STRATEGIC PLAN (2017–2021)

THIRD DRAFT

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EXECUTIVE SUMMARY

The Strategic Plan (2017–2021) aligns WFP with the 2030 Agenda. It focuses on ending hunger and contributing to a revitalized global partnership to implement the Sustainable Development Goals (SDGs). It provides a conceptual framework for a new planning and operational structure that will enhance WFP's contribution to country efforts to achieve the 2030 Agenda for Sustainable Development. The Strategic Plan will be supported by a Country Strategic Planning approach, a revised Financial Framework and a Corporate Results Framework. These interrelated processes and documents will enable WFP to implement results-focused portfolios that maximize its contributions at the country level. The 2030 Agenda's global call to action prioritizes efforts to end poverty, hunger, and inequality, encompassing humanitarian as well as development efforts, and situating them within the broader context of human progress and sustainable development.

Given the ambitious timeframe of the 2030 Agenda, WFP is submitting its new Strategic Plan a year early. The Strategic Plan (2017–2021) will be reviewed and can be extended or adjusted in 2021, with reviews every four years thereafter to harmonize WFP's strategic planning cycle with Quadrennial Comprehensive Policy Review resolutions.

The Strategic Plan (2017–2021) has been informed by agreements of major international conferences and summits and takes into consideration United Nations General Assembly resolutions and complementary global and regional frameworks aimed at ending hunger and malnutrition. The Strategic Plan (2017–2021) also draws on lessons from the mid-term review of the Strategic Plan (2014–2017), evaluations and external reviews. In addition, the Strategic Plan (2017–2021) has benefited from extensive consultations within WFP and with partners.

Recognizing that all 17 SDGs are interconnected, WFP prioritizes SDG 2 on achieving zero hunger and SDG 17 on partnering to support implementation of the SDGs. This focus reflects WFP's dual mandate and its strengths and capacities as demonstrated in its programme of work and the demand for its technical, operational, and common services. Strategic partnerships, innovation, communication and advocacy, and development of staff awareness and capacity, will be crucial for achieving the Strategic Plan (2017–2021).

Each Strategic Goal is elaborated by Strategic Objectives, in line with the respective SDG. WFP anchors its assessment of its performance towards these Strategic Objectives through the Strategic Results. The Strategic Results correspond to targets of SDG 2 and 17 as per WFP's capacities and mandate in helping to end hunger and supporting partnerships for implementation of the SDGs. The Strategic Results focus WFP responses to provide what countries need. The SDG targets will be measured by governments and will be used to measure progress toward achieving the 2030 Agenda.

The Strategic Goals, Strategic Objectives and Strategic Results are:

Strategic Goal 1: Support countries to achieve zero hunger (SDG 2)

Strategic Objective 1: End hunger [by protecting access to food]

> ➢ Strategic Result 1 – Everyone has access to food (SDG Target 2.1)

Strategic Objective 2: Improve nutrition

> ➢ Strategic Result 2 – No one suffers from malnutrition (SDG Target 2.2)

Strategic Objective 3: Achieve food security

- ➢ Strategic Result 3 – Smallholders have improved food security and nutrition (SDG Target 2.3)
- ➢ Strategic Result 4 – Food systems are sustainable (SDG Target 2.4)

Strategic Goal 2: Partner to support implementation of the SDGs (SDG 17)

Strategic Objective 4: Support SDG implementation

- ➢ Strategic Result 5 – Countries have strengthened capacities to implement the SDGs (SDG Target 17.9)
- ➢ Strategic Result 6 – Policies to support sustainable development are coherent (SDG Target 17.14)

Strategic Objective 5: Partner for SDG results

- ➢ Strategic Result 7 – Developing countries access a range of financial resources for development investment (SDG Target 17.3)
- ➢ Strategic Result 8 – WFP common services and sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)

Implementation of the Strategic Plan (2017–2021) will be adapted in response to local contexts, capacities and partnerships in each country in which WFP operates. Country Strategic Plans will determine the Strategic Results to which WFP will contribute in each country; these contributions will be presented as "strategic outcomes" in the Country Strategic Plan. "Strategic outcomes" reflect the specific situation and dynamics of that country and align with national priorities and goals. The strategic outcomes for each country link directly to the achievement of national SDG targets and hence to the WFP Strategic Results.

Given the interrelated challenges and solutions, WFP's primary focus on ending hunger may directly or indirectly also contribute to national or partner outcomes related to SDGs other than 2 and 17.

I. OVERVIEW

1. In September 2015, world leaders came together to establish a comprehensive framework for global action to achieve sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner. *Transforming Our World: the 2030 Agenda for Sustainable Development* sets forth a people-centred global framework for achieving sustainable development and ending poverty, hunger and inequality. The 2030 Agenda embraces the Secretary-General's Zero Hunger Challenge and reflects it in Sustainable Development Goal 2 (SDG 2) – End hunger, achieve food security and improved nutrition and promote sustainable agriculture. The 2030 Agenda situates humanitarian efforts within a broader context of human progress and development, with a strong commitment to leaving no one behind.

2. The 2030 Agenda is ambitious in its reach, in the complexity of the challenges to be overcome and in its 15-year timeframe for achieving sustained results that will transform the world. Action is needed now: the goals require accelerated action to end poverty and hunger by 2030. Multi-stakeholder engagement is crucial.

3.   Responding to the 2030 Agenda's global call to action,[1] WFP is submitting its new Strategic Plan a year early to adjust WFP's strategic direction and set the course of its contributions to country efforts towards achieving zero hunger and sustainable development. The results framework of the Strategic Plan (2017–2021) is fully aligned with the 2030 Agenda and is intended to remain stable throughout its implementation. However, lessons learned will generate further guidance on how collective, coherent action can increase progress. Therefore, the Strategic Plan (2017–2021) will be reviewed and can be extended or adjusted in 2021, and subsequent reviews will take place every four years to harmonize WFP's strategic planning cycle with Quadrennial Comprehensive Policy Review (QCPR) resolutions.

4.   The Strategic Plan (2017–2021) will guide WFP throughout the implementation period of the 2030 Agenda. The Plan channels WFP's support to countries' work to end hunger among the poorest and most food-insecure people, and guides WFP's participation in a revitalized global partnership for sustainable development, which will be supported by enhanced advocacy. WFP is committed to reaching those in greatest need first, while ensuring that no one is left behind. Strategic partnerships, communication and advocacy, and the development of staff awareness and capacity will be necessary to realize the Strategic Plan (2017–2021). In addition, to achieve the vision and goals of the Strategic Plan in a constantly changing world, it will be crucial for WFP to leverage and strengthen innovation efforts, including through the WFP Innovation Accelerator[2].

II. THE GLOBAL CONTEXT

The 2030 Agenda (September 2015)

5.   The global push to achieve the 2030 Agenda is led by Member States. They defined the 17 goals with targets as integrated and indivisible, global in nature and universally applicable. They recognize the interconnectedness of the social, economic and environmental dimensions of sustainable development, within a country and across all countries. Each government will set its own national targets, guided by the ambitions for the global level while taking into account national circumstances. The 2030 Agenda calls for collective action to support country-led efforts.[3] SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development – is supported and complemented by the Addis Ababa Action Agenda and recognizes that new ways of working together and improved partnership-based approaches are essential in supporting countries in achieving sustainable development in all its dimensions.

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[1] See Economic and Social Council of the United Nations (ECOSOC) document E/2015/L.16 (15 June 2015), paragraph 73.

[2] The WFP Innovation Accelerator was opened in Munich, Germany, in August 2015, to strengthen the culture of innovation in WFP, and to facilitate collaboration with experts from diverse sectors and institutions. It works to link WFP operations with the latest technologies, thus helping countries to achieve the SDGs more efficiently and effectively.

[3] The 2030 Agenda, paragraph 61: "The means of implementation targets under each Sustainable Development Goal and Goal 17, which are referred to above, are key to realizing our Agenda and are of equal importance with the other Goals and targets. We shall accord them equal priority in our implementation efforts and in the global indicator framework for monitoring our progress."

6.   Of particular importance to WFP, the 2030 Agenda recognizes that some countries and people are more vulnerable than others, face greater challenges in achieving sustainable development, and require special attention to ensure that no one is left behind.[4] "Leaving no one behind" in the fight against hunger means reaching everybody – women, men, girls and boys – with special attention to people living in extreme poverty, those facing discrimination, refugees, internally displaced persons (IDPs) and people affected by complex and protracted humanitarian crises, extreme violence, climate-related and other disasters. To ensure that the people in greatest need are reached, concerted efforts are necessary from a wide range of actors in the development, humanitarian and peace and security communities.

Global Trends and International Conferences and Agreements

7.   Almost 800 million people around the world are undernourished, 159 million children under the age of 5 are stunted and 50 million children suffer from wasting.[5] Children account for more than half of the world's refugee population; wasting and stunting rates among children increase both during and in the years following a disaster.[6] Women and girls are disproportionately affected by humanitarian crises: they have higher morbidity and mortality rates and risk facing gender-based violence. People in conflict-affected states are up to three times more likely to be undernourished than those living in more stable developing countries. Vulnerable groups such as women and children, refugees and IDPs, and people living with HIV or disabilities often have limited access to social protection, and many live in situations of conflict and instability. Lack of gender equality and women's empowerment means that women and girls are often more vulnerable in humanitarian situations, and hinders progress in all areas of sustainable development. In many countries, inequality is persistent or rising, and hunger is increasingly becoming an urban challenge as well as a rural one.

8.   In 2014 and 2015, WFP provided direct food assistance to an average of more than 78 million people per year in 82 countries. Although WFP is an organization with a dual mandate, 42 percent of its funding was spent on emergency operations, 38.5 percent on early recovery activities, 6.9 percent on development activities and 7.6 percent on special operations.[7] In 2014 and 2015, on average 77 percent of food transfers and 89 percent of cash-based transfers (CBTs) went to saving lives and protecting livelihoods in emergencies.

9.   WFP responded to 13 major emergencies in 2014 and 12 major emergencies in 2015. Current trends in climate-, conflict- and health-related crises risk are increasing the number of people living in hunger, and indicate that it will remain necessary for WFP to continue to maintain a strong focus on responding to emergencies if it is to help countries achieve the 2030 Agenda. Climate change threatens to break down food systems by increasing frequency

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[4] The 2030 Agenda, paragraphs 21 and 22: "The most vulnerable countries … deserve special attention, as do countries in situations of conflict and post-conflict countries. There are also serious challenges within many middle-income countries." Paragraph 23: "We resolve to take further effective measures and actions, in conformity with international law, to remove obstacles and constraints, strengthen support and meet the special needs of people living in areas affected by complex humanitarian emergencies and in areas affected by terrorism."

[5] UNICEF–WHO–World Bank Group. 2015. *Joint child malnutrition estimates – Levels and trends*. Available at http://www.who.int/nutgrowthdb/estimates2014/en/

[6] Hsiang, S. and Anttila-Hughes, J. 2013. *Destruction, Disinvestment, and Death: Economic and Human Losses Following Environmental Disaster*. Available at http://ssrn.com/abstract=2220501; Silventoinen, K. 2003. Determinants of variation in adult body height. *Journal of Biosocial Sciences*, 35(2):263–285.

