STRATEGIC PLAN (2017–2021)

FIRST DRAFT

Informal Consultation

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EXECUTIVE SUMMARY

(to be completed)

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's Strategic Plan (2017–2021) is starting a year early to seize the opportunity for realigning WFP's strategic direction and setting the course of its contributions to country efforts towards achieving zero hunger and sustainable development. 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.

4.   The Strategic Plan 2017–2021 covers a five-year period to harmonize WFP's strategic planning cycle with the Quadrennial Comprehensive Policy Review (QCPR) guidelines. However, the strategic framework of the Strategic Plan is intended to guide WFP throughout the implementation period of the 2030 Agenda. Future updates to the WFP Strategic Plan are expected to maintain the overall strategic direction and framework while ensuring continuing alignment with QCPR guidelines and strengthening WFP's capacity to play its role with maximum effectiveness and efficiency.

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

II. THE GLOBAL CONTEXT

The 2030 Agenda (September 2015)

5.   The global push to achieve the 2030 Agenda is led and driven 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.[2] SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development – draws on 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.

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.[3] Almost 800 million people around the world are undernourished. Most of these people live without social protection, and many live without peace and stability. Lack of gender equality and women's empowerment hinders progress in all areas of sustainable development, but especially in ending poverty and hunger. In many countries, inequality is persistent or rising, and hunger is increasingly becoming an urban challenge as well as a rural one. Climate change and the globalized economy increase the risk for the poorest countries and people.

7.   "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 and people affected by complex and protracted humanitarian crises, extreme violence and other disasters. To ensure that WFP reaches the people in greatest need, concerted efforts are necessary from a wide range of actors in the development, humanitarian and peace and security communities.

Other International Conferences and Agreements

8.   The 2030 Agenda recognizes that concurrent action across sectors is required; only by addressing the interconnected root causes of poverty and hunger can they be ended forever. The Agenda supports and complements the outcome documents of important United Nations conferences and summits, as outlined in the following paragraphs.

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[2] 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."

[3] 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."

9. *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.[4] 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".

10. *International Conference on Financing for Development (July 2015):* The Addis Ababa Action Agenda is integrated into the 2030 Agenda through SDG 17. It prioritizes investments to end poverty and hunger and calls for stronger partnership and capacity development efforts. At the conference, Member States recognized the complementary role of safety nets in addressing hunger and malnutrition in rural and urban areas; recognized the need for coherent use of development and humanitarian finance to manage and mitigate chronic crises associated with natural disaster and conflict; and prioritized investments in furthering women's empowerment and gender equality.

11. 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 recovery from disasters and conflicts, and in the financing of risk reduction. Development funding in fragile and conflict settings is often inadequate, while the limited scope and duration of humanitarian funding reduce the opportunities for addressing the drivers of vulnerability and risk.[5]

12. *United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement (December 2015):* Climate change has a disproportionately negative impact on food-insecure people,[6] and could increase the risk of hunger and malnutrition by up to 20 percent by 2050.[7] 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.

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[4] Index for Risk Management (INFORM). 2014. INFORM Natural Hazard Composite Indicator; EM-DAT. 2014. International Disaster Database (online); International Food Policy Research Institute (IFPRI), Weltungerhilfe (WHH) and Concern Worldwide. 2014. 2014 Global Hunger Index data; World Bank. 2014. Population figures (online); GLASOD. 1990. Global assessment of soil degradation (GLASOD) assessment of human-induced soil degradation; 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).

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

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

[7] 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.

13. *The World Humanitarian Summit (May 2016):* Trends in climate-related disasters, intra-state conflict, urbanization 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. 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 giving protection a central place in the humanitarian response and strengthening accountability to affected populations has been stressed repeatedly. [to be completed pending the outcome of the WHS]

14. *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. [to be completed pending the outcome of HABITAT III]

15. The 2030 Agenda and this Strategic Plan 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[8] 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 Committee on World Food Security (CFS), the Zero Hunger Challenge, the Global Nutrition for Growth Compact and the Rome Declaration on Nutrition.

