meet their essential needs. WFP will draw on its strong field and operational experience, analytical capabilities and food security and nutrition knowledge to complement the work of governments and its partners, including UNICEF's expertise on children, families and essential services and the World Bank's capability on social protection systems reform and policy development.

#### **Box 6: Pathway to digital financial inclusion**

There are 1.7 billion people worldwide who are excluded from formal financial services. Further, the digital gender divide has not changed much in the last decade; only 65 percent of women have a bank or mobile money account compared with 72 percent of men.<sup>58</sup> WFP believes in an inclusive financial ecosystem that extends the reach of affordable digital financial products and services to all. People should have the financial and digital capabilities needed to make informed financial decisions. The private sector should have the right market incentives to expand the reach of its networks and provide innovative solutions, while upholding customer rights and protection standards. Similarly, national regulatory environments and financial inclusion policies and strategies should be inclusive, fostering digital financial inclusion for all.

Cash transfers geared to addressing food and other essential needs can also be used to provide first-time access to accounts and financial services, which is key to digital financial inclusion. WFP will strive to ensure that women receive digital cash in their own accounts and can use those accounts safely while accessing other affordable financial services tailored to their needs. By working with partners to design programmes to expand women's opportunities, cash-based transfers will be leveraged to close the digital financial inclusion gender gap and advance women's economic empowerment, which is key to improving food security and achieving SDG 2.

### **5.3 Outcome 3 – People have improved and sustainable livelihoods**

68. Building human capital and addressing other structural vulnerabilities lay the ground for improved livelihoods. These, in turn, protect people from the cascading risks caused by the global climate crisis and other shocks and stressors – opening a pathway to sustainable solutions to hunger and malnutrition. Smallholder livelihoods are increasingly exposed to economic, environmental and climate-related stressors. At the same time, poverty, food insecurity and malnutrition are an increasingly urban phenomenon, with many people relying on the informal sector for sustenance. Working closely with national counterparts and other partners, WFP's risk-informed and integrated programmes will contribute to improving and adapting the livelihoods of the most vulnerable in rural and urban areas.
69. WFP with its partners will support food-insecure communities in protecting, restoring, creating and enhancing key assets and basic infrastructure that support their livelihoods, food security and nutrition. These assets can decrease vulnerability to climate hazards and help people better withstand the adverse effects of disasters through, for example, land rehabilitation, water storage and irrigation infrastructure, flood protection walls and storm water canals. Evidence has shown that inclusive and equitable community and household

<sup>57</sup> CBM Global. 2021. *Inclusive Humanitarian Cash Assistance Programming Cycle*; Gates Foundation. 2019. *Women's Digital Financial Inclusion in Africa: Report prepared at the request of the G7 French Presidency*; GIZ. 2021. *Women's Financial Inclusion Toolkit: Paving the way for women's economic empowerment*; S. Prina. 2015. *Banking the poor via savings accounts: Evidence from a field experiment*, Journal of Development Economics, 115(C); Somville and Vandewalle. 2018. *Saving by Default: Evidence from a Field Experiment in Rural India*, American Economic Journal: Applied Economics, 10(3); Suri and Jack. 2016. *The long-run poverty and gender impacts of mobile money.*, Science 354(6317).

<sup>58</sup> World Bank. 2017. *The Global Findex Database 2017: Measuring Financial Inclusion and the Fintech Revolution*.

asset creation programmes can contribute to gender equality and women's empowerment and improve and protect both the diets and nutrition of all affected people. These results are critical considering that women, girls and other diverse groups are disproportionately affected by cascading risks. The outcomes of WFP's community and household asset creation programmes are based on strong partnerships and systematic engagement with civil society, communities and governments, working in the same communities and with the same households over a period of years.

**Box 7: Water and food security**

The success of any food and nutrition intervention depends in part on whether the affected communities have access to clean drinking water. In the absence of such access WFP interventions may be suboptimal. WFP will therefore continue to work with partners to ensure that its interventions are complemented by regular access to clean water and may engage directly to dig boreholes or drill wells where others cannot do so.

Soil and water conservation combined with water harvesting constitute one of WFP's core means of contributing to food security. Through community and household asset creation, community-based water infrastructure projects that can be taken to scale are combined with water harvesting interventions to increase household and community water access for diversified agricultural and livestock production, job creation for young people and for domestic use. The inclusion of larger and more complex infrastructures – such as weir-dams, gabions and sand dams – that provide broader long-term community benefits are best suited for partnerships through complementary programming, for example with NGOs and United Nations partners.

70. Through smallholder agriculture market support activities, WFP will help to improve smallholder farmers' livelihoods by enabling them to increase the production and supply of diverse, nutritious food, creating stronger links between them and local private sector buyers, suppliers and financial service providers. Leveraging its procurement footprint, WFP will provide a guaranteed, fair and remunerative market for marginalized women and men smallholders through predictable formal contracts and aggregation support. Layered with community and household asset creation and clean energy and climate risk management interventions, smallholder agriculture market support will also help smallholders adapt to the impact of the climate crisis and promote resilience. Further, through home-grown school feeding WFP will contribute to job creation in processing, catering and packaging,<sup>59</sup> while schoolchildren will benefit through the consumption of local, fresh and diverse nutritious meals.<sup>60</sup>
71. WFP will enable protection of at-risk communities through forecast-based financing and increased access to financial services and micro-insurance solutions. Building on its achievements with partners such as the African Risk Capacity, WFP will contribute to strengthening national and regional risk financing systems. WFP will leverage its deep field operations and work with service providers to increase access to financial services and micro-insurance solutions while exploring village savings schemes to better manage shocks. To find the optimal mix of tools and set up efficient disaster financing systems, WFP will invest in the generation of evidence on the importance of acting early in terms of impact and cost optimization. WFP's climate change adaptation programmes help build resilience in the face of climate crises and variability of the entire food system, through activities that encourage the use of drought resilient varieties, changing crops, inter-cropping,

<sup>59</sup> While the economic benefits of home-grown school feeding are understood (see for example WFP, FAO, IFAD, the New Partnership for Africa's Development, Global Child Nutrition Foundation and Partnership for Child Development. 2018. *Home-Grown School Feeding Resource Framework*. Technical document), a better understanding of the opportunities for economic activity along the home-grown school feeding value chain will allow for remunerated labour.

<sup>60</sup> WFP. 2016. *Food Assistance for Assets (FAA) for Zero Hunger and Resilient Livelihoods Manual*. *World Food Programme (wfp.org)*. The potential of community and household asset creation to reduce inequality experienced by other groups, such as persons with disabilities and older persons, also shows promise.

agro-forestry, reducing post-harvest losses and improving processing methods, as well as providing smallholders access to climate information to make informed decisions.

72. WFP will expand its operational partnerships and synergies within the United Nations system. This starts with strengthened collaboration with Rome-based agencies to improve access to and control by food-insecure people over rural assets, infrastructures and financial services and leverage value chain approaches for more resilient and inclusive food systems. A memorandum of understanding signed in June 2018 commits the three agencies to working towards collective SDG 2 outcomes in support of national priorities. WFP will also expand its collaboration with UNICEF, focusing on water, sanitation and hygiene, nutrition and education services, with the World Health Organization on supporting health interventions, and with UN-Women to promote gender equality and accelerate women's empowerment. Continuing its active participation in UN-Water, WFP will complement the programmes and policies of FAO and other partners in watershed management. WFP will continue its collaboration with the United Nations Development Programme (UNDP), FAO and IFAD to address the impacts of the climate crisis on vulnerable communities.

#### **Box 8: An integrated approach to building resilience**

Resilience of people, institutions and systems cannot be built through any single activity. Resilience is a result of multisectoral integrated programmes that build resilience capacities and address vulnerability. Context, government capacity and types of shocks and stressors will determine WFP's entry points in resilience building.

In rural contexts, for example, WFP and partners will deliver activity packages to meet food and essential needs while building livelihoods with community and household asset creation, smallholder agriculture and risk management activities. In urban contexts or with displaced populations, WFP and partners will use household and individual skill and livelihood creation (food for training) as an entry point for building human capital and enhancing livelihoods. Supporting governments in strengthening national social protection programmes is another key approach by which WFP can contribute to building the resilience of individuals and households. Increasingly, WFP is working with partners to expand multisectoral, integrated programming and adopting a food systems approach to resilience building. Addressing inequality, empowering women, creating jobs for young people, preventing malnutrition, taking conflict sensitivity into account, and contributing to peace will cut across WFP's resilience programming.