[7] Plus 5 percent on bilaterals, trust funds, and General Fund and trust funds that cannot be apportioned by project or operation. These are averages for 2014 and 2015.

and severity of natural hazards, with a disproportionate impact on vulnerable food-insecure households. The continued proliferation and fragmentation of conflicts is leading to increased displacement and growing humanitarian needs.

10. *The State of Food Insecurity in the World* report from 2015[8] states: "Over the past 30 years, the typology of crises has gradually evolved from catastrophic, short-term, acute and highly visible events to more structural, longer-term and protracted situations […]. In other words, protracted crises have become the new norm, while acute short-term crises are now the exception." The Committee on World Food Security (CFS) adopted the Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA) in 2015,[9] in recognition of the impact on affected populations of food insecurity and undernutrition. WFP has unique strengths and capacities for responding to affected populations in protracted crises, and for acting on the principles set out by the CFS-FFA. WFP's dual mandate has allowed it to accumulate significant experience in humanitarian and development contexts, which makes it well suited to help strengthen the resilience of affected people in protracted crises by also using a development lens in its humanitarian response, and by aligning its recovery and development interventions accordingly.

11. The 2030 Agenda recognizes that concurrent action in different contexts and across sectors is required. By addressing their interconnected root causes, poverty and hunger can be ended forever. This is critical wherever hunger is found, and resonates with the 2030 Agenda's call to prioritize people in situations of conflict, disaster, risk and vulnerability. Supporting the 2030 Agenda, actions to end hunger include the outcome documents of important United Nations conferences and summits.

12. The main conferences and agreements and their relevance to ending hunger include:

➤ *World Conference on Disaster Risk Reduction (March 2015):* More than 80 percent of the world's food-insecure people live in countries that are prone to natural hazards and characterized by land and ecosystem degradation.[10] Disasters affect all dimensions of food security: without protection from disaster risks, the most vulnerable people cannot begin to build their resilience. The Sendai Framework for Disaster Risk Reduction 2015−2030 contributes to the 2030 Agenda and hunger reduction, especially by calling for investment in disaster risk reduction for resilience – including through social protection systems – and enhanced disaster preparedness for effective response and "building back better".

➤ *International Conference on Financing for Development (July 2015):* The Addis Ababa Action Agenda is integrated into the 2030 Agenda through SDG 17. Despite important progress reflected in the Addis Ababa Action Agenda, important issues remain unresolved; for example, the tools and resources currently available to humanitarian and development actors are not adequate for meeting the long-term needs of populations vulnerable to crises. There is need for the international community to invest more in

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[8] FAO, IFAD and WFP. 2015. *The State of Food Insecurity in the World*, page 38. Rome.

[9] http://www.fao.org/cfs/cfs-home/activities/cfs-fipc/en/

[10] Index for Risk Management. 2014. Natural Hazard Composite Indicator; EM-DAT. 2014. International Disaster Database (online); International Food Policy Research Institute, Weltungerhilfe and Concern Worldwide. 2014 Global Hunger Index data; World Bank. 2014. Population figures (online); Global assessment of soil degradation (GLASOD) assessment of human-induced soil degradation, 1990; Bai, Z.G., Dent, D.L., Olsson, L., and Schaepman, M.E. 2008. Proxy global assessment of land degradation. *Soil Use and Management,* 24(3): 223–234 (September).

recovery from disasters and conflicts, and in the financing of risk reduction. Funding for social protection and humanitarian response, especially in fragile and (post-)conflict settings, is often inadequate, reducing the opportunities for addressing the drivers of vulnerability and risk.[11]

➤ *United Nations Framework Convention on Climate Change Paris Agreement (December 2015):* Climate change has a disproportionately negative impact on food-insecure people,[12] and could increase the risk of hunger and malnutrition by up to 20 percent by 2050.[13] Climate change will deepen vulnerability to disasters,[14] especially in resource-scarce environments dominated by high prevalence of food insecurity and malnutrition. Floods and droughts are more frequent and intense. The vulnerability of people and food production systems to climate change will require greater efforts and capacity strengthening in early warning systems, emergency preparedness, comprehensive risk assessment and management, climate risk insurance, and resilience-building of communities, livelihoods and ecosystems. Safety nets and social protection systems are among the best options for empowering the most vulnerable people so that they can start adapting to climate change and building resilience. In this regard, it will be crucial for WFP to integrate support to the national COP21 action plans with WFP's Country Strategic Planning approach.

➤ *The World Humanitarian Summit (May 2016):* Trends in climate-related disasters, intra-state conflict and displacement suggest that the world will face an increasing number of complex and protracted crises in the coming decades. However, the resources and funding currently available to the humanitarian system are no longer adequate for meeting the needs of the most vulnerable populations in these increasingly complex and protracted crises. At the same time, the increasing diversity of actors operating in humanitarian settings, strengthened local capacities, and technological advances present new possibilities and challenges for humanitarian response. In the consultations leading up to the Summit the importance of placing protection centrally in the humanitarian response and of strengthening accountability to affected populations has repeatedly been stressed. [to be completed pending the outcome of the WHS].

➤ *Third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III) (October 2016)*: Hunger and malnutrition among the urban poor are recognized as a challenge to achievement of the 2030 Agenda: rapid urbanization is steadily increasing the number of slum dwellers; extremely poor urban households spend a large part of their income on food, making them especially vulnerable to sudden price shocks or bottlenecks in supply; and conflicts are displacing growing numbers of people into urban areas. Improving access to basic services including safety nets and nutrition services will be critical to reducing urban hunger [to be completed pending the outcome of HABITAT III].

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[11] WFP, OCHA, IFRC, UNHCR, UN-HABITAT, UNICEF, UNDP, WHO and IOM. 2015. *Financing for Development: Addressing the Humanitarian-Development Divide*.

[12] World Bank. 2015. *Shock Waves: Managing the Impacts of Climate Change on Poverty.* Washington, DC.

[13] Intergovernmental Panel on Climate Change (IPCC). 2014. *Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Geneva.

[14] IPCC (2013) 5th Assessment Report. http://www.ipcc.ch/

13. The 2030 Agenda and the Strategic Plan (2017–2021) are also aligned with and supportive of other resolutions by the United Nations General Assembly, including the annual resolution on agriculture development, food security and nutrition to which WFP contributes with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD). In 2015, the resolution[15] provided recommendations on how to carry forward the unfinished work on eradicating hunger and malnutrition, which is central to the transformative sustainable development agenda. In particular, the resolution recognizes the importance of supporting complementary frameworks for the fight against hunger and malnutrition, including the African Union Agenda 2063, the recommendations of the CFS, the Zero Hunger Challenge, the Global Nutrition for Growth Compact, the Second International Conference on Nutrition (ICN2) and the United Nations Decade of Action on Nutrition.

Lessons from the Mid-Term Review of the WFP Strategic Plan (2014–2017)

14. To inform WFP's new Strategic Plan, a mid-term review of the Strategic Plan (2014–2017) was undertaken in 2015. Its main findings and recommendations were as follows:

➢ WFP's mission and mandate overlap in global policy agendas and corporate objectives. The new Strategic Plan should provide a tight conceptual framework and focus WFP's work, using the transition to the SDGs as an opportunity to do so.

➢ The move to food assistance has shown positive results and should be consolidated, using the Country Strategic Plans (CSPs) to articulate WFP's comparative advantage at the country level more clearly.

➢ The Financial Framework Review should provide a funding model that is better adapted to the agreed short- and long-term missions of WFP, thus strengthening the CSPs by establishing stronger linkages among financial, short-term and long-term operational goals.

➢ WFP's Strategic Plan should better reflect the critical services that WFP provides to the broader humanitarian community as the lead agency of the logistics and emergency telecommunications clusters, and the manager of the United Nations Humanitarian Air Service (UNHAS) and the United Nations Humanitarian Response Depot (UNHRD).

➢ In light of the unprecedented number of emergencies, WFP's core excellence in emergency response and preparedness should be maintained, and strengthened where required.

➢ WFP should continue to reflect on the implications for its structure and function of business model changes such as CBTs and local procurement.

➢ WFP should continue to build an evidence base – including by improving results measurement – to facilitate more robust and conclusive reporting on corporate performance.

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[15] A/RES/70/223.

Evaluation Findings

15. The Strategic Plan (2017–2021) builds on evaluations undertaken by WFP's Office of Evaluation in 2014 and 2015. The most important findings are reflected in the Annual Evaluation Reports of 2014 and 2015, and the Synthesis Report of 2014–2015 Operation Evaluations.[16]

16. Major evaluation findings include the following:

➢ WFP's continued shift from food aid to food assistance is highly relevant for sustainable hunger solutions, and positions WFP well for the transformations called for by the 2030 Agenda.

➢ Evaluations confirm WFP's strengths in emergency response, especially in large-scale sudden-onset disasters. However, managing multiple Level 3 emergencies has diverted attention from other protracted, chronic and lower-level emergencies.

➢ WFP can make relevant contributions in the dynamic contexts of middle-income countries, where inequity of opportunity often results in vulnerability. To do this, however, WFP needs to enhance its focus on strengthening national policies and systems, working in partnership, and by applying more systematic approaches to national capacity development in its areas of proven expertise.

➢ WFP's commitment to and resourcing of its leadership role in the coordination of key humanitarian clusters was found to be variable.

➢ Evaluations reveal a mixed picture regarding collaboration among United Nations agencies and with partner non-governmental organizations (NGOs). Leadership and prioritization will enable WFP to realize the full benefits of this wide array of partnerships. Evaluations also highlight a need for greater consistency across WFP on alignment with national systems.

➢ WFP's current monitoring systems and capacity are still inadequate to measure and analyse outcome-level results. Challenges in determining WFP's efficiency, effectiveness and comparative advantage, coupled with unclear result chains in project designs, limit WFP's ability to manage for results based on analysis of what works and what does not.

External Reviews and Assessments

17. In addition to internal reviews and evaluations, WFP's performance was assessed externally, including by the Multilateral Organization Performance Assessment Network in 2013. These evaluations and assessments were largely positive, noting, "WFP is well-positioned to deliver assistance in emergencies and has a strong comparative advantage in humanitarian settings due to many noted strengths: WFP's strong investment and focus on emergency preparedness and response across the organisation, the reliability of needs assessments and their use to inform programming, robust security measures to protect staff, effective procurement practices, strong risk management strategies, timely response to events and disasters, harmonised procedures with programming partners, and active contribution to inter-agency plans and appeals."[17] Reports also cite WFP's ability to operate in challenging and often volatile environments, such as in conflict or war-torn regions and

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[16] WFP/EB.2/2015/6-E*

[17] Multilateral Organization Performance Assessment Network. 2013. WFP 2013 Report, Vol. 1, p. 12.

countries experiencing recurrent climatic shocks, where the delivery of food and non-food items is not simple and where needs may fluctuate significantly and rapidly.[18] WFP also received consistently high ratings in the area of financial accountability. For example, the International Aid Transparency Initiative (IATI), which produces an influential ranking of 381 international organizations involved in aid and development work, ranked WFP number one for financial transparency.[19]

18.   WFP's new conceptual results framework presented in Section III builds on the internal findings of the mid-term review, the evaluability assessment of the Strategic Plan (2014–2017) and evaluations from 2014 and 2015. It also takes into account external assessments and reviews, and the recommendations of the QCPR.

