

# **DRAFT WFP STRATEGIC PLAN (2014–2017)**



## **Informal Consultation**

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**World Food Programme**  
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# Draft WFP Strategic Plan (2014–2017)

## I. Executive Summary

This Strategic Plan guides action by the World Food Programme from 2014 through 2017. It continues WFP's focus on food assistance,<sup>1</sup> takes account of new opportunities and emerging challenges, and positions the agency for the future, based on its mission, experience and core strengths.

The Strategic Plan (2014–2017) sets out what WFP will do through food assistance to meet the food and nutrition needs of the poorest and most vulnerable women and men, girls and boys, while contributing to the broader global goals of breaking the cycle of hunger and achieving sustainable (food and nutrition security) (food security and nutrition).<sup>2</sup>

WFP will focus on four Strategic Objectives:

1. Save lives and protect livelihoods in emergencies;
2. Support or restore food security and nutrition by establishing or rebuilding livelihoods, particularly in fragile settings and following emergencies;
3. Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; and
4. Reduce undernutrition and break the intergenerational cycle of hunger.

WFP will work closely with communities and local and national governments and partner with other United Nations agencies, international organizations, non-governmental organizations and the private sector to achieve its Strategic Objectives efficiently, transparently and accountably.

To achieve desired outcomes, WFP will deploy the right mix of tools in the right place at the right time, tailored to the needs of particular circumstances and contexts. Wherever possible and appropriate, it will support national, local and regional plans and priorities. WFP will aim to be a partner of choice for governments, strengthening the capacity of governments and communities and transitioning its programmes to national or local ownership and control.

WFP is accountable for progress toward its Strategic Objectives. It will act quickly to implement this Strategic Plan and to align and adapt internal systems, processes and funding mechanisms to achieve results. It will closely monitor and evaluate the outputs of its activities and measure the outcomes and impact that can be attributed to them.

## II. Drivers of Change

1. As it meets the food and nutrition needs of the poorest and most vulnerable and contributes to the broader global goals of breaking the cycle of hunger and achieving sustainable food security and nutrition, WFP regularly assesses and aligns its approaches to a changing world. It adapts to emerging trends and developments in the global strategic framework for food security and nutrition.<sup>3</sup> It acts on lessons learned to improve programme quality and impact.

2. This Strategic Plan updates WFP's Strategic Objectives for today's external operating environment and the evolving global nature and context of food insecurity and undernutrition. It reflects the seven drivers of change listed in Table 1 that are likely to have an important impact on future demand for food assistance and WFP's ability to respond. The Plan positions WFP to partner effectively with others to meet the food security and nutrition challenges of today and tomorrow – from addressing urgent needs in diverse and complex settings to scaling up nutrition, strengthening local and national capacity and building lasting resilience through gender-sensitive programmes that deliver results.

**TABLE 1**

### ***DRIVERS OF CHANGE***

*Adapting to an operating environment that is increasingly:*

1. **Crisis-prone.** WFP will operate in a volatile, uncertain and fragile environment characterized by rising vulnerability to hunger. Significant downside risks, including the risk of recurring food price spikes, are likely to persist in the face of continued political instability, conflict and ever more costly climate-related and other natural disasters.<sup>4</sup> In a globalized world, events in one location can quickly spread civil unrest and food insecurity thousands of miles away.<sup>5</sup> Demand for food assistance may rise suddenly and in ways that are difficult to predict, regardless of whether the absolute number of chronically undernourished people climbs or falls. Today, the poorest are more vulnerable to sudden shocks and, in some cases, even less prepared to cope. Many are living in fragile settings and in countries affected by climate-related disasters. A majority are women. Few have access to safety nets or other forms of social protection.<sup>6</sup> Breaking the cycle of hunger increasingly demands strategies that strengthen the capacity of people, communities and countries to reduce and manage risk.
2. **Complex.** Rising risk and vulnerability will further challenge the concept of a linear development path or forward progression through distinct periods of humanitarian relief, recovery and development. Some countries are experiencing extended periods of fragility, while others – seemingly stable with growing economies – experience dramatic reversals.<sup>7</sup> The path from relief to recovery and development is non-linear and characterized by discontinuous change.<sup>8</sup> Recent research and analysis is demonstrating the devastating impact of natural disasters and shocks on food and nutrition security, but also solid returns on investment in risk reduction and the value of pursuing inclusive disaster preparedness and emergency responses in ways that lay the foundation for longer-term development.<sup>9</sup> As a result, emphasis is shifting to dynamic risk management approaches that recognise the complexity of food systems and seek to contribute to stability and build lasting resilience to shocks.<sup>10</sup>

3. **Crowded.** WFP is operating in an increasingly crowded field of state and non-state actors, including longstanding partners (traditional donors, United Nations agencies and international non-governmental organizations [NGOs]) and new ones ('new' donors, local NGOs and the private sector, including foundations and businesses).<sup>11</sup> Host governments are playing an even more active leadership role as partners align their food security and nutrition activities behind national plans and priorities, consistent with the Paris Declaration, the Accra Agenda for Action, the Busan Partnership for Effective Development Cooperation and the Rome Principles for Sustainable Global Food Security. This is very positive. But the number and diversity of actors – bringing different agendas, programmes, operating modalities and requirements – still challenges national coordinating capacity, particularly during and following shocks, increasing the risk of fragmentation, duplication and competition. Without greater coherence, coordination and alignment around broader objectives, programmes may demonstrate strong results individually but fail to solve larger problems.
4. **Collaborative.** No single organization can address today's complex food and nutrition security challenges. Partnership is more important than ever, particularly in an increasingly crowded field of actors. WFP already works closely with host governments and a wide range of partners including international organizations, NGOs and private-sector businesses. Along with other United Nations agencies, WFP is working to improve operational coherence through the cluster approach, Delivering as One, the Transformative Agenda of the Inter-Agency Standing Committee and the move from United Nations Development Assistance Frameworks (UNDAFs) to United Nations Development Assistance Plans (UNDAPs). These reforms complement steps that governments and donors are taking toward greater coordination, including joint missions.<sup>12</sup> The challenge will be to better define the role and value added of individual organizations within the broader field of actors, systematically identify and prioritize strategic partnership opportunities, strengthen mutual accountability and ensure collaboration delivers greater impact and efficiency at the field level.
5. **Context-specific.** Meeting the urgent food and nutritional needs of the poorest and most vulnerable while contributing to lasting solutions increasingly will involve work across many unique settings and collaboration with a wide array of partners. Today, a growing proportion of the world's poorest people live in fragile and conflict-affected settings.<sup>13</sup> Even as rapid economic growth transforms low-income countries into middle-income countries, persisting inequalities leave many trapped in poverty and hunger. The last decade has seen an urbanization of poverty, particularly in Asia and Latin America. The proportion of the world's population living in urban areas now surpasses that living in rural areas.<sup>14</sup> Stunted children and other chronically vulnerable people are now mostly in middle-income countries.<sup>15</sup> In this new geography of hunger where undernutrition and over-nutrition converge, there is no "one size fits all" approach. To work successfully, organizations will need the flexibility to tailor their analyses, actions and responses to fit particular circumstances and to match government and local capacity. They will need to adjust their responses to the expectations of a diverse range of beneficiaries and contexts.
6. **Cost-conscious.** WFP has always had a strong commitment to cost-efficiency and, through a sound governance and oversight structure, accountability to internal and external stakeholders. Today, Member States, donors, partners and citizens are placing an even stronger emphasis on transparency, accountability, cost-effectiveness, demonstration of results and value for money as investors in or beneficiaries of food assistance and other programmes.<sup>16</sup> The global economic crisis has sharpened this emphasis, as governments increasingly have to justify spending choices in the face of legitimate demands from their constituencies. This growing need for better evidence of

what works is powering significant advances in monitoring and evaluation and catalyzing alternative funding models such as cash on delivery and development impact bonds.<sup>17</sup> To meet rising demand for evidence of impact in the coming years, organizations will need to further build knowledge management and monitoring and evaluation capacities and better leverage those systems to demonstrate return on investment and to support continuous learning and quality improvement.

