

Background Paper:  
Context Analysis to inform  
WFP Strategic Plan (2022-2026)



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# 1. Global context

## 1.1 The world today

1. The state of the world today is vastly different than only five years ago when in 2015 governments asserted their determination to end poverty and hunger, reduce inequality, build peaceful, inclusive societies and stimulate sustainable and inclusive economic growth, emphasising the respect and protection of human rights by adopting the Agenda 2030 and its 17 Sustainable Development Goals (SDGs).
2. Despite all efforts to move towards zero hunger, prolonged conflicts, a growing number of extreme weather events, and economic downturns have led to a substantial uptick in the number of people struggling to put food on the table. Chronic hunger stood at 690 million people in 2019 compared to 630 million people in 2014. Acute hunger reached 135 million by the end of 2019 compared to just 80 million in 2015. Today, a staggering 30 million people in 36 countries are in hunger emergencies or worse situations.
3. Coronavirus has therefore exacerbated an already alarming situation. The global economy is in turmoil, the likes of which have not been seen since at least the Second World War. The global GDP is expected to contract by almost 5 percent in 2020; official remittance flows to low- and middle-income countries are projected to decline by 14.5 percent to USD 470 billion in 2021; almost 94 percent of the global work force has experienced some level of workplace closure; lost working hours in this year's second quarter add up to the equivalent of 495 million full-time jobs; and currency devaluation and inflation are substantially high in many of the poor countries. This does not reflect a separate set of challenges that low- and middle-income countries face – an increasing debt burden, which makes it difficult for them to safeguard lives and livelihoods today; and to make the necessary investments to set their economies on a prosperous path for tomorrow.
4. Nations large and small are doing their utmost to mitigate the consequences of this disease. Many countries have taken extraordinary steps and far-reaching measures to save lives and safeguard economies. This includes fiscal actions amounting to USD 11.7 trillion to contain the pandemic and its damage to the economy, as well as central bank actions amounting to over USD 7.5 trillion. IMF has approved immediate debt service relief for 29 countries till March 2021 and most recently the G20 agreed to further suspend repayment of official bilateral credit for poorest countries till June 2021. Furthermore, the International Institute for Finance urged private-sector creditors to forgo debt payments until the end of the year without declaring borrowers in default. This altogether reflects a global bailout of over USD 19 trillion, that is, more than 20 percent of global GDP. It is unlikely that a global response of this magnitude could be sustained in the coming years.
5. This is the making of an environment that has shaken the foundations of our progress towards zero hunger. More than ever before, it calls for a reassessment of the pathway necessary to reverse course and reset direction towards a world without hunger.

### **Global poverty increases for the first time since 1998**

6. The world saw a substantial decline in the number of people living below the extreme poverty line of USD 1.90 a day from 36 percent in 1990 to 10 percent in 2015. However, since then the pace has slowed; in 2018 9 percent of the global population or 736 million people still lived in extreme poverty.
7. 2019 started with the lowest prevalence of extreme poverty ever recorded in human history—less than 8 percent. The hopes were that this level would set the “ceiling” for a new era of even lower single-digit global poverty rates for the foreseeable future, yet the slowing poverty reduction rates made it look nearly impossible to end poverty by 2030. Only 20 million people are estimated to have escaped extreme poverty in 2019.
8. In 2020, however, the Coronavirus pandemic led to the worst set-back in poverty reduction in at least three decades. According to the World Bank, up to 150 million additional people could fall into extreme poverty by the end of 2021. Nearly 30 percent of these people are in Africa, which risks erasing at least five years of developmental gains on the continent.

### **Inequalities are growing and changing in nature**

9. While there has been progress in the eradication of extreme deprivations around the world, huge differences in human development remain. This particularly holds true for a wide range of advanced capabilities such as high-quality education at various institutions or access to present-day technologies. Countries with high human development see their share of adults with tertiary education grow at six times the rate of their counterparts with low human development. Similarly, fixed broadband subscriptions are increasing 15 times as fast in the former than the latter. The disparities in these capabilities are striking and consequential enough to speak of a new generation of inequalities – and are set to play a decisive role in determining in what position people and countries are to reach their full potential, face the challenges and reap the benefits ahead.
10. At the same time, climate change, gender inequality and violent conflict continue to drive and entrench basic and new inequalities alike. According to the 2019 Human Development Report, failure to address these challenges will further entrench inequalities and consolidate the power and political dominance of the few.
11. Gender inequalities persist, not least in access to food. Globally, women still had about a 13 percent higher chance of experiencing moderate or severe food insecurity than men, and close to 27 percent higher chance of being severely food insecure at the global level. It continues to hold women back and deprive them of basic rights and opportunities. Intra-household inequalities help explain why even when economic growth translates into poverty reduction, it may not necessarily reduce food insecurity and malnutrition for everyone.
12. Rather than alleviating them, COVID-19 only cements existing inequalities. The World Bank has described it as an “inequality pandemic”. Not only has it set back efforts to create income equality, but has also visibly increased gender and social inequalities.