III. POSITIONING WFP IN SUPPORT OF THE 2030 AGENDA

WFP Vision and Goals

19.   WFP fully embraces the vision set in the 2030 Agenda for a world free from hunger in a context of equitable and environmentally responsible sustainable development. This vision is global and universal, and reflects commitment to leaving no one behind. Reflecting its own history and mandate, and recognizing that all 17 SDGs are interconnected, WFP prioritizes two SDGs – SDG 2 on achieving zero hunger and SDG 17 on partnering to support implementation of the SDGs – while contributing to other SDGs depending on country contexts and national priorities. This focus reflects WFP's dual mandate as set out in United Nations General Assembly Resolution 1714 of 1961[20] and subsequent mission statements, and its strengths, capacities and potential as demonstrated in its programme of work and the demand for its technical and operational services, common services and capacities. Figure 1 illustrates the results framework for the Strategic Plan (2017–2021).

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[18] DFID. 2016. *Multilateral Aid Review 2015*. London.

[19] To see the IATI ranking, go to the table on this page and click twice on the word "Score" at the top of the table.

[20] A/RES/1714(XVI). In particular, paragraph 10 of the resolution:

"*In the administration of the programme attention should be paid to:*

(a) establishing orderly and adequate procedures on a world basis for meeting emergency food needs and emergencies inherent in chronic malnutrition (this could include the establishment of food reserves);

(b) assisting in pre-school and school feeding; and

(c) implementing a pilot project, with the multilateral use of food as an aid to economic and social development, particularly when related to labour-intensive projects and rural welfare."

Figure 1: WFP Strategic Plan (2017–2021) results framework
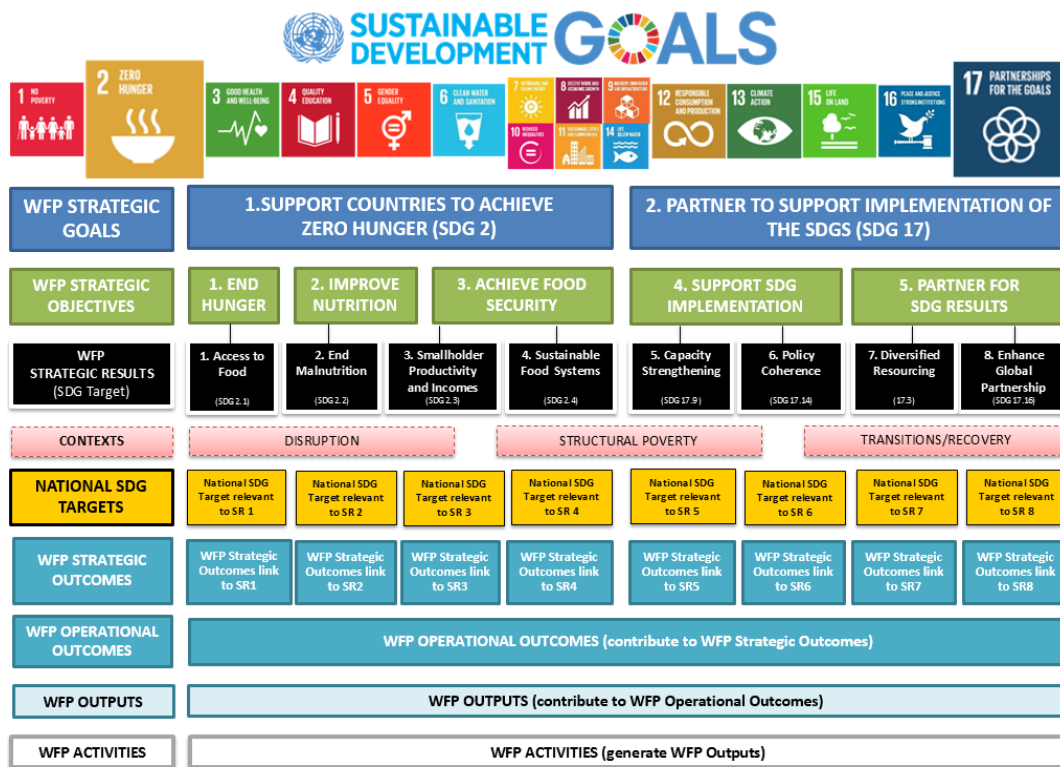
20. WFP's Strategic Plan (2017–2021) will be implemented in accordance with its policies, as compiled in "Compendium of WFP Policies Relating to the Strategic Plan".[21] Among the relevant policies are the 2004 "Humanitarian Principles",[22] and the 2013 policy "WFP's Role in Peacebuilding in Transition Settings".[23] Both policies reiterate that in responding to humanitarian crises, WFP's actions will at all times be guided by the humanitarian principles of humanity, impartiality, neutrality and operational independence, and that WFP will rely on its partners and all other actors to respect the humanitarian nature of its work.

21. The Strategic Plan (2017–2021) will also build on the 2012 "Humanitarian Protection Policy",[24] and "Gender Policy (2015–2020)"[25] which present WFP's strategic vision to enable it to integrate humanitarian protection concerns and gender equality and women's empowerment into all of its work and activities. Country office implementation of the Strategic Plan (2017–2021) will be aided by WFP's policy "Building Resilience for Food Security and Nutrition",[26], which guides a resilience-building approach to programming to help mitigate the damaging effects of shocks and stressors before, during and after crises, thereby minimizing human suffering and economic loss. Other relevant

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[21] WFP/EB.2/2016/XX

[22] WFP/EB.1/2004/4-C

[23] WFP/EB.2/2013/4-A/Rev.1

[24] WFP/EB.1/2012/5-B/Rev.1

[25] WFP/EB.A/2015/5-A

[26] WFP/EB.A/2015/5-C

policies include the 2015 "South–South and Triangular Cooperation Policy"[27] and the 2013 "Revised School Feeding Policy".[28]

22. The compendium is updated every year and submitted to the Board for information at the Second Regular Session. It highlights policies that have been replaced by new ones; potential gaps for policies; and policies that need to be updated in the context of a new Strategic Plan – in this case, WFP's People Strategy,[29] which is a "People Management Framework for Achieving WFP's Strategic Plan".

Strategic Goal 1: Support Countries to Achieve Zero Hunger

23. Strategic Goal 1 is in line with SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture. SDG 2 reflects the fact that hunger has multiple interrelated components. As such, achieving zero hunger is a multi-sectoral challenge that will require multi-stakeholder partnerships to make progress on the different components of SDG 2 at the same time in a coordinated and concerted manner. Expressed in everyday language rather than technical definitions, SDG 2 encompasses the four dimensions of food security as defined by the World Food Summit in 1996:[30]

> *End hunger* – **access** to food at all times (Target 2.1).

> *Achieve improved nutrition* – food consumption and adequate diets to support **utilization,** with complementary actions to end malnutrition (Target 2.2).

> *Achieve food security* – **availability** of food (Target 2.3) and **stability** of food systems (Target 2.4).

> *Promote sustainable agriculture* – **stability** of food systems (Target 2.4) and inputs (Target 2.5).

24. The four components of SDG 2 provide a definition of zero hunger and benchmarks against which to measure progress towards its achievement. WFP's primary focus will be on the first three elements of SDG 2 and the first four targets, while other actors have mandates and capacities for promoting sustainable agriculture and enhancing seed, plant and animal genetic diversity.

25. Although SDG 2 lies at the core of WFP's mandate, no single agency or entity owns any of the SDGs, and partnerships will be required to achieve progress. Partnerships beyond and across sectors and areas of expertise are essential – within countries and among their SDG partners such as the United Nations Children's Fund (UNICEF), FAO and IFAD. WFP will also build strategic alliances with partners who will support advocacy, policy and a deeper understanding of SDG 2.

26. Progress towards SDG 2 contributes to progress towards many other SDGs, and is affected by progress and investments in other SDGs.

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[27] WFP/EB.A/2015/5-D

[28] WFP/EB.2/2013/4-C

[29] WFP/EB.2/2014/4-B

[30] World Food Summit. 1996. Rome Declaration on World Food Security. Rome.

Overarching linkages

◊ *SDG 5 on achieving gender equality and empowering all women and girls*: Gender equality and women's empowerment affect all aspects of development and human well-being. The role of women in ending hunger is well documented: women feed their families, produce and market food, and have essential roles in ending the intergenerational cycle of hunger. However, in many countries cultural norms and the inequitable distribution of roles, resources and power mean that disasters and climate change have a disproportionate impact on women and girls. Ending discrimination, violence and harmful practices against women and girls, and ensuring women's full and effective participation in all levels of decision-making are fundamental to achieving the 2030 Agenda. Women and men should be given not only equal access to resources and equal opportunities, but also the means of benefiting from this equality. Gender equity that enables fairness in the way women and men are treated is essential to achieving zero hunger.

◊ *SDG 16 on promoting peace, justice and strong institutions:* Throughout the world, conflicts disrupt farming and food production. Fighting forces millions of people to flee their homes, leading to hunger emergencies as IDPs and refugees find themselves without the means to feed themselves and living in conditions that facilitate the spread of disease. People who are exposed to violence, exploitation and abuse and have limited or no access to justice are frequently also the most vulnerable and food-insecure people. Hunger causes and exacerbates risks to people's safety and dignity, while these risks in turn affect people's access to food. Reducing hunger and promoting transparent and participatory systems and mechanisms are central to addressing such rights violations. At the same time, hunger can be a contributing factor to conflict or the resumption of conflict.

Access

◊ *SDG 1 on ending poverty*: Lack of income is the most significant factor for many food-insecure people. Very few of the world's food producers can provide themselves with adequate nutrition. Markets and income are essential in ensuring that all people everywhere have access to nutritious food for healthy lives. When people are unable to work because of unemployment, poor health, age, gender inequalities or disability, appropriate means of social protection are necessary to ensure that they and their families have access to food. Conditional safety nets such as school meals programmes provide income transfers while also serving as platforms for promoting other benefits, such as nutrition and education for children.

◊ Other goals relevant to access to food include SDG 8 on promoting sustained and inclusive economic growth and SDG 10 on reducing inequality.

Nutrition

◊ *SDG 6 on ensuring clean water and sanitation* and *SDG 3 on ensuring healthy lives and well-being* are relevant to improved nutrition. Access to clean water and sanitation prevents the spread of diarrhoea and water-borne disease. Certain illnesses prevent people's bodies from utilizing food effectively, leading to malnutrition; HIV treatment with anti-retroviral therapy requires good nutrition to be effective.

◊ *SDG 4 on ensuring quality education:* Education enhances people's ability to adapt their behaviour, including their nutrition, hygiene, sanitation and health practices, and to demand appropriate services. As part of the essential package for schoolchildren's health and nutrition, school meals programmes help ensure that children have access to education and support achievement of education improvement targets, despite crises or chronic poverty, and support improved nutrition through the provision of healthy fresh and fortified foods. Improving access to quality education and providing nutritious foods through schools thus contribute to breaking the intergenerational cycle of hunger.