7. **Capable.** To address urgent food and nutrition security challenges in today's increasingly uncertain and rapidly changing environment, organizations must exemplify resilience by reinforcing financial and supply chain risk-management systems necessary to ensure operational continuity in the face of sudden shocks. They will need to prioritize capacity development and strengthen the ability of communities and countries to prepare for shocks, reduce risk and vulnerability and meet their own food and nutrition needs. They will need to analyse the different needs and vulnerabilities of men, women and different social groups and streamline internal systems to quickly capitalize on new opportunities and respond to emerging threats. They must get smarter faster by investing in staff skills and capacity to respond to complex emergencies and to design and execute programmes using new innovative tools and approaches. They will need to improve knowledge management and monitoring and evaluation systems to respond more efficiently and cost-effectively, demonstrate evidence of impact and continuously improve programme quality.

3. The Strategic Plan also takes into account lessons learned, including from the mid-term review of WFP's Strategic Plan (2008–2013)<sup>18</sup> and from independent evaluations of WFP's transition from food aid to food assistance (see Annex I [forthcoming]).<sup>19</sup> It addresses actions WFP must take internally to enable effective and efficient implementation, including maintaining and further developing core strengths in vulnerability analysis and mapping, procurement and logistics, investing in staff skills and expertise, adapting internal systems and processes, and improving monitoring and evaluation.

4. Driven in part by the devastating impact of the 2007–2008 food price crisis and the results of new research on the importance of nutrition, particularly for children in the first 1,000 days, the years since WFP prepared its previous Strategic Plan have seen an unprecedented worldwide focus on food security that has brought critical support to the battle against poverty and undernutrition.<sup>20</sup>

5. Through national plans and strategies, governments are taking the lead in meeting the food and nutrition needs of their citizens and sharing best practices through powerful South–South and triangular cooperation initiatives. Many donor nations have confirmed their continued commitment to providing predictable resources for world food security through the Food Assistance Convention.<sup>21</sup>

6. United Nations agencies and others are acting on new evidence and improving the effectiveness of humanitarian response and sustainable development programmes, including through the Busan Partnership and the Transformative Agenda.<sup>22</sup> They are responding to shocks in ways that better link relief and development, build the resilience of vulnerable households and communities, increase gender equality and create the conditions where food assistance is no longer needed.

7. Thanks to these and other actions, the Millennium Development Goal (MDG) target of halving the prevalence of undernourishment in the developing world by 2015 is within reach. But persistent food insecurity remains the norm for nearly 870 million people around the world. In many regions, the impact of climate change is destroying livelihoods, reducing agricultural production, threatening lives and pushing people into desperation.<sup>23</sup> Economic shocks such as high and volatile food prices are diminishing the purchasing power of vulnerable households. The urbanization of poverty and stubborn inequalities in women's access to productive assets add to risk and reduce the capacity for resilience.<sup>24</sup> Child stunting persists in many countries, including middle-income countries.

8. In the face of these challenges, the international system has important tools and assets. WFP is one of these assets. This Strategic Plan will guide the effective deployment of WFP within this broader global context.

### **III. Positioning WFP for the Future**

9. For more than five decades, WFP has served as the frontline United Nations agency in the global battle against food insecurity and undernutrition. Each year, it provides a vital lifeline and neutral channel for essential food and nutrition to as many as 100 million of the world's poorest and most vulnerable.

10. In collaboration with governments and a wide array of partners, WFP saves lives in emergencies and improves nutrition and quality of life. It strengthens self-reliance and works to eliminate the need for food assistance by developing local, national and regional capacity. It contributes to economic and social development and supports disaster prevention, preparedness and mitigation.

11. This Strategic Plan builds on WFP's expertise in the design and delivery of powerful food and nutrition programmes; its core strengths in vulnerability analysis and mapping, procurement, logistics and other operational services; and its field presence in the world's most remote areas. It positions WFP to capitalize on new opportunities and address emerging challenges.

12. The Strategic Objectives set out below are derived from the MDGs and the Quadrennial Comprehensive Policy Review,<sup>25</sup> and from WFP's Mission Statement<sup>26</sup> and mandate to meet emergency<sup>27</sup> and protracted relief food needs, support economic and social development and promote world food security. The Strategic Objectives establish priorities for WFP's dedicated women and men serving in 75 countries, often under difficult conditions where security threats and risks to personal safety are considerable.

## WFP in the larger system of actors

13. WFP's Strategic Objectives are framed according to their contribution to three overlapping activities that are shared with other partners and collectively contribute to the broader global goals of reducing risk, breaking the cycle of hunger and achieving sustainable food security and nutrition (see Figure 1). The three activities of the framework are:

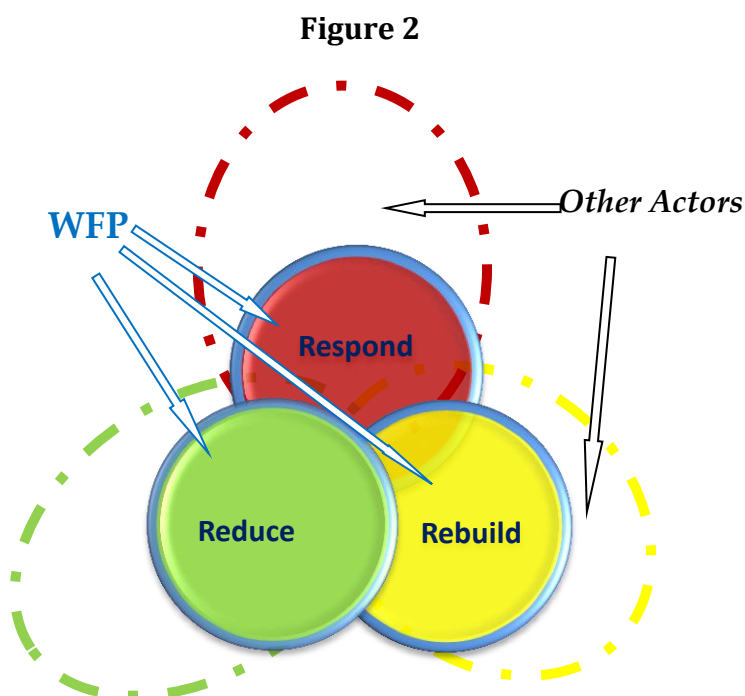
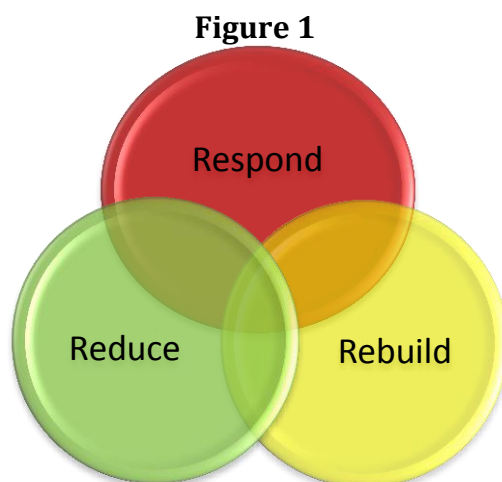
- prepare for and respond to shocks;
- restore and rebuild lives and livelihoods; and
- reduce vulnerability and build lasting resilience.

