

Roadmap for the Development of WFP's Next Strategic Plan (2014–2017)

This document responds to the Executive Director's offer to provide a "roadmap for the development of the next Strategic Plan" made during informal consultations on the Mid-Term Review of the WFP's current Strategic Plan (2008–2013) on 2 May 2012. The Executive Director will submit the next Strategic Plan, covering the years 2014–2017,¹ to the Annual Session of the Executive Board in 2013.

WFP's current Strategic Plan marked an historic shift from food aid to food assistance. The next Strategic Plan will reinforce that direction, with targeted adjustments and fine tuning necessary to capitalise on new opportunities and address emerging challenges. Those adjustments will be determined on the basis of assessments and consultations with the Executive Board and other stakeholders.

Continuing WFP's Existing Strategic Direction

The Strategic Plan approved in 2008 marked a shift from WFP as a food aid agency to WFP as a food assistance agency that delivers in emergencies and empowers the hungry to overcome food insecurity through a more nuanced and robust set of tools. The Mid-Term Review found the current Strategic Plan (2008–2013) "has positioned WFP to meet emerging and increasingly complex food security and nutrition challenges" and "put WFP on track to better prioritise and deploy sustainable responses by providing targeted solutions rather than the 'one size fits all' traditional food aid approach."²

A synthesis of four independent evaluations presented for Board consideration in February 2012 concluded that the shift from food aid to food assistance envisioned in WFP's current Strategic Plan is "relevant to ongoing changes in the external context in which WFP operates." The evaluations found "widespread agreement among stakeholders – both external and internal – on the need for WFP to have made adjustments" and "broad support" for the new tools and operating principles on which the programme shift is being implemented.³

On the basis of these findings, the next Strategic Plan (2014–2017) will largely continue WFP's existing direction. It will make targeted adjustments and fine tune where necessary to capitalise on new opportunities, address emerging challenges and threats, and ensure WFP remains a competitive, effective and relevant partner in the years

¹ General Rule VI.1 requires the Executive Director to "submit *every four years* to the Annual Session of the Board a Strategic Plan that will cover the following four years." To respond to a General Assembly request urging "funds and programmes" to "align their planning cycles with the quadrennial comprehensive policy review," the Board decided at its Annual Session in June 2009 to extend the period of the current WFP Strategic Plan from 2008-2011 to 2008-2013. See "Follow-Up to General Assembly Resolution 63/232 on Operational Activities for Development of the United Nations System: Extension of the WFP Strategic Plan," WFP/EB.A/2009/5, available at <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200446.pdf>.

² See "Mid-Term Review of the WFP Strategic Plan (2008-2013)," WFP/EB.A/2012/5-B, pp.4ff, available at <http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf>.

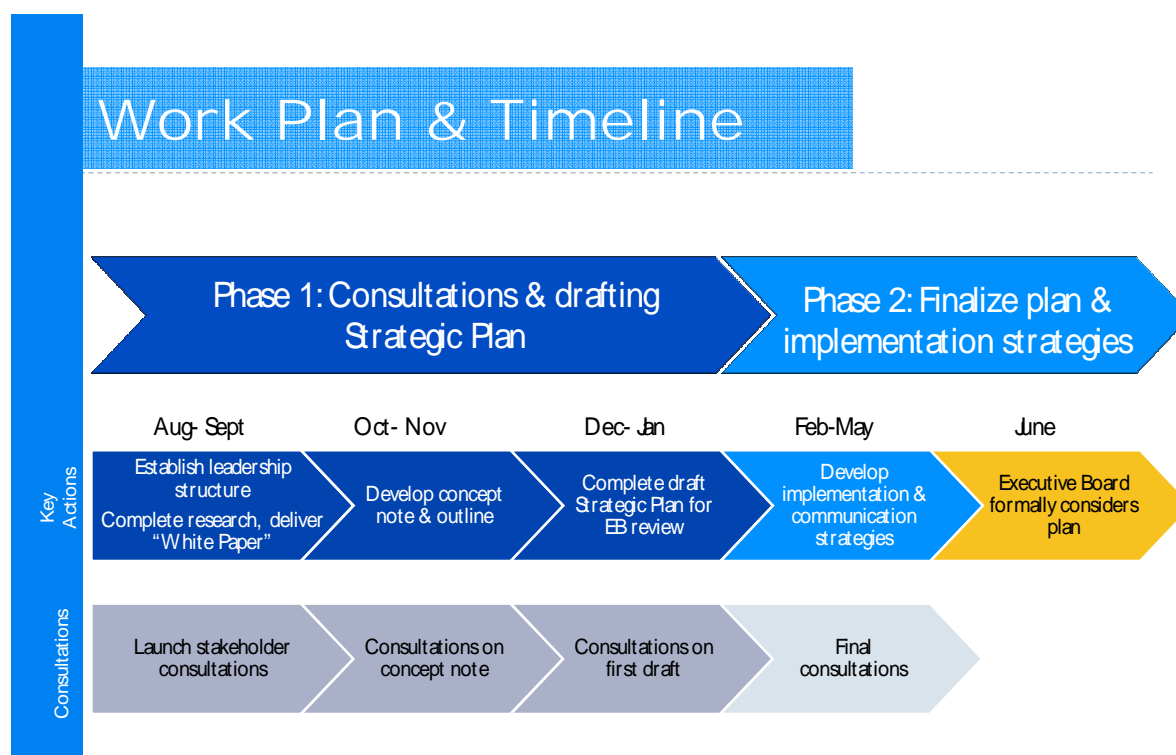
³ See "Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis," 27 March 2012, available at <http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp246095.pdf>.