Outcomes of integrated resilience programming can be observed at the individual, household, community, institution and systems levels. WFP is partnering with universities, research institutes and operational partners to develop and test a resilience monitoring protocol and tools and to measure outcomes of resilience building programmes. Given the increasingly urgent need to build resilience for vulnerable populations, the evidence generated will contribute to global learning and innovation.

#### **5.4 Outcome 4 - National programmes and systems are strengthened**

73. Saving lives and changing lives is not only about what WFP does but also how it is done. WFP seeks to shift from focusing on its own programme delivery towards strengthening national and local capacity and working through systems. WFP will aim to meet needs in a way that strengthens systems and enables them to respond more effectively to future emergencies. Strengthening national capacity and systems presents opportunities for scale, impact and sustainability, helping to reach the increasing number of people who are food insecure and unable to afford healthy diets. It also provides opportunities for WFP to exit from recurring shock responses. To help ensure that no one is left behind, WFP will leverage its operational presence, partnerships and technical skills to strengthen national emergency preparedness and response, food and social protection systems.
74. Evidence demonstrates that preparedness and linking early warning to anticipatory and early action, implemented with governments and communities, reduces the impact of shocks while reducing the cost of humanitarian assistance and protecting

- development gains.<sup>61</sup> WFP and partners will boost governments' and national institutions' crisis response through joint response and anticipatory planning and capacity strengthening – including work on hazard and risk analysis, contingency and continuity planning, logistics, CBT solutions and emergency response platforms. WFP will support national disaster management agencies and local actors on supply chain emergency preparedness and in their efforts to establish risk management and mitigation measures and emergency crisis centres in order to operationalize crisis response, including legislative policy requirements.
75. In many low- and middle-income countries, national food systems must be reconstructed, repaired and strengthened if sustainable solutions to hunger and malnutrition and the reduction of humanitarian need are to be achieved. WFP will partner with and support governments, the private sector and NGOs to identify market opportunities for smallholders as well as complementary programming and capacity strengthening across the value chain, particularly in the areas of aggregation, post-harvest handling, international food safety and quality standards and market information. WFP will leverage its advantages in supply chains and in local procurement to complement FAO's strengths in supporting national agricultural policies and expertise on food production and IFAD's role in financing.
76. WFP's social protection strategy<sup>62</sup> frames how WFP will contribute to collective efforts to increase access to national social protection systems that safeguard and foster people's ability to meet their food security, nutrition and associated essential needs and to manage the risks and shocks they face. WFP will focus on social protection system strengthening in two areas: overall system architecture (the enabling environment); and programmes that deliver services. WFP's assistance will take the form of technical advice and guidance, delivery on behalf of national actors and/or complementary action in WFP's programming. WFP will collaborate closely with international financial institutions (IFIs) and international agencies, including the SDG Fund and other United Nations joint programmes, and align and coordinate its support with partners through the Social Protection Inter-agency Cooperation Board, the Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals and the Social Protection Floor Initiative.
77. WFP will provide on-demand cash transfer and associated services to governments. WFP will establish government-to-person payments systems (G2P) for governments through end-to-end technical assistance as well as payments and assurance services for national programmes. Establishing a framework, developing best practices and building a global movement around G2P systems will be aided by collaboration with the World Bank and other IFIs. As part of its service provision, WFP will also offer cash transfer and assurance services to United Nations entities and NGOs.
78. Across its portfolio of programmes and operations, WFP will build its country-level expertise to support system strengthening while capturing and sharing best practices on policy development, institutional effectiveness and accountability, financial sustainability and programme design and delivery.<sup>63</sup> Evidence demonstrates that institutional capacity strengthening is more sustainable when national counterparts are engaged early and systematically. WFP's legacy of embedding food security and nutrition in national policies and transitioning programmes to national ownership is well demonstrated by social protection and school feeding. For example, of the 100 countries that started school feeding programmes with WFP support, the transition to national ownership has

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<sup>61</sup> Venton, C. (For the USAID Center for Resilience). 2018. "[The Economics of Resilience to Drought](#)".

<sup>62</sup> WFP. 2021. [World Food Programme Strategy for Support to Social Protection – 2021](#).

<sup>63</sup> The WFP policy on country capacity strengthening ("Building National and Regional Capacities" (WFP/EB.3/2004/4-B)) will be updated in 2022.

already happened in 40 countries, and more than 90 percent of programmes worldwide are now domestically funded. This has been done by establishing country-owned targets, national policy frameworks, handover strategies and sustainable domestic sources of funding.

79. Finally, evidence shows the important role of systematic South–South and triangular cooperation (SSTC) approaches as part of WFP’s effort to strengthen systems and capacities, leveraging expertise, innovations and resources from the Global South.<sup>64</sup> Increasing its engagement as a broker of SSTC through its centres of excellence, regional bureaux and headquarters, WFP will further facilitate SSTC, driven by the needs and priorities of the Global South, across three levels: driving change at the policy level; expanding the technical skills and capacities of national experts; and bringing local innovation and experimentation to scale.

**Box 9: WFP in middle-income countries**

WFP will engage with middle-income countries (MICs) at the request of governments, supporting them in the sharing of expertise, technology and resources with other developing countries to fight hunger and malnutrition. WFP has a growing enabling agenda in MICs focused on technical assistance, policy advice, evidence generation and system strengthening. For example, WFP works with partners and governments in MICs to provide policy support for improved school meal quality and to support the reform and strengthening of national school health and nutrition programmes, in particular to ensure that children in need are integrated into them. Some MICs are among the most disaster-prone countries in the world, including small island developing states with their unique environmental vulnerabilities, presenting the opportunity for WFP to leverage its expertise in emergencies to provide technical and policy support to enhance national capacity to prepare for and respond to natural disasters.

WFP’s activities will be adapted according to need, especially in MICs characterized by unfinished development agendas and with high levels of inequality, social exclusion and post-harvest food losses. In these contexts, WFP will also ground its response in gender analysis to address gender inequality and will help to eradicate food insecurity and malnutrition through its post-harvest loss activities. WFP has gained substantial experience in supporting MICs during COVID-19, where it was necessary to pivot towards long-term response and recovery programming to help mitigate the impact of the crisis and enable countries to build back better. WFP will continue to contribute to inclusive and sustainable growth in MICs.

**5.5 Outcome 5 – Humanitarian and development actors are more efficient and effective**

80. Increasingly complex operational settings and unprecedented needs require multisectoral and multistakeholder responses. WFP will enhance and broaden its capacity to serve as a partner of choice by supporting others in their efforts to deliver on their mandates. WFP will provide critical services to humanitarian partners where gaps exist during crises while strengthening relevant national capacity and systems. WFP will further expand its provision of services, both mandated and on-demand, to facilitate the full range and value of its partners’ humanitarian and development activities. This is consistent with the United Nations Secretary-General’s drive for United Nations development system reform and creates an opportunity to utilize WFP’s proven ability in service delivery for the benefit of the larger humanitarian community in its effort to serve beneficiaries.
81. WFP’s extensive operational field presence and supply chain capacity will enable it to lead the logistics and emergency telecommunications clusters and, with FAO, co-lead the food security cluster, supporting more efficient, effective and coordinated interventions during emergencies. WFP’s role in the clusters will ensure coordination and joint advocacy among partners and will inform humanitarian country team decision making. The logistics and emergency telecommunications clusters are supported by the private sector, with the

<sup>64</sup> WFP. *Evaluation of WFP South–South and triangular cooperation policy*. (Publication pending.)

former leveraging support from logistics emergency team partners – four of the world's largest companies globally – and the latter regularly working with telecommunications companies to rehabilitate infrastructure after crises. WFP-supported common services will also include UNHAS, transporting passengers and cargo and performing medical and security evacuations, and the United Nations Humanitarian Response Depot network, procuring, storing and dispatching humanitarian cargo worldwide.