## **Hunger is on the rise**

13. In 2016, the goal of Zero Hunger (SDG 2), although ambitious, was still regarded as achievable as undernourishment had reduced by 50 percent since 1990. However, despite sufficient food production to feed the global population and more, access to food is increasingly threatened. Amidst a growing number of conflicts, increasing extreme weather events and economic slowdowns and downturns, the number of hungry people worldwide has been rising and an additional 60 million people have become chronically food insecure in the past five years (between 2015-2019).
14. By 2030, if recent trends continue, chronic hunger could exceed 840 million, or 9.8 percent of the world's population, with a probable major shift in its distribution from Asia (declining from a 55 percent to a 39 percent share) to Africa (rising from 36 percent to 52 percent). Due to COVID-19, chronic undernourishment may affect an additional 83 million to 132 million people in 2020 globally.
15. The number of people facing acute food insecurity has also continued to increase and the severity of food crises appears to be deepening. In 2016, an estimated 108 million people needed urgent food assistance in 48 countries, whereas in 2019, this number had increased to 135 million people in 55 countries. Despite covering only about half the number of countries (a total of 27), the latest update of the Global Report on Food Crises found that more than 100 million people are facing acute hunger according to analyses carried out during the COVID-19 pandemic between March and September 2020. Over the course of 2020, WFP expects the number of acutely hungry to reach around 270 million in countries it operates.

## **Nutrition targets will not be met with current trends**

16. The global burden of malnutrition in all its forms remains a challenge. According to estimates, in 2019, 21.3 percent (144 million) of children under 5 years of age were stunted, 6.9 percent (47 million) wasted and 5.6 percent (38.3 million) overweight. 5.4 million children do not survive their first five years of life.
17. The world is making progress and is well on track to achieve exclusive breastfeeding by 2025. However, it is still much behind the 2025 and 2030 targets for child stunting and low birthweight. Childhood overweight is not improving, and adult obesity is increasing. The prevalence of wasting is notably above the 2025 and 2030 targets. In addition, over 2 billion people lack essential micronutrients such as vitamin A, iron and zinc.

### 1.2 Drivers of hunger

18. Food insecurity and malnutrition are largely caused by three main drivers – conflict, climate shocks and economic disparities. While presented individually, these stressors often link to and amplify one another. The COVID-19 pandemic is a prime example of an economic shock, which adds another layer of challenges to already existing problems, exasperating these.

## **No ease in sight for the three main drivers of food insecurity and malnutrition**

### 1.2.1 Conflicts

19. Conflict impacts food security both directly and indirectly. It is felt across the entire food supply chain, disrupting production, harvesting, processing, transportation, financing and marketing. Destruction of

crops, livestock or seed stocks is not unlikely; farmers often displaced from their land or grazing areas; and if they are able to produce, they might not be able to reach a market to sell. Indirectly, conflict affects food security through its economic fallout. Rising unemployment, inflation and the erosion of public finances can be part of it, but conflict also often triggers deep recessions.

20. The causal linkage between conflict and food insecurity is increasingly well documented. In 2019, 77 of the 135 million acutely food insecure lived in conflict-driven crisis; the majority, 40 million people, in nine countries in Asia and the Middle East, where political, social and economic grievances or geopolitical tensions continued to fuel protracted armed conflict and violence. In 2018, the United Nations Security Council officially recognized the close connection between armed conflict, food insecurity and the threat of famine by adopting Resolution 2417, which calls for the protection of civilians by placing a central focus on the prohibition of food as a weapon of war. The decision followed the risk – and subsequent prevention – of four famines fuelled by conflict in 2017.
21. Conflict-affected or otherwise fragile countries also have higher average rates of poverty, undernourishment and undernutrition than found in stable contexts. About half the world's poor and about 60 percent of the chronically hungry live in fragile or conflict-affected countries. As poverty declines in more stable contexts, around 80 percent of the extreme poor will live in fragile countries by 2030 if no action is taken.
22. Since 2016, the world has become more divisive. Global peacefulness, measured by Peace Index, has deteriorated in four of the last five years. The number of forcibly displaced people worldwide – one main driver of which is conflict – has risen to a record 79.5 million in 2019, up from about half ten years earlier.

### 1.2.2 Extreme weather events and climate change

23. Extreme weather events and climate change have a profound impact on food systems and all elements of food security, from availability to access and effective utilization as well as stability. Climate change heightens uncertainty, leads to changes in crop yields and a re-distribution of pests and diseases.
24. Moreover, climate shocks exacerbate new patterns of migration and displacement. They represent the largest trigger for new internal displacements: between 2010 and 2019, an average of 23 million people were displaced every year because of weather-related events and natural disasters; many more than the about 8 million new internal displacements per year over the same period due to conflict. Internally displaced persons and refugees are at high risk of food insecurity and malnutrition. Nine out of the ten countries with the largest number of internally displaced persons experienced a major food crisis in 2019. Displaced populations in these countries are largely dependent on external food assistance for their survival.
25. In the last 50 years, the number of recorded natural disasters has tripled, with a notable rise in floods and droughts. Today, water scarcity already affects between 15 and 25 percent of global croplands. Climate change could increase hunger and malnutrition by up to 20 percent by 2050, and increase poverty, especially for the 2.5 billion small-scale food producers whose livelihoods depend on agriculture and renewable natural resources. The returns on investment in climate change adaptation are therefore substantial. One dollar invested in climate risk management and disaster risk reduction can save USD 4 in humanitarian response.