14. This framework illustrates the discontinuous nature of development pathways and the interrelationships between Strategic Objectives.<sup>28</sup> Not all Strategic Objectives will apply to all countries. Specific priorities will be set based on needs in a country or region in accordance with the added value WFP can bring in a particular time and place.

15. Through country and regional strategies, the overall framework and direction provided by the Strategic Plan will be put in a country- and region-specific context to determine WFP programmes and courses of action. In some situations, WFP's engagement may be needed in all four Strategic Objectives. In other situations one or two of the Strategic Objectives would be relevant.

16. Based on its mission and core strengths, WFP plays a vital role within the broader system of United Nations agencies, international organizations, NGOs, private-sector businesses and other actors (see Figure 2).

17. WFP strengthens the capacity of communities, countries and regional organizations to **prepare for and respond to shocks**. When disaster strikes, it provides essential access to quality nutritious food and contributes to early recovery and resilience through general and targeted distribution programmes that increasingly include fortified foods and specialized nutritional products tailored to the particular needs of pregnant and lactating women, young children and other vulnerable groups.





18. WFP provides critical needs assessments, procurement, logistics, information and communications technology (ICT) and engineering services. It contributes to a coherent and coordinated international response to emergencies through cluster leadership on logistics, emergency telecommunications and food security. It works closely with local, national and regional authorities wherever possible and designs and deploys food assistance programmes in partnership with local and international NGOs.

19. Timely and effective action during a humanitarian emergency requires close collaboration with a wide range of other first responders, including the Office for the Coordination of Humanitarian Affairs (OCHA), the International Red Cross and Red Crescent Movement, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO).

20. WFP helps **restore and rebuild lives and livelihoods** in fragile settings and following emergencies. It is often one of the most significant actors following shocks and crises and is able to leverage its expertise, deep field presence and local knowledge to help communities get on their feet. Through targeted transfers, community and public works, and other safety-net programmes, it meets food and nutrition needs while helping to lay the early foundation for stability, resilience and self-reliance.

21. When capacities are stretched in fragile settings and following emergencies, WFP uses its expertise in food procurement, logistics and engineering to help communities and countries establish or rebuild livelihoods. It assists and strengthens the capacity of governments and communities to connect to markets and manage food systems. It works closely with others, including UNICEF, UNHCR and FAO, which play vital roles in meeting nutrition, water, shelter and sanitation needs and in supporting self-reliance and durable solutions. It partners with NGOs and the private sector, which can help bring communities together to rebuild, create productive assets and provide economic opportunities.

22. WFP seeks to **reduce vulnerability and build lasting resilience** by supporting and strengthening the capacity of people, communities and countries to adapt to climate change, reduce disaster risk, connect to markets, and establish and scale up nutrition programmes and safety-net systems. It bridges divides between agriculture, nutrition and health, provides enhanced monitoring and analysis for decision-making and leverages its procurement power to benefit smallholder farmers, including women.

23. WFP complements the actions of others, delivering technical assistance in its areas of expertise and, wherever possible, transitioning its programmes to national or local ownership and control. It works closely with governments, which are increasingly able to build resilience and reduce vulnerability within their own borders; with United Nations agencies like FAO, the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), UNICEF, UN-Women, WHO and the United Nations

Educational, Scientific and Cultural Organization (UNESCO); with the World Bank and other international organizations.

24. In many cases, international and local NGOs are able to bring operational expertise and experience necessary to implement programming for disaster risk reduction or to address undernutrition. Private-sector actors are also well-positioned to catalyse change and drive innovation through their supply chains and through their access to technology and expertise in areas such as food and nutrition, transport, ICT, logistics, finance and human resources.

## **Working in True Partnership**

25. Governments have primary responsibility for meeting the food and nutrition needs of their citizens. Their continued leadership in preparing for and responding to shocks, restoring and rebuilding lives and livelihoods, and reducing vulnerability and building lasting resilience is essential for achieving all of WFP's Strategic Objectives. Wherever possible, WFP will support local, national and regional plans and priorities. It will seek to be a partner of choice for governments and to transition its programmes to national or local ownership and control.

26. WFP will continue and deepen its longstanding collaboration with United Nations agencies, particularly the Rome-based agencies (FAO and IFAD), international organizations and NGOs engaged in these activities. It will support United Nations system-wide coherence through Delivering as One, the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women and other initiatives. WFP will aim at a clear division of labour, identifying and filling gaps and avoiding overlaps. It will strategically prioritize partnerships that deliver complementary knowledge, skills and capacity and that can have the greatest impact on WFP's ability to achieve its Strategic Objectives.

27. WFP will work with others to improve accountability to beneficiaries and affected populations. It will seek to provide transparent channels for feedback and to identify practical entry points for engagement in programme design, monitoring and evaluation.

## **IV. WHAT WFP Will Do**

### **Strategic Plan Vision**

28. WFP's Strategic Objectives will guide its actions to address the food and nutrition needs of the poorest and most vulnerable. WFP will implement its Strategic Objectives while ensuring, to the extent practicable, the health, safety and security of its personnel and recognized dependants, the safety and security of its beneficiaries, and the security of its premises and assets.<sup>29</sup> As it works to achieve its vision for a world where everyone has sustainable access to safe and nutritious food at all times, WFP will:

- address the food and nutrition needs of the poorest and most vulnerable and support national, local and regional plans and priorities wherever possible;

- adopt a nutrition-sensitive approach across all programming and ensure access to the right food in the right place at the right time;
- build self-reliance and contribute to lasting solutions by strengthening the capacity of governments and communities and transitioning its programmes to national or local ownership and control;
- contribute to creating an enabling environment for promoting gender equality and women's empowerment and adopt a gender-sensitive approach across all programmes and policies;
- work in true partnership with others, recognizing their essential contribution to achieving WFP's Strategic Objectives and goals; and
- measure results, share and act on lessons learned, and continuously improve programme quality and impact.

## **IV.1 Prepare for and RESPOND to Shocks**

### **Strategic Objective One: Save lives and protect livelihoods in emergencies**

29. WFP will save lives and protect livelihoods in emergencies by meeting urgent food and nutrition needs while protecting the safety and dignity of the most vulnerable, supporting early recovery activities and strengthening the capacity of communities, governments and regional organizations to prepare for and respond to future shocks.