82. With added impetus from United Nations development system reform and its quest for greater efficiency and effectiveness, WFP will increasingly take on a role as a system-wide service provider outside its cluster responsibilities to support better collaboration. WFP will deliver augmented services, including a new generation of on-demand services and advisory solutions, to governments and the humanitarian and development community. Such service provision could range from supply chain systems, including food procurement on behalf of governments and services to the health sector, to common administrative and field support services while also offering digital service delivery solutions, cash transfer services as well as data and analytics as public goods through open platforms.
83. WFP's supply chain service provision will include an extensive portfolio of on-demand services, including transport, procurement, storage, supply chain network design and technical advice. WFP seeks to increase its capacity to undertake and provide these services to governments and the wider humanitarian community by establishing a dedicated structure for service provision and adopting tailored tools and funding mechanisms to ensure efficiency and effectiveness. WFP will support partners' programmes and will enable them to achieve their goals in a number of sectors such as health, water and sanitation and shelter in coordination with leading United Nations agencies in these fields.
84. Leveraging its data collection and analytical capacity, from field assessments to near real-time monitoring to machine-learning-based predictive analytics and access to satellite imagery, WFP will help governments and partners to bridge data gaps. Partnerships will strengthen evidence generation; for example, WFP and FAO will conduct joint crop and food security assessment missions to understand the extent and severity of crisis-induced food insecurity. As part of WFP's technical assistance to governments, WFP will provide food security and risk reduction decision making support systems. Working with the private sector, academia and civil society, WFP will develop cutting-edge digital solutions, including dedicated applications for digitally engaging beneficiaries, partners and governments.
85. Aiming to make data and analytics available as a public good through open platforms, WFP will contribute high quality, up-to-date food security data to the Humanitarian Data Exchange, an open platform for sharing data across crises and organizations, managed by OCHA's Centre for Humanitarian Data. In addition, WFP's climate hazard monitoring data will be publicly available through its open data ecosystem for Earth observation data. WFP will collaborate with the United Nations Sustainable Development Solutions Network to advocate the value of real-time data in achieving the SDGs by 2030.
86. WFP will provide administrative and infrastructure services to other United Nations entities, including, in collaboration with UNHCR, United Nations Global Fleet solutions to provide light and armoured vehicles and related services. WFP will lead inter-agency collaboration in field service provisioning by expanding its United Nations Booking Hub to more than 100 countries and 12 United Nations entities serving 500,000 humanitarian personnel each year, including a digital platform for booking UNHAS flights. WFP will pilot co-location facilities in places where there is limited United Nations presence. In collaboration with other United Nations entities, WFP will support governments and partners in managing and developing engineering projects including compounds, roads, bridges, schools and other

community infrastructure, medical and warehouse facilities, airstrips, food production facilities and food distribution centres.

## **5.6 Contributing to advocacy and partnerships**

87. Taking advantage of its unique international standing, extensive field presence, global reach and credibility, and as a contribution towards all outcomes, WFP will continue to advocate on behalf of those furthest behind. Encouraged by the Nobel Peace Prize award, WFP will engage in humanitarian diplomacy and peace advocacy, drawing upon the knowledge that comes from its operational engagement with conflict-affected people around the world and driving a focus on access to humanitarian assistance and basic services. Moreover, WFP will strongly advocate the delivery of complementary programming by mandated organizations that are equipped to tackle issues related to exclusionary, unjust and inequitable structures, as required for sustained peace outcomes. In coordination with other humanitarian organizations, WFP will continue to support the implementation of Security Council resolution 2417 and draw attention to access constraints and instances of starvation as a method of war.
88. WFP will continue to support global stakeholders – including other United Nations entities, regional bodies, IFIs and the private sector – in collective action to achieve the SDGs, including through contributions to sustaining peace, strengthening such partnerships by sharing knowledge, data and guidance. WFP will reinforce its research and analytical capacity to underpin advocacy with evidence and communicate findings with maximal impact. Finally, evidence-driven communications through powerful and positive stories, the engagement of influential voices and policy dialogues will help to highlight the root causes and long-term effects of hunger and the actions needed to tackle them, including ensuring access to populations in conflict and insecure settings.

## **6. Cross-cutting priorities**

89. Cross-cutting priorities represent commitments that WFP has made to maximize programme effectiveness. Enshrined in WFP's policy framework, they will be applied and measured across the board.

### **6.1 Protection and accountability to affected populations**

90. WFP supports a people-centred approach in which it engages with and benefits from the views, preferences and priorities of affected populations and populations that are, or could be, indirectly or inadvertently affected by WFP's programmes and operations. Consultations with affected populations in a sample of countries resulted in the development of recommendations for WFP programming that are an integral component of this strategic plan. Broader engagement of diverse community interests and representative groups will steer WFP's programmes. WFP will focus on identifying barriers to access to food and nutrition assistance as well as the risks to which affected populations are exposed. WFP will also strengthen its targeting by making it more inclusive and accessible while paying particular attention to any potential negative impacts associated with targeting in fragile settings. This implies conducting better and more frequent analyses of local circumstances, making use of more detailed data and strengthening beneficiary selection.<sup>65</sup>

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<sup>65</sup> The WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2) aims to translate the protection framework into action and accountability across a range of functions critical to WFP operations. The implementation plan of the policy (WFP/EB.2/2020/4-A/2) outlines key results, timelines and responsibilities, including leadership and institutional set up and processes, planning and programming, capacity development, partnerships and accountability and advocacy and communications.

91. WFP will mainstream conflict sensitivity throughout the organization, increasing its capacity to understand the contexts in which WFP works and the deliberate and inadvertent impact of its interventions on those contexts. Depending on context and based on solid conflict sensitivity analysis, WFP through its programming will seek to contribute to peace while maintaining the focus on addressing hunger and malnutrition. This can be achieved by building on WFP's comparative advantage at the community level and promoting social cohesion and by supporting other United Nations entities engaged in sustaining peace.
92. By delegating more effectively and entrusting local partners, WFP will make its responses more agile and localized, thereby better able to respond to realities on the ground. WFP will provide appropriate channels for affected people to ask questions, voice complaints and provide feedback on matters relevant to operations in a safe and dignified manner tailored to their needs and preferences. Functional community feedback mechanisms will consolidate information from diverse feedback channels, facilitate action on issues raised and effectively close feedback loops.<sup>66</sup>
93. WFP recognizes sexual exploitation and abuse as a serious form of gender-based violence committed by WFP employees or partners against those we serve. Protection from sexual exploitation and abuse measures will be integrated into WFP operations and programming in order to safeguard beneficiaries and ensure that they can safely access WFP's programmes without being subject to sexual exploitation or sexual abuse by WFP employees or partners.<sup>67</sup> Internally, WFP will integrate protection from sexual exploitation and abuse sensitization into core training and standard practices. WFP will also maintain and strengthen coordination with key stakeholders in the field, at headquarters and at the inter-agency level to enable effective collaboration in all areas of work and to ensure a victim-centred approach in order to better prevent, respond to and mitigate the effects of sexual exploitation and abuse.<sup>68</sup>

#### **Box 10: Disability inclusion**

Disability is a key element of human diversity. Inclusion of persons with disabilities is essential to the achievement of all the SDGs and leaving no one behind. Recognizing this as a priority, WFP established a disability inclusion road map for 2020–2021 to begin to operationalize the Secretary-General's United Nations Disability Inclusion Strategy (2019). Building on this momentum, WFP will focus on three goals: to realize the meaningful participation and inclusion of persons with disabilities in all operations and programming; to integrate disability inclusion as a key consideration for management, administration and support functions; and to become an employer of choice for persons with disabilities. This starts with the commitment to identifying and addressing barriers faced by persons with disabilities in all aspects of WFP's work. Adopting a people-centred approach, WFP will invest in improving universal accessibility, strengthening data collection, establishing standards and guidance and working closely with partners to reduce the barriers faced by persons with disabilities in all of their diversity.

## **6.2 Gender equality and women's empowerment**

94. Gender equality is an essential precondition for all women, men, girls and boys to achieve zero hunger. WFP recognizes gender inequality and associated power imbalances as a root cause of food insecurity and addresses structural gender-based inequality and unequal

<sup>66</sup> WFP's Community Engagement for Accountability to Affected Populations Strategy (2021–2026) provides guidance and benchmarks for country offices to use in planning, implementing and monitoring feedback channels.

<sup>67</sup> Executive Director's circular "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" (OED2014/020), available upon request from the Ethics Office ([wfp.ethics@wfp.org](mailto:wfp.ethics@wfp.org)).

<sup>68</sup> The term "victim centred approach" is commonly used by the Inter-Agency Standing Committee and the United Nations Office of the Special Coordinator on Sexual Exploitation and Abuse to include safe and accessible reporting mechanisms, investigations, referral and assistance that prioritize the rights and dignity of victims and is in line with the [United Nations Victim Assistance Protocol](#), which guides the United Nations system-wide approach to victim assistance.

power relations. WFP will mainstream gender by applying the gender and age marker, involving countries in its gender transformation programme and providing gender technical expertise to country offices. WFP will ensure that any assessment, survey or study includes the collection and analysis of sex-, age- and disability-disaggregated data and that gender-based analyses inform the design of programmes and CSPs.

