

WFP Stakeholder Analysis: A Contribution

Nicholas Crawford, Mackenzie Klema, Simon Levine, Anna McCord, Abi Masefield, Simon Maxwell, Mauricio Vazquez, Steve Wiggins, Ariana Youn

Overseas Development Institute, London

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Introduction

WFP is not what it was: schematic shifts and turning points

	"Development"	"Emergency"
Food	1960s-1970s	1980s -
Non-food		2000s -
Money	?	2010s -



1961	WFP established as a joint UN-FAO experimental programme
1983	WFP Emergency Service
1991	Constitutional overhaul
2002	WFP takes the lead on logistics for IASC
2006	WFP becomes IASC cluster lead for logistics
2008	Cash and voucher operations agreed Purchase for Progress scheme established
2010	Innovations in Overcoming Hunger
2011	Global Food Security cluster
2016	Comprehensive Refugee Response Framework
2020	Nobel Prize!

Recurrent topics: cash; monetisation; local purchase; triangular transactions . . .

And today . . .

- Reaches over 114 million people
- In 88 countries
- With 4.2 million tons of food and US\$2.1 billion in cash and vouchers
- With 81 country offices
- +20,000 staff
- And a budget of US\$8.9 billion, underwritten by >100 donors

In these thematic areas:

Unconditional Resource Transfers

Nutrition interventions

School Feeding

Asset Creation and Livelihood Support

Acute Food Security Analysis

Smallholder agricultural market support

Social Protection

Climate Adaptation and Risk
Management

Emergency
Preparedness and
Response

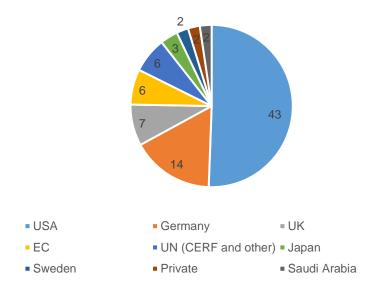
Common Services and Clusters

To note:

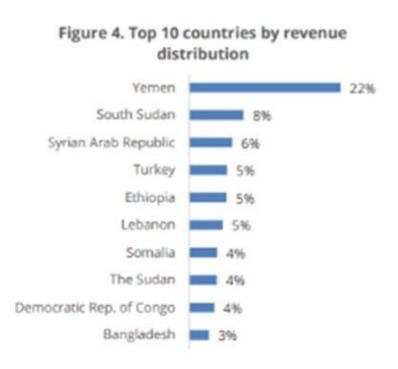
Donor concentration:

In 2019, 8 donors (plus UN) accounted for +/- 85% of funding (US 43%)

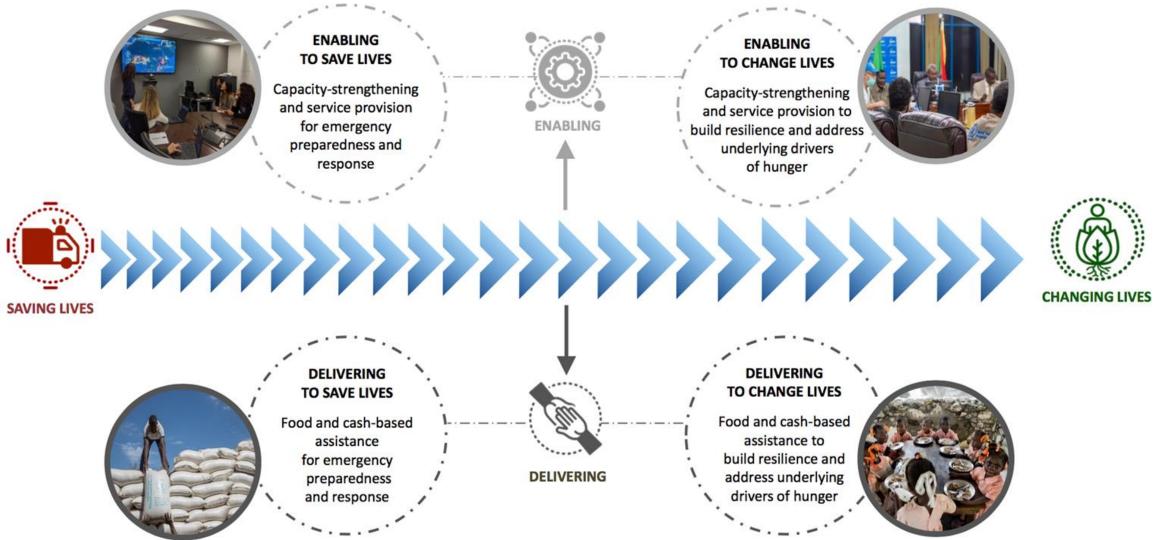
2019 Contributions over 2% (% of total)



Recipient concentration:

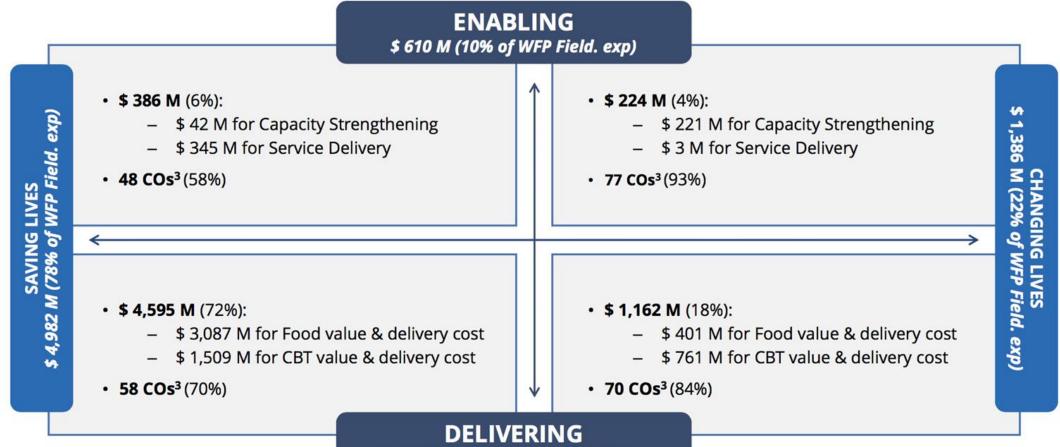


WFP's interventions span across the two axes, simultaneously Delivering and Enabling with the dual objective of Saving Lives and Changing Lives



WFP's Interventions through two axes

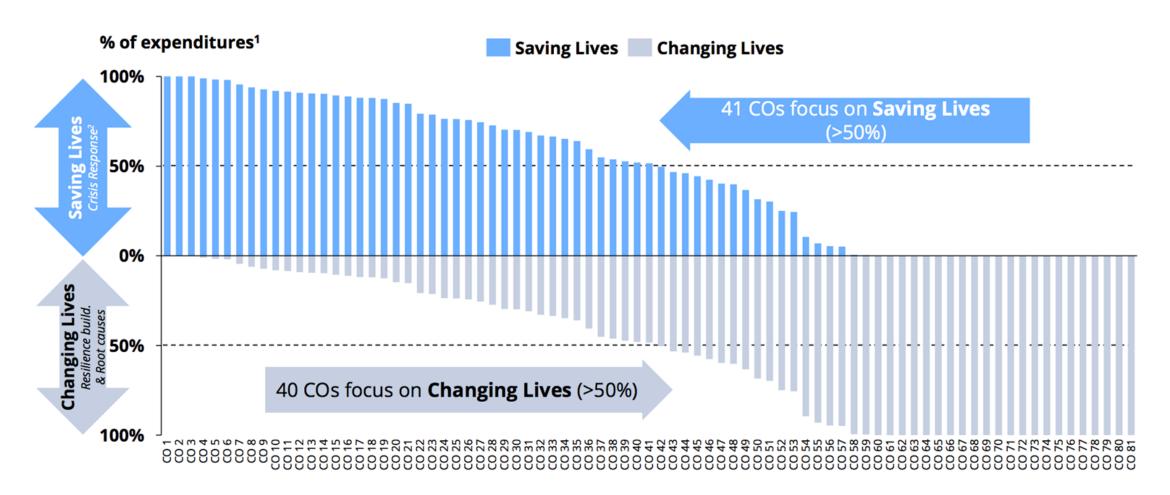
WFP Field expenditure (excluding DSC¹ and Implementation) by focus area² in 2019



USD 5,758 M (90% of WFP Field exp.)

Note: Not including Implementation (IMP) which represents \$ 471 M in 2019 for CO and RB 2."Trust Funds" not included as they account for <1% of field exp.; DSC - Direct Support Costs; "SOP" included under Crisis Response; 3. Have been excluded from the count RBs and countries with no COs Source: WINGS data, excluding special accounts

WFP COs distribution across Saving Lives and Changing Lives





But there are new challenges, new opportunities and new players – so WFP faces some questions

In a complex, institutionally differentiated and rapidly changing operating environment . . .

- What is WFPs comparative advantage, dynamic comparative advantage, competitive advantage, USP or distinctive competence, across its different themes, and in aggregate?
- How do the answers to that question differ from the current organisation?
- What changes are required?
- And how can they be delivered?