Food availability and markets

◊ *SDG 13 on taking action to combat climate change*: Climate risks have disproportionate effects on the poorest people, who are more exposed to climate-related disasters that increase hunger by destroying land, livestock, crops and food supplies and restricting people's access to markets. Climate change also increases health threats, posing further risks to nutrition status. Without rapid, inclusive and climate-smart development activities, including climate-smart agricultural programmes and climate risk management tools like African Risk Capacity (ARC) replica and R4, which incorporate efforts to reduce emissions and protect the poor, many more people will be affected by poverty and hunger by 2030.[31]

◊ *SDG 15 on conserving and using land responsibly and halting biodiversity loss*: Ending hunger by 2030 relies on halting land degradation, deforestation and desertification, and conserving and restoring terrestrial ecosystems such as forests, wetlands, drylands and mountains by 2020. There is need for sustainable, resilient farming practices that increase smallholder farmers' productivity, increased off-farm employment and planned migration activities supporting food access that take pressure off the land, while addressing the challenges potentially affecting food security.

◊ *SDG 12 on ensuring responsible consumption and production* recognizes that to achieve zero hunger, food waste and loss must be reduced at the farm level and along the market chain. Consumer consumption patterns also influence the ability to address issues related to nutrition.

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[31] World Bank. 2015. *Shock Waves: Managing the Impacts of Climate Change on Poverty.* Washington, DC.

◊ *SDG 7 on ensuring access to affordable and clean energy*, *SDG 9 on building resilient infrastructure, promoting inclusive and sustainable industry and fostering innovation, and SDG 11 on making safe and sustainable cities and communities,* and *SDG 14 on conserving and using marine resources responsibly* are also relevant to food security.

Strategic Goal 2: Partner to Support Implementation of the SDGs

27. Strategic Goal 2 aligns with SDG 17 – *Strengthen the means of implementation and revitalize the global partnership for sustainable development*. SDG 17 is focused on *how* the SDGs can be achieved by using multi-stakeholder partnerships to enable collective and coherent action that provides the necessary financial, knowledge and institutional support for implementation. SDG 17 urges all stakeholders to continue to learn, innovate and transform, particularly as they work together to achieve the 2030 Agenda. Its 19 targets reflect the 7 action areas of the Addis Ababa Action Agenda, especially those of particular relevance to ending hunger: sustained resource investments, particularly in social protection and disaster risk reduction; private-sector partnerships; international development cooperation, especially South–South cooperation; addressing systemic issues; and science, technology, innovation and capacity-building.

28. Given the fundamental importance of working across sectors and involving all stakeholders in the 2030 Agenda, Strategic Goal 2 covers both how WFP implements actions towards SDG 2 and how it supports other stakeholders in contributing to efforts to achieve all the SDGs:

   ➢ *Means of implementation* – support partnership-based efforts to strengthen capacities and improve the integration and coherence of actions towards the SDGs, including by facilitating consultative platforms, enabling South–South cooperation, engaging in local community-based partnerships, supporting centres of excellence, and acting collectively with the United Nations Development Programme (UNDP), UNICEF, the World Bank, FAO, IFAD and others (Targets 17.9, 17.14 and 17.18; and SDG 2 means of implementation 2a and 2c).

   ➢ *Revitalize global partnerships* – support stakeholders, including United Nations agencies, regional bodies, the private sector and local communities, in joining collective action towards the SDGs, including through the provision of common services (Targets 17.3, 17.6, 17.16 and 17.17).

29. Achieving zero hunger requires WFP to act as part of a system by helping to shape the way in which partners interact and relate to each other. WFP's agility in responding to humanitarian needs, its ability to innovate and learn and its willingness to act when called on by its partners are recognized as core strengths that support partners' responses to increasing and more complex humanitarian needs. The Addis Ababa Action Agenda points to the wide range of stakeholders, including the private sector, that are critical for the innovation and transformation that, together with humanitarian response, are necessary to achieve the 2030 Agenda.[32]

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[32] *Outcome document of the Third International Conference on Financing for Development*: Addis Ababa Action Agenda. Addis Ababa, 13–16 July 2015. A/CONF.227/L.1.

30.   Building on progress made through the Zero Hunger Challenge, WFP will develop platforms for outreach, engagement and advocacy. This will include providing a clear voice on how WFP is positioned globally and at the country level, and providing communications channels to support and mobilize partners, stakeholders and advocates to work together to achieve zero hunger.

31.   The private sector is already taking action to advance the 2030 Agenda while creating opportunities for growth, cost reduction and improved management of risk. Innovative technologies and approaches to resilience are being developed, along with financial products, and platforms and services for the billion poorest people. WFP needs partnerships with the private sector to improve its work in such areas as the retail supply chain, specially formulated nutritious food products, financial services for the poor and food security mapping. For example, WFP uses mobile technology for real-time food security assessments and monitoring (mVAM). Through private partnerships, WFP and stakeholders can have a positive influence on corporate practices, policies and behaviours for achievement of SDG 2.

32.   Guided by its corporate partnership strategy,[33] WFP engages in five main types of relationship, with resource partners, knowledge partners, policy and governance partners, advocacy partners, and capability partners. WFP will continue to build on its strong partnerships with member governments, the World Bank, FAO, IFAD, UNDP, UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR and other United Nations agencies, NGOs and local communities. To contribute better to SDG 17, WFP will also support transformative partnerships that reduce barriers for the private sector and other stakeholders, enabling them to play more active roles in ensuring food security and nutrition while maintaining appropriate due diligence and accountability in its selection of and engagement with partners.

WFP Strategic Objectives

33.   In line with the two Strategic Goals, WFP has five Strategic Objectives, which relate to the elements of SDG 2 and SDG 17 addressed by WFP. The Strategic Objectives frame WFP's programmatic and operational focus, and provide links between the Strategic Goals and the Strategic Results that connect WFP to country and global efforts through relevant SDG 2 and SDG 17 targets.

34.   WFP's integration of gender equality and women's empowerment into all of its work and activities is particularly important as women have critical roles in all the SDGs, with many targets specifically recognizing gender equality and women's empowerment both as objectives and as part of the solution. WFP will ensure that women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative programmes and policies, and that its work promotes decision-making by women and girls. WFP will pay special attention to mitigating and preventing violence, including through ending gender-based discrimination and harmful practices against women and girls. In addition to its commitment to gender equality and women's empowerment, WFP will work to integrate humanitarian protection concerns and accountability to affected populations in

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[33] "WFP Corporate Partnership Strategy (2014–2017)" (WFP/EB.A/2014/5-B) defines partnership as: "Collaborative relationships between actors that achieve better outcomes for the people we serve by: combining and leveraging complementary resources of all kinds; working together in a transparent, equitable and mutually beneficial way; and sharing risks, responsibilities and accountability. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

all its activities. It will pay attention to the specific vulnerabilities of different groups, including women, men, girls, boys, elderly persons, persons with disabilities, or others.

Strategic Objective 1: End hunger [by protecting access to food]

35.   WFP will support collective efforts to protect access for all people, especially the most vulnerable, to the sufficient, nutritious and safe food they need to survive and to live healthy and productive lives. WFP will work on this Strategic Objective in partnership with UNICEF, UNHCR, UNDP, the Office for the Coordination of Humanitarian Affairs (OCHA), the World Bank, FAO, IFAD and other partners, seeking to strengthen national systems wherever possible. In humanitarian operations, other major partners include the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC) and international and national NGOs.

> ➢ In situations of conflict or natural disasters, WFP humanitarian relief operations save lives by ensuring access to adequate food, often in difficult and dangerous circumstances. Responding as needed is a WFP core competence.

> ➢ In addition to implementing direct operations where needed, it will also be critical for WFP to support countries in strengthening their disaster risk reduction, prevention, preparedness and response capacities to ensure access to sufficient, nutritious and safe food for all people at all times.

> ➢ Recognizing that lack of access to adequate food is a major problem for most of the world's hungry people, WFP will continue to support hunger-related safety nets, such as school meals programmes, and productive safety nets that protect access while promoting nutrition, livelihoods and asset creation.

> ➢ Leveraging its vast global expertise in supporting different social protection schemes all over the world, WFP will work to strengthen countries' capacities to provide social protection measures that protect access to adequate, nutritious and safe food for all.

Strategic Objective 2: Improve nutrition

36.   WFP will support joint and coordinated collective efforts that are essential to ending all forms of malnutrition, and will support governments to strengthen national capacities in multi-sectoral nutrition activities. It will also enhance partnerships with other public and private actors, and will continue to engage in nutrition governance and to invest in country-level action through multi-stakeholder platforms such as the United Nations Standing Committee on Nutrition, the CFS, the Scaling Up Nutrition movement, and the Renewed Efforts Against Child Hunger and undernutrition (REACH) approach. WFP will work on this Strategic Objective in partnership with UNICEF, the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNHCR, the World Bank, FAO and IFAD, among other partners. In humanitarian operations, WFP will work through relevant coordinating mechanisms such as the Inter-Agency Standing Committee (IASC) nutrition cluster, with partners including international and national NGOs.

> ➢ Helping to eliminate malnutrition, particularly in contexts of high burden or high risk, is central to WFP's work. Malnutrition has a huge impact on human development, contributing to the persistence of poverty and inequality through the intergenerational cycle of hunger.

➢ WFP will use nutrition-specific approaches to support countries' capacities to deliver quality nutrition services to treat and prevent malnutrition. WFP will emphasize a preventive approach to malnutrition, focusing on vulnerable groups, helping to provide the foundation for sustainable development.

➢ WFP will leverage all its programmes and activities to deliver improved nutrition outcomes by strengthening nutrition-sensitive approaches, and by working with partners using complementary approaches across sectors – such as strengthening social protection systems, building resilience, improving health and education, increasing smallholder productivity, reducing post-harvest losses, and ensuring sanitation and hygiene.

➢ Recognizing that nutritional status both determines and is determined by multi-sectoral and cross-cutting factors, WFP will design programmes with a clear understanding of how nutrition links with gender equality, women's empowerment and other drivers of malnutrition that cut across sectors.

Strategic Objective 3: Achieve food security

37. Focusing on the most vulnerable people and communities, WFP will support partners in promoting livelihoods and resilience building linked to food security and nutrition, climate change adaptation, and strengthened sustainability and resilience of food systems. WFP will continue to collaborate closely with FAO and IFAD on joint strategies, implementation and advocacy. WFP will also work on this Strategic Objective in partnership with UNDP, UNHCR, the World Bank, and the United Nations Office for Disaster Risk Reduction amongst others to support national programmes and services. WFP will also contribute to related coordinating mechanisms such as the CFS and the Food Security Information Network. Other major partners include international and national NGOs.

➢ Situations of recurrent crisis in which food-insecure communities live in damaged or fragile environments and are exposed to high levels of shock are recognized as a major challenge to the achievement of zero hunger. WFP will use analytical tools to facilitate a cross-sectoral understanding of disaster risks and of opportunities for enhancing livelihoods, climate resilience and nutrition. This analytical process will help partners engage in sustained efforts to build resilience for food security and nutrition. Similar tools will also help partners support communities in protracted conflict and displacement situations by guiding efforts to enhance their resilience for food security and nutrition.