### 1.2.3 Economic slowdown or downturns

26. Pathways that link economic slowdowns or downturns to food security issues are manifold. Rising unemployment and declining income is one of them, depreciating currencies reducing the capacity to import food another, often coinciding with reduced fiscal space to buffer the impact of rising food prices on vulnerable households. The subsequent loss of purchasing power limits access to food. Shocks, such as armed conflict or weather-related/natural disasters, have a lasting impact on human capital, while economic downturns reduce national investments in sustainable food systems, and undermine the affordability of nutritious food.
27. Evidence for economic problems as a driver of food insecurity includes that most countries (84 percent) experiencing a rise in undernourishment between 2011 and 2017 simultaneously suffered an economic slowdown or downturn. Besides, in more than half of the countries affected by food crises in 2018, the compounding impact of multiple economic shocks worsened the severity of acute food insecurity, affecting 96 million people.
28. Meanwhile, the current COVID-19 pandemic has triggered a global economic crisis of unprecedented scale. The world economy is forecast to contract by 4.4 percent in 2020, while working hour losses have reached record levels; they amount to an estimated equivalent of 495 million full-time jobs during the first wave of lockdowns in this year's second quarter. Global income losses for the first nine months of 2020 are estimated at USD 3.5 trillion. To help countries recover, governments and central banks around the globe have collectively spend nearly USD 20 trillion on stimulus measures; however, this global bailout has not been distributed evenly worldwide.
29. The joint fallout of local lockdown measures to contain the spread of the virus and the repercussions of the global economic recession has critically hit low- and middle-income countries. Many poorer economies rely on a combination of primary commodity exports, tourism and remittances. The pandemic has dealt a blow to all three of these. Lower international prices for primary commodities together with plummeting tourism receipts, capital flight – UNCTAD expects Foreign Direct Investment to contract by 40 percent – and remittance flows predicted to decrease by 14.5 percent over 2020 and 2021 have led to currency depreciation in many countries. This not only has implications for the cost of importing food but also of servicing USD-denominated debt.
30. To make matters worse, falling revenues (from exports but also taxes, as economies slow down) coincide with increasing needs to spend. Fighting the pandemic requires added expenditures on health as well as to buffer the pandemic's economic implications and safeguard livelihoods. Given poor countries' more limited capacities to spend and provide lifelines to those in need, the pandemic can have devastating consequences for many, but particularly the most vulnerable. These include the world's 2 billion informally employed, 80 percent of who have seen their livelihoods affected; or families who rely on remittances to meet their immediate food needs.
31. While the global economy is expected to grow again in 2021 (by 5.2 percent), an impending debt crisis darkens the outlook for poorer countries. A worrisome build-up of debt had already started well before the onset of the COVID-19 pandemic. According to the World Bank, debt in emerging and developing economies rose faster and more broadly based over the last decade than at any time in the past 50 years – a period which saw three previous waves of debt accumulation, each of which led to financial crises in vulnerable economies. In 2019, total debt reached more than 170 percent of GDP, a historic peak and

60 percent higher than in 2010. Moreover, the profile of public debt has been changing, with private and non-Paris Club creditors stepping up and concessional debt in decline. In sub-Saharan Africa, about one third of public debt is now owed to private investors. This has led to higher debt service already before the onset of the pandemic, with African countries often spending more money to pay their creditors than on healthcare. Adding COVID-19, the IMF today classifies about half of low-income countries as in debt crisis or at high risk of it. Debt distress or even default can have devastating economic consequences. High uncertainty puts market access at risk and leads to higher borrowing costs in a moment when funds are most needed, thereby harming investment and growth. This can set back a country's development by years – and thereby significantly impact food security.

### 1.3 Other global trends

#### **Demographic change**

32. The world's population is projected to increase to 8.5 billion by 2030. While demographic change drives structural changes in economies and opens opportunities, it also means growing pressure on natural resources and social systems.
33. An ever-increasing share of the world's growing population lives in urban areas. Fifty-five percent of the world's population is already urban, a proportion that is expected to increase to 68 percent by 2050. Close to 90 percent of this increase will take place in Asia and Africa; and growth rates will be highest in middle- and low-income countries. Youths and the informally employed constitute most of the population in many cities of low- and middle-income countries. Whereas it is unlikely that they become formal wage workers, the labour outflow from rural areas and their agricultural sector will continue. Growing urbanization, hence, also leads to a profound transformation of rural areas.
34. In Sub-Saharan Africa population growth leads to a dramatic expansion of the labour force. A net increase of 20 million per year for the coming two decades presents a challenge for job growth to keep pace. Since 2000, the region has created close to 9 million jobs per year, during a period of relatively robust economic growth. Failure to provide young Africans a minimum level of decent jobs and economic opportunities, however, could lead to hunger, instability, conflict and involuntary migration. As poverty declines in more stable contexts, without action around 80 percent of the extreme poor will be living in fragile states by 2030.

#### **Technology and digitalisation**

35. Technology and digitalization add a new twist to challenges surrounding employment. While automation, artificial intelligence and 3D printing may increase economic growth, their impact on the labour market is expected to be severe. Jobs in the order of hundreds of millions could be lost by 2030, requiring people to change employment and acquire new skills. This will be challenging and leave many without an income.
36. Access to technology varies greatly between countries: developing countries have 67 mobile phone subscriptions per 100 inhabitants, half the number in very high human development index countries. For access to broadband, low human development countries have less than 1 subscription per 100 inhabitants, compared with 28 per 100 inhabitants in very high human development countries.

37. Technology and basic digital skills are not only becoming indispensable for an increasing share of jobs, but also to participate in society and access digital public services. Currently, almost 1 billion people still lack official identity documents; and 3.6 billion people do not have reliable access to the internet. Meanwhile, digital identities – out of reach to them – are already required to get a SIM card, open a bank or mobile money account, pay taxes and, in most places, to vote. Their growing importance has the potential to deepen disenfranchisement, open new forms of rights abuses, entrench social and economic exclusion as well as widen the digital divides between regions of the world and between women and men.