16. *Lessons from the Mid-Term Review of the WFP Strategic Plan (2014-2017).* 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 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 Country Strategic Plans by establishing stronger linkages among financial, short-term and long-term operational goals.

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[8] A/RES/70/223

- ➢ 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 cash-based transfers 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.

17. *Evaluation findings.* This Strategic Plan 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 Operations Evaluation Report of 2014–2015.

18. 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. Enabling country offices to better deliver and sustain the shift from food aid to food assistance requires commitment, central guidance and cross-functional leadership, with systematic dissemination of guidance, and support to the learning and capacities of staff.

- ➢ Evaluations confirm WFP's strengths in emergency response, especially in large-scale sudden-onset disasters. However, managing multiple Level 3 emergencies has had the unintended consequence of diverting attention and resources 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 developing capacity 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, and although WFP engaged in coordinated planning and appeals, this engagement has not led to the coordinated programming envisaged by the humanitarian reform process.

- ➢ 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. Concerning partnerships with national governments, several evaluations reported positive results, but 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.

19. ***External reviews and assessments***. In addition to internal reviews and evaluations, WFP's performance was assessed externally, including by the Multilateral Organization Performance Assessment Network (MOPAN) 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.*"[9]

20. Reports also cite WFP's ability to operate in challenging and often volatile environments, such as in conflict or war-torn regions and 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.[10] 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.[11]

21. WFP's new conceptual 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

22. ***WFP vision and goals.*** 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 mandate as set out in United Nations General Assembly Resolution 1714 of 1961[12] 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. Strategic partnerships, communication and advocacy will be

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[9] MOPAN. 2013. [WFP 2013 Report, Vol. 1](#), p. 12.

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

[11] 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.

[12] A/RES/1714(XVI)

necessary to realize the transformative agenda implied by this vision. Figure 1 illustrates the results framework for the Strategic Plan.

Figure 1: WFP Strategic Plan 2017–2021 Results Framework
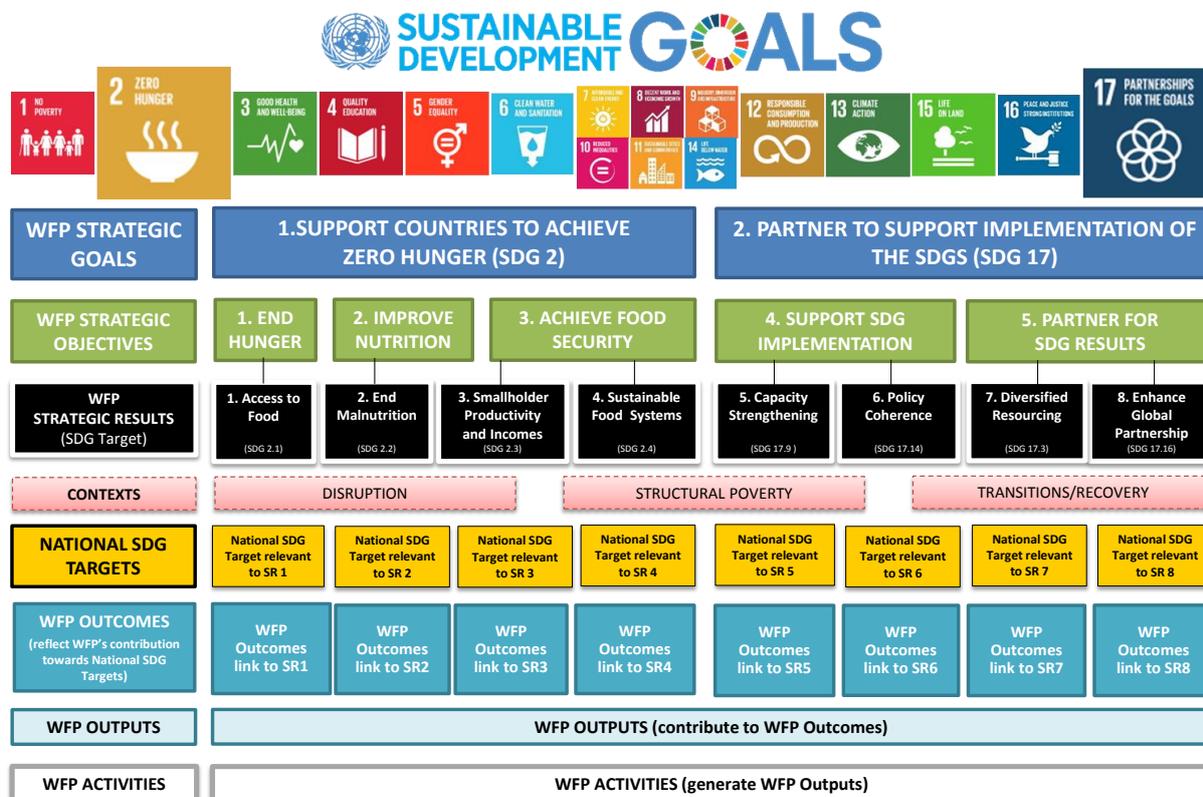
Strategic Goal 1: Support countries to achieve zero hunger