➢ WFP's long experience in humanitarian and development contexts has established strengths for the organization in supporting the building of resilience for food security and nutrition. WFP will support disaster risk reduction and climate resilience that facilitate the achievement of zero hunger, using innovative tools from climate science and finance to link early warning systems with early response mechanisms, and implementing programmes that create productive assets, promote the production of nutritionally diverse foods, diversify livelihood strategies and rehabilitate natural resources.

> Enhancing the marketing, productivity and livelihood opportunities of smallholders is a powerful way to improve food security and nutrition. WFP's programmes for supporting smallholders' access to agricultural markets leverage its procurement footprint and expertise in agricultural markets – and those of other public and private buyers – to contribute to building resilient food systems, the production of nutritionally diverse foods, improved post-harvest management and catalysing sustainable commercial and institutional market development for smallholders.[34]

> WFP will make strategic investments in the capacity strengthening of national and local NGOs to help communities lead and sustain their own fight against hunger and achieve SDG 2.

Strategic Objective 4: Support SDG implementation

38. In addition to providing specific capacity-strengthening support under the Strategic Objectives identified above, WFP will facilitate partnerships for strengthening country capacities, ensuring coherent policies and actions, encouraging multi-stakeholder participation in implementation, and promoting innovation for achievement of all SDGs.

> WFP will provide and facilitate support to capacity-strengthening of governments for the implementation of zero hunger and related national SDG plans, including through funding and support to South–South and Triangular cooperation. WFP will focus on sectors where it has a core competency recognized by national stakeholders and partners in the country context as identified in WFP's CSPs.

> To help ensure that no one is left behind, high-quality disaggregated data is crucial to inform appropriate and evidence-based programming. WFP will leverage its unique network of food security analysts to provide continuous support to the collection and dissemination of timely and reliable data, especially related to analyses of food insecurity, vulnerability, risk and impact.

> WFP will actively participate in and contribute to country level and regional dialogues related to SDG2-relevant goals and/or targets, including key areas of policy and programmatic linkage between SDG2 and other goals, such as education, poverty alleviation, climate change, peace and justice, health or gender.

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[34] Based on the 2004 policy on food procurement in developing countries and the 2008–2011 and 2014–2017 Strategic Plans, WFP has sought to strengthen and deploy its ability to exploit linkages between its procurement practices and increasing access to markets for smallholder farmers, and to mainstream learning and best practices within the organization. WFP will continue these efforts, seeking to raise awareness and catalyze policy reform, institutional innovation and investment to address hunger from the demand side of food systems. Operating at the intersection of commercial food markets and the public interest represented by food assistance, WFP's demand for food and food system services can be a direct and indirect force for enhanced performance of food systems, promoting inclusive agricultural growth, sustainable social and economic transformation and broad-based food security. In this regard, WFP is committed to buying at least 10 percent directly from smallholder farmers by the end of this Strategic Plan (2021).

Strategic Objective 5: Partner for SDG results

39.   WFP will provide common services and platforms, and improve access to resources, expertise, knowledge and networks to support stakeholder's efforts to achieve all SDGs.

  ➢ WFP's ability to quickly scale up and respond to fast-evolving complex crises through large logistics, supply chain and telecommunications operations are a key strength of the organization. The common services WFP provides through such operations are of crucial importance in supporting country, regional and global efforts to respond to humanitarian crises. WFP will continue to provide high-quality and timely services as leader of the IASC logistics and emergency telecommunications clusters; as manager of UNHRD and UNHAS; and through provision of sustainable engineering solutions for humanitarian needs.

  ➢ WFP will develop and refine common delivery platforms for CBTs, domestic procurement capacities and similar initiatives that support implementation of the SDGs by governments, UN Partners and other stakeholders. Common delivery platforms leverage WFP's existing delivery platforms for providing CBTs, and improve the cost-efficiency of multiple CBT initiatives targeting the same beneficiaries. It simplifies the processes, reduces the potential for duplication, fraud and abuses, and improves the overall verification and monitoring mechanisms. Common delivery platforms do not only benefit implementing humanitarian/safety-net stakeholders, but also government/donors who require economy of scale and shared delivery mechanisms to better serve beneficiaries.

  ➢ WFP will support partnership-based actions for continuous innovation and learning to address the multiple challenges to sustainable development, including through South-South and Triangular cooperation leveraging its presence in over 80 countries. Collaboration provides access to resources, expertise, knowledge and networks that are essential to achievement of the SDGs. The 2030 Agenda recognizes the need for agility and innovation in partnerships. In facilitating implementation of the 2030 Agenda, WFP will support countries in mobilizing increased, sustained and flexible resources, including through innovative public–private partnerships.

WFP Strategic Results and WFP Strategic Outcomes

40.   Underpinning WFP's capacities and mandate as reflected under the Strategic Objectives, the Strategic Results focus WFP's responses on what countries need rather than on what WFP can provide. Strategic Results are mapped to the SDG 2 and SDG 17 targets that are relevant to WFP's capacities and mandate in helping to end hunger and supporting partnerships for sustainable development. Through this mapping, the Strategic Results align WFP's support to national and global efforts on the SDGs. WFP Strategic Results will be measured by the SDG indicators of the related SDG targets (see Annex I) as defined by the UN General Assembly; they will therefore be measured in each country by the national government.

41.   WFP's Strategic Results are listed below. Importantly, these Strategic Results highlight the areas where WFP can add value based on its capacities, mandate, and operational experience as reflected under the Strategic Objectives. These Strategic Results do not indicate that WFP must lead or has the main global lead role on the areas outlined. Strategic Results do not relate to mutually exclusive strengths, or to advantages over other partners. On the contrary, Strategic Results are about WFP's capacities and strengths in terms of how

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it can contribute with partners to national efforts, and how WFP can play its part in different contexts to help eliminate hunger and build capacity.

Strategic Result 1: Everyone has access to food. By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year *(SDG Target 2.1, Strategic Objective 1).*

Strategic Result 2: No one suffers from malnutrition. By 2030 no one is malnourished, and by 2025 the internationally agreed targets on stunting and wasting in children are met *(SDG Target 2.2, Strategic Objective 2).*

Strategic Result 3: Smallholders have improved food security and nutrition. By 2030, smallholders' have higher incomes and greater productivity than in 2015, supporting improved food security and nutrition *(SDG Target 2.3, Strategic Objective 3).*

Strategic Result 4: Food systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality *(SDG Target 2.4, Strategic Objective 3).*

Strategic Result 5: Countries have strengthened capacities to implement the SDGs. International support for capacity-strengthening, including through South–South and Triangular cooperation, improves implementation of national plans to achieve all the SDGs, especially through greater technology transfer, innovation, improved data collection and quality, and knowledge sharing. *(SDG Target 17.9, Strategic Objective 4).*

Strategic Result 6: Policies to support sustainable development are coherent. Policies on ending hunger and promoting sustainable development are coherent and support collective efforts for sustainable development in all its dimensions *(SDG Target 17.14, Strategic Objective 4).*

Strategic Result 7: Developing countries have access to a range of financial resources for development investment. Additional financial resources from multiple sources are enabling developing countries to engage in sustained coherent action to achieve the SDGs *(SDG Target 17.3, Strategic Objective 5).*

Strategic Result 8: WFP common services, and sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs. In humanitarian and other situations, and when called on by partners, WFP mobilizes and shares knowledge, expertise, technology and financial resources, including through South-South and Triangular cooperation (SDG Target 17.16, Strategic Objective 5).

42.   It is expected that nationally defined SDG targets will be the global SDG targets reworded for the local context. Guided by the WFP Strategic Results, and taking into account local context and priorities, WFP will contribute to national SDG targets through a set of WFP Strategic Outcomes related to each Strategic Result. WFP Strategic Outcomes reflect the results to which WFP's assistance contributes and identify the target populations, institutions and systems to be supported. The Strategic Outcomes are reworded Strategic Results that provide greater focus and relate to local contexts. The phrasing of WFP Strategic Outcomes will reflect the national SDG targets that WFP will work towards with national partners and United Nations agencies. Achievement of these targets will be measured by the national indicators related to SDG 2 and SDG 17 targets. The Strategic Outcomes will be formulated at the country level and are contextualized by local needs and priorities, using language linked to the Strategic Outcomes of the United Nations country team.

43. Because strategic outcomes reflect the specific situation and dynamics of a country, their wording needs to be appropriate to the national context, resonate with national and subnational actors and show clear alignment with national priorities and goals. Individual strategic outcomes vary from country to country in pitch and formulation, but they all show a clear link to the achievement of a national SDG target, and hence also a WFP Strategic Result. Importantly, Strategic Outcomes cannot be achieved by WFP on its own. Achievement of Strategic Outcomes requires strengthened coordinated and concerted efforts, led by government stakeholders and encompassing all partners. More explanation on the Strategic Outcomes is provided in the policy on Country Strategic Plans, and annex II provides examples of Strategic Outcomes related to the different Strategic Results. The annex also provides examples of interventions that could be undertaken to help achieve the Strategic Results.

44. WFP Strategic Outcomes are linked to national SDG targets in a robust results framework in line with QCPR recommendations and ECOSOC decisions. This results framework is based on the results chain in Figure 1, showing how the impact level of Strategic Goals and related Strategic Objectives will be achieved through the Strategic Results, which are elaborated at the country level through a set of WFP Strategic Outcomes generated from the operational outcomes. Operational outcomes are the direct result of WFP outputs, which in turn are generate by WFP's activities. Operational outcomes describe the short-term effects – typically achieved over a one- to three-year timeframe – that lead to the higher- level strategic outcomes. As these results are more closely linked to WFP interventions, operational outcomes serve to help WFP monitor and manage its performance. Operational outcomes are standardized and included in the CRF. WFP's results chain is based on theories of change that explain the causal pathways by which WFP's activities and outputs contribute directly and significantly to WFP outcomes that are needed to achieve impacts related to SDG 2 and SDG 17.

Linking WFP's work to other SDG targets

45. While WFP's point of departure is its work to achieve zero hunger – SDG 2 – the interrelated challenges and solutions involved in ending hunger and poverty mean that WFP will directly and indirectly contribute to most of the other SDGs. WFP's primary focus on ending hunger will serve as the entry point and rationale for contributing to SDGs other than SDG 2.

46. For example, in supporting or implementing school meals programmes, WFP might contribute to SDG 2 targets related to access to food, improved nutrition or smallholder livelihoods, while also often making substantial contributions to the achievement of other SDG targets, including those related to education (SDG 4), gender equality and equity (SDG 5), family income (SDG 1) and health (SDG 3). In Côte d'Ivoire in 2016, for example, with support from the McGovern-Dole programme, WFP provided daily hot meals to 125,000 children in 613 public primary schools in the country's most vulnerable regions, while also fostering the capacity of women farmers to supply food for the programme. Such a programme contributes to the country's national education and gender results, while also supporting health results related to dietary practices.

47. In support of SDG 17, and in close consultation and collaboration with relevant stakeholders, WFP may respond to a request from a national government and partners to provide services that are not directly related to zero hunger efforts but that support achievement of the 2030 Agenda goals and match WFP's strengths and capacity to assist. Throughout the regional Ebola crisis of 2014–2015, for example, WFP worked in all affected

countries, providing vital logistics support to the World Health Organization (WHO) and the humanitarian community, including storage, procurement, transport, logistics hubs in or near the capital cities, and 11 forward logistics bases in the three countries.