Definitions:

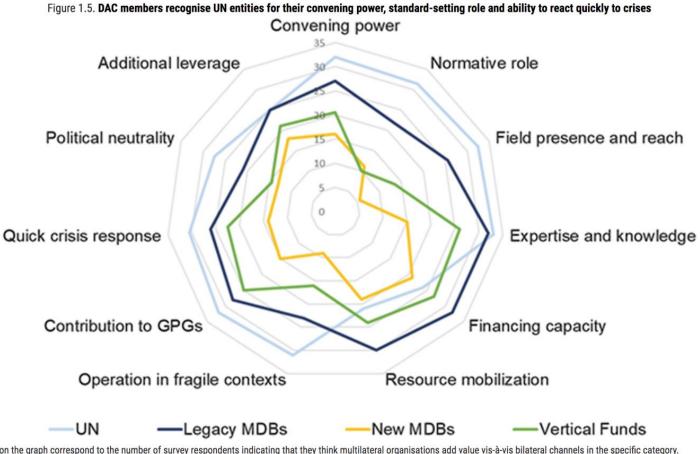
- **Comparative advantage:** an economy's ability to produce a particular good or service at a lower opportunity cost than its trading partners.
- **Dynamic comparative advantage:** a trade-off between specialising according to an existing pattern of comparative advantage (often in low-tech industries) and entering sectors in which they currently lack a comparative advantage, but may acquire such an advantage in the future as a result of the potential for productivity growth.
- Competitive advantage: quality, price, location, selection, service and speed/turnaround.
- Unique selling point (USP) or unique selling proposition: the essence of what makes your product or service better than competitors.
- **Distinctive competence:** a set of unique capabilities that certain firms possess, allowing them to make inroads into desired markets and to gain advantage over the competition; generally, it is an activity that a firm performs better than its competition.

To consider: factors shaping competitive advantage or USP of aid agencies

- Scale
- Technical expertise
- Efficiency
- Speed
- Finance
- Consultation
- Flexibility
- Transparency
- Cost-effectiveness
- Multiple instruments
- Innovation

- Concessionality
- Conditionality
- Mutual respect
- Orientation to national priorities (alignment)
- Predictability
- Untying
- Bureaucracy
- Accountability
- Field presence
- Engagement with / opportunities for CSOs and other partners

Further considerations: factors cited by DAC member as UN strengths



Note: The scores shown on the graph correspond to the number of survey respondents indicating that they think multilateral organisations add value vis-à-vis bilateral channels in the specific category. Source: (OECD, 2020[8]), "Survey on DAC providers' policies and practices vis-a-vis the multilateral development system" (unpublished).

Source: OECD/DAC

Humanitarian / Relief

Acute food insecurity: fragility & climate drives humanitarian interventions

- 50% world's of the acute food insecure are in fragile/conflict countries (7-10 countries account for about 2/3 of WFP expenditures)
- % extreme poor will become more concentrated in fragile countries
- High exposure of fragile states to climate risks (e.g. reliance on rain-fed agriculture)
- Needs increasingly urban accessible by national social protection/cash
- Hidden 'humanitarian' hunger and 'forgotten emergencies receive less attention raises equity issues
 - Global Acute Malnutrition: over half of wasted children (25 million) and one third of stunted children living in South Asia
- Coordination and info management improvements since cluster

HUMANITARIAN FOOD ASSISTANCE: MAJOR STAKEHOLDERS ACROSS THE PROGRAMMING CYCLE

- WFP Internal ME&L / VAM / Needs Assessment
- External ME&L
- REACH

ACADEMIC / RESEARCH ORGS / THINK TANKS / **EVALUATION SERVICES**

GLOBAL NETWORKS:

1000+ NGO PARTNERS:

- INGOs: e.g., IRC, DRC,

Save the Children, etc.

World Vision, CARE,

- 800+ national & local

- The Cash Learning Partnership (CaLP)

MONITORING, EVALUATION & LEARNING

UN / INTERNATIONAL SYSTEM:

- WFP (Subcontracting: 75% to NGOs; 25% direct/other)
- Food Security Cluster country level
- UNHCR
- UNICEF
- LOM
- UNRVA
- UNDP
- World Bank
- ICRC

NATIONAL GOVERNMENTS:

- NDM Os / Social Protection Ministries
- Militaries
- 171 PRIVATE FINANCIAL SERVICE **PROVIDERS**

NGOs

MEASURING **NEEDS**



DELIVERING

(in-kind food and CBT)

TRANSFERS

UN / INTERNATIONAL SYSTEM:

- WFP (VAM/ Needs Assessment)
- IASC
- HCTs
- FAO
- UNHCR
- OCHA, UNDAC
- ICRC

NATIONAL GOVERNMENTS:

- National Disaster Management Offices (NDM Os)

EARLY WARNING SYSTEMS:

- FEWSNET
- Integrated Phase Classification
- REACH
- GIEWS

ENABLING TRANSFERS

LOGISTICS (including procurement, pre-positioning, warehousing, response depots):

- WFP (Logistics, Food Security Clusters)
- UNHRD
- EU ECHO Humanitarian Procurement Centre (HPC) partners
- IFRC Regional Response Hubs & Global Logistics Service (GLS)
- UNICEF logistics/stocks/warehouse
- UNHCR logistics/stocks/warehouse
- Palladium, Crown Agents, and other private sector

NATIONAL GOVERNMENTS:

- NDMOs / Social Protection Ministries
- Militaries

AIR TRANSPORT:

- UNHAS/WFP
- ECHO Flight

TELECOMMUNICATIONS:

- WFP Emergency Telecommunications Cluster
- Ericsson Response, GSMA, MSB Swedish Civil Contingencies, and other private sector