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 components and achieving zero hunger is a multi-sectoral challenge. 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:[13]

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

> *Achieve improved nutrition* – food **utilization** and 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).

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

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 WFP and the other Rome-based agencies. 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.

  ➢ Overarching linkages

    ◊ *SDG 5 on achieving gender equality and empowering 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; they should also be given the means of benefiting from this equality. Gender equity that enables fairness in the way women and men are treated is essential to achieving true equality.

    ◊ *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 displaced populations and refugees find themselves without the means to feed themselves. 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 despite crises or chronic poverty, and 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. Without rapid, inclusive and climate-smart development that incorporates efforts to reduce emissions and protects the poor, many more people will be affected by poverty and hunger by 2030.[14]

◊ *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, and increased off-farm employment and planned migration that take pressure off the land.

◊ *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.

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[14] 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 SDG 2, including by facilitating consultative platforms, enabling South–South cooperation and community-based partnerships, supporting centres of excellence and engaging in collective action with the other Rome-based agencies (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.[15]

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[15] *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 products and services for the billion poorest people, and financial products and platforms that are more inclusive of women. WFP needs partnerships with the private sector to improve its work in such areas as the retail supply chain, financial services for the poor and food security mapping. For example, WFP uses mobile technology for real-time food security assessments and monitoring (mVAM). And 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,[16] 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 the Rome-based agencies, Member States, 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.

⇒ *Strategic Objective 1: End hunger [by ensuring access to food]*

34.   WFP will work to ensure that all people everywhere have access to the safe, sufficient and nutritious food they need to survive and to live healthy and productive lives.

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

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[16] "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."

➢ 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 food.

➢ Recognizing that lack of economic access to adequate food is a major problem for most of the world's hungry people, WFP works to strengthen the countries' capacities to provide social protection measures, including safety nets.

➢ WFP will continue to support governments in designing and managing nationally owned hunger solutions.

⇒ *Strategic Objective 2: Improve nutrition*

35.   WFP will work to end all forms of malnutrition.

➢ 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 through the intergenerational cycle of hunger.

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

➢ WFP must leverage the positive impacts of all its programmes for improving nutrition by strengthening nutrition-sensitive approaches and recognizing that nutrition status is determined by multi-sectoral, interacting processes, including food security; access to health care, education, sanitation and hygiene; the environment; and women's empowerment. WFP will use a gender-sensitive nutrition lens for all programme categories.