30. When shocks or crises occur, WFP will quickly and efficiently assess needs, seek to secure and maintain humanitarian access, and deploy the most appropriate mix of tools for the country context and requirements of target populations. Consistent with the Transformative Agenda, it will work with governments, other United Nations agencies, international organizations and NGOs to improve the collective impact of emergency response operations by strengthening overall leadership, coordination and accountability, including through the cluster system.

#### ***Goal 1: Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels***

31. During conflicts and following natural disasters and other crises, WFP will work with governments, where appropriate, and with other United Nations agencies, international organizations and NGOs to immediately assess needs and to quickly design, deploy and scale up general and targeted food assistance and emergency nutrition interventions for refugees, internally displaced persons (IDPs), victims of disasters and climate-related shocks, and other vulnerable people and communities. It will provide assistance through cash and vouchers, food distribution or a mix of transfer modalities, depending on the circumstances. It will act in accordance with international law and the humanitarian principles of humanity, neutrality, impartiality and respect (see Annex II [forthcoming]).<sup>30</sup>

32. WFP will contribute to a coherent and well-coordinated international response to urgent food and nutrition needs, including through cluster leadership for logistics, food security and emergency telecommunications. It will work to systematically gather, aggregate, share and where appropriate publish key operational data to foster collaboration with partners, provide up-to-date management information and enhance accountability. It will seek to reduce undernutrition levels and mortality due to undernutrition where urgent action is required to save lives and avoid irreparable harm to health, including through provision of specialized nutritional products. It will work to strengthen accountability to beneficiaries and cut response times in emergencies through the forward purchase of commodities and by pre-positioning food in United Nations Humanitarian Response Depots (UNHRDs).

***Goal 2: Protect lives and livelihoods while enabling safe access to food and nutrition for women and men***

33. During emergencies, livelihoods may be lost and the poorest may be forced to sell productive assets, take children out of school or adopt other negative coping strategies that can reinforce dependency and poverty, prolong recovery, compromise household resilience and contribute to recurring crisis. To protect lives and livelihoods, contribute to self-reliance and help people and communities recover more quickly, WFP will partner with others to rapidly deploy and scale up general and targeted food assistance and emergency nutrition interventions, including school feeding<sup>31</sup> programmes, and provide food assistance through community and public works whenever possible.

34. WFP will provide access to food in ways that protect the safety and dignity of the most vulnerable. Violence against women and girls is a particular risk in emergency and humanitarian settings. WFP will work to strengthen protection through its operations by conducting gender and protection analysis, engaging beneficiaries in project design and reducing women's exposure to violence.

***Goal 3: Strengthen the capacity of governments, communities and regional organizations to prepare for, assess and respond to shocks***

35. WFP's ability to save lives and protect livelihoods in emergencies is directly related to actions governments, communities and regional organizations have taken to prepare for, assess and respond to natural disasters and other shocks. When national, local and regional authorities are able to prepare effectively for emergencies, they can cut response times and significantly lower the human and economic cost of natural disasters and other crises. According to UNDP, every dollar spent on disaster prevention saves four dollars of disaster loss.<sup>32</sup>

36. WFP will strengthen operational partnerships with national and regional disaster management organizations and share expertise in early warning systems, contingency planning approaches and vulnerability analysis and mapping. It will work with others to strengthen national, local and regional capacity to predict, assess and respond to shocks that can cause or aggravate food and nutrition insecurity and to develop new tools, programmes and initiatives to mitigate and manage risks, such as weather risk insurance.

## **IV.2 Restore and REBUILD Lives and Livelihoods**

### **Strategic Objective Two: Support or restore food security and nutrition by establishing or rebuilding livelihoods, particularly in fragile settings and following emergencies**

37. In countries emerging from conflict, instability, weak capacity, and poor and inequitable social, economic and political infrastructure can lead to persistent food insecurity. The vast majority of the world's poorest live in fragile or conflict-affected settings.<sup>33</sup> In these areas, people are twice as likely to be undernourished and children are three times as likely to be out of school.<sup>34</sup> Supporting food security and nutrition and establishing livelihoods in fragile settings and following emergencies can put vulnerable people, communities and countries on a path to stability, resilience and self-reliance.

38. WFP will work closely with governments and partner with other United Nations agencies, international organizations, NGOs and others to implement or support targeted food assistance and safety-net programmes that meet food and nutrition needs in these contexts, while contributing to human capital recovery, gender equality, social protection and access to markets. It will assist in the safe and voluntary return of refugees and IDPs, support host communities in areas of resettlement and contribute to durable solutions.

#### ***Goal 1: Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance***

39. In fragile settings and following emergencies, WFP will work with others to restore or support food security and nutrition while helping to lay an early foundation for stability, self-reliance and lasting recovery. It will provide targeted food and nutrition assistance for the poorest and most vulnerable, including through community and public works such as food for education and training programmes. Wherever possible, it will seek to align these programmes with national and regional plans and strategies to minimize duplication of effort and to maximize the long-term cumulative impact of these interventions to assist governments in developing sustainable social protection systems.

#### ***Goal 2: Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems***

40. Whether as a result of conflicts or recurring or protracted crises, persistent fragility can sever or prevent access to markets and destroy or limit the development and efficient operation of food supply and distribution systems. WFP will leverage its expertise in food procurement, logistics and engineering and partner with others to help communities and countries establish or rebuild livelihoods. As a critical part of establishing or rebuilding livelihoods, WFP will assist and strengthen the capacity of governments and communities to connect to markets and manage food systems. It will seek to meet food and nutrition needs of vulnerable populations through cash and voucher programmes that facilitate access to food while promoting the emergence or restoration of markets. It will support food- or cash-for-assets and other community and public works programmes that

build and repair essential supply chain infrastructure to improve the production, harvest, storage and transportation of food.

***Goal 3: Through food and nutrition assistance, support the safe, voluntary return and reintegration of refugees and internally displaced persons***

41. As refugees and IDPs return home following conflicts and other emergencies, food and nutrition assistance can help them rebuild livelihoods and successfully reintegrate into communities. WFP will work with governments and partner with UNHCR and others to enable durable solutions for displaced populations, be it safe and voluntary return, local integration or resettlement. It will support refugees as they re-establish themselves and integrate into communities of return or resettlement through food and nutrition assistance, including cash and vouchers.

***Goal 4: Ensure equitable access to and control over food and nutrition assistance for women and men***

42. Conflicts and crises affect women and men differently, often exacerbating women's unequal access to assets, economic opportunities and services.<sup>35</sup> WFP will seek to reduce undernutrition, accelerate recovery and increase social cohesion and stability in fragile settings and following emergencies by systematically integrating gender equality in the design and execution of food and nutrition programmes and by increasing the participation of women at all levels of decision-making. Analysing gaps and engaging both women and men in food and nutrition programmes can ensure more equitable access to food, help to avert widespread undernutrition and lead to faster recovery in food production and other aspects of livelihoods.<sup>36</sup>

### **IV.3 REDUCE Vulnerability and Build Lasting Resilience**

#### **Strategic Objective Three: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs**

43. In today's uncertain and fragile world, the poorest are increasingly vulnerable to shocks that can increase food insecurity and undernutrition. Often disconnected from market opportunities and forced to devote as much as 80 percent of their household income to food,<sup>37</sup> the poor have few tools to manage the risks of climate change, food price volatility and other shocks. With limited access to safety nets or other forms of social protection,<sup>38</sup> these vulnerable people, their communities and countries can be trapped in a cycle of insecurity and dependence.