48. WFP's contributions to other SDGs will be captured at the country level by linking WFP Outputs to the outcomes of national and other partners that are related to SDG targets other than those reflected in WFP's Strategic Results.

Boundaries and Context

49. Given the broad scope of SDG 2 and SDG 17, it is important to articulate the boundaries of WFP's engagement from a strategic perspective, and not just in response to the challenges or opportunities for involvement that may arise. WFP capitalizes on its own resources, knowledge and skills within a given context while recognizing and leveraging the added value of partners. WFP does not have a meaningful role in working towards SDG 2 and SDG 17 in countries that are able to effectively and efficiently undertake the necessary functions and actions themselves, or in contexts where viable, inclusive, safe and reliable commercial alternatives are available or other actors are better placed to contribute. WFP aims to support countries in ways that make them increasingly able to assume operational, financial and technical responsibility for achieving zero hunger with reduced or no support from WFP. For SDG 17, WFP's support to countries may relate to developmental or humanitarian objectives other than zero hunger.

50. WFP may be needed in a country in three broad types of situational context:

➢ disruption;

➢ structural poverty; and/or

➢ transitions/recovery.

These contexts often overlap. It is particularly important to recognize that the poorest and most vulnerable people tend to face frequent disruptions that prevent sustained investments in addressing structural poverty and undermine efforts towards recovery.

Disruption

51. A disruption is any kind of shock significant enough to interrupt sustainable development at the community level. Examples include natural disasters, food shortages and price spikes, economic recession, pandemics and conflict. These disruptions lead to two types of situation where support is necessary to save lives and livelihoods: an emergency, when the initial stage after a major shock leads to a life-threatening crisis; and – equally important – a longer-term disruption resulting from a complex crisis such as protracted conflict and forced displacement and impeding the ability to invest, grow and develop, leaving communities unable to cope. When host communities and governments are forced to care for displaced populations – sometimes for decades – capacities are often overwhelmed, particularly when there are large influxes of people fleeing conflict and extreme violence.

Structural poverty

52. Extreme poverty and hunger continue to exist even when there is peace, stability and the ability to invest and even in countries with good overall macro-economic indicators. The "structural" nature of this poverty is often related to inequality and the inability of social protection polices and systems to reach all the people in need and ensure access to food. In many cases, this inability perpetuates mother-and-child malnutrition, causing an

intergenerational cycle of hunger that is not alleviated by widespread economic growth and development. Persistent and structural gender inequalities – particularly women's limited opportunities to participate in education, health, economic and political fora – pose a significant barrier to sustainable development and overcoming entrenched poverty and hunger; it is therefore important to understand the effects of gender inequality. Geographical factors, lack of infrastructure and low population density can make it difficult for governments to provide services in rural areas, particularly to the smallholders who constitute the majority of people living in poverty. However, as urbanization expands in developing countries, extreme poverty is also increasingly found in cities, where the scale of poverty and the rate of migration into urban areas often overwhelm existing services, leaving the poorest people without access to safety nets. The effects of climate change, ecosystem degradation and population amplify the challenges faced for populations in this context. Strengthening resilience of vulnerable households and communities will be crucial to counter the effects of these stressors.

Transitions/Recovery

53. The process of recovering from a disruption typically covers the period after a major shock – such as an earthquake, drought or flood – or during the post-conflict transition towards peace and the return and resettlement of displaced populations. Recovery is often not a linear process, especially where people and communities are very vulnerable, making it likely that setbacks will result from even minor shocks and stressors. This risk underlines the importance of mainstreaming resilience building, especially preparedness, disaster risk reduction and safety nets, in country efforts and all of WFP's work. In communities and countries that do not face high levels of risk, rebuilding should be possible if there is sustained investment.

Disaster Prevention and Risk Mitigation

54. Even communities that have not suffered major disruptions or that are not affected by structural poverty can be highly vulnerable and at great risk of severe disruptions such as extreme weather events due to climate change, or other shocks. Significant investment and long-term partnership are needed to strengthen the capacity of governments and local stakeholders to prevent and mitigate disaster risk, especially through preparedness, and integrated risk management approaches.

IV. COUNTRY-LEVEL ACTION

Supporting Country Efforts in Achieving Zero Hunger

55. Achieving zero hunger requires a common understanding of the contexts of hunger in a country and joint agreement on priority actions to address these contexts. Local contexts provide the parameters for national needs and priorities and for WFP's strategic engagement and partnerships in the country. Context not only determines the priorities for action, it also affects how actions can be carried out and reflects the challenges that partners and people will face in achieving zero hunger. All major conferences call for collaborative work to respond to local contexts, while the 2030 Agenda also emphasizes the importance of

recognizing that some contexts face greater challenges than others and thus have special needs for assistance.[35]

56.   The context in each country and each situation within a country will involve a complex mix of factors, including the political and economic situation, social and cultural practices and customs, capacity and geography. Different contexts may exist in a single country and vulnerable populations may move from one context to another over time. Context-sensitive responses will require different actions within a single country and at different times, in line with the differing needs of women, men, girls and boys and their communities. It is therefore important that partners agree on the context and reflect it appropriately at the country-outcome level. WFP will utilize a wide range of tools, such as VAM and the three-pronged approach, to analyse the context and define appropriate programmes in close collaboration with partners.

The Country Strategic Planning Approach

57.   The 2030 Agenda will be achieved at the country level. WFP will work with national stakeholders and United Nations country teams to determine how best to support national strategies for achieving zero hunger, making the necessary links across sectors and contexts and ensuring coherence with and support to countries' broader strategies for sustainable development. The heart of the Strategic Plan (2017–2021) is therefore WFP's new Country Strategic Planning approach, which consists of strategic reviews and CSPs. The objectives of the Country Strategic Planning approach are to: i) support countries in making progress towards zero hunger; ii) operationalize the Strategic Plan (2017–2021) at the country level; and iii) improve the strategic coherence and focus and the operational effectiveness of WFP's assistance and partnerships to support country and regional efforts in addressing food insecurity and malnutrition.

Country-led strategic reviews that focus on SDG 2

58.   WFP will participate in and, where appropriate, facilitate nationally led strategic reviews of zero hunger challenges and efforts. To be useful and meaningful, these country-led strategic reviews should be consultative and comprehensive, with clear and credible analysis of the humanitarian and development context identifying the challenges a country faces in achieving zero hunger, such as gaps in the national policy framework and programmes, in the public and private funding of the food security and nutrition sector, and in the implementation capacities of government and other institutions. The strategic review should facilitate discussion of how the country's partners, including WFP, can support the country's progress towards zero hunger. The strategic review and subsequent Country Strategic Planning process should be undertaken as part of the United Nations country team's efforts to work together under the Delivering as One approach.

59.   Based on country-led strategic reviews and in line with the planning processes of the Government and the United Nations country team, WFP will identify the national SDG targets and results that it is well placed to support. WFP will determine with the Government and other partners the outcomes to which it can contribute towards SDG 2 and SDG 17; these

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[35] The 2030 Agenda, paragraph 56: "In deciding upon these Goals and targets, we recognize that each country faces specific challenges to achieve sustainable development, and we underscore the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small-island developing States, as well as the specific challenges facing the middle-income countries. Countries in situations of conflict also need special attention."

WFP Strategic Outcomes will reflect the target population, institutions and systems that will be supported to end hunger in the country and region, based on the context when appropriate.

WFP Country Strategic Plans

60. To operationalize the Strategic Plan (2017–2021) effectively, and to link country-level strategic and programme planning and actions to national and global efforts to achieve zero hunger, WFP's current range of project documents will be replaced by a CSP. The CSP will be WFP's strategic, programmatic and governance instrument for a country, and will comprise WFP's entire portfolio of activities. WFP's responses to emergencies will be incorporated into the CSP through the augmentation or addition of one or more "humanitarian-focused" WFP Strategic Outcomes, thus preserving WFP's flexibility and ability in responding quickly as required, while also ensuring that any response to crisis invests in recovery and long-term development, and that neither the emergency phase nor WFP's own role and/or presence are prolonged beyond when they are needed. The CSPs therefore include policy and programmatic work alongside supply chain and other non-programmatic support or assistance. The CSP will:

 i) define WFP's position and role based on country needs and WFP's strengths and areas of experience and expertise;

 ii) specify the national results and SDG targets to which WFP will contribute during the CSP period – normally five years – and articulate the WFP Strategic Outcomes that will be supported by WFP's contribution;

 iii) identify the capacity-strengthening investments required for both national partners and WFP;

 iv) identify the strategic, resourcing and technical support actions that will be taken to maximize WFP's contributions to national results; and

 v) identify partnerships with stakeholders, including United Nations agencies, in line with the processes of the United Nations Development Assistance Framework, the private sector, national civil society/NGOs and affected communities.

61. CSPs will help to improve the efficiency and effectiveness of WFP's assistance to governments and people in need, including those affected by conflict. The advantages of the new approach to country-level action include:

 ➢ *Coherence for achieving zero hunger.* CSPs will be more effective in translating WFP's Strategic Plan into actions at the country level, aligning WFP operations with national and United Nations plans, and facilitating better framing of food security and nutrition issues in plans and programmes. Greater coherence between the Strategic Plan and country-led zero hunger targets will improve WFP programming and strategic positioning in countries and help WFP forge deeper partnerships with governments, donors, the private sector, civil society and others.

 ➢ *Flexibility that ensures appropriate responses to dynamic operational contexts, and a balance between humanitarian and development work.* CSPs are context-specific and adaptable, to facilitate appropriate responses to changes in the operating environment; promote links between humanitarian and development assistance; and enable effective resilience-building by ensuring that crisis response supports recovery and long-term development and that development activities reflect an understanding of risk, vulnerability and ways to protect vulnerable people in crisis.

> ➤ *A robust platform for delivering on commitments in agreed areas of engagement and for planning effective exit strategies.* CSPs ensure targeted institutional capacity-strengthening to support governments in designing and managing their nationally owned hunger solutions.

> ➤ *Consultative processes for increased impact.* The analytical, consultative process though which CSPs are developed will focus WFP's efforts on its strengths, and thus enhance WFP's added value, foster engagement with governments and enable partnerships to cohere around a common approach to eliminating hunger.

59. A separate policy paper on CSPs that expands on the principles and processes highlighted in the Strategic Plan (2017–2021) will be submitted to the Board for approval in November 2016.

V. MEASURING AND MONITORING PERFORMANCE

62. WFPs current performance management system is built on two performance frameworks: the Management Results Framework, which captures the efficiency with which WFP provides services; and the Strategic Results Framework, which reflects progress towards WFP's aim of improving the lives of beneficiaries. Together, the two frameworks and related results chains provide a complete picture of WFP's performance. Use of the two frameworks has provided the basis for organization-wide planning, monitoring and reporting under the Strategic Plan (2008–2013) and the current Strategic Plan (2014–2017).