➢ Joint and coordinated efforts are essential to achieving a world free of malnutrition. WFP will support governments to strengthen national capacities in multi-sectoral nutrition activities. It will also enhance partnerships with United Nations agencies and other public and private actors, and continue to engage in nutrition governance and to invest in country-level action through such coordinating mechanisms as the Scaling Up Nutrition (SUN) movement, the United Nations Standing Committee on Nutrition and the CFS.

⇒ *Strategic Objective 3: Achieve food security*

36.   Focusing on the most vulnerable people and communities, WFP will support livelihoods and resilience linked to food security and nutrition, climate change adaptation, and strengthened sustainability and resilience of food systems.

➢ 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 will engage with partners in sustained efforts to build resilience through disaster risk reduction, climate adaptation and livelihood promotion.

➢ 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.

> ➤ 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 resilient food systems, improved post-harvest management and market development for smallholders.

> ➤ WFP will continue to work with the Rome-based agencies and the CFS, and through the global food security cluster, to help countries develop policies, strategies and programmes that promote food security and nutrition.

⇒ *Strategic Objective 4: Strengthen the means of implementation*

37.   WFP will facilitate and join partnerships for strengthening country capacities, ensuring coherent policies and actions, encouraging multi-stakeholder participation in implementation, and promoting innovation.

> ➤ WFP will partner the other Rome-based agencies to ensure that food security and nutrition strategies are coherent with agricultural development and environmental protection strategies and give full consideration to disaster risk management, gender equality, social protection, accountability to affected populations, protection, and peace and security.

> ➤ WFP will provide capacity strengthening to support governments in the implementation of national SDG plans.

> ➤ WFP will continue to support exchanges of knowledge and technology to promote innovations, especially through South–South and triangular cooperation and multi-stakeholder partnerships such as the CFS and the SUN movement.

> ➤ WFP will use consultative tools and mechanisms to broaden the participation of stakeholders, including affected populations, and enhance integration and coherence in the implementation of actions across sectors to achieve the SDGs.

> ➤ To ensure that no one is left behind, WFP will provide continuous support to the collection and dissemination of high-quality, timely and reliable data, especially related to analyses of food insecurity, vulnerability and risk.

⇒ *Strategic Objective 5: Partner for SDG results*

38.   WFP will work to build and enhance partnerships that help deliver SDG results.

> ➤ The common services provided by WFP are of increasing 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 Inter-Agency Standing Committee (IASC) logistics and emergency telecommunications clusters, including through its Fast Information Technology and Telecommunications Emergency Support Team (FITTEST); as manager of UNHRD and UNHAS; and through provision of sustainable engineering solutions for humanitarian needs.

> ➤ 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. WFP will therefore support innovative public–private partnerships in implementing the SDGs.

- ➢ WFP will support partnership-based actions for continuous innovation and learning to address the multiple challenges to sustainable development. It will develop and refine common delivery platforms for cash-based transfers, domestic procurement capacities and similar initiatives that support implementation.

- ➢ WFP will support countries in mobilizing increased, sustained and flexible resources, including through public–private partnerships.

WFP Strategic Results and WFP-Supported Outcomes

39. Underpinning 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. It is expected that nationally defined SDG targets will be the global SDG targets re-worded 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-supported outcomes related to each Strategic Result. These outcomes are the results to which WFP will contribute together with national partners and United Nations agencies to achieve national targets related to SDG 2 and SDG17. (Section IV provides further details.)

40. In the following paragraphs, each Strategic Result is given with examples of how it would frame the WFP-supported outcomes. The outcomes will be formulated at country level and contextualized by local needs and priorities; they will show a clear link to the national targets. WFP's outputs and activities will contribute to the different WFP-supported outcomes depending on the context. The indicative lists of WFP-supported outcomes and interventions that may be undertaken are neither exhaustive nor prescriptive.