DRR / Resilience

The problem of resilience (inc. DRR, CC)

- Poverty, lack of pro-poor economic growth: causes are deeply structural and political
- Local economies offer limited economic opportunities, often linked to lack of investment (e.g. infrastructure)
- Most businesses highly undercapitalised; high costs of capital, high risks
- Poor health services, lack of social protection
- Fragile livelihoods often exacerbated by conflict, natural hazards, climate change and variability, economic shocks, pandemic, etc.
- Gender inequality (inequality in claims to resources and in access to economic opportunities)
- Governance at all levels insufficiently dedicated to welfare of poorest
- Short-termism in Government/civil service, households and businesses caused more by lack of resources and incentive structures than by individual capacities

GLOBAL STAKEHOLDER LANDSCAPE FOR DRR & RESILIENCE

GOVERNMENTS & BILATERAL DONORS

MULTILATERAL ACTORS

KNOWLEDGE PRODUCERS

NGOs & CSOs

PRIVATE SECTOR & MSPs

INTERGOVERNMENTAL FORUMS

- UNGA
- G7
- G20

BILATERAL DONORS

- Ireland

- USAID
- DFAT - France - FCDO - FU
- BMZ and KfW - JICA
- Global Affairs - SIDA Canada - KOICA

GLOBAL GOVERNMENT NETWORKS

- Resilient Cities Network
- Local Governments for Sustainability
- Compact of Mayors

PAD. etc.

UN SYSTEM

Key Players: UNDRR (Hyogo & Sendai Frameworks), UNEP, UNDP, IPCC. WMO

Others: IFAD, ECOSOC, FAO, LDCF. UNHCR, UNESCO (IOC, IKCEST), UN-REDD, UNOCHA, UNOPS, UNWomen, UNICEF, GCER, CREWS. CFS, ILO, UNFCCC, WFP

GLOBAL DEVELOPMENT BANKS

- World Bank (Climate Investment Funds, PPCR)
- IMF

VERTICAL FUNDS

GFDRR, GRIF, GAFSP, GEF, GCF, SCCF, Adaptation Fund

REGIONAL DEVELOPMENT BANKS

BOAD, IsDB, CDB, IADB, European

IDB. ADB. AfDB. CABEL EADB.

Bank for Reconstruction, etc.

CLIMATE/DISASTER RISK MODELLING & RESEARCH ORGANISATIONS

International Science Council (ISC). Centre for Disaster Protection, CGIAR Research Centres (e.g. CCAFS), IIASA, Global Center on Adaptation, MapAction, GEM, Germanwatch Climate Risk Index. IFRC Climate Centre. impact/risk assessors, etc.

THINK TANKS

ODI. Ceres. WRI. IIED. The Geneva Association, Stockholm Environment Institute, etc.

UNIVERSITIES

REGIONAL CLIMATE/DISASTER RISK

MODELLING & RESEARCH ORGS

Geoscience and Technology Division

- IDS - UC Davis
- Cornell - Tulane
- Wageningen - Stockholm - Columbia Resilience Centre

- Pacific@mmu ni ty Applied

- Tyndall Centre

INGOs

- Danish Church Aid
- NRC - Save the Children - DRC

- WEF

- Oxfam - One Acre Fund - World Vision - Practical Action
- CARE - ACTED
- EDF - Action Against
- WWF Hunger - The Nature - ActionAid - ADRA Conservancy
- Mercy Corps - Concern - CRS Worldwide
- RedR - COOPI - IRC - Tearfund, etc.

FOUNDATIONS

- Rockefeller Foundation
- Bill and Melinda Gates Foundation

CORPORATIONS

Abt Associates, KPMG, Risk Man agement Solutions (RMS), etc.

INSURANCE INDUSTRY & AFFILIATES

Primary (direct) insurers, reinsurers (ex. Swiss Re), and brokers

Multilateral industry platforms, such as Munich Climate Insurance Initiative (MCII), ClimateWise, OASIS

Insurance associations, including the International Insurance Society, ICMIF. Insurance Development Forum (IDF)

GLOBAL NETWORKS & INITIATIVES, INCLUDING MSPs

GNDR. Start Network, InsuResilience Global Partnership, CADRI, Risk-in formed Early Action Partnership (REAP), NDC Partnership, Global Resilience Partnership, GACSA, 4 par 1000. WBCSD. ARISE

REGIONAL RISK POOLING

- African Risk Capacity
- CCRIF

NATIONAL GOVERNMENTS

REGIONAL INTERGOVERNMENTAL

ORGANISATIONS

SAARC, CARICOM, ASEAN, APEC.