95. To support transformative gender results, WFP will ensure that women, men, girls and boys participate equitably in and benefit from the design, implementation, monitoring and evaluation of relevant programmes and policies.<sup>69</sup> WFP will promote the full and effective participation of women and girls at all levels of decision making, including leadership positions; women's economic empowerment; equitable access to and control of resources by all people; women's safe mobility and access to information; girls' access to education; and the recognition, valuing and redistribution of unpaid care and domestic work. WFP will also promote efforts to overcome the digital gender divide and will advocate equal sharing of intra-household responsibilities through nutrition and school meal programmes and social and behaviour change interventions, with the overall goal of enhancing gender equality and the empowerment of women.
96. Seeking to create a positive enabling environment for WFP's twin-track approach of gender mainstreaming and targeted gender actions, WFP will strengthen the capacity of WFP employees, national actors and partners to integrate gender-specific actions into interventions across the humanitarian-development-peace nexus. WFP will support national actors in working to develop and implement nutrition, social protection and agricultural programmes, strategies and policies that transform unequal gender relations and to collect and analyse sex-, age- and disability-related indicators in national surveys. WFP will pay special attention to mitigating and preventing gender-based violence by systematically integrating the consideration of people's multiple, intersecting and context-specific needs in design, monitoring and evaluation tools to increase the amount of evidence on the correlation between gender-based violence, nutrition, livelihoods and food security. This approach will allow WFP to better understand which people are at risk of adopting negative coping mechanisms such as transactional sex, early child and forced marriage or dropping out of school to meet food security needs.

### **6.3 Nutrition integration**

97. Over the next five years, WFP aims to help reduce malnutrition and improve diets by integrating nutrition objectives and activities across its portfolio. Achieving this will rely on investing in programmes, operations and platforms that tackle both underlying and immediate drivers of poor diets and malnutrition and that support sustained improvements, particularly among women and young children. This will require that food assistance programmes support nutritional adequacy across the life cycle and through multiple systems. There will therefore be a focus on engaging and strengthening health, education, social protection and food systems as well as on capacitating national governments and stakeholders. Systematic measurement of contributions to improving meal quality, healthy diets and food choices – particularly among women and children – will ensure effective and efficient programming. To refine approaches, WFP will dynamically adopt emerging practices and pilot innovations.
98. As part of this strategy, WFP will also expand access to direct nutrition services in close collaboration with other nutrition actors. Such services will offer protection in emergencies, supporting flexible up- or down-scaling of integrated services to address malnutrition prevention and treatment in fragile or humanitarian settings. Beyond emergencies, WFP will work with communities, households and individuals to enhance their capacity to protect and

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<sup>69</sup> "Gender Policy (2015–2020)" (WFP/EB.A/2015/5-A).

improve their diets and nutrition status in the face of shocks and long-term stressors, while addressing inequality (e.g., social, gender, disability) that affects access to a healthy diet. When required, WFP will support double duty actions that have the potential to simultaneously reduce the risk and burden of undernutrition and overweight, obesity and diet-related non-communicable diseases. Moreover, WFP will increase advocacy and engagement to make nutrition a priority that is integrated into national programmes. This will lay the foundations for long-term solutions to malnutrition and accelerate the achievement of key global nutrition objectives sustainably and at scale.

99. As a cross-cutting approach, nutrition integration will be an integral part of various phases of the programme cycle. This will make it necessary to factor in technology, financing and other resources dedicated to improving nutrition from the outset. Nutrition will also be more effectively integrated into supply chains, data and analytics, global policy, advocacy and partnerships. To cope with the growing discrepancy between the demand for and the supply of nutritious food, WFP will seek to broaden its engagement with food supply chain actors with the aim of increasing the availability of nutritious foods, including through local and regional procurement. Augmenting corporate and innovative financing and piloting new operational solutions such as anticipatory procurement will also guarantee that nutrition is solidly embedded across systems, platforms and services.

#### **6.4 Environmental sustainability**

100. WFP embraces the vision of the 2030 Agenda for a world freed from hunger by socially equitable and environmentally responsible sustainable development. To reduce the negative impact of its operations on the environment and the people who depend on it, WFP is committed to identifying and managing any harm to the environment, people and communities that its operations might cause; enhancing the environmental and social sustainability of its operations; increasing resource efficiency and minimizing its environmental footprint; strengthening the capacity of partners, including governments, to plan and implement environmentally sound activities for food security and nutrition; and aligning its operations with international standards and practice.
101. WFP's environmental and social safeguards are being mainstreamed throughout WFP's programmes to systematically identify environmental and social risks. Country offices apply these safeguards by assessing the strategic environmental and social risks of WFP activities as part of the development of CSPs; by screening programme activities for environmental and social risks throughout the programme cycle; by implementing and monitoring risk management measures to help mitigate adverse impacts on people and the environment; and by equipping community feedback mechanisms to manage complaints about environmental and social harm caused by WFP, its partners and its vendors.
102. This also includes supply-chain-related actions such as shortening supply chains, adopting innovations in transport modalities, using sustainable packaging, organizing systems for collecting packaging waste and reducing material consumption at source. In parallel, WFP environmental standards are mainstreamed in its support operations through the application of an environmental management system for enhancing environmental performance based on international standards. This system provides an approach to identifying, managing, monitoring and controlling environmental issues through waste and water management, sustainable procurement, energy efficiency and decarbonization.

## 7. Enablers

103. This strategic plan lays out six enablers that will increase WFP's ability to achieve results in the eradication of food insecurity and malnutrition.

### 7.1 People

104. WFP's people play a central role in the achievement of its strategic and operational objectives around the world.<sup>70</sup> WFP will proactively shape, manage and develop its workforce to ensure that it is able to meet the constantly changing demands of the complex environments in which it operates.<sup>71</sup> Investment will be made to ensure that the workforce is made up of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values and working with partners to save and change lives.
105. WFP headquarters, regional bureaux and country offices will play clearly defined roles in achieving the vision of its future workforce, taking responsibility for initiatives and activities that enable WFP to achieve the workforce and the workplaces required for continued success. WFP will coordinate relevant activities with a focus on four key result areas of its organization and people management, becoming nimble and flexible, high performing and continuously improving, more diverse and inclusive and more caring and supportive as an employer.
106. A key risk to the achievement of the strategic plan is a lack of alignment between the scale, nature and skills of WFP's workforce and its organizational and operational needs. To proactively address this risk, WFP will apply its framework for strategic workforce planning at the global, functional and country levels. At each level, the analysis of workforce requirements and the resulting recommendations will be based on and aligned with this strategic plan and will inform talent acquisition, learning and development, retention, assignment, promotion and other activities. Operationalization will be supported by dedicated resources in the Human Resources Division and the regional bureaux.
107. WFP will continue to achieve the highest levels of performance assessment in the United Nations system. To ensure that the changing needs of the organization are met, and to clarify the contributions expected from every employee, WFP will strengthen its corporate planning and performance monitoring processes and the individual performance and competency enhancement system. Investment will ensure that the skills of the WFP workforce are continually and systematically updated and diversified to support multilingualism and to meet its changing needs.
108. WFP's rich history of diversity and its commitment to a broader culture of inclusion create the foundation for the achievement of this strategic plan. WFP will increase the diversity of its workforce and continue to develop more inclusive workplaces where everyone, regardless of race, ethnicity, gender, sexual orientation, belief, disability, age, language, social origin or any other aspect of selfhood, is equally involved and feels that what they do is important in realizing WFP's mission. Consistent with this strategic plan, WFP will establish a diversity and inclusion strategy encompassing WFP's values and ensuring that access, advocacy and accountability drive systemic change and encourage WFP leaders to act with conscious inclusion and empathy. WFP will continue to strengthen conflict resolution capacity and internal justice mechanisms.

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<sup>70</sup> "WFP people" means all its employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual labourers, staff on secondment, junior professional officers, United Nations volunteers, interns, and WFP volunteers.

<sup>71</sup> The [WFP people policy](#) shapes the workforce necessary to accomplish WFP's mission.

109. The safety, health and well-being of employees will continue to be priorities. WFP will invest in reducing the incidence of workplace injuries and ill-health; improve the physical and mental well-being of employees; establish workplace safety and health rights, responsibilities and duties; and ensure that employees receive training and support related to workplace safety, health and well-being.
110. Following enhancements to WFP's anti-fraud anti-corruption (AFAC) policy and guidance, WFP will focus efforts on building staff and partner capacity to embed AFAC standards in day-to-day operations. This will involve building practical skills in conducting fraud assessments, implementing prevention and detection measures and promptly responding to fraud incidents.