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

42. WFP-supported outcomes could include:

- ➢ access to adequate food is ensured for rural populations affected by drought;

- ➢ schoolchildren in conflict-affected regions have access to adequate food all year; and

- ➢ conflict-affected populations maintain access to basic food needs.

43. Interventions for achieving this result could include:

- ➢ provision of unconditional transfers through general food distributions and/or cash-based modalities;

- ➢ implementation of productive safety nets such as school meals and food assistance for assets; and

- ➢ provision of support and/or capacity strengthening for national social protection systems and hunger-related safety nets.

44. *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)*.

45.   WFP-supported outcomes could include:

➢ less than 5 percent of children under 5 living in refugee camps are malnourished – measured by wasting and stunting;

➢ the nutrition indicators of people living with HIV and tuberculosis (TB) have improved; and

➢ by 2021 district and community health clinics in the three most food-insecure regions deliver appropriate nutrition services, reaching 80 percent of pregnant and lactating women and children under 5.

46.   Interventions for achieving this result could include:

➢ treatment of moderate acute malnutrition;

➢ prevention of stunting; and

➢ treatment and prevention of micronutrient deficiencies.

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

48.   WFP-supported outcomes could include:

➢ by 2025, smallholder farmers in targeted food-insecure regions have significantly higher incomes and improved productivity indicators;

➢ internally displaced people and smallholder farmers in adjacent communities have significantly higher incomes and improved productivity indicators; and

➢ women smallholder farmers in targeted food-insecure communities have significantly higher incomes and their productivity has increased.

49.   Interventions for achieving this result could include:

➢ leveraging of WFP's purchasing power and supply chain expertise to improve smallholders' marketing opportunities and incomes;

➢ strengthening of aggregation systems such as farmers' organizations, traders and warehouse receipt systems, and their capacities in management – including leadership, record-keeping and gender mainstreaming – post-harvest handling, marketing and access to financial services; and

➢ strengthening of national capacity to promote smallholders' access to fair and reliable markets.

50.   *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).*

51.   WFP supported outcomes could include:

➢ the livelihoods of pastoral communities in the three most disaster-prone areas are better protected from disruptions, shocks and stressors, as measured by national indicators and global benchmarks;

➢ refugee communities living in or near lands subject to desertification are better protected from drought, floods and other shocks and stressors; and

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> vulnerable rural smallholders in the two regions most affected by climate change are more resilient to climate variability and shocks.

52. Interventions for achieving this result could include:

> improvement of disaster risk management through the creation of assets that enhance the natural resource base of vulnerable households, decreasing the impacts of climate shocks, extreme weather and other disasters;

> strengthening of the 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 or early warning systems to the provision of financing to facilitate early response before shocks occur; and

> strengthening of national capacities for adaptation to climate change, extreme weather and other disasters, and in maintenance of ecosystems and improvement of land and soil quality.

53. *Strategic Result 5: Countries have strengthened capacities to implement the SDGs.* Support and capacity strengthening of governance systems, and effective mechanisms for promoting technology transfer, innovation, data collection and quality and knowledge sharing are leading to better implementation of the SDGs *(SDG Targets 17.9, Strategic Objective 4).*

54. WFP-supported outcomes could include:

> national disaster reduction plans are in place, taking into account food assistance response needs, and in line with African Risk Capacity standards;

> the Government is able to respond to the immediate humanitarian food needs of at least *x* people in a timely and effective manner for up to *x* months; and

> national social protection systems and safety nets for addressing food insecurity and malnutrition are in place for *x* percent of food-insecure people living below the poverty line.

55. Interventions for achieving this result could include:

> strengthening of national food security and nutrition analysis and monitoring systems*;*

> provision of support and/or capacity strengthening for national emergency response, and early warning- and preparedness systems; and

> provision of support and/or capacity strengthening for national supply chain networks.