AU, IGAD, ACS, OAS, AUDA-NE-

- Ministries of Finance, Planning, Economy, Infrastructure, Environment, etc.
- National Meteorological Offics

UN COUNTRY OFFICES

NATIONAL UNIVERSITIES. **RESEARCH ORGANISATIONS &** THINK TANKS

- Resilience Development Initiative
- Institute for Climate & Sustainable Cities
- ICCCAD

NATIONAL NGOs/CSOs

NATIONAL RED CROSS/RED **CRESCENT SOCIETIES**

COMMUNITY ORGANISATIONS

NATIONAL COMPANIES

SMEs

SOCIAL ENTREPRENEURS

NATIONAL & SUB-NATIONAL

EGIONAL

 $\overline{\alpha}$

GLOBAL

LOCAL AUTHORITIES

PEOPLE & COMMUNITIES

Food systems

Food systems: a triple challenge

Food systems face the enormously complex and layered, 'triple challenge': getting
people across the world a 'nutritious' diet; providing livelihoods for farmers and
everyone in supply chains; and conserving the environment (extensive use of land and
water), adapting to climate change and mitigating emissions.

 Food systems are immensely atomised, diverse, predominantly private, decentralised and involve millions of farmers, hundreds of thousands of small-scale actors (supermarket chains, small-scale traders, input dealers, processors, exporters, wholesalers, etc.) and a few large corporations.

GLOBAL STAKEHOLDER LANDSCAPE FOR AGRICULTURE & RURAL DEVELOPMENT

GOVERNMENTS & BILATERAL DONORS

MULTILATERAL ACTORS

KNOWLEDGE PRODUCERS NGOs & CSOs

PRIVATE SECTOR & MSPs

INTERGOVERNMENTAL FORUMS

- -UNGA - G7
- G20

BILATERAL DONORS

- OE CD-DAC group
- Global Donor Platform for Rural Development
- BRICS & other emerging economy donors

SOUTH-SOUTH COOPERATION

RE GIONAL INTERGOVERNMENTAL

ORGANISATIONS & INITIATIVES

-COMESA

-EAC

- CILSS

-ACET

-SADC

- Embrapa
- China's AgTech Demo Farms

UN & OTHER GLOBAL AGENCIES

- WFP
- UN-REDD
- FAO - IFAD
- UNFCCC - LDCF
- UNEP
- WTO
- UNDP - CFS

GLOBAL DEVELOPMENT BANKS

- -World Bank (PPCR, Climate Investment Funds)

-IDB

- ADB

- AfDB

- CABEL

VERTICAL FUNDS

REGIONAL DEVELOPMENT BANKS

- E ADB

-BOAD

-IsDB

- GAFSP
- GCF - SCCF - GEF

GLOBAL RESEARCH ORGANISATIONS

CGIAR Research Centres: IITA, IRRI, IVMI, ICARDA, ILRI, Bioversity International, IFPRI, CIP, World Agroforestry Centre, CIAT, CIMMYT

WRI, CIRAD, IIASA

THINK TANKS

ECDPM, Chatham House, IISD, ODI, IIED

For critical perspective:

The Oakland Institute, IATP

UNIVERSITIES

Cornell, Michigan State, IDS, Wageningen, UC Davis, Purdue, Yale, Northwestern, Harvard, Minnesota, Iowa State, Ohio State, Coventry Uni versity Centre of Agroecology, Water & Resilience

REGIONAL RESEARCH ORGANISATIONS

- FANRPAN - CACAARI

- FAR A

- AP AART -IICA

SUB-REGIONAL RESEARCH **ORGANISATIONS**

- ASARECA -CCARDESA
- NAASRO - CORAFAMECARD
- NATIONAL AGRICULTURAL RESEARCH SYSTEMS / INSTITUTES (NARS/NARI)
- National universities
- National think tanks

FOUNDATIONS

Ford, Mastercard, McKnight, Children's Investment Fund Foundation. Rockefeller, Bill & Melinda Gates Foundation, Margaret A. Cargill Philanthropies, etc.

INGOs.

Oxfam, Save the Children, CARE International, Root Capital, Mercy Corps, WWVF, World Vision, etc.

SPECIALIST AGRICULTURAL NGOs

Heifer International, ACDI VOCA, One Acre Fund, Technoserve, Agri. Pro Focus, SNV, etc.

GINGER GROUPS

Via Campesina International Land Coalition

FEDERATIONS OF FARMERS & FARMERS ORGANIZATIONS

CORPORATIONS

Bunge, ADM, Vargill, L Dreyfus.

Unilever DuPont

Pioneer

Nestle

Kelloag's

OLAM

Mars Coca-Cola

Pepsi

Syngenta, Monsanto, Bayer

PRIVATE-PUBLIC FORA & CONSORTIA

- GrowAfrica
- GrowAsia
- African Orphan Crops Consortium
- Roundtables on sustainable practices: sugar, soya, palm oil, etc.