### **People on the move**

38. In 2019, the number of international migrants and refugees worldwide reached 272 million, up from 174 million in 2000. This is equivalent to 3.5 percent of the world's population, largely unchanged from a century ago at around 3 percent. All regions have seen growth in absolute numbers, although at different levels. The highest increases since 2000 have been seen in the Middle East and North Africa (58 percent), sub-Saharan Africa (44 percent) and Latin America (44 percent).
39. By the end of 2019, forced displacement reached a record high with 79.5 million people uprooted from their homes due to conflict, violence and persecution – nearly double the 41 million in 2010. This includes 45.7 million internally displaced persons, 26 million refugees, 4.2 million asylum seekers as well as 3.6 million mixed flows of Venezuelan migrants and refugees. Developing countries hosted 85 percent of the world's refugees, with the least developed countries providing asylum to 27 percent of the total.

### 1.4 Challenges through four dimensions

40. It is not only the global context and its implications for the main driving forces behind hunger that sets the stage for the future evolution of food insecurity; progress on key development dimensions plays an equally important role. Pre-requisites to thrive in a changing world and lay the grounds for eradicating hunger include establishing social safety nets, securing education, child nutrition and women's empowerment, as well as investing in rural infrastructure; or, taking a broader perspective, ensuring that people meet their essential needs and develop resilience, that investments in human capital are made and food systems are on a path towards sustainability.
41. It is advancements in these areas that determine how the impact of shocks – conflict, climate or economic – as well as future trends unfolds. Without it, it will be impossible to achieve sustained and equitable economic growth that lifts vulnerable households out of food insecurity and protects them from easily sliding back and being trapped in downwards spirals once disaster strikes.

#### 1.4.1 Essential needs

42. Essential needs are those goods and services that households require to ensure survival and minimum living standards, without resorting to negative coping mechanisms or compromising their health, dignity and essential livelihood assets. The fulfilment of different essential needs is closely interlinked. The ability to meet food and nutrition needs, for example, also depends on the ability to meet other essential needs: people may have to decide between spending money on healthcare or school fees or on buying different types of food. At the same time, being in poor health or having limited access to clean water negatively impacts a household's ability to be food and nutrition secure.

43. Being deprived of several of their essential needs, 1.3 billion people in developing countries — 22 percent of the population — live in multidimensional poverty, as stated by the Human Development Report 2020. While multidimensional poverty has reduced in most countries over the last 10 years, this progress could be set back 3 to 10 years due to COVID-19 – a similar effect as seen regarding extreme poverty in monetary terms. Partly driven up by COVID-19, an estimated 442 million people in 63 countries affected by humanitarian crisis currently require assistance in order to meet their essential needs.
44. Safety nets and social protection systems are key to ensure that these most basic necessities do not present a bottleneck to achieving healthy, free and prosperous lives. Today, only 45 percent of the global population — 3.5 billion people — have access to even one social protection benefit, and only 29 percent to a comprehensive set of programmes. Social protection coverage furthermore tends to be lower where it is most needed, i.e. where the prevalence of poverty, food and nutrition insecurity are the highest. In Latin America and the Caribbean, some 60 percent of people are covered by at least one benefit while in Africa, despite substantial recent expansion, that percentage stands at around 13 percent. Most of those not covered are women. Workers in the informal economy, and migrant workers, are also often overlooked. Improvements in social protection coverage worldwide are therefore urgent: at the present rate of progress, SDG 1.3 (on social protection coverage) will be achieved in 2084, while fragile states will need until 2259 to attain it.

#### 1.4.2 Human capital

45. To prosper in tomorrow's world – home to a growing population and a growing number of stomachs to be filled, and where technology and digitization keep advancing at a rapid pace, changing the face of the labour force – enabling people to reach their full potential is decisive. Without proper nutrition right at the beginning of their lives, children are unlikely to get there. Without empowerment, women, who form half of the labour force in the agricultural sector, can hardly do their best. Without adequate education and formation, the 500 million young to join the workforce over the next decade, are unlikely to thrive.

#### Education

46. Today, more than 250 million children are out of primary or secondary school. Children in conflict-affected countries are more than twice as likely to be out of school, and girls in conflict-affected countries are 2.5 times more likely to be out of school than girls in stable contexts. While about half the share of adults in low human development index countries have a primary education relative to very high human development index countries, the gap is much wider at higher education levels: a mere 3.2 percent of adults in low human development countries have a tertiary education, compared with 29 percent in developed countries.
47. In low- and middle-income countries, about 300 million school children further suffer from iron-deficiency anaemia, causing them to lose some six IQ points per child; and about 73 million primary school children in low-income countries go to school hungry. These conditions translate into the equivalent of between 200 million and 500 million schooldays lost because of ill health each year.

48. Promising, though, is that nearly half the world's school children, about 388 million, received a meal at school every day, and 90 percent of those meals were complemented by a package of interventions to improve health. Comparison with 2013 data shows a rising trend in coverage throughout the previous decade, especially in low- and lower-middle income countries. School feeding programmes were increasingly institutionalized, with more than 80 percent being part of national policy and were the world's most extensive social assistance programme.