44. WFP will partner with others to help vulnerable people, their communities and countries reduce and manage risk and strengthen self-reliance and resilience.<sup>39</sup> Through advocacy and food and nutrition assistance, it will help build national and local capacity to establish, manage and scale up effective and equitable safety-net systems. It will leverage purchasing power to connect smallholder farmers to markets, support economic empowerment of women and men, and help people meet their own food and nutrition needs.

***Goal 1: Support people, communities and countries to adapt to climate change, reduce disaster risk and strengthen resilience to shocks through food and nutrition assistance***

45. In areas affected by climate change and natural disasters, WFP will work with governments and partner with other United Nations agencies, international organizations, NGOs and other organizations to help people, communities and countries adapt to climate change, reduce disaster risk and strengthen resilience. Through food- and cash-for-assets programmes, it will support cost-effective<sup>40</sup> local investments and activities that conserve soil and water, rehabilitate land and productive infrastructure, and strengthen disaster risk management, while improving access to quality food and nutrition, and protecting and building livelihoods.

46. Based on its experience and expertise in vulnerability analysis, early warning systems and other fields, WFP will work with governments to strengthen policies and capacity to reduce and manage disaster risk. In collaboration with private-sector and other partners, it will continue to innovate in the development of risk management, risk transfer and insurance tools.

***Goal 2: Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities***

47. Smallholder and low-income farmers, a majority of whom are women, are a critical source of staple commodities in developing countries, but often lack reliable access to markets, storage, credit and other inputs necessary to improve productivity and contribute to household and community food security. WFP will work with governments and partner with other United Nations agencies, NGOs and the private sector to reduce post-harvest losses and promote economic opportunity and agricultural productivity gains by procuring commodities and specialized nutritional products locally and regionally whenever feasible, including from smallholder farmers and warehouse receipt systems through its Purchase for Progress (P4P) programme.

48. WFP will support women's economic empowerment and transform food assistance into a productive investment in gender equality and local communities by purchasing from women smallholder farmers through P4P and other initiatives. Women typically achieve lower yields than men because they often do not have equal access to markets, training, inputs and economic opportunities. Simply closing the yield gap between male and female farmers could reduce the number of undernourished people in the world by as much as 17 percent.<sup>41</sup>

***Goal 3: Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains***

49. Countries with effective food security and nutrition institutions, infrastructure and safety-net systems are better able to manage crises, weather shocks and meet their own food and nutrition needs. At the request of governments and communities, WFP will partner with other United Nations agencies and international organizations to strengthen national and local capacity to design and deploy safety-net programmes and to establish, manage and scale up sustainable safety-net systems. It will provide advice and support to link safety nets to local agricultural supply chains, including through programmes such as home-grown school feeding.

50. WFP will promote and assist in the development of safety nets and safety-net systems that provide equitable access to food and nutrition for poor and vulnerable women, men and their families. Legal and institutional barriers to women can often result in lower levels of food security and human capital. A growing body of research is demonstrating that societies with greater gender equality experience faster economic growth and benefit from higher agricultural productivity and improved food security.<sup>42</sup>

**Strategic Objective Four: Reduce undernutrition and break the intergenerational cycle of hunger**

51. Reducing undernutrition and breaking the intergenerational cycle of hunger is essential to unlocking the potential of vulnerable communities and promoting human resilience and economic growth. Undernutrition costs lives and livelihoods and leaves a lasting legacy of lost productivity and limited opportunity. Children who do not receive proper nutrition in their first 1,000 days can suffer irreversible damage to body and mind. Those who survive to adulthood are likely to be less productive and less able to feed their own families.<sup>43</sup>

52. WFP will partner with other United Nations agencies, international organizations, NGOs and private-sector businesses to implement or support nutrition programmes aligned with national priorities, global goals and scientific evidence. It will work through comprehensive multi-stakeholder platforms like the Scaling Up Nutrition movement and the REACH partnership to strengthen the capacity of communities and governments to develop and scale up proven solutions. It will focus on the nutritional needs of the most vulnerable, including women, children and those affected by HIV, tuberculosis and malaria.



***Goal 1: Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and those affected by HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance***

53. In countries where the prevalence of wasting, stunting or micronutrient deficiencies is high, WFP will work with others to prevent stunting and wasting and to treat moderate acute malnutrition by providing targeted supplementary feeding for vulnerable groups and communities and by advocating for effective national nutrition policies and programmes. To address micronutrient deficiencies and tackle the underlying causes of under- and over-nutrition throughout beneficiary life-cycles, it will ensure general food distribution, asset creation and school feeding provide access to quality food, contribute to improved nutrition outcomes and promote gender equality and women's empowerment.

54. WFP will continuously innovate to meet nutritional needs in different contexts efficiently, cost-effectively and in ways that strengthen local markets, including through the use of cash and vouchers and locally produced food products. It will partner with the private sector to apply the latest advances in food science and fortification technology to increase the impact, lower the cost and expand the range and availability of ready-to-use and other supplementary foods. It will leverage partnerships and its core strengths in procurement and logistics to promote local fortification and the local production of specialized nutritional products.

***Goal 2: Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families***

55. WFP will work with communities and governments to support or implement school feeding and mother-and-child health and nutrition (MCHN) activities that increase equitable access to education, contribute to learning and improve basic nutrition and health, particularly for children, adolescent girls, women and their families. To prevent life-long consequences of poor nutrition in the early stages of life, WFP will partner with others to provide supplementary feeding to pregnant and lactating women and children under 5 years of age through local health clinics and other community-based approaches.

56. WFP will implement school feeding programmes as a safety net, purchasing food locally, including from smallholder farmers, whenever possible. School feeding can not only improve children's ability to concentrate and learn by addressing short-term food insecurity and reducing micronutrient deficiencies when food is fortified, but also increase school enrolment and attendance, particularly for girls, and provide a significant income transfer to vulnerable families through take-home rations. They can serve as powerful platforms for complementary health interventions, including deworming.

***Goal 3: Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality and brings undernutrition below critical levels***

57. At the request of governments, WFP will leverage its deep-field presence and expertise in the design and delivery of food assistance to strengthen community, national and partner capacity to develop, operate, monitor and scale up effective and gender-sensitive nutrition policies and programmes. Through country-led and multi-stakeholder initiatives, it will support governments to analyse food access and dietary intake, address underlying gender inequalities and vulnerabilities, and integrate nutrition into social protection schemes. It will build the capacity of local processors to produce fortified and complementary foods.

58. WFP will help meet the food and nutrition needs of the most vulnerable while promoting quality education, supporting gender equality, and contributing to poverty reduction and economic growth. Leveraging its Centre of Excellence Against Hunger in Brazil, WFP will work to advance South–South and triangular cooperation and strengthen the capacity of communities and countries to organize and operate sustainable national school feeding programmes as part of broader national frameworks. It will work with governments to contain costs, build institutional capacity, decentralize procurement and ensure meaningful community participation.