63. With the new Strategic Plan (2017–2021), WFP is seizing the opportunity to integrate strategic and management results into a single CRF. Deriving from the Strategic Goals, Strategic Objectives and Strategic Results described in the Strategic Plan (2017–2021), the CRF reflects the Operational Outcomes and Outputs that WFP is committed to achieving in 2017–2021. Operational Outcomes contribute to Strategic Outcomes and are included in the results hierarchy to help WFP manage and monitor its performance. The standardized Operational Outcomes and Outputs in the CRF are based on theories of change that show the causal pathways from activities to impacts. The CRF will ensure harmonized design, monitoring and reporting for CSPs across all WFP offices. Adoption of the CRF will be a further step in aligning WFP's monitoring and reporting on results with those of other United Nations agencies, particularly UNICEF, UNDP and the United Nations Population Fund.

64. In line with international norms, the monitoring of SDG indicators and of selected national, sub-national and thematic indicators will be the responsibility of national authorities with the assistance of international organizations.[36] WFP's performance management will involve tracking operational outcome indicators, process indicators, output indicators and activity indicators. Outcome and output achievement values will be reported on in annual performance reports at the country and global level.

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[36] United Nations Economic and Social Council (ECOSOC) documents E/CN.32016/2 and E/CN.32016/3. 2016. *Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators* and the *Report of the High-Level Group for Partnership, Coordination and Capacity Building for Post-2015 Monitoring*.

65. To support consistent monitoring of CRF indicators, WFP will update its normative framework for monitoring, including by revising the standard operating procedures for monitoring and the minimum monitoring requirements. All corporate guidance on monitoring will also be updated, and all logical frameworks will be realigned with the new Strategic Results and Strategic Objectives and will incorporate the new planning elements and indicators.

VI. WFP'S FINANCIAL FRAMEWORK[37]

66. The financial framework for the Strategic Plan – to be developed in the context of a review of the current financial framework – will be fundamental for implementing CSPs. With a view to enhancing transparency and accountability in resource management, demonstrating value for money and improving decision-making, the new financial framework aims to increase the alignment between resources and results. It will build on the QCPR, while also drawing lessons from other United Nations organizations where appropriate.

67. As part of the new financial framework, a country portfolio budget (CPB) approach will facilitate the implementation of CSPs. This simplified, more transparent, and flexible portfolio budget will ensure that the links between strategic planning and financial and operational performance are clear.

68. The CPB is a very different concept from the current use of multiple projects with their own start and end dates. The budget is based on a calendar year, and linked to SDG targets and results. As the CSPs will encompass all the planned outcomes that WFP will support in that country, the corresponding budget structure will provide clear links from corporate strategy to resourcing for WFP Strategic Outcomes to activity-based resourcing, and it will enable WFP to plan its full portfolio of activities annually. The CPB will shift away from the current reliance on the inputs and cost components of individual projects. This is expected to maximize WFP's ability to respond efficiently; prioritize operational needs; contribute to better financial management, reporting and analysis to provide better data on cost-efficiency; and facilitate resource mobilization.

69. The revised financial framework and CPB concept will be set out in a separate policy paper, to be submitted to the Board for approval.

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[37] In the final version of the Strategic Plan, the text related to the Financial Framework Review may provide a general outline of how WFP plans to ensure that the Strategic Plan, CSPs, the Financial Framework Review and the CRF are integrated, without going into details, as these would be included in the respective policy papers.

RELEVANT TARGETS AND INDICATORS[1] OF SDG 2 AND SDG 17

1.   The targets of SDG 2 and SDG 17 relevant to the Strategic Results are:

2.   Target 2.1: By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round.

3.   SDG indicators 2.1:[2]

➢   prevalence of undernourishment; and

➢   Food Insecurity Experience Scale.

4.   Target 2.2: By 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.

5.   SDG indicators 2.2:

➢   prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age; and

➢   prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5, disaggregated by type (wasting and overweight).

6.   Target 2.3: By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.

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[1] These indicators were agreed upon by Member States during the 47th session of the United Nations Statistical Commission. Please refer to Annex IV of the resolution (E/CN.3/2016/2/Rev.1) for the final list of proposed Sustainable Development Goal indicators: http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-Rev1-E.pdf.

[2] For SDG 2.1, WFP also considers the food consumption score (FCS) an important indicator. WFP calculates the FCS from the frequency of consumption of different food groups by a household during the seven days before the survey. This is an indicator of food access, based on both dietary diversity and the frequency of food groups consumed. The FCS is relevant to operations at the subnational level, which is why it is not included in the SDG indicator framework as a global indicator. However, the FCS as a proven WFP corporate indicator collected in more than 50 countries, with an operational history of more than 10 years and has enabled the organization to assess and monitor food access and consumption in developing countries. Many institutions including the World Bank have used FCS as an operational indicator over the last several years. While by definition the FCS is a composite indicator, the food frequency data collected for its computation provides a rich data repository that may be employed in a variety of ways. For example, nutrient adequacy may be analysed from the raw frequency data, and unweighted or differentially weighted scores may be adapted to reflect cultural and geographic dietary variation, to account for seasonality, or to prioritize dietary habits that are consistent with sustainable development goals. WFP will continue to support countries in using the FCS for monitoring food security and nutrition, particularly with respect to SDG 2.1, as appropriate, and it will continue to be a core operational indicator in the CRF.

7. SDG indicators 2.3:

   ➢ volume of production per labour unit by classes of farming/pastoral/forestry enterprise size; and

   ➢ average income of small-scale food producers, by sex and indigenous status.

8. Target 2.4: By 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality.

9. SDG indicator 2.4:

   ➢ proportion of agricultural area under productive and sustainable agriculture.

10. Target 17.3: Mobilize additional financial resources for developing countries from multiple resources.

11. SDG indicators 17.3:

   ➢ foreign direct investments (FDI), official development assistance and South–South cooperation as a proportion of total domestic budget; and

   ➢ volume of remittances (in United States dollars) as a proportion of total GDP.

12. Target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South–South and triangular cooperation.

13. SDG indicator 17.9:

   ➢ Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries.

14. Target 17.14 Enhance policy coherence for sustainable development.

15. SDG indicator 17.14:

   ➢ number of countries with mechanisms in place to enhance policy coherence of sustainable development.

16. Target 17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.

17. SDG indicator 17.16:

   ➢ number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals.

EXAMPLES OF STRATEGIC OUTCOMES AND INTERVENTIONS RELATED TO WFP'S STRATEGIC RESULTS

Strategic Result #	Examples of Strategic Outcomes	Examples of Interventions
1	Conflict-affected populations maintain better access to basic food needs	Provision of adequate and nutritious food through general food distributions and/or cash-based modalities
1	Targeted rural communities in flood-affected areas have increased access to nutritious food	Provision of adequate and nutritious food that will also contribute directly to early recovery and rehabilitation of community level infrastructure affected by floods
1	National social protection systems and hunger-related safety nets ensure enhanced access to adequate and nutritious food for urban slum dwellers, especially children under 5 years of age	Capacity-strengthening support for national social protection systems and hunger-related safety nets
2	Less than 5 percent of children under 5 living in refugee camps are affected by wasting	Prevention of acute malnutrition by ensuring access to nutrient dense foods and identifying partners to provide necessary health services
2	The nutrition indicators of vulnerable groups, including school-aged children, and people living with HIV and TB have improved	Behaviour change communications and the provision of vouchers for fresh foods, including animal-source and fortified foods
2	The percentage of children consuming a minimum acceptable diet increases in the three most food insecure regions	School meal programmes which increase dietary diversity to reduce micronutrient deficiencies
3	WFP supported women smallholder farmers in targeted food-insecure communities have higher incomes and their productivity has increased;	Leveraging WFP's deep field presence, purchasing power and supply chain expertise to procure from women smallholder farmers
3	Post-harvest losses of smallholder farmers in targeted food-insecure regions are reduced to less than 10 percent	Strengthening of aggregation systems of farmers' organizations and their capacities in post-harvest handling, marketing and access to financial services
3	Vulnerable rural smallholders in the two regions most affected by drought have improved resilience through improved productivity and better access to markets	Support to physical and natural asset creation through irrigation schemes, and community access roads construction and rehabilitation
4	The livelihoods of pastoral communities in the three most disaster-prone areas are better protected from disruptions, shocks and stressors	Contributions to disaster risk management through productive safety net activities that enable the creation of physical and natural assets such as water reservoirs, and support the production of diverse crops

Strategic Result #	Examples of Strategic Outcomes	Examples of Interventions
4	Refugee communities living in or near lands subject to desertification are better protected from drought, floods and other shocks and stressors	Strengthening resilience through the creation of assets that enhance the natural resource base to reduce erosion, improve water harvesting and improve soil quality
4	Vulnerable households in the two regions most affected by climate change are more resilient to climate variability and shocks	Strengthening climate resilience of vulnerable countries, communities and households by transferring risks through tools such as insurance and government managed contingency finance instruments that link climate forecasts and early warning systems to facilitate early response
5	National institutions have more inclusive, transparent, and effective systems for delivering hunger-related services that are responsive to people's needs, in particular for vulnerable households in remote provinces	Capacity strengthening to overcome logistics challenges faced by national supply chains in the provision of basic social services
5	Increased use of disaggregated data by national stakeholders implementing social protection programmes, improving the delivery of quality services and facilitating programme management for results	Provision of support and/or capacity strengthening for national statistical offices on collection methods for disaggregated data on vulnerability, food security and nutrition
5	Strengthened early warning and response mechanism enable the country to respond to needs in local disasters quickly and effectively, and at a progressively increasing scale	Capacity strengthening for national early warning, preparedness and disaster response mechanisms
6	A national multi-sectoral strategic framework for ending poverty and achieving zero hunger by 2030 is in place and facilitates achievements of global SDG 2 targets	Engagement with ministries of agriculture, environment, education, health, and socio-economic development in the design and planning of integrated policies and frameworks of action related to food security and nutrition
6	National policies for addressing hunger are better aligned with regional strategies and standards for achieving sustainable development	Engagement in the Comprehensive Africa Agriculture Development Programme – Africa's policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth and prosperity for all
6	The country has a plan for Scaling Up Nutrition, in line with the SDGs, and progress is tracked and managed	Engagement with national stakeholders, UNICEF, WHO, FAO and other agencies and other partners on improving and strengthening conceptual thinking on breaking the cycle of hunger to inform and improve national policies and programmes across sectors
7	The country benefits from increased direct private-sector investments in key food-system components, as measured by national indicators and global benchmarks;	Promotion of public–private partnerships leveraging WFP strengths and capacities in supply chain

Strategic Result #	Examples of Strategic Outcomes	Examples of Interventions
7	The country has increased access to global pooled funds for climate change adaptation resources by at least 25 percent	Provision of assistance to developing countries in tapping into the Green Climate Fund for the achievement of national SDG targets
7	Contingency financing instruments increase the level of resources available to the country's emergency response	Development, support and promotion of innovative risk financing mechanisms such as ARC and FoodSECuRe
8	The Logistics and Emergency Telecommunications clusters provide humanitarian partners with the support required to adequately respond to the humanitarian needs of conflict-affected populations in a timely and effective manner	Provision of IT, telecommunications and electricity infrastructure to support humanitarian aid operations through FITTEST as part of WFP's leadership of the IASC Emergency Telecommunications Cluster
8	South-South and Triangular Cooperation facilitates enhanced sharing of best practices for lessons on national school meal programmes	Brazil Centre of Excellence Against Hunger promote good governance measures for national school meal programmes during study visits of government partners from Global South
8	Common delivery platforms support humanitarian partners to deliver their services in a complementary and more cost-efficient manner	Establishment of common delivery platforms for cash-based transfers

WFP CORE VALUES

Zero hunger is more than an ambitious dream of a world of full stomachs—it's a [Global Goal](#) that world leaders have set for 2030. It's an end to chronic hunger, malnutrition and food insecurity, and it's what humanity deserves, a necessary condition to reach our full potential. And the closer we get, the more we all benefit. But to arrive at zero in 15 years, we require the highest standards of corporate behaviour towards the people, communities and governments we serve, our partners, and the societies and world in which we live.