REGIONAL RISK POOLING

- African Risk Capacity
- CCRIF

NATIONAL GOVERNMENTS

- Ministries of Agriculture, Livestock, Food, Irrigation, Environment, etc.
- Parastatals

African Union

- AUDIA-NEP AD

-CAADP

-ECOWAS

-AGRA

- River basin authorities
- Public and development banks

NATIONAL NGOs

FARMERS & FARMERS ORGANISATIONS

LOCAL PRIVATE SECTOR

PRIVATE BANKS

SOCIAL ENTREPRENEURS

PEOPLE & COMMUNITIES

NATIONAL& SUB-NATIONAL

REGIONAL

GLOBAL

Social Protection

Social protection: problems to be solved

- Increasing absolute numbers of people living in or at risk of poverty in many LICs, and increasingly concentrated in fragile and conflict-affected contexts.
 - Inadequate household incomes driven by structural issues, including inability of labour markets to absorb sufficient labour, and social and geographical inequalities.
 - Situation exacerbated by shocks and stressors such as climate change, patterns of economic growth, conflict and C-19.
- Need for redistributive function outside the market to prevent economic / social instability and improve food security.
- Social protection (SP) identified as tool to address this challenge (Social Protection Floor, SDGs) but systems are limited in LICs & MICs.
- Government investments in social protection in LICs & MICs have been gradually rising for decades, yet major constraints remain in social protection system development in terms of political interest, financing (domestic/international), institutions and infrastructure.

GLOBAL STAKEHOLDER LANDSCAPE FOR SOCIAL PROTECTION

GOVERNMENTS & BILATERAL DONORS

MULTILATERAL ACTORS

KNOWLEDGE PRODUCERS

NGOs & CSOs GL

GLOBAL NETWORKS

PRIMARY

- FCDO
- GIZ/BMZ
- DFAT
- EU DG DEVCO
- EU ECHO

SECONDARY

- G20
- CIDA
- Irish Aid
- Netherlands
- France
- JICA

- World Bank*

- ILO*
- UNICEF
- WFP
- FAO
- UNHCR
- IMF (sets fisal space)

*Custodian agencies for social protection in SDGs

- World Bank

- ILO
- UNICEF
- FCDO
- DFAT
- GIZ - WFP

Multiple knowledge production

institutions, e.g. ODI, IDS, IPC-IG, Socialprotection.org, OPM, IFPRI

Multiple INGOs/CSOs, including many delivery agencies for WFP

PRIMARY

- The Cash Learning Partnership (CaLP)
- Socialprotection.org
- Grand Bargain Network
- BIEN
- Social Protection Inter-Agency Cooperation Board (SPIAC-B)

REGIONAL

SLOBAL

NATIONAL & SUB-NATIONAL

REGIONAL INTERGOVERNMENTAL ORGANISATIONS

NATIONAL GOVERNMENTS

- Ministries of Social Protection, Education, Health, Labour &

- Other sector ministries

- African Union
- AUDA-NEPAD
- SAARC
- ASEAN

Finance

REGIONAL DEVELOPMENT BANKS

- ADB
- AfDB
- IsDB

NATIONAL NGOS

PEOPLE & COMMUNITIES

Nutrition

Nutrition: the problems

- Data on global hunger, diets and malnutrition does not add up to a good news story
- The world is not on track to meet the SDGs or even the WHA targets for nutrition
- WFP correctly recognizes that 'despite significant progress over recent decades, poor nutrition remains a colossal and universal problem'
- Stunting reduction is slowing (numbers of stunted children are now even increasing in Africa), wasting is projected to rise (undernutrition leading to the deaths of millions of children before they reach 5), and acceleration of overweight and obesity continues
- (considering huge data gaps) Evidence suggests 50% of global population has one or more forms of malnutrition that is pre-COVID-19
- 3 billion people (generally majority of people in LMICs) are unable to afford a healthy diet
- Burden of diet related disease (e.g. diabetes) is highest in LMICs
- If Food Based Dietary Guidelines were redesigned and fully adopted, the economic value of reduced mortality is est. to be US\$7.2 US\$8.9 trillion (10-15% GDP)

GLOBAL STAKEHOLDER LANDSCAPE FOR NUTRITION

GOVERNMENTS & BILATERAL DONORS

MULTILATERAL ACTORS

KNOWLEDGE PRODUCERS NGOs & CSOs

PRIVATE SECTOR & MSPs

BILATERAL DONORS

- -USAID - CIDA
- -Ireland - France -FCDO - JICA
- -DEAT -EU

GLOBAL

REGIONAL

AL & ONAL

NATIONAL &

- Netherlands -SIDA
- GIZ and KfW - OE CD-DAC

UN SYSTEM

- UN Nutrition -UNICE F
- Food Security & Global Nutrition Clusters

- UN H6+ Technical

Working Group

on Adolescent

Health & Well-

Beina

- WFP -WHO
- -UNIATE -UNAIDS
- -IFAD -FAO -UNINCD Task force
- -UNSCN -UNHCR
- UN Women -UNFPA
- -UNFSS -CFS
- -UNOCHA

GLOBAL RESEARCH ORGANISATIONS

- Emergency Nutrition Network (ENN)
- Global Nutrition Report (GNR)
- R4D
- Harvest Plus
- loddr-b
- Alive and Thrive

THINK TANKS

- ODI
- Brookings Institute
- Centre for Global Development

UNIVERSITIES

-IDS

Hygiene and

Tropical Medicine

- Johns Hopkins - City University of
- Tufts London -Wageningen - Cornell - London School of
- Partnership for Child
- Development