## **Nutrition**

49. Estimates indicate that one in seven live births, or 20.5 million babies globally, suffered from low birthweight in 2015 – with no progress made since 2012 and little hope to achieve the global goal of a 30 percent reduction by 2030. Low birth weight new-borns not only have a higher risk of dying in the first month of life, but those who survive are also more likely to suffer from stunted growth and face increased risk of adult-onset chronic conditions including obesity and diabetes. The cost of healthy diets and the non-affordability for some 3 billion people is recognized as a major bottleneck to achieving healthy and productive lives.
50. Stunting, an indication of prolonged malnutrition during pregnancy and the first years of life, affects 144 million children under 5 today, or 21.3 percent, limiting their learning and income earning potential for life and increasing their risk of poor health including non-communicable diseases later in life.
51. Beyond the immense human costs of malnutrition, the economic costs are staggering. Globally, nearly 60 percent of the children born today will be half as productive as they could be if they had complete education and full health. It is estimated that undernutrition reduces GDP by 11 percent in Africa and Asia, while obesity costs USD 2 trillion annually from direct health-care costs and lost economic productivity worldwide.

## **Women empowerment**

52. Women's empowerment is increasingly recognised as key in the humanitarian-development-peace nexus, across the United Nations system and international frameworks. While a moral necessity, this is indispensable from an economic perspective and with food security in mind. 47 percent of the agricultural workforce is female – enabling women to reach their full-potential is therefore critical to feed a growing population.
53. As if progress in human capital development was not already lagging, COVID-19 threatens to wipe out a decade of gains, leaving an entire generation behind, as countries struggle to contain the virus, save lives, and rebuild their economies. It is estimated that the learning losses alone could result in approximately USD 10 trillion of earnings lost for this generation of learners, which amounts to one-tenth of global GDP.

### **1.4.3 Resilience to shocks and stressors**

54. The world is stuck in a cycle of disaster–respond–repair–repeat. This implies that little progress has been made towards building resilience to shocks and stressors. Meanwhile, of the top 10 long term global risks presented by the World Economic Forum in 2020, six are environment- or climate-related; and the top five based on their likelihood are all climate-related. This stresses the importance to build resilience, especially to climate change.

55. Looking at the three key groups of determining factors for both the exposure to shocks and the capacity to cope suggests that the Coronavirus pandemic probably impacted resilience negatively. While it likely left geographic, social and socio-political factors – with the notable exception of health – unaffected, its repercussions for the economic factors underpinning resilience are large. COVID-19 has not only impacted personal or household income, assets and savings as well as access to credit and liquidity, but also macroeconomic circumstances such as inflation.

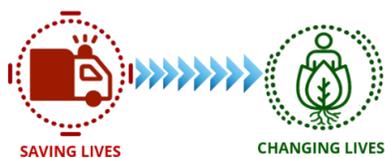
#### 1.4.4 Food systems sustainability

56. Food and nutrition security is intrinsically linked to sustainable food systems, which produce safe and nutritious food at an affordable price; and guarantee decent livelihoods for those whose income depends on them. Transforming the food systems, making them fairer and more inclusive, is now being recognized as one of the greatest opportunities to achieve the SDGs. However, a lot remains to be done.
57. Despite global gains in food production, smallholder producers and value chain actors in developing countries continue to suffer disproportionately from food and nutrition insecurity and struggle for decent livelihoods. More than 1.5 billion people cannot afford a diet that meets the required levels of essential nutrients and over 3 billion people cannot even afford the cheapest healthy diet.
58. Many factors determine the consumer price of nutritious food and factors are found throughout food systems, in the realms of food production, food supply chains, food environments, as well as consumer demand and the political economy of food. Low levels of productivity, high production risks and insufficient diversification towards the production of more nutritious foods are key drivers of the cost of healthy diets, especially in low-income countries. Inadequate food storage, poor road infrastructure and limited food preservation capacity, especially for highly perishable foods, lead to food losses and inefficiencies along the food supply chain, which drive up the cost of nutritious foods.
59. What people eat, and how that food is produced, not only affects their health, but also has major consequences for the state of the environment and for climate change. The food system underpinning the world's current dietary patterns is responsible for around 21–37 percent of total greenhouse gas (GHG) emissions, which reveals it to be a major driver of climate change, even without considering other environmental effects. Soil degradation presents a threat to land, freshwater, and oceans. Deforestation and forest degradation continue to take place at alarming rates. This contributes significantly to the ongoing loss of biodiversity, lower agricultural productivity and thus the weakening of communities' resilience to future shocks and stresses.
60. In both urban and rural areas, the lack of physical access to food markets, especially to fresh fruit and vegetable markets, represents a formidable barrier to accessing a healthy diet, especially for the poor. Rapid rates of urbanization have resulted in more work-away and eat-away-from-home habits, with a direct impact on the demand for easy-to-prepare, highly processed foods or convenience foods that are often energy-dense and high in fats, sugars and/or salt and do not necessarily contribute to healthy diets.
61. Trade policies, mainly protectionary trade measures and input subsidy programmes, tend to protect and incentivize the domestic production of staple foods, such as rice and maize, often at the detriment of nutritious foods, like fruits and vegetables.

62. In low- and lower-middle income countries, post-harvest food losses may amount to as high as 30 percent. Reducing post-harvest losses can be the single most efficient strategy to increase marketable food surpluses, improve food safety and quality, and enhance livelihood opportunities without expanding cultivation areas.
63. The COVID-19 pandemic has shown the fragility of the global food systems and the need to make them more equitable, sustainable and resilient to nutritiously feed 8.5 billion people by 2030.