Commitment to the Humanitarian Principles

1. WFP is driven by the need to respond to human suffering and assist fellow human beings when they have nowhere else to turn. WFP will use food and related assistance to meet immediate needs and improve food security and nutrition. It is committed to the purposes and principles of the United Nations Charter and to the values and principles expressed in the Millennium Declaration. WFP will not use food assistance, at any time or under any circumstances, as a means of applying political or economic pressure. WFP will adhere to the core humanitarian principles[1] set out below when providing food assistance and other support in response to humanitarian needs.[2]

CORE HUMANITARIAN PRINCIPLES	
Humanity	WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
Neutrality	WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
Impartiality	WFP's assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion. In a country, assistance will be targeted to those most at risk, following a sound assessment that considers the different needs and vulnerabilities of women, men and children.
Operational Independence	WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided.

The centrality of Protection and Human Rights Considerations

2. WFP is committed to adhering to the values, purposes and principles of the United Nations Charter and the Universal Declaration of Human Rights. Promoting and encouraging respect for human rights and international humanitarian law is a core objective of the United Nations. Through its mandate to address hunger, WFP is committed to ensuring that it does not

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[1] The humanitarian principles of humanity, impartiality and neutrality were endorsed in United Nations General Assembly Resolution 46/182, adopted in 1991. The fourth principle of independence was added in 2004 under Resolution 58/114.

[2] See also "Humanitarian Principles" (WFP/EB.A/2004/5-C).

exacerbate or create risks to people through its presence or assistance, but rather seeks ways of fostering people's safety, dignity and integrity. In doing so, WFP acknowledges the interlinkages between risks to people's fundamental human rights and hunger and the potential of food assistance to support people's safety and maintain their dignity.

Accountability to Affected Populations

3.   WFP is accountable to affected populations, both for achieving results in addressing hunger and for the manner in which programmes are implemented. This requirement calls for the systematic and meaningful engagement of people, including the most marginalized, in all stages of the project cycle, to ensure that people have a voice in the decisions that affect their lives. Basing programmes on feedback from affected communities helps to ensure that needs are correctly identified and understood and that programmes are modified as appropriate, ultimately resulting in more effective programmes.

Unity of Purpose, Integrity, and Dedication

4.   Unity of purpose and strong corporate identity should ensure that everyone in WFP operates according to the core policies and strategies that bind the organization together. WFP's greatest strength is its dedicated women and men working around the world who provide access to nutritious food and promote lasting solutions, often under difficult conditions where security threats and risks to personal safety are considerable. WFP's dedicated individuals draw on an unparalleled range of expertise in providing nutritious foods, logistics, telecommunications, food security, needs assessment, post-emergency rehabilitation and longer-term capacity development, conducting operations with integrity and with respect for the many people, organisations and environments WFP touches.

Working with Others/Commitment to Partnership Principles

5.   Achieving zero hunger requires WFP to act as a system player that is actively helping to shape the way in which partners interact and relate to each other by engaging in operational and knowledge partnerships with organizations offering complementary skills and resources that maximizes value for the people it serves. This will require long-term engagement with key partners - including governments, United Nations agencies, NGOs, private business, international foundations and research institutions - to develop strong partnerships and concrete ways forward based on context specific demands and WFP's strengths and expertise. WFP is committed to work with partners who have values similar to its own and work to the same standards.

6.   WFP is a signatory to the 2007 United Nations Global Humanitarian Platform[3] Principles of Partnership, whose five requirements are:

  ➢   equality;

  ➢   transparency;

  ➢   result-oriented approach;

  ➢   responsibility; and

  ➢   complementarity.

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[3] See www.globalhumanitarianplatform.org.

7. WFP will continue to adhere to the Global Humanitarian Platform Principles, preferring "equity" rather than "equality," acknowledging that all partners contribute something to a collaborative relationship and must be respected regardless of size or status. In addition, WFP adheres in strategic and precautionary principles,[4] to ensure its relationships are tied to the achievement of strategic objectives, are cost-effective, and do not present undue risk or detriment to WFP's reputation, status or operating efficiency.

An Action-Oriented Approach with Impact on the Ground

8. Responding to humanitarian emergencies is and will continue to be a primary focus for WFP's dedicated staff worldwide. Agility to scale up and scale down operations quickly to meet changing needs is crucial. Likewise, when emergencies strike, WFP needs to be ready to efficiently deliver as soon as possible to affected areas worldwide.

9. WFP's strong delivery culture, deep field presence in 80 countries, and scope of operations are all assets that need to be preserved and strengthened by a continued focus for impact at the country level through well-targeted and high-quality programmes that are applicable in a variety of contexts, and in line with national priorities.

Accountability and Transparency

10. WFP is committed to transparency and accountability in the management of its resources in order to ensure the effective fulfilment of its Strategic Objectives. WFP believes in a culture of learning that enables evidence-based interventions to deliver results in a cost-efficient manner. To support global operations in the most effective way, WFP runs a lean and efficient administrative infrastructure characterized by a high degree of transparency and accountability. WFP is committed to the principles and practice of independent, credible and useful evaluations; its Office of Evaluation is independent of other management functions. WFP's 2016–2021 Evaluation Policy[5] sets the strategic vision and direction for embedding evaluation throughout WFP, beyond the Office of Evaluation, to strengthen evidence-based policy and programming across WFP. WFP has strong commitment to sound financial management, internal control and accounting, and was the first United Nations organization to implement International Public Sector Accounting Standards, provides an annual statement of assurance on the effectiveness of internal control and has a wide range of oversight bodies which ensure that all aspects of its Headquarters and field operations are subject to regular independent audit and evaluation. As highlighted in its "Anti-Fraud and Anti-Corruption Policy"[6] WFP does not, and shall not, tolerate any fraudulent, corrupt and/or collusive practices in the course of its operations. WFP recognizes the adverse effect that such practices have on its activities and operations, and is committed to preventing them and taking robust action where they are found to occur.

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[4] See also WFP Corporate Partnership Strategy (2014–2017), paragraphs 21–26.

[5] WFP/EB.2/2015/4-A/Rev.1.

[6] WFP/EB.A/2015/5-E/1

STRATEGIC PLAN (2017–2021) RISK ASSESSMENT

Risk category	Risks	Cause	Effects	Risk seriousness	Mitigation actions
Institutional	Inability to meet humanitarian commitments	WFP's mandate requires it to take a lead role in emergencies.	WFP's capacity to respond in emergencies may be affected by competing demands and lack of resources. WFP's reputation as an emergency response organization may suffer.	Medium	Completion of corporate emergency response mechanisms such as staff capacity building, the emergency response rosters, and advance financing mechanisms.
Institutional	Challenges in adapting to support countries to achieve the Sustainable Development Goals of the 2030 Agenda	Responsibilities emerging from the 2030 Agenda require WFP to support governments both in emergencies by providing humanitarian assistance as well as in recovery or structural poverty situations, including through dedicated capacity strengthening support.	WFP may lack the resources and focus to act as an effective partner in providing capacity strengthening support	Medium	Integration and completion of the WFP Impact Framework. Updating and revising WFP's programme- and monitoring guidance on technical assistance and country capacity strengthening. Programme staff training. Enhanced partnerships.
Institutional	Insufficient evidence to demonstrate impact, and inadequate systems and capacity to measure and analyse outcome level results	WFP lacks mechanisms and investments for capturing evidence at the outcome level, and also faces increased accountability requirements.	WFP corporate monitoring systems do not facilitate its assessment at the outcome level and limit WFP's ability to manage for results based on analysis of what works and what does not. As a result, WFP may be unable to demonstrate the extent to which it is meeting its 2030 Agenda objectives – it may not be evident that WFP is achieving results cost-efficiently and cost-effectively.	Medium	Establishment of sustainable funding models for assessment, monitoring and evaluations. Integration of roles and accountabilities in assessments, monitoring and evaluations into staff performance management. Establishment of systems for capturing and reporting on results at the outcome level.

Risk category	Risks	Cause	Effects	Risk seriousness	Mitigation actions
Programmatic	Cooperating partners' lack of capacity	There is increased emphasis on partnership and complementarities while the availability and capacity of cooperating partners, including government counterparts, is limited. Agenda 2030 requires partners with different skill sets for the evolving environment.	WFP may be unable to fully achieve the Strategic Results outlined in the Strategic Plan (2017–2021).	Medium	Implementation and continuous review of WFP partnerships, taking into account new requirements and gaps.
Programmatic	Lack of staff skill sets for Agenda 2030 initiatives	Agenda 2030 obligations require staff skills in areas such as humanitarian relief operations, disaster risk reduction, social protection and safety nets, nutrition, partnerships and capacity-strengthening with national partners.	Lack of staff skills may lead to a mismatch between the staff profile needed and that available. WFP management and control structures may be unable to keep pace new obligations leading to poor results and inefficient use of resources.	High	Clear identification of the required skill-sets at the corporate level, linked to capacity-building tools. Programme Learning Journey, and developing opportunities for national staff. Linking of the career implementation framework to Agenda 2030 obligations.
Contextual	Challenging funding environment	Competition for dwindling resources is increasing while investments are needed to align staff skill sets with 2030 Agenda obligations.	WFP may be unable to become the partner of choice in supporting countries to achieve the 2030 Agenda.	High	Implementation of the WFP Impact Framework relating to the financial framework. Demonstration of the impacts of WFP activities for stakeholders Reorientation of WFP's donor relations and fundraising approach towards Agenda 2030 requirements.

ACRONYMS USED IN THE DOCUMENT

ARC   African Risk Capacity

CBT   cash-based transfer

CFR   Corporate Results Framework

CFS   Committee on World Food Security

CPB   country portfolio budget

CSP   Country Strategic Plan

ECOSOC Economic and Social Council of the United Nations

FAO   Food and Agriculture Organization of the United Nations

FFR   Financial Framework Review

FITTEST Fast Information Technology and Telecommunications Emergency Support Team

IASC   Inter-Agency Standing Committee

IATI   International Aid Transparency Initiative

ICRC   International Committee of the Red Cross

IFAD   International Fund for Agricultural Development

IFRC   International Federation of Red Cross and Red Crescent Societies

MRF   Management Results Framework

NGO   non-governmental organization

OCHA   Office for the Coordination of Humanitarian Affairs

QCPR   Quadrennial Comprehensive Policy Review

SDG   Sustainable Development Goal

SRF   Strategic Results Framework

UNDP   United Nations Development Programme

UNHAS   United Nations Humanitarian Air Service

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