INGOs

1000 Days, ACF, BRAC, CARE, World Vision, HKI, SNV, ADRA, AVI, Save the Children, Concern Worldwide, Plan International, Welthungerhilfe, ZOA International, LDS Charities

FOUNDATIONS

- Global Child Nutrition Foundation
- Children's Investment Fund Foundation.
- Bill & Melinda Gates Foundation
- Power of Nutrition

CML SOCIETY & INDIGENOUS PEOPLE'S MECHANISM (CSM)

CORPORATIONS

- -DSM - VALID Nutrition
- Nutriset - Carqill
- PepsiCo - Syngenta - Kellogg's - Mars
- Unilever

GLOBAL NETWORKS. INITIATIVES & MSPs

N4G Summit, IBFAN, Alliance Against Hunger & Malnutrition, IATT HIV-E. UN Food Systems Summit, GAIN, GLOPAN, Initiative for Food Security and Nutrition in Africa (IFNA), Global Investment Framework for Nutrition, The Global Fund, SUN Movement

WORLD BANK

ORGANISATIONS & INITIATIVES

SAARC, ASEAN, AU, AUDA-NEP AD

REGIONAL DEVELOPMENT BANKS

IDB, ADB, AfDB, CABEL, EADB, BOAD, IsDB

REGIONAL RESEARCH ORGANISATIONS

- WFP Centres of Excellence against Hunger in Brazil & Côte d'Ivoire
- African Nutrition Society

REGIONAL INTERGOVERNMENTAL

CAADP

NATIONAL GOVERNMENTS

- Parliaments
- Ministries of Health, Finance, Social Protection, Agriculture & Education
- NPAN Coordination Mechanisms
- SUN Government Focal Points

NATIONAL NUTRITION **CLUSTER HUBS**

NATIONAL UNIVERSITIES. RESEARCH ORGANISATIONS & THINK TANKS

NATIONAL NGOs/CSOs

SUN CIVIL SOCIETY & DONOR NETWORKS

COMMUNITY ORGANISATIONS

NATIONAL COMPANIES & SMEs

NATIONAL NETWORKS

- SUN Business Network

SOCIAL ENTREPRENEURS

COOPERATIVES

LOCAL AUTHORITIES

PEOPLE & COMMUNITIES

School-based programmes

School-based Programmes: challenges

Hunger, poor health and food insecurity among school children exacerbates undernutrition, overweight and obesity, and increases anaemia, parasitic infections and other diseases.

These conditions translate into the equivalent of between 200 million and 500 million schooldays lost because of ill health each year.

This affects the wellbeing of children, access and quality of education and the development of human capital, along with a wide range of other problems including:

- Poor education enrolment and attendance
- Household food insecurity
- Gender inequality
- Child malnutrition
- Weak rural markets, low incomes and livelihood insecurity

WFP's strategy 2020 – 2030 "A Chance for Every School Child" situates as a 'pillar of an integrated school health and nutrition response' within the context of a new 'partnership for human capital' with UNICEF and other partners".

GLOBAL STAKEHOLDER LANDSCAPE FOR SCHOOL FEEDING

GOVERNMENTS & BILATERAL DONORS

MULTILATERAL ACTORS

KNOWLEDGE PRODUCERS NGOs & CSOs

PRIVATE SECTOR & MSPs

BILATERALS

- FCDO

- Ireland

- Netherlands

- -USAID
- -USDAMcGovern-- Norway Dole Food for - Denmark Education - Sweden
- Program - CIDA
- DEAT - Finland -EU (INTPA/ - France ECHO) - JICA

UN SYSTEM

- UN Special Envoy for Global Education
- UNICEF
- WFP
- FAO (HGSF & School Food and Nutrition Education Framework)
- UNESCO (Global Education Coalition)
- IFAD
- UNHCR
- UNFPA
- UN Women
- UN Nutrition
- UNOCHA
- WHO (Health Promoting Schools)
- Global Nutrition, Education & Food Security Clusters
- UNFSS

GLOBAL RESEARCH ORGANISATIONS

- CGIAR Research Centres, especially

THINK TANKS

- ODI, GAGE
- Brookings Institute
- Centre for Global Development

UNIVERSITIES

- Imperial College London Partnership for Child Development
- London School of Hygiene and Tropical Medicine

INGOs

Foodservice

Institute (SIFI)

- Mary's Meals - Plan International

FOUNDATIONS

- Global Child Nutrition Foundation

- Bill & Melinda Gates Foundation

- LDS Charities World Vision -CARE
- -ADRA -PCI - Welthungerhilfe
- East Africa - Zoa International Children's - Social & Industrial Fund

- Cartier Philanthropy

- Lego Foundation

- Dubai Cares

- CRS
- Their World

CORPORATIONS

- -Sodexo
- Carqill
- Mastercard

BUSINESS COALITIONS

- Global Business Coalition for Education

GLOBAL NETWORKS. INITIATIVES & MSPs

FRESH Framework, The Essential Package, Child-Friendly Schools, WFP Middle East and North Africa Initiative for School Meals and Social Protection, INEE, Education Com mission