## **7.2 Partnerships**

111. Partnerships are essential not only for ending hunger but for realizing all the SDGs. WFP works with a vast network of partners, both national and international, on the design and implementation of its strategies, policies, programmes and projects. WFP strives to be a credible and relevant partner across the humanitarian and development system by supporting national governments, other United Nations entities, IFIs, NGOs, civil society and the private sector in areas of its expertise and through its operational footprint at the global, national and local levels.<sup>72</sup> It is therefore imperative that WFP's strategic direction is aligned with its partners' expectations.
112. WFP will continue to engage with governments at the national and subnational levels, aligning with their priorities and tailoring its capacity and approaches to support government action for more inclusive, equitable and sustainable outcomes. WFP is actively engaged in working with governments to deliver on United Nations development system reform, including the revised common country analyses and sustainable development cooperation frameworks. Furthermore, WFP will invest in South-South cooperation to leverage the expertise and resources of the Global South in finding solutions to hunger and malnutrition.
113. At the global level, WFP participates in inter-agency task teams and liaises with the United Nations Development Coordination Office through its New York Office. At the regional level, WFP contributes to framing the new regional inter-agency architecture through the regional collaborative platforms and related mechanisms. At the country level, WFP country directors are active members of United Nations country teams (UNCTs), ensuring complementary action by United Nations actors.<sup>73</sup>
114. WFP will continue to build and reinforce partnerships with other United Nations entities and will seek complementarity on the ground. Engagement with FAO and IFAD, which covers a broad spectrum of analytical and operational work to improve food security in both the humanitarian and development spheres, is essential as WFP strives to accelerate progress to achieve SDG 2 and in the follow-up to the food systems summit. Close collaboration and complementary work with UNICEF are fundamental across the nexus, with a particular emphasis on nutrition, school feeding and social protection. Furthermore, WFP's partnership with UNHCR in support of refugees and returnee populations remains a core commitment. As part of efforts to better integrate humanitarian, development and peace

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<sup>72</sup> The "WFP Corporate Partnership Strategy" (2014–2017) (WFP/EB.A/2014/5-B) provides the overarching vision and corporate approach for WFP's work in partnership with NGOs, governments, the private sector, other United Nations entities, international and regional organizations and academic and other knowledge generating institutions. The strategy outlines the benefits of partnerships and the main areas of partnerships as well as the principles and practices that govern WFP's partnership arrangements.

<sup>73</sup> WFP has also produced detailed guidance for WFP officers, providing a comprehensive overview of the cooperation framework, its core principles and planning instruments and its implications for WFP's country strategic planning framework.

efforts, WFP will also seek to strengthen collaboration with UNDP and explore opportunities for joint programming on resilience and climate change adaptation that contributes to peace and stability.

115. As a leader in the humanitarian sector, WFP systematically works towards strengthened collaboration, coherence and greater synergies with more than 1,000 NGOs and civil society organizations. WFP will continue to work with NGOs to position communities at the centre of designing, planning and implementing activities to structure long-term, locally tailored solutions while also recognizing the need for the representation of people of all ages, genders and abilities within these organizations. WFP will review its working modalities and tools, including inter-agency efforts to achieve harmonization, to streamline the administrative burden of partnerships. It will further engage with NGOs on their challenges and continue to focus on technological and digital solutions for more efficient and effective partnerships.
116. Partnerships with local and national organizations are key to reaching vulnerable groups with life-saving services, engaging local communities and ensuring that the design of context-specific responses builds on local knowledge and capacity. In line with the Grand Bargain localization workstream, WFP is committed to investing in the long-term institutional capacity of local actors, to promoting more equal partnerships and to ensuring better integration with local coordination mechanisms. Across its programme portfolio, WFP will continue to prioritize partnerships with national and local organizations, including women's and youth groups, and to strengthen their long-term sustainability.
117. Working in partnership with the private sector, WFP is building innovative shared value partnerships that provide technical assistance and knowledge transfer as well as financial contributions for solving global problems while creating measurable business outcomes. To this end, WFP will continue to build strong relationships with current partners and explore new opportunities to engage leading entities across industries to leverage their tremendous influence with the aim of scaling, accelerating and sustaining progress towards the zero hunger targets at the global and national levels.

### **7.3 Funding**

118. As a voluntarily funded organization entirely reliant on contributions from public, private and individual sources to finance its work, WFP's value proposition will continue to play a crucial role in securing funding to save and change lives. WFP will leverage its programmatic offering to match resource needs on the ground with potential funding opportunities. To that end, WFP will work to optimize the relevance, quality and range of its interventions, enhance the flexibility of its programmatic offer and increase efficiency wherever possible.
119. While all resources remain important for WFP when responding to calls for intervention in various areas, flexibility and predictability of funding reduce transaction costs and increase the efficiency and effectiveness of WFP interventions, making better use of scarce resources. Therefore, WFP will continue to advocate for flexible funding as well as multi-year financing. Flexibility in funding will enable WFP to be more agile – a precondition to responding optimally under rapidly changing circumstances. More flexibility in funding will also bolster WFP's response to those most in need and better enable sustainable assistance in protracted crises. As part of its efforts to achieve flexibility and predictability in resources, WFP will demonstrate efficiency gains achieved through more flexible and multi-year funding in its work.

120. Multi-year funding is critical for WFP to finance activities aimed at strengthening national systems, improving people's livelihoods and building resilience because the success of such activities typically depends on long-term engagement.<sup>74</sup> Only by bridging the gap between siloed humanitarian and development resources will WFP be able to work across the triple nexus. WFP will continue to adjust the spectrum of its programmes so that it can access, sequence and combine various sources of financing according to what the circumstances demand and simultaneously address both the consequences and the root causes of crises.
121. WFP will work closely with national governments, jointly exploring country financing instruments, plans and initiatives that can help to close the financing gap and accelerate progress on the SDGs. It will promote a coherent approach to funding, appropriately aligned with the principles, objectives and commitments of the Funding Compact, a key element of United Nations development system reform.
122. WFP will expand its financial resource base by developing a compelling evidence-driven value proposition for its traditional and non-traditional donors, including governments, IFIs and the private sector. It will explore thematic resource opportunities such as climate risk financing, weather index insurance and funds for social protection. In line with its private sector partnerships and fundraising strategy, WFP will continue to engage with the business sector, philanthropic foundations and individual supporters.<sup>75</sup> WFP will responsibly pursue innovative partnerships with leading corporations to leverage their cutting-edge technology and expertise (e.g., in logistics and information technology). The private sector, including individual giving, is now WFP's third largest donor overall and is expected to further grow as a sustainable and flexible source of income for WFP.
123. Innovative financing solutions – including debt swaps – offer another pathway to increased resources. With many low- and middle-income countries facing rising debt burdens, exacerbated by the COVID-19 pandemic, WFP will scale up debt swaps as a tool for mobilizing new resources for essential programmes, allowing host governments to reduce sovereign debt so that they can devote resources to their own social safety nets and national development while strengthening strategic partnerships with creditors and debtors. To that end, WFP will work to further develop its offer on debt swaps, which will include agreement modalities and implementation protocols that can be used by debt swap partners, and will explore opportunities to involve other key stakeholders such as multilateral development banks. WFP may also explore options for purchasing debt at a discount and engaging in direct swap transactions with governments, subject to governments presenting convincing evidence that they have used available funding effectively. Furthermore, WFP will explore innovative financing opportunities for nutrition to stimulate private investment in the first 1,000 days of life.

#### **7.4 Evidence**

124. WFP firmly commits to the collection and use of more robust, timely and relevant evidence throughout the programme cycle. WFP will institutionalize joint and impartial needs assessments, and quantitative data collection and consultations with affected communities will remain the backbone of informing WFP operations. Real-time remote monitoring technology and machine learning will be expanded to provide subnational real-time insights into changes in the food security situation. WFP will take advantage of its experience, expertise and longstanding partnerships to continuously refine methodologies for assessments and analysis; provide evidence-based targeting and prioritization; and adjust to new realities such as the growing need to address food insecurity in urban environments.

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<sup>74</sup> The Funding Compact will serve as reference in dialogues with donors aimed at achieving its flexibility and predictability targets.

<sup>75</sup> WFP. 2019. Private-sector partnerships and fundraising strategy (2020–2025).

Significant investments will enhance analytical capacity and support mechanisms at the country, regional and global levels.