56. *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).*

57. WFP-supported outcomes could include:

> the country has a multi-sectoral strategic framework in place to enable planning to achieve zero hunger by 2030;

> the country has in place a national mechanism for leading implementation of SDG 2; and

➢ the country has a plan for Scaling Up Nutrition, in line with the SDGs, and progress is tracked and managed.

58. Interventions for achieving this result could include:

➢ Headquarters-level engagement with the Rome-based agencies and other partners on improving and strengthening conceptual thinking on addressing food insecurity and malnutrition, through the CFS, preparation of the annual *State of Food Insecurity in the World* report, SUN and other channels such as the Rome-based agencies' conceptual framework for strengthening resilience for food security and nutrition;

➢ regional-level 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 – and similar frameworks for promoting policy coherence for regional sustainable development; and

➢ country-level engagement with ministries of agriculture, education, health, socio-economic development, etc. in the design and planning of integrated policies and frameworks of action related to food security and nutrition.

59. *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 Targets 17.3, Strategic Objective 5).*

60. WFP-supported outcomes could include:

➢ the country benefits from increased direct private-sector investments in key food-system components, as measured by national indicators and global benchmarks;

➢ the country expands access to global pooled funds for climate change adaptation resources by at least 50 percent;

➢ risk management and other insurance approaches increase the level of resources available to the country's emergency food assistance responses.

61. Interventions for achieving this result could include:

➢ promotion of public–private partnerships;

➢ provision of assistance to developing countries in tapping into pooled funding mechanisms for the achievement of national SDG targets; and

➢ development and promotion of innovative financing mechanisms such as risk pooling and transfer tools, or social impact bonds.

62. Strategic Result 8: Global partnerships support country efforts, including through sharing of knowledge, expertise and technology, 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 (SDG Targets 17.16, Strategic Objective 5).

63. WFP-supported outcomes could include:

➢ the supply-chain cluster provides humanitarian partners with the support required to respond to the humanitarian needs of conflict-affected populations in a timely and effective manner;

- humanitarian partners are able to deliver their services in a complementary and cost-efficient manner;

- the country has a platform and capacity to share its knowledge, best practices and lessons learned on community-based school meals programmes.

64. Interventions for achieving this result could include:

- provision of common services, such as WFP's management of UNHAS and UNHRD and its leadership of the IASC logistics and emergency telecommunications clusters – FITTEST, etc.;

- establishment of common delivery platforms for cash-based transfers; and

- facilitation of South–South and triangular cooperation.

65. Through the Strategic Results, WFP-supported outcomes link to national SDG targets in a robust results framework in line with QCPR recommendations and ECOSOC decisions and align WFP's actions with country needs and priorities for achieving SDG 2 and supporting the 2030 Agenda. The Corporate Results Framework (CRF) presents the results chain showing how the impact level of Strategic Goals and related Strategic Objectives will be achieved through the Strategic Results to which WFP will contribute through a set of WFP-supported outcomes generated from the outputs of WFP's activities. This 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-supported outcomes that are needed to achieve impacts related to SDG 2 and SDG 17.

66. ***Linking WFP's work to other SDG targets.*** 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.

67. 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.

68. In support of SDG 17, 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. From early 2014 to February 2015, the WFP-managed UNHAS had transported more than 19,000 humanitarian responders and 140 Mt of cargo throughout the Ebola-affected region. Through the emergency telecommunications cluster, WFP and its partners provided reliable Internet and

radio connectivity in 115 locations for more than 3,300 humanitarian staff. WFP also built more than 30,000 m^2 of storage for medical supplies and protection gear, and seven Ebola treatment units and community care centres.

Boundaries and Context

69. 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.

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

   ➢ disruption;

   ➢ structural poverty; and/or

   ➢ transitions/recovery.

71. 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.

72. *Disruption:* 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.

73. *Structural poverty*: 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 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. Climate change, ecosystem degradation and population growth amplify these challenges.

74. *Transitions/Recovery:* 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, and when the risk of a future severe shock is low. 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.