## V. HOW WFP Will Do It

### Deploy the Right Tool in the Right Place at the Right Time

59. To achieve its Strategic Objectives, WFP will work with communities and governments and partner with others to design and deliver programmes that meet the food and nutrition requirements of the poorest and most vulnerable and strengthen the capacity of communities and countries to manage underlying risks to lives and livelihoods, based on a rigorous analysis of needs and context, beneficiary preferences, operational goals, efficiency and evidence of impact.

60. WFP will select the appropriate tool or mix of tools listed in Table 2 and described below to carry out those programmes in particular circumstances. These tools enable WFP to make essential contributions to food security and nutrition, build resilience and reduce vulnerability.

<b>Transfers</b>	<b>Operational Services</b>	<b>Technical Assistance, Partnerships and Advocacy</b>
<p><b><u>General/Targeted Distribution</u></b></p> <ul style="list-style-type: none"> <li>• Food, including fortified foods</li> <li>• Cash and vouchers</li> <li>• School feeding</li> <li>• Specialized nutritional products</li> </ul>	<p><b><u>Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Vulnerability analysis and mapping (VAM)</li> <li>• Early warning products and tools</li> <li>• Emergency needs assessments</li> <li>• Context analyses</li> <li>• Capacity assessments</li> <li>• Gender analysis</li> </ul>	<p><b><u>Technical Assistance</u></b></p> <ul style="list-style-type: none"> <li>• Policy and programmatic advice</li> <li>• Transition strategies</li> <li>• Pro-smallholder procurement</li> <li>• South-South and triangular cooperation</li> <li>• Weather risk insurance</li> </ul>
<p><b><u>Community and Public Works</u></b></p> <ul style="list-style-type: none"> <li>• Food and cash for work</li> <li>• Food and cash for assets</li> <li>• Food and cash for training</li> <li>• Insurance for work</li> </ul>	<p><b><u>Procurement</u></b></p> <ul style="list-style-type: none"> <li>• International procurement</li> <li>• Local and regional procurement</li> <li>• Warehouse receipt programmes</li> <li>• Forward purchase</li> <li>• Twinning</li> </ul>	<p><b><u>Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• National and local governments</li> <li>• Regional organizations</li> <li>• United Nations agencies</li> <li>• Cluster leadership (logistics, emergency telecommunications, food security)</li> <li>• International organizations</li> <li>• NGOs and civil society</li> <li>• Private sector</li> </ul>
<p><b><u>Nutrition</u></b></p> <ul style="list-style-type: none"> <li>• Mother-and-child health and nutrition (MCHN) programmes</li> <li>• Programmes addressing and mitigating HIV and other pandemics</li> </ul>	<p><b><u>Logistics, ICT, Engineering</u></b></p> <ul style="list-style-type: none"> <li>• Surface logistics services (sea and land)</li> <li>• Aviation services</li> <li>• Global prepositioning</li> <li>• Information and communication technology (ICT)</li> <li>• Infrastructure</li> </ul>	<p><b><u>Advocacy</u></b></p> <ul style="list-style-type: none"> <li>• Advance food and nutrition objectives with governments and through global and national forums</li> </ul>

## Main Tools

### *Transfers*

61. To provide access to nutritious food and other benefits for the poorest and most vulnerable while contributing to self-reliance and resilience, WFP will use the following types of transfer:

- **General and targeted distributions** provide essential access to quality nutritious food for vulnerable groups and communities through food, cash or vouchers. Where distributions include fortified foods or specialized nutritional products like fortified blended and ready-to-use foods, high-energy biscuits and micronutrient powders, they can help meet the particular nutritional needs of young children, pregnant and lactating women and those living with HIV and tuberculosis.
- **Community and public works** provide a means and incentive for beneficiaries to contribute to their own longer-term food security and nutrition. These safety nets provide access to food or other benefits in exchange for attending school, training in new livelihood activities and farming techniques, and building productive community assets like roads, dams and irrigation systems.
- **Nutrition** transfers support programmes run by local communities, governments and partners that are designed to improve the nutritional status of young children and pregnant and lactating women and to provide treatment, care and support to address HIV, tuberculosis and other pandemics. They provide access to supplementary food that meets particular needs, including through local health clinics and other community-based approaches.

### *Operational services*

62. WFP will ensure efficient and effective food and nutrition assistance reaches the most vulnerable populations anywhere in the world through the following operational services tools:

- **Analysis** services assess national capacity to meet food and nutrition needs. They help communities anticipate shocks and take swift and informed steps to enhance preparedness and response. They consider markets, prices and other factors to identify where the vulnerable are, the nature and causes of their vulnerabilities and the most appropriate interventions. When disaster strikes, they provide timely analysis of the nature, dimension and impact of a shock, and evaluate whether assistance is needed.
- **Procurement** services maintain a global pipeline of food and non-food commodities and products received or purchased locally, regionally and internationally. To cut delivery times and, where possible, lower costs, WFP buys food in advance of need and gives priority to local procurement when this does not conflict with other operational requirements, including through P4P and warehouse receipt programmes that provide market opportunities for smallholder farmers.

- WFP is an operational leader in **logistics, ICT and engineering** services. Whether moving food by land, sea or air, designing and building roads, bridges and other infrastructure necessary to transport life-saving assistance to remote locations, or establishing electronic communications networks to coordinate complex operations and gather, aggregate and share key operational data, WFP supports and works in collaboration with others to ensure food reaches the poorest and most vulnerable quickly, efficiently and accountably.

#### *Technical assistance, partnerships and advocacy*

63. WFP will build understanding, transfer skills and contribute to innovative solutions and coherent and well-coordinated responses to food security and nutrition challenges through the following tools:

- **Technical Assistance.** At the request of governments and in partnership with others, WFP provides policy and programmatic advice in areas related to its core strengths and expertise. It works to transition programmes to local and national control, supports innovative smallholder procurement and risk management programmes and, where possible, serves as a catalyst for South–South and triangular cooperation for school feeding and other programmes.
- **Partnerships.** Wherever possible, WFP supports national, local and regional plans and priorities. It provides effective leadership of clusters on logistics, emergency telecommunications and food security. Based on its mission and core strengths, it collaborates with governments, communities, regional organizations, other United Nations agencies, including the Rome-based agencies (FAO and IFAD), and a range of operational and analytical partners to design and execute coherent programmes that efficiently meet the food and nutrition needs of the poorest and most vulnerable while strengthening capacity, self-reliance and resilience.
- **Advocacy.** Based on its field presence, experience and expertise, WFP advocates for local, national, regional and global policies, programmes and initiatives that promote lasting food security and nutrition for the poorest and most vulnerable. WFP can act as a platform to bridge local concerns and global initiatives, and can provide thought leadership and promote cost-effective investments in emergency preparedness, disaster risk reduction and safety-net systems by communities, governments and regional organizations.

### **Enable Effective and Efficient Implementation**

64. WFP will quickly translate this Strategic Plan into action and enable effective and efficient implementation through investments in staff skills and improvements in operational preparedness and performance. It will continue to take account of changes in the global strategic framework for food security and nutrition, including any post-2015 development agenda.

65. To promote concerted action toward the Strategic Objectives set out above, WFP will build understanding of this Strategic Plan among its staff, partners and beneficiaries worldwide. It will enable its country offices to advance the Strategic Objectives at the field level through enhanced project design and the preparation of country strategies that support national plans and priorities. It will update existing corporate policies or, where necessary, develop new ones. It will establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value.