125. WFP will track, collect and analyse programmatic evidence to inform decision making, maintain operational focus on results and generate data for outcome and impact analysis and evaluation. To allow for agile and iterative adjustment of activities on the ground – essential to addressing complex challenges in fast-changing environments – WFP will seek to harness inclusive technology to make its field monitoring systems more dynamic, thereby enhancing data utilization. Appropriate use of sex-, age- and disability- disaggregated data and qualitative research will be critical to improving accountability to affected populations and demonstrating the impact of WFP's programming on people's lives.
126. WFP will continue to strengthen the credibility and utility of independent evaluations by increasing the range of approaches and methodologies used. As part of a strengthened knowledge management culture within WFP, the evaluation function is firmly committed to the timely generation and accessibility of evaluation evidence to inform organizational learning and for the function to become a learning partner throughout WFP. Going beyond the ongoing utilization of evidence in existing corporate decision making mechanisms, the evaluation function will develop new ways to share evaluative evidence and increase its prompt uptake by decision makers at all levels of the organization. WFP will also reinforce its joint evaluation work to contribute to the humanitarian evaluation practice, national evaluation capacity and United Nations development system reform.
127. WFP will facilitate data collection, management and analysis, both within and outside the organization. It will work with governments to build their capacity by sharing common, open and interoperable platforms, practices and protocols and will make data and evidence available as a global public good, including near real-time information from its global hunger monitoring system. WFP will build sustainable data pipelines and advance the standardization of datasets, connecting them across countries and offices – a precondition to systematically unlocking the power of advanced quantitative methods to generate evidence and helping to avert the risk of fragmented data management. This will be done while ensuring beneficiary data protection and algorithm safety, legality and ethics to prevent unintended consequences such as invasion of privacy, bias and lack of reproducibility.
128. With the climate crisis increasingly acting as a risk multiplier, WFP will expand evidence on the nature and extent of food security risks, including by developing together with research institutions climate risk profiles for highly vulnerable countries. WFP will advance the understanding of costs, benefits and impacts of various programmes in order to reduce, mitigate and transfer risk. Findings will underpin programming decisions on matters such as the prioritization of locations and livelihood groups for climate and disaster risk reduction interventions, enable robust planning and optimize returns on investments. WFP will continue to empower governments to assess risk and the potential effects of climate hazards for the most vulnerable communities by providing real-time impact and situation monitoring.
129. WFP will also enlarge the evidence base on the relationship between hunger and conflict. It will leverage collaboration with scientific partners to monitor nexus outcomes, broadening knowledge and improving programming. Across the nexus and beyond, WFP will focus on joint monitoring and analysis, building evidence on the impact of assistance and the benefits of partnerships. This will enable WFP to deliver people-centred and conflict-sensitive programmes and support joint responses across the humanitarian-development-peace nexus.

## 7.5 Technology

130. WFP will continue to build on its tradition of embracing technology, evident in its progress in digitalizing areas of expertise such as logistics, food security monitoring, CBTs and retail management. WFP will solidify its commitment to becoming a digitally enabled and data-driven organization, with investments in new technology and data to support the vision set out in this strategic plan. The work will focus on two complementary tracks: continuing to digitalize WFP's large operational footprint to generate meaningful real-time data for decision making and operational efficiency; as well as reaching a level of agility that enables WFP to respond rapidly to changing environments. This includes identifying new opportunities to better meet the growing needs and expectations of WFP's beneficiaries, the organizations it works with and governments.
131. WFP's approach to technology will put people at the centre. This will be underpinned by the principles of do no harm, participation, non-discrimination and inclusion. WFP will ensure a responsible approach to technology and the use of beneficiaries' personal information. While embracing digitalization as a key driver of innovative and more efficient hunger solutions, WFP will address the risks posed by data collection and use to the people it serves.
132. Technology developed and deployed for use by beneficiaries will ensure equitable and universal access, benefits, protection and human rights. Continuous improvements in the systems and data required to assist beneficiaries, underpinned by solid architecture, will ensure that the right people get the right assistance at the right time, to offer choice and to reinforce agency and inclusion. At the same time, the deployment of technology will enhance WFP's accountability and assurance. WFP will also provide services to support governments' own digitally-enabled strategies and solutions to reach target populations.
133. WFP will consolidate and expand its position as a trusted provider of operational technology solutions and advice. Leveraging its leadership of the emergency telecommunications and global logistics clusters, WFP will invest in common infrastructure and platforms that enable business-to-business services. As a provider of digital services, WFP will lead on interoperability with United Nations systems and the emerging United Nations data architecture. Through active engagement in the development of digitalization policy, WFP will shape inter-agency norms and practices.
134. In addition to a commitment to excellence in digital execution and cybersecurity, WFP recognizes the right to privacy. WFP will ensure privacy-by-design and enhance data responsibility and data protection throughout its operations. To mitigate digital risks, WFP will continue to reinforce governance and oversight in these areas, while also providing its people with the appropriate tools and skills. Ultimately, WFP will work to foster a culture of digital literacy internally and externally to achieve lasting change.
135. WFP will continue to cultivate an approach whereby business owners design ideas, when feasible resulting from consultations with beneficiaries, the best of which are methodically piloted and scaled worldwide. WFP will invest in new capabilities and a more agile, cross-functional way of working within the organization, with disciplined, integrated execution to improve the security of systems and the protection of data. Internally, WFP's process automation will provide efficient services to staff, enabling them to make better decisions and simplify their work. WFP will also contribute to improving the digital skills of the partners who deliver WFP's programmes on its behalf.

## 7.6 Innovation

136. WFP has a longstanding culture of innovation and the conditions in place to scale the innovations that will help those furthest behind. Piloting, implementing and scaling new ideas lie at the heart of WFP's innovation work, which spans its entire footprint and operations ranging from predictive analytics, supply chain, food systems, support to smallholders and cash based transfers to innovative financing for changing lives.
137. Innovation is critical to WFP's operations in emergency and non-emergency settings because it enables the organization to find efficient solutions to new challenges and longstanding problems. Partnerships with private sector actors and advances in technology have the potential to help WFP fulfil its ambitious mission more effectively and efficiently. WFP will explore game-changing frontier innovations and new technologies such as artificial intelligence, blockchain, biotechnology, edge computing and robotics to allow humanitarians to deliver on their mandate more effectively.
138. WFP will strengthen national capacity by mainstreaming innovative products and services into the systems and processes of national governments. WFP will also provide innovation services to the wider United Nations system and external partners, driving progress holistically towards the SDGs. By offering a platform of innovation services and knowledge, WFP will accelerate impact-driven ventures around the world and contribute to strengthening the innovation ecosystem across the United Nations, NGOs, foundations and private sector organizations.
139. WFP's award-winning Innovation Accelerator will continue to support WFP staff, entrepreneurs, start-ups and NGOs with access to funding, mentorship, hands-on support and other innovation-related matters. This will be done, for example, through innovation boot camps, one-week intensive workshops that help project teams dive deep into challenges, develop solutions and refine plans; dedicated support and funding for field pilots to help innovators and start-ups develop proofs of concept and prototypes ready for implementation; and the scale-up of support for ideas that have demonstrated value in initial testing.
140. Recognizing that no one organization, start-up or entrepreneur can innovate successfully alone and that there is a better chance of reaching the common goal of eliminating food insecurity through collaboration and sharing, WFP will continue to build innovation capacity, internally and locally, through regional and country office innovation hubs while mainstreaming innovative products into government systems. WFP will share knowledge with the broader humanitarian community, build networks and offer opportunities while sustainably fostering local innovation ecosystems in areas where the need is greatest and where there is emerging innovation capacity.
141. WFP will prioritize the broadening of partnerships and cross-sectoral collaboration on innovation by establishing bilateral and multi-stakeholder partnership agreements with key actors in the private sector, academia and research institutions, the media and the larger humanitarian and development community. This will enable the identification of cutting-edge, operational and scalable solutions to serve more beneficiaries in a better way.