IV. COUNTRY-LEVEL ACTION

75. ***Supporting country efforts in achieving zero hunger.*** 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.[17]

76. The context in each country and situation 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.

77. ***The Country Strategic Planning Approach***. 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 this Strategic Plan is therefore WFP's new country strategic planning approach, which consists of strategic

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[17] 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."

reviews and Country Strategic Plans (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 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*

78. 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 and deliver as one.

79. 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 WFP-supported 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*

80. To operationalize the WFP Strategic Plan effectively, and 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 WFP 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 a "humanitarian" WFP-supported outcome, 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. 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-supported outcomes;

   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.

81. 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.

82. A separate policy paper on CSPs will be submitted to the Board for approval, in line with the principles set out in this Strategic Plan.

V. WFP'S FINANCIAL FRAMEWORK[18]

83. 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.

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

85. 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

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[18] 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.

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-supported 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; and facilitate resource mobilization.

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

VI. MEASURING AND MONITORING PERFORMANCE

87. 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.

88. With the new Strategic Plan, 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, the CRF reflect the results that WFP is committed to achieving in 2017–2021. The CRF is 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 the United Nations Children's Fund, the United Nations Development Programme and the United Nations Population Fund.

89. 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.

RELEVANT TARGETS OF SDG 2 AND SDG 17

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

➢ 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;

➢ 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;

➢ 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;

➢ 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.

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

➢ 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.

➢ Target 17.14 Enhance policy coherence for sustainable development

➢ 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

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.

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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](#)).

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 is a core purpose of the United Nations. Through its mandate to address hunger, WFP is committed to ensuring that it does not 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 appropriate to the context, 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 (GHP)[3] Principles of Partnership, whose five requirements are:

> ➢ equality;
>
> ➢ transparency;
>
> ➢ result-oriented approach;
>
> ➢ responsibility; and
>
> ➢ complementarity.

7.   WFP will continue to adhere to the GHP 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 (IPSAS), 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

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[3] See www.globalhumanitarianplatform.org

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

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

Anti-Corruption Policy" (WFP/EB.A/2015/5-E/1) 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.

STRATEGIC PLAN 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 humanitarian emergencies, while WFP is also investing resources in development capacities	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 – staff capacity building, rosters, etc.
Institutional	Challenges in adapting to development mandate	Responsibilities emerging from the 2030 Agenda require WFP to reorient; while maintaining its leading humanitarian role, WFP aspires to be recognized as a development partner by governments and donors	WFP may lack the resources and focus to be recognized as an effective development partner areas of comparative advantage such as resilience-building, capacity-strengthening and breaking the intergenerational cycle of hunger	Medium	Integration and completion of the WFP Impact Framework; programme staff training; enhanced partnerships
Institutional	Insufficient evidence to demonstrate impact	WFP lacks mechanisms and investments for capturing evidence outside its traditional areas of expertise, and also faces increased accountability requirements	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

STRATEGIC PLAN RISK ASSESSMENT					
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 2017–2030 Strategic Plan	Medium	Implementation and continuous review of WFP Partnership 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 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 the humanitarian and development arena during a crucial transition period	High	Implementation of the WFP Impact Framework relating to the financial framework Demonstration of the impacts of WFP activities for stakeholders Reorientation of WFPs donor relations and fundraising approach towards Agenda 2030 requirements

ACRONYMS USED IN THE DOCUMENT

CFS	Committee on World Food Security
CPB	country portfolio budget
CSP	Country Strategic Plan
ECOSOC	Economic and Social Council of the United Nations
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
MOPAN	Multilateral Organization Performance Assessment Network
MRF	Management Results Framework
NGO	non-governmental organization
QCPR	Quadrennial Comprehensive Policy Review
SDG	Sustainable Development Goal
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition
UNFCCC	United Nations Framework Convention on Climate Change
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot
VAM	vulnerability analysis and mapping
WHO	World Health Organization