66. WFP will build and maintain expertise in vulnerability analysis and mapping, procurement and logistics and invest in the ability of its people to operationalize this Strategic Plan. As WFP continues to innovate with new food assistance tools in urban and other non-traditional environments, it will assess required skills, knowledge and staff capacities on an ongoing basis, deploy the right staff to the right locations and hold staff accountable for results by aligning performance metrics with strategic priorities.

67. Through training, leadership development and performance management WFP will enhance staff capacity to:

- establish successful and accountable working relationships with governments, partners and beneficiaries and identify, prioritize and develop durable partnerships;
- engage in policy dialogue and formulation with national governments and make strategic choices for WFP's engagement;
- design effective gender-sensitive nutrition programmes that support national, local and regional plans and priorities and use tools appropriate to needs and context;
- respond to complex emergencies, provide technical assistance, strengthen local, national and regional capacity, and transition programmes to national or local ownership and control; and
- evaluate results and demonstrate evidence of impact through monitoring and evaluation against established metrics.

68. WFP will improve operational preparedness and performance by seeking continual improvements in its business processes. It will capture and disseminate best practices and invest in knowledge management to build capacity faster, shorten programme design cycles, promote organizational learning and continuously improve performance. It will ensure action is based on evidence, including by supporting rigorous internal and independent evaluation of its programmes.

69. WFP will further strengthen organizational resilience to shocks, including through forward purchase and pre-positioning of commodities. It will adapt and streamline finance, human resources, information technology and other systems to enable effective and efficient implementation of this Strategic Plan. It will identify risks, such as those listed in the risk matrix in Annex III [forthcoming], and take appropriate mitigation measures.

70. This Strategic Plan will be supported by a comprehensive resource mobilization strategy and will be delivered through annual management and performance plans.

## **Measure Results**

71. WFP is accountable for progress toward the Strategic Objectives described in this Strategic Plan. To assess performance and provide evidence of operational outcomes, the Strategic Results Framework (2014–2017) contains a set of key outcome indicators (KOIs) with quality baseline indicators and corporate targets.

72. WFP will regularly track and contrast achievement values for each indicator with the baseline and target values, thereby providing solid evidence to inform operational adjustments. It will monitor the KOIs to capture accurate, timely and consistent data on the results of its programmes and operations.

73. To further support results measurement for the Strategic Plan, WFP will:

- equip staff and partners in the field with corporate guidance, tools, training, networks and support to ensure best practice monitoring and evaluation and quality reporting for WFP operations;
- target key projects with additional corporate monitoring and evaluation analysis, support and guidance, and provide a comprehensive review of available assessments and systems to ensure efficient, quality indicator reporting against WFP's Strategic Results Framework;
- build country office capacity to undertake self-evaluations of programmes for improved project design, implementation and risk management; and
- establish a corporate monitoring and evaluation tool (COMET) that provides WFP with a comprehensive results-based management system that is integrated with other corporate systems and produces information products for field staff, managers and donors.

74. WFP will work to strengthen and align its data collection processes both internally and with external partners. It will exploit technological innovations and harmonize its results reporting formats and outcome and output indicators with key partners whenever possible.

75. WFP will capture and publish accurate, timely and consistent data on the results of its programmes and operations. It will engage research institutions and other partners to learn from and apply the latest advances in monitoring and evaluation methods and technologies and to promote and support independent third party monitoring.

## **Annexes [forthcoming]**

- I Summary of Evaluations and Lessons Learned
- II Humanitarian Principles
- III Risk Matrix



## List of Acronyms

NGOs	non-governmental organizations
COMET	corporate monitoring and evaluation tool
ICT	information and communications technology
IDP	internally displaced person
FAO	Food and Agriculture Organization of the United Nation
IFAD	International Fund for Agricultural Development
KOI	key outcome indicator
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
OCHA	Office for the Coordination of Humanitarian Affairs
P4P	Purchase for Progress
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plans
UNDP	United Nations Development Program
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
VAM	Vulnerability analysis and mapping
WHO	World Health Organization

## Endnotes

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<sup>1</sup> Food assistance improves access to, and consumption of, safe and nutritious food. It saves lives, protects livelihoods and enhances health and education by addressing the acute and chronic food and nutrition needs of the poorest and most vulnerable. It is provided through targeted transfers, such as in-kind transfers, cash and vouchers, and effective, efficient and needs-based general distribution, asset-creation, school feeding and nutrition programmes. It supports local markets, builds self-reliance and resilience, and strengthens community and national capacity to improve food production, access and utilization and to assess and respond to threats to food security and nutrition. It is monitored and evaluated on a regular and transparent basis to maximize and improve programme quality and impact.

<sup>2</sup> WFP recognizes that the Committee on World Food Security (CFS) is discussing, but has not yet reached consensus on, use of the terms “food and nutrition security” and “food security and nutrition”. For simplicity, this draft uses the term “food security and nutrition.” However, WFP will align the text of the final draft with any CFS decision on the terminology.

<sup>3</sup> See CFS. 2012. [Global Strategic Framework for Food Security and Nutrition](#).

<sup>4</sup> See Heltberg, R., Hossain, N. and Reva, A. 2012. [Living through Crises: How the Food, Fuel, and Financial Shocks Affect the Poor](#). Washington, DC. World Bank, and World Bank. 2010. [World Development Report 2010: Development and Climate Change](#). Washington, DC.

<sup>5</sup> See World Bank. 2010. [World Development Report 2010: Development and Climate Change](#). Washington, DC.

<sup>6</sup> See High-Level Task Force (HLTF). 2008. [High-Level Task Force on the Global Food Crisis. Comprehensive Framework for Action](#). p. 9: “Over 80% of the world’s population lacks access to social protection systems of any form.”

<sup>7</sup> See World Bank. 2011. [World Development Report 2011: Conflict, Security and Development](#). Washington, DC., and UNDP. 2012. [Governance for Peace. Securing the Social Contract](#). New York.

<sup>8</sup> See Alinovi, L., Mane, E. and Romano, D. 2009. [Measuring Household Resilience to Food Insecurity: Application to Palestinian Households](#). FAO Working Paper. Rome.

<sup>9</sup> See Geleta, B., Ameri, G., Amdemariam, K., Fan, S., Stein, A.J. and Olofinbiyi, T. 2012. [Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations](#). International Food Policy Research Institute (IFPRI) and International Federation of Red Cross and Red Crescent Societies (IFRC).

<sup>10</sup> See the United Nations Office for Disaster Risk Reduction (UNISDR). 2007. [Hyogo Framework for Action 2005–2015: Building the Resilience of Nations and Communities to Disasters](#). This Strategic Plan uses the definition of “resilience” found in the *Hyogo Framework for Action*, p. 4: “The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase this capacity for learning from past disasters for better future protection and to improve risk reduction measures.”

<sup>11</sup> See Fulton, K., Kasper, G. and Kibbe, B. 2010. [What’s next for Philanthropy: Acting Bigger and Adapting Better in a Networked World](#). Monitor Institute. p. 3: “In the United States alone, more than eight new foundations and more than 160 new non-profits were created *every day* between 2007 and 2008”.