## ANNEX I

## Key risk assessment

| # | Risk   | Risk category | Risk area                  | Risk type   | Cause   | Effect  | Risk seriousness | Mitigation action  |
|---|--|---------------|----------------------------|---|---|---|------------------|--|
| 1 | <b>Misaligned strategic planning, objectives and positioning</b>   | 1. Strategic  | 1.1 Programme              | 1.1.1 Intervention misaligned with outcome  | Suboptimal use of evidence in designing new interventions and unsystematic approach to knowledge management on lessons learned, limited consideration of social, environmental and contextual factors in programme design   | Underachievement of CSP objectives, limited impact and recognition of WFP's enabling role by host governments and donors  | High             | Evidence-based analysis and advocacy on programme impact, continuous adjustment and reprogramming of initiatives across operations, implementation of environmental and social safeguards  |
| 2 | <b>Insufficient funding</b>  | 1. Strategic  | 1.1 Programme              | 1.1.3 Insufficient funding  | Competing national priorities and fiscal constraints in traditional donor countries   | Suboptimal implementation of planned activities, unmet humanitarian and development needs to address food insecurity  | High             | Diversification of donor base, expansion of enabling activities under national ownership, innovative financing, articulation of business model and intervention, redefinition of WFP's baseline costs  |
| 3 | <b>Misalignment between WFP's workforce and rapidly evolving organizational needs</b>                                  | 1. Strategic  | 1.1 Programme              | 1.1.2 Skill shortage/ mismatch  | Widening gap between existing workforce capabilities and growing demand for a more specialized but still versatile workforce capable of implementing WFP's dual agenda of delivering and enabling, both saving and changing lives, exacerbated as emergencies increase in frequency, intensity and complexity | Decreased organizational capacity to adjust rapidly, manage growth and meet beneficiary needs; under-achievement of CSP objectives; loss of agility in emergency response | High             | Strategic workforce planning, people policy, skills training, emergency response rosters, pre-positioning of emergency surge staff   |
| 4 | <b>Limited or unsustainable commitment by host governments to delivering services and systems to all those in need</b> | 1. Strategic  | 1.2 External Relationships | 1.2.2 Misalignment with United Nations system, governments, partners and non-state actors | Changes in government, political turmoil, competing public policy ideas, limited recognition by host governments of WFP's role as an enabler to deliver services and systems to all those in need   | Limited national ownership and insufficient financial and human resource support for WFP's programmes on country capacity strengthening                                   | High             | Evidence-based analysis and advocacy on benefits and costs of services, systems and policies, support for institutionalization of services, development of partnerships with other non-governmental actors to support services, systems and policy |

| # | Risk  | Risk category  | Risk area                                   | Risk type   | Cause   | Effect   | Risk seriousness | Mitigation action  |
|---|---|----------------|---|---|---|--|------------------|--|
| 5 | <b>Growing humanitarian needs in the world increasing with vulnerability, uncertainty, complexity and ambiguity (VUCA) in the years leading to 2030</b> | 1. Strategic   | 1.3. Context                                | 1.3.1 Conflict<br>1.3.2 Natural disaster<br>1.3.3 Economic crisis | Conflict, climate shocks, economic disparities, pandemics, geopolitical instability   | Inability to respond quickly and effectively to emergencies, food crises, unabated malnutrition, setbacks in poverty reduction, growing inequality, widening gender gaps, WFP's progress towards zero hunger impeded   | High             | Investment in early and anticipatory action, expansion of near-real-time remote monitoring systems into more geographic areas and diverse topics (healthcare, supply chains and livelihoods), demonstrable impacts on resilience building for vulnerable communities, advance and internal financing mechanism |
| 6 | <b>Lack of strategic execution</b>  | 1. Strategic   | 1.4 Business model                          | 1.4.1 Failure to innovate<br>1.4.2 Poor execution                 | Organizational challenges in implementing strategic plans and resourcing requirements including digital agenda, suboptimal balance between centralized and decentralized ways of critical business management, sub-optimal risk-informed decision making leading to lack of operational flexibility | Inadequate choice and delivery of means to achieve corporate objectives, reduced efficiency and effectiveness, funding challenges, client needs (governments, beneficiaries, civil society, partners) not met or met by other organizations  | High             | Clarity of business model, workplace culture improvement instilling a values-driven and performance ethos, stakeholder trust building, knowing WFP's organizational capacity to execute change   |
| 7 | <b>Fragmented data management and inadequate digitization</b>   | 1. Strategic   | 1.4 Business model                          | 1.4.1 Failure to innovate<br>1.4.2 Poor execution                 | Failure to adapt tools and approaches to changing operational contexts; inability to deploy appropriate technology for core WFP business systems and processes, sub-optimal internal coordination   | Reduced efficiency and effectiveness, suboptimal operational decision making, limited value generated or perceived by WFP to strengthen capacity of host governments and national actors, client needs (governments, beneficiaries, civil society, partners) not met or met by other organizations | High             | Data integration, digitization and enhancement of core WFP systems, enhanced cross-functional coordination   |
| 8 | <b>Insufficient beneficiary safety, security and protection from sexual exploitation and abuse</b>  | 2. Operational | 2.1 Beneficiary health, Safety and security | 2.1.2 Lack of protection  | Volatile operational environments, limited awareness by WFP employees and partners of standards of conduct, insufficient safeguards and oversight mechanisms, weak food safety and quality  | Exposure of beneficiaries to safety and health risks, underreporting of sexual exploitation and abuse cases, beneficiary data breaches   | High             | Protection policy, accountability to affected populations, community feedback mechanisms, WFP's environmental and social sustainability framework, food safety and quality assurance measures  |

| #  | Risk  | Risk category  | Risk area                                   | Risk type   | Cause  | Effect   | Risk seriousness | Mitigation action   |
|----|---|----------------|---|---|--|--|------------------|---|
| 9  | <b>Use of hunger and food assistance by governments or armed groups as a weapon of war or a means for gaining political power</b> | 2. Operational | 2.1 Beneficiary health, safety and security | 2.1.2 Lack of protection  | Conflict, geopolitical instability, inadequate assessment of contextual factors at early stages of the programme cycle                     | Increased political tension, escalation of conflict, forced population movement, negative impacts for beneficiaries, local communities or the environment  | High             | Abiding by humanitarian principles and "do no harm", application of conflict sensitivity in programming, WFP's environmental and social sustainability framework  |
| 10 | <b>Lack of availability of and capacity for effective partnerships</b>  | 2. Operational | 2.2 Partners and vendors                    | 2.2.1 Inadequate availability or capacity<br>2.2.2 Poor/inconsistent quality<br>2.2.3 Inability to safeguard own security | Limited capacity of national stakeholders, partners and vendors, insufficient capacity of WFP employees with partnership management skills | Reduced ability to respond to needs effectively, contract default, fraud and corruption, missed opportunities to engage in new and emerging thematic areas | High             | NGO partnership guidance, field-level agreement management, streamlined due diligence processes across United Nations agencies, vendor management   |
| 11 | <b>Business continuity disrupted</b>  | 2. Operational | 2.4 IT and communications                   | 2.4.1 Utility outage/disruption<br>2.4.2 System failure<br>2.4.3 Cyber attack<br>(2.5.1 Supply chain disruption)          | Utility disruptions, system failure, cyber attack, supply chain disruptions, conflict, natural disasters                                   | Business and operational disruptions   | Moderate         | Remote working modality in place, business continuity plan, emergency preparedness response plan  |
| 12 | <b>Supply chain disruptions</b>   | 2. Operational | 2.5 Business Process                        | 2.5.1 Supply chain disruption   | Protectionist trade policies, conflict, climate shocks, economic disparities, pandemics, geopolitical instability                          | Disruption of operations, increased operational costs  | Moderate         | Food pre-positioning through the Global Commodity Management Facility, market monitoring and preparedness measures, capacity strengthening for national supply chain systems, provision of supply chain services  |
| 13 | <b>Employee health, safety and security</b>   | 3. Fiduciary   | 3.1 Employee health, safety and security    | 3.1.1 Inadequate occupational health or psychosocial well-being<br>3.1.2 Poor safety<br>3.1.3 Insufficient security       | Stress/burnout, recurring/continuing pandemics, geopolitical instability, conflict, natural disasters, social unrest                       | Harm to well-being of employees, business continuity hindered, operational scale-down and/or closure   | High             | Occupational safety and health measures, remote working, limited travel, social distancing, employee counselling, support for regional and country medical facilities, personal protective equipment and supply chains, logistics support for medical evacuations |