Global funding initiatives: Education Cannot Wait (ECW), Global Partnership for Education (GPE)

WORLD BANK

- Human Capital Project

- **ORGANISATIONS & INITIATIVES** - AUDIA-NEP AD
- SAARC - ASEAN - CAADP

REGIONAL INTERGOVERNMENTAL

- African Union - SEAMEO

(HGSF Initiative)

REGIONAL DEVELOPMENT BANKS

- -IDB
- -EADB -BOAD -IsDB
- ADB - AfDB
- CABEL

REGIONAL RESEARCH ORGANISATIONS

- WFP Centres of Excellence against Hunger in Brazil & Côte d'Ivoire
- African Nutrition Society

NATIONAL GOVERNMENTS

- Parliaments
- Ministries of Health, Finance, Social Protection, Agriculture & Education SUN Government Focal Points

LOCAL AUTHORITIES

NATIONAL EDUCATION, FOOD **SECURITY & NUTRITION CLUSTER HUBS**

NATIONAL UNIVERSITIES, RESEARCH ORGANISATIONS & THINK TANKS

NATIONAL NGOs

Akshaya Patra, Lunchbox Fund, Food4Education

> SUN CIVIL SOCIETY & DONOR NETWORKS

COMMUNITY ORGANISATIONS

NATIONAL COMPANIES & SMEs

NATIONAL NETWORKS

- SUN Business Network

SOCIAL ENTREPRENEURS

COOPERATIVES

NATIONAL & SUB-NATIONAL

REGIONAL

GLOBAL

Conclusion

Some common themes (1)

- Each of these areas is highly complex, rapidly changing, and with many different stakeholders.
- The move to cash rather than commodities is a major driver of change.
- At least in non-conflict situations, the priority is to recognise Government ownership and leadership, to use or integrate into Government systems wherever possible and to help build long-term sustainability into programmes.
- In emergency situations, different rules may apply with WFP required to abide by humanitarian principles, for example in maintaining neutrality as between parties in conflict. It remains, however, an inter-governmental organisation.

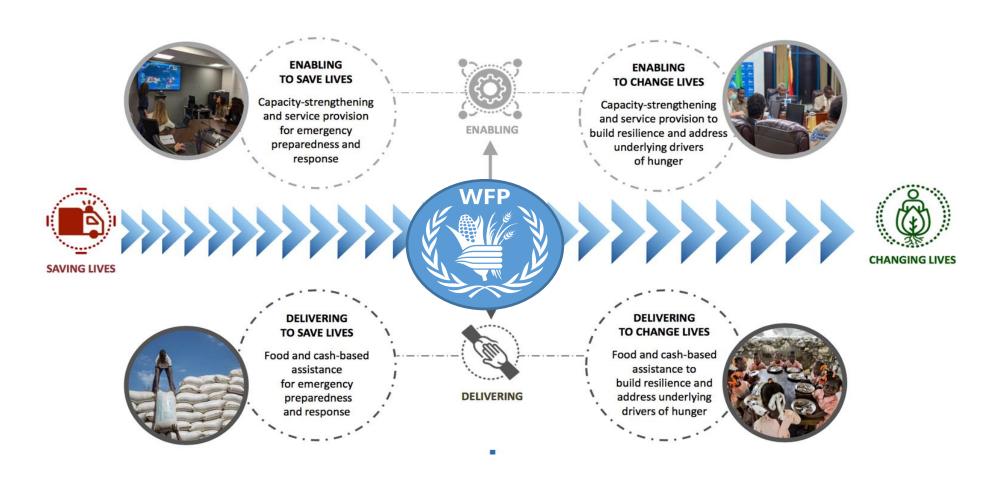
Some common themes (2)

- Globally, WFP is a major player in food assistance, supply chains, ETC and analytics.
- But otherwise, WFP is a niche player in any individual area, and is seen as such. However, the best course of action at country level is driven by the context.
- Given its resource envelope, expertise and generally short-term or temporary time horizon, WFP is rarely the lead agency in-country on the totality of thematic topics which require long-term investment and systems development.

Some common themes (3)

- WFP can be a valuable partner, to Governments and other donor agencies and a catalyst. It leverages its country office network as an interlocutor with Governments. It deploys both food and non-food resources, as well as technical expertise and logistics support.
- If WFP wishes to strengthen its positioning in areas where WFP is not a major player, it will need organisational change, to increase technical capacity, and in many cases to adjust its approach.
- It will also need more flexible, more predictable, and in some cases just more abundant resources.

WFP's distinctive Unique Selling Point, compared to other stakeholders, may lie at the intersection of the two axes of the quadrant.



For the organisation as a whole, distinctive competence results from the adding up of the thematic or sectoral case, but also from the idea that the whole is or can be made to be greater than the sum of the parts.