<sup>12</sup> See Organisation for Economic Co-operation and Development (OECD). 2011. Chapter 4: Harmonisation of Donor Practices in [Aid effectiveness 2005–2010: Progress in Implementing the Paris Declaration](#). OECD Publishing.

<sup>13</sup> See Chandy, L. and Getz, G. 2011. [Poverty in Numbers: The Changing State of Global Poverty from 2005 to 2015](#). Washington, DC. Brookings Institute.

<sup>14</sup> See Crisp, J., Morris, T. and Refstie, H. 2012. [Displacement in urban areas: new challenges, new partnerships](#). *Disasters*, 36: S23–S42.

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<sup>15</sup> See Hoddinott, J., Maluccio, J., Behrman, J.R., Martorell, R., Melgar, P., Quisumbing, A.R., Ramirez-Zea, M., Stein, A.D. and Yount, K.M. 2011. [The Consequences of Early Childhood Growth Failure over the Life Course](#). IFPRI Discussion Paper 01073.

<sup>16</sup> See Department for International Development (United Kingdom) (DFID). 2011. [Multilateral Aid Review. Taking Forward the Findings of the UK Multilateral Aid Review](#), and [The Paris Declaration on Aid Effectiveness \(2005\) and the Accra Agenda for Action \(2008\)](#).

<sup>17</sup> See Birdsall, N. and Savedoff, W. 2011. [Cash on Delivery: A New Approach to Foreign Aid](#). Center for Global Development, and Center for Global Development (2012). [Development Impact Bonds](#). Working Group Briefing Note.

<sup>18</sup> See [Mid-Term Review of the WFP Strategic Plan \(2008–2013\)](#). (WFP/EB.A/2012/5-B).

<sup>19</sup> See [Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis \(2012/007\)](#).

<sup>20</sup> See [The Lancet. Maternal and Child Undernutrition](#).

<sup>21</sup> See [Food Assistance Convention](#).

<sup>22</sup> See [Busan Partnership for Effective Development Co-operation](#) and [Inter-Agency Standing Committee \(IASC\) Principles Transformative Agenda](#).

<sup>23</sup> See FAO, WFP and IFAD. 2012. [The State of Food Insecurity in the World 2012. Economic growth is necessary but not sufficient to accelerate reduction of hunger and malnutrition](#). FAO. Rome.

<sup>24</sup> See Crisp, J., Morris, T. and Refstie, H. 2012. [Displacement in urban areas: new challenges, new partnerships](#). *Disasters*, 36: S23–S42.

<sup>25</sup> See [2012 Quadrennial Comprehensive Policy Review \(QCPR\)](#)

<sup>26</sup> See [WFP Mission Statement](#).

<sup>27</sup> For purposes of WFP emergency projects, "Definition of Emergencies" (WFP/EB.1/2005/4-A/Rev.1) defines "emergencies" as urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale. The event or series of events may comprise one or a combination of the following: a) sudden calamities such as earthquakes, floods, locust infestations and similar unforeseen disasters; b) human-made emergencies resulting in an influx of refugees or the internal displacement of populations or in the suffering of otherwise affected populations; c) food scarcity conditions owing to slow-onset events such as drought, crop failures, pests, and diseases that result in an erosion of communities and vulnerable populations' capacity to meet their food needs; d) severe food access or availability conditions resulting from sudden economic shocks, market failure, or economic collapse – and that result in an erosion of communities' and vulnerable populations' capacity to meet their food needs; and e) a complex emergency for which the Government of the affected country or the Secretary-General of the United Nations has requested the support of WFP. WFP's emergency interventions will continue to be based on assessed needs, also taking into account any other considerations or criteria that may be decided upon by [WFP's] Executive Board consistent with the organization's rules, regulations and mandate.

<sup>28</sup> See Haddad, L. 2012. [White Paper on Global Factors and Trends That May Shape WFP's Future External Operating Environment](#). Sussex. United Kingdom. Institute of Development Studies (IDS).

<sup>29</sup> See [WFP Security Management Policy](#). Executive Director's Circular (EDD2011/011).

<sup>30</sup> See [Humanitarian Principles](#). (WFP/EB.A/2004/5-C).

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<sup>31</sup> “School feeding” is defined as the provision of food to schoolchildren. There are as many types of programmes as there are countries, but they can be classified into two main groups based on their modalities: in-school feeding, where children are fed in school; and take-home rations, where families are given food if their children attend school. In-school feeding can, in turn, be divided into two common categories: programmes that provide meals, and programmes that provide high-energy biscuits or snacks. In some countries, in-school meals are combined with take-home rations for particularly vulnerable students, including girls and children affected by HIV, to generate greater impacts on school enrolment and retention rates, and reduce gender and social gaps. See Bundy, D., Burbano C. et al., *Rethinking School Feeding: Social Safety Nets, Child Development, and the Educational Sector*. World Bank. 2009. pp. 9-10; and see WFP School Feeding Policy. WFP/EB.2/2009/4-A.

<sup>32</sup> See UNDP. 2010. [Evaluation of UNDP Contribution to Disaster Prevention and Recovery](#). New York.

<sup>33</sup> See Sumner, A. 2012. [Where Do the World’s Poor Live? A New Update](#). IDS Working Paper Volume 2012 No. 393: “Of the 1.2 billion people on earth living on less than \$1.25 a day, only 90 million live in low-income countries that are not fragile or conflict-affected.”

<sup>34</sup> See World Bank. 2011. [World Development Report 2011: Conflict, Security and Development](#). Washington, DC.

<sup>35</sup> See World Bank. 2011 ‘Table 1.3 -The gender-disaggregated impacts of violent conflict (p. 61)’ in [World Development Report 2011: Conflict, Security and Development](#). Washington, DC., and Neumayer, E. and Plümper, T. 2007. [The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002](#). *Annals of the American Association of Geographers* 97 (3): 551–566.

<sup>36</sup> See World Bank. 2012. ‘Chapter 4: Promoting Women’s Agency’ in [World Development Report 2012: Gender Equality and Development](#). Washington, DC, and FAO. 2010. [The State of Food Insecurity in the World 2010: Addressing food insecurity in protracted crises](#). Rome. FAO.

<sup>37</sup> See FAO. 2010. [Growing Greener Cities](#). Rome.

<sup>38</sup> See HLTF. 2008. [High-Level Task Force on the Global Food Crisis: Comprehensive Framework for Action](#): “Over 80% of the world’s population lacks access to social protection systems of any form.”

<sup>39</sup> See (2011) [Cannes Summit Final Declaration](#), p. 16; (2010) [Seoul Development Consensus for Shared Growth](#), p. 7 Annex II; and (2011) [Busan Partnership for Effective Development Cooperation](#), Outcome Document, p. 8.

<sup>40</sup> See Geleta, B., Ameri, G., Amdemariam, K., Fan, S., Stein, A.J. and Olofinbiyi, T. 2012 [Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations](#). IFPRI and IFRC.

<sup>41</sup> See FAO. 2011. [The State of Food and Agriculture 2010–2011: women in agriculture: closing the gender gap for development](#). Rome.

<sup>42</sup> See Mason, A.D. and King, E.M. 2001. [Engendering Development. Through Gender Equality In Rights, Resources, and Voice](#). Policy research report. Washington, DC. World Bank.

<sup>43</sup> See [The Lancet. Maternal and Child Undernutrition](#).