| #  | Risk  | Risk category | Risk area                 | Risk type  | Cause  | Effect  | Risk seriousness | Mitigation action  |
|----|---|---------------|---------------------------|--|--|---|------------------|--|
| 14 | <b>Inconsistent use of WFP's on-demand services by governments and partners</b> | 3. Fiduciary  | 3.2 Breach of obligations | 3.2.1 Policies and standards   | Unclear delineation of responsibilities and accountability of WFP regarding its provision of on-demand services vis-à-vis institutional clients (host governments and partners); inconsistent use of on-demand services by institutional clients within WFP's policy and mandate   | Vulnerable populations and communities not safeguarded against potential harm originating from use of WFP's on-demand services by institutional clients, reputational damage, potential for fraud, corruption and waste | High             | Service agreements delineating 1) acceptable and intended use of WFP's services aligned with WFP's mandate and implemented through CSPs; and 2) WFP's responsibility and accountability, risk assessments of institutional clients (governments and partners)  |
| 15 | <b>Data breach</b>  | 3. Fiduciary  | 3.2 Breach of obligations | 3.2.1 Policies and standards<br>3.2.2 Regulations or laws<br>3.2.3 Third-party contracts (2.4.3. Cyber-attack)         | Cyber attack, weak corporate data protection and privacy governance, limited awareness of WFP employees and partners of data security and protection   | Harm to beneficiaries and stakeholders, business disruptions, loss of confidence in WFP, reputational risk  | High             | Establishment of data protection office, data protection and privacy governance and policy, strengthened data security measures and authentication system, employee training   |
| 16 | <b>Fraud and corruption</b>   | 3. Fiduciary  | 3.3 Fraud and corruption  | 3.3.1 Corruption<br>3.3.2 Misappropriation – cash<br>3.3.3 Misappropriation – other assets<br>3.3.4 Fraudulent reports | Nature of emergency operations (time critical, sudden changes, high volume activity, reliance on cash) operating environments (conflict ridden, weak infrastructure and governance systems), Nature of WFP assets (highly liquid and easily convertible) and delivery model – highly decentralized and reliance on a large number of partners, some with capacity limitations, lack of common understanding among WFP employees, partners, vendors and national stakeholders of what constitutes fraud and corruption and obligation to report | Diversion/theft of WFP resources, loss of trust and reputational risk   | High             | Implementation of the revised anti-fraud and anti-corruption (AFAC) policy by building staff and partner capacity on AFAC through training and raising awareness on available corporate AFAC guidance tools, embedding AFAC in day-to-day operations by conducting fraud risk assessments, improving controls based on assessment results and regular monitoring of fraud risk indicators, swiftly learning from material fraud and corruption incidents and remediating related controls gaps |

| #  | Risk  | Risk category | Risk area                  | Risk type                      | Cause   | Effect   | Risk seriousness | Mitigation action  |
|----|---|---------------|----------------------------|--------------------------------|---|--|------------------|--|
| 17 | <b>Income loss from foreign exchange conversion at official rates well below local market rates</b> | 4. Financial  | 4.1. Price volatility      |                                | Inability to minimize exposure to widening gaps between official and parallel foreign exchange conversion rates, in particular for CBT and local procurement activities | Loss of revenue resulting in reduced value of CBT interventions, reduced beneficiary purchasing power and foreign exchange and operational losses on local purchases |                  | Limits on local currency balances, agreed mechanisms with counterparties to incorporate devaluation protection, adaptation of programmes and activities to reduce exchange rate exposure, disbursement of CBT entitlements in United States dollars where feasible or based on competitive market exchange rates |
| 18 | <b>Inefficient use of assets</b>  | 4. Financial  | 4.2 Assets and investments | 4.2.1 Misutilization of assets | Inadequate and/or insufficient control and capacity for timely, efficient and effective asset management  | Programme budget not managed appropriately, under- or over-utilization of financial and non-financial assets   | Moderate         | Programme and financial oversight and monitoring processes, further digitization and skills investments  |

## ANNEX II

### Country strategic plans

1. Country strategic plans serve as a vehicle for implementing the strategic plan at the country level. WFP's 2016 policy on country strategic plans outlines its approach to strategic and programmatic planning at the country level and consists of a unique strategic and programmatic framework based on coherent country portfolios: the CSP or interim CSP (ICSP). Between 2017 and 2019, each WFP country office moved from multiple project documents to the articulation of a single CSP or ICSP. The transition period ended in 2019, culminating in the Executive Board's approval of the last wave of CSPs at its 2019 second regular session, bringing the number of approved CSPs to 84. These are the so-called "first-generation" CSPs.
2. The implementation of the CSP framework constitutes a transformative change in the way WFP anchors its support and results in nationally articulated needs and priorities. The framework leverages WFP's strengths and capacity in humanitarian response and recovery, seizing opportunities to apply them beyond saving lives and bringing them to bear on the changing lives agenda. The CSP approach provides the flexibility to respond under complex, variable circumstances and to unforeseen emergencies. The approach seeks to support countries in responding to emergencies and making progress towards zero hunger, operationalizing WFP's goals (SDG 2 and SDG 17) at the country level, profoundly enhancing strategic coherence, focus, operational effectiveness and a partnerships approach.
3. CSPs are evidence-based and planned from strategic perspectives towards medium- and long-term horizons that strongly link to nationally defined SDG targets, maximizing WFP's overall contribution to national efforts to achieve the SDGs. Evaluations of the first-generation CSPs noted that the CSP approach offered opportunities to develop extensive and diverse relationships with other United Nations entities, local NGOs and government counterparts and stimulated partnerships with private sector and civil society entities.
4. Through the "first-generation" CSP roll-out, WFP anchored its responses in nationally articulated needs, supported by evidence primarily generated through national zero hunger strategic reviews. With the advent of United Nations development system reform and the repositioning of the United Nations development system since 2020, WFP has been developing "second-generation" CSPs informed by UNCT-generated common country analyses, which are well-informed by evidence on SDG 2 and strongly embedded in national development priorities. In line with the CSP policy, the Office of Evaluation has been systematically evaluating the first-generation CSPs to inform the design of the second-generation CSPs.

## ANNEX III

### Corporate results framework

1. The corporate results framework is the main tool for monitoring and reporting CSP performance and WFP's progress in achieving the ambitions set out in the WFP strategic plan for 2022–2026. Often referred to as the backbone aligning country office operations with the SDGs, the framework unifies and guides planning, implementation, measurement and reporting for all of WFP's activities, enhancing corporate accountability. In operation since January 2017 as one unified framework, and updated in 2018 to include corporate targets, the framework consists of fully tested outcome and output indicators measuring WFP's contribution to SDG achievement, plus management key performance indicators capturing evidence of increased organizational efficiency, effectiveness and impact.
2. A mid-term review of the corporate results framework was completed in March 2020. Summary conclusions are set out in the table below.

| Working well   | Working less well   |
|--|---|
| Fit for purpose. The framework meets basic planning, monitoring and reporting requirements.  | Monitoring is perceived mainly as being for corporate reporting and is not sufficiently utilized to support evidence-based decision making,   |
| The framework has enabled the alignment of CSPs with the SDGs.   | Programme and management performance insights are insufficiently combined or used to inform decision making.  |
| Indicators used in emergencies and protracted conflicts are considered satisfactory.   | Limited measurement of WFP's contribution to 'changing lives' and 'enabling' achievements, including social protection, capacity strengthening, resilience, school feeding, policy development and social and behaviour change communication. |
| There have been incremental improvements in reporting financial information, beneficiary numbers and transfer values for specific programme areas. | There have been difficulties in routine reporting that links resources to results with regard to matters such as total expenditures, beneficiary numbers and the cost of school feeding operations.   |

3. Combined with a synthesis of OEV-commissioned evaluations and user feedback, important learning has been generated and has underpinned the development of the new corporate results framework. This has been complemented by the development of evidence-based theories of change in specific technical areas, deepening WFP's understanding of how change happens, which in turn has informed improved corporate measurement. In summary, the new framework is leaner, with an improved focus on utilization, supports further cooperation framework alignment through greater harmonization of indicators and sharpens WFP's evidence of output and outcome level change through improved metrics and their use.
4. Finally, via the strategic plan results framework, the framework will support the alignment of resources with results at the programmatic levels of the framework – namely SDGs, outcomes and outputs. On the management performance side, the framework indicators will be reviewed to better connect financial information with WFP efficiency and functional performance and ultimately to strengthen management decision making. The new framework will require system updates to reflect the strategic plan direction, as expressed in the strategic results, as well as to reflect new indicators.

## Acronyms

|          |  |
|----------|--|
| AFAC     | anti-fraud and anti-corruption                                     |
| CBT      | cash-based transfer  |
| COVID-19 | coronavirus disease 2019   |
| CSP      | country strategic plan   |
| FAO      | Food and Agriculture Organization of the United Nations            |
| G2P      | government-to-person payments systems                              |
| ICSP     | interim country strategic plan                                     |
| IDP      | internally displaced person  |
| IFAD     | International Fund for Agricultural Development                    |
| IFI      | international financial institution                                |
| ILO      | International Labour Organization                                  |
| MIC      | middle-income country  |
| MOPAN    | Multilateral Organisation Performance Assessment Network           |
| NGO      | non-governmental organization                                      |
| OCHA     | United Nations Office for the Coordination of Humanitarian Affairs |
| OEV      | Office of Evaluation   |
| QCPR     | quadrennial comprehensive policy review                            |
| SDG      | Sustainable Development Goal                                       |
| SSTC     | South–South and triangular cooperation                             |
| UNCT     | United Nations country team  |
| UNDP     | United Nations Development Programme                               |
| UNHAS    | United Nations Humanitarian Air Service                            |
| UNHCR    | Office of the United Nations High Commissioner for Refugees        |
| UNICEF   | United Nations Children’s Fund                                     |
| WHO      | World Health Organization  |