## 2. WFP in numbers since 2016

64. The contribution of WFP in fighting hunger and malnutrition worldwide towards reaching 'Zero Hunger' can be depicted along two axes:



### 1. From saving lives to changing lives ...

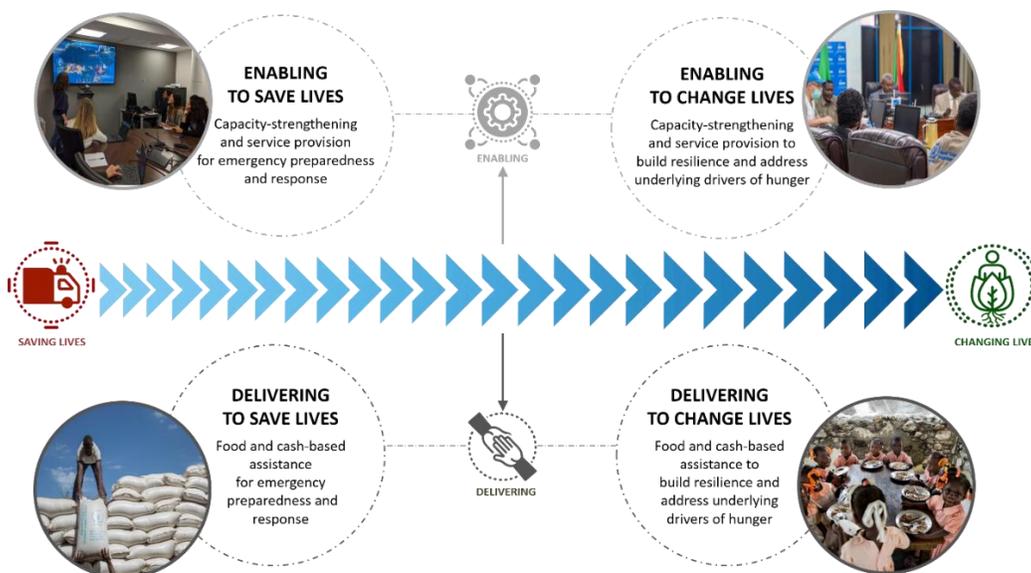
WFP's interventions lie along a continuum from *saving lives* in emergencies to *changing lives* by building resilience and addressing the underlying drivers of hunger and malnutrition.

### 2. ... through delivering and enabling

WFP delivers food, cash-based assistance and trainings directly to beneficiaries and also enables communities, partners and governments, through capacity-strengthening and service provisions, to meet people's food security, nutrition and essential needs.



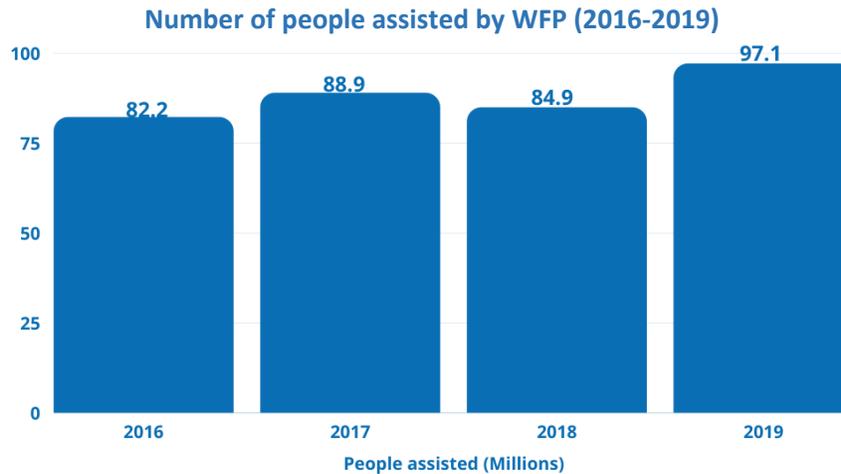
65. WFP's interventions span across these two axes, simultaneously *delivering* and *enabling* with the dual objective of *saving lives* and *changing lives*:



66. In a particular country context, WFP can be concurrently *saving lives* and *changing lives* since the longer-term efforts to build resilience and address the underlying drives of hunger can continue in the midst of shocks, with interventions jointly contributing to humanitarian, development and peace outcomes. Similarly, WFP can be both *delivering* and *enabling* at the same time, reaching beneficiaries directly and simultaneously providing capacity-strengthening and service provisions to communities, partners and governments.