ahead. It will reflect the aspirations and essential mission of the organisation and what it uniquely can deliver, with clear goals all WFP employees can understand, communicate and execute.

An updated Strategic Results Framework, to be presented with the next Strategic Plan, will enable WFP to better measure progress and results against clear indicators. It will strengthen organisation-wide coherence and help management at all levels align priorities and activities with the new strategy.

Roadmap for the Next Strategic Plan

Under the leadership of the Executive Director and a senior management Steering Committee (see attached), WFP is developing the next Strategic Plan according to a work plan and timetable divided into two phases. The first phase, from September 2012 through January 2013, will focus on consultations and preparation of a first draft. During a second phase, from February through April 2013, WFP will complete the Strategic Plan and develop implementation and communication strategies that connect and correlate it with the management plan, resource mobilisation strategy and Strategic Results Framework.



Key inputs planned over the next seven months that will inform development of the next Strategic Plan and help to define and determine targeted adjustments and fine tuning include:

- Informal **consultations with the Executive Board**. Consistent with a consultation schedule provided to the Board in October 2011, those informal consultations will be held in:

- The fourth quarter of 2012 (November) to consider a concept note and outline for the next Strategic Plan (2014–2017);
 - The first quarter of 2013 (January) to consider a first draft of the next Strategic Plan; and, as necessary;
 - Additional informal consultations late in the first quarter of 2013 or early in the second quarter.
- The **findings and recommendations of internal and external assessments**, reviews and evaluations. Those assessments, reviews and evaluations will include:
 - The Mid-Term Review of the Strategic Plan (2008–2013);
 - Evaluations on the Transition from Food Aid to Food Assistance;
 - The Quadrennial Comprehensive Policy Review; and
 - The Rapid Organisational Assessment.
 - A series of **consultations with external partners and stakeholders** scheduled over the next five months. Beginning in September 2012, WFP will engage:
 - The Rome-based agencies (FAO and IFAD);
 - Other UN agencies (such as UNDP, UNICEF and UN-Women);
 - Other international organisations (*e.g.*, the World Bank);
 - Host governments and regional organisations;
 - NGOs, including during the annual NGO consultations;
 - Key private sector partners; and
 - A range of external experts representing different areas and experience.
 - **An analysis of global trends** and factors that may shape WFP's future external operating environment and could affect WFP's ability to execute its worldwide mission. WFP has commissioned the senior management of the Institute of Development Studies (IDS) to prepare this analysis. Among trends and factors, the analysis will include humanitarian reform, aid effectiveness, resilience and urbanisation.
 - **Outreach to WFP officials at all levels** through direct contacts, electronic surveys and previously planned opportunities, including regional meetings and the Global Management Meeting. This outreach will help to:
 - Build broad awareness and engagement in the development of the next Strategic Plan across the organisation; and
 - Gather additional facts and evidence that can inform targeted adjustments and strengthen operational utility.

Attachment**Strategic Plan Steering Committee**

Under the overall supervision of the Executive Director, a Strategic Plan Steering Committee has been established to oversee and provide high-level direction for the development of WFP's next Strategic Plan (2014–2017).

The Steering Committee is composed of WFP senior managers representing different geographic regions, functions, programmes, backgrounds and experiences. The members of the Steering Committee are as follows:

Sheila Sisulu, Deputy Executive Director, *Chair*;

Amir Abdulla, Deputy Executive Director;

Gian Pietro Bordignon, Egypt Country Director;

Lola Castro, Mozambique Country Director;

Gian Carlo Cirri, Acting Director of Policy, Planning and Strategy;

Abdou Dieng, Ethiopia Country Director;

Valerie Guarnieri, Director of Programme;

Jim Harvey, Chief of Staff and Director of the Office of the Executive Director;

Deborah Hines, Ecuador Country Director;

Chris Kaye, Director of Performance and Accountability Management;

Gemmo Lodesani, Regional Director for Latin America and the Caribbean;

Alice Martin-Daihirou, Chad Country Director;

Steven Were Omamo, Director of the AU and ECA Liaison Office;

Stanlake Samkange, Regional Director for East Africa; and

Coco Ushiyama, Indonesia Country Director.