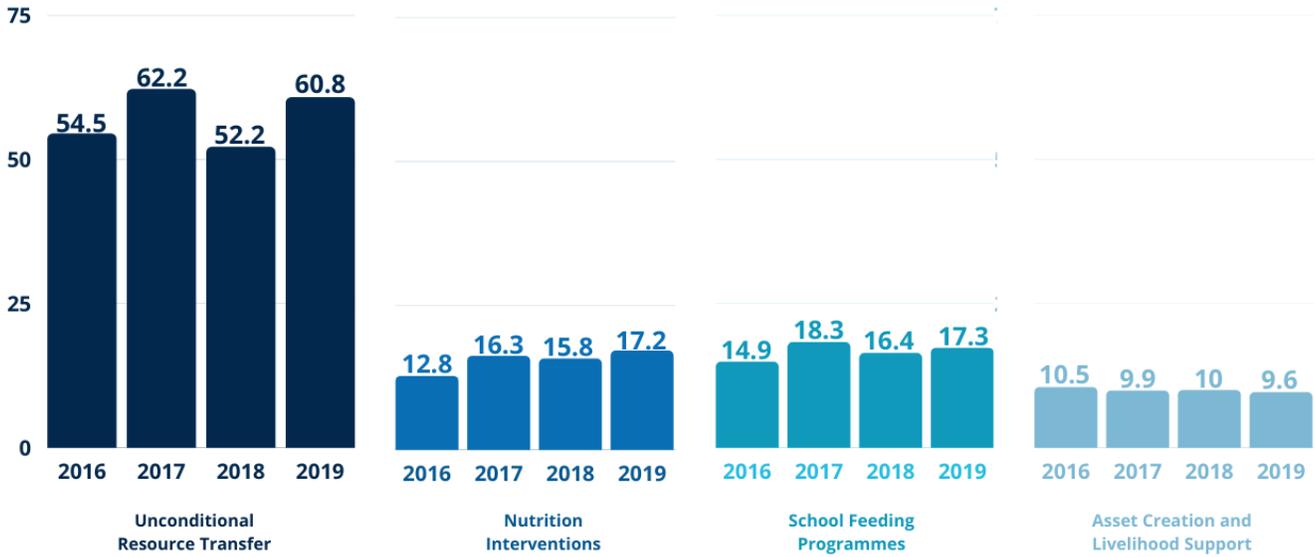
## 2.1 Beneficiary numbers and transfer values

67. Since the development of the last Strategic Plan in 2016, in response to rising hunger and the multiplication of crises around the world, WFP has stepped up and increased the number of people reached from 82.2 million (in 2016) to 97.1 million (in 2019).



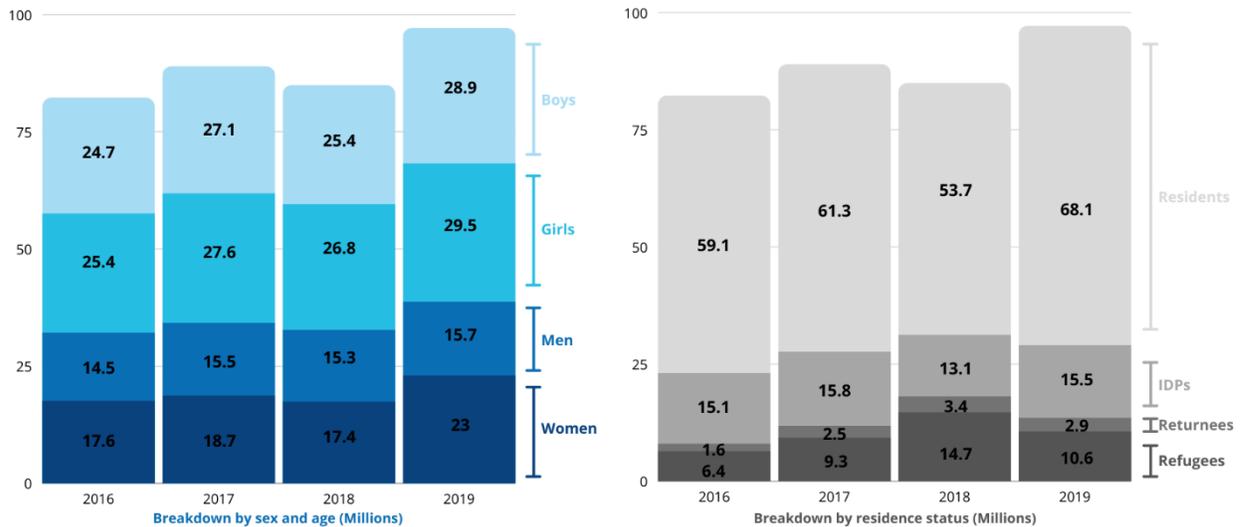
68. For **unconditional resource transfers**, the number of beneficiaries WFP assisted increased from 54.5 million in 2016 to 60.8 million in 2019, including 27.9 million beneficiaries with cash-based transfers (CBTs), out of which 7.6 million were refugees.
69. For **nutrition-specific interventions**, the number of beneficiaries reached increased from 12.8 million in 2016 to 17.2 million in 2019, including 6.3 million pregnant and lactating women and girls (3.3 million for malnutrition treatment and 3 million for prevention). Since 2016, 1.25 million beneficiaries were reached with targeted nutrition assistance through HIV-specific and tuberculosis (TB) specific programmes.
70. For **school-feeding programmes**, WFP increased its assistance from 14.9 million children in 2016 to 17.3 million in 2019 (of which 50 percent were girls), with 430,000 girls and boys provided with take-home rations in the form of food or CBTs. In addition, WFP provided technical assistance to governments in 74 countries where a total of 155 million children receive school meals through national school feeding programmes.
71. For **asset creation and livelihood support**, WFP reached 9.6 million people in 2019, compared to 10.5 million people in 2016. From 2014 to 2019, WFP-supported communities rehabilitated over 1.5 million hectares of land, built or repaired 79,000 km of roads, and constructed or restored over 53,000 ponds, wells or reservoirs worldwide.

Breakdown of WFP's assistance by intervention (2016-2019)



72. Out of the total number of beneficiaries assisted in 2019, 29.5 million were girls, 28.9 million boys, 23 million women and 15.7 million men (compared to 25.4 million girls, 24.7 million boys, 17.6 million women and 14.5 million men in 2016). Similarly, by residence status, 68.1 million residents, 15.5 million internally displaced people (IDPs), 2.9 million returnees and 10.6 million refugees were assisted in 2019 (compared to 59.1 million residents, 15.1 million IDPs, 1.6 million returnees and 6.4 million refugees in 2016).

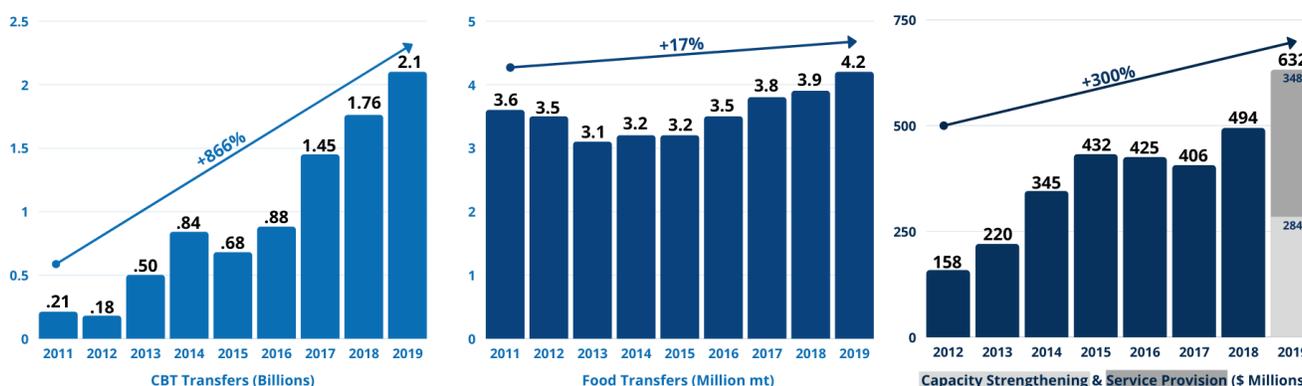
Breakdown of WFP's assistance by sex, age and residence status (2016-2019)



73. For the past 10 years, WFP has been reaching more people with increasingly diversified transfer modalities, including CBTs, food, capacity strengthening and service provision.

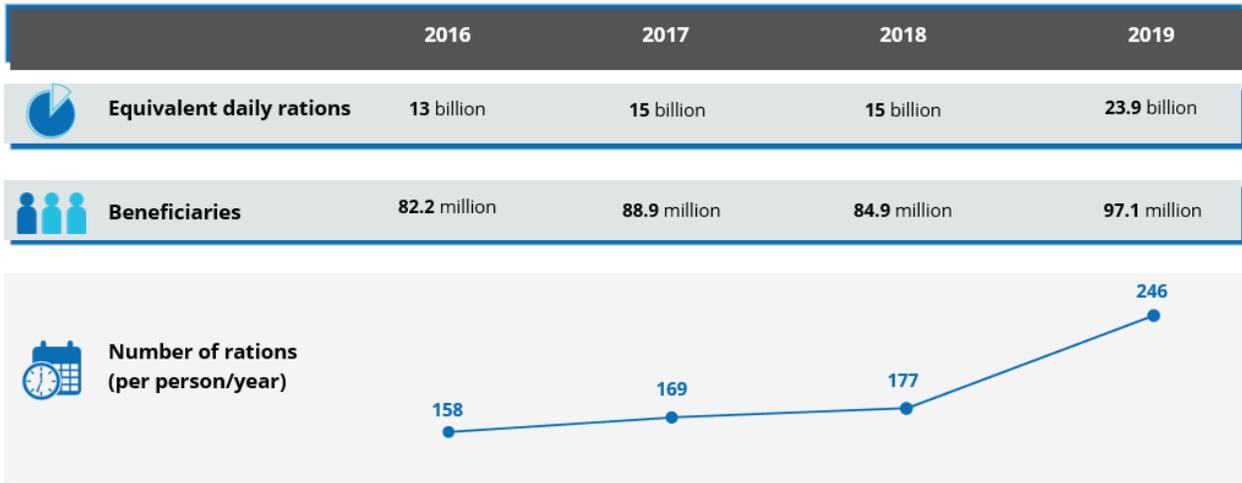
74. **Cash-based transfers** especially have grown exponentially by 866 percent from 2011 to 2019, on average 34 percent each year, making WFP the single largest global agency for delivery of cash across a full spectrum of humanitarian and development contexts. Globally, the number of countries using CBTs increased from 10 in 2009 to 64 in 2019. By the end of 2019, WFP worked with 171 financial service providers worldwide including banks, microfinance institutions, mobile money operators and money transfer agents to make cash available to beneficiaries, and with 4,100 retailers.
75. Alongside cash assistance, **food transfers** have grown by 17 percent, from 3.6 million mt in 2011 to 4.2 million mt in 2019. These have also increased in quality; the use and scale up of fortified staple foods to address vitamin and mineral deficiencies (hidden hunger) remains a priority for WFP as one of the most cost-effective ways to achieve SDG 2, Zero Hunger. In 2019, WFP distributed 370,000 mt of fortified foods (e.g. iodized salt, fortified rice, wheat flour, maize flour, and oil), as well as 287,000 mt of specialized nutritious foods (SNFs), especially for the treatment and prevention of malnutrition.
76. In addition to cash-based and food transfers, WFP works to improve national policies and capacities, social protection systems, and food systems through **capacity strengthening and service provision**. Capacity strengthening transfers include materials, equipment, knowledge, skills and other resources, which are directly transferred to individual beneficiaries, communities, partners or government counterparts to augment their capacities and complement the objectives of cash-based and food transfers. Service provision consists of WFP’s humanitarian services in the fields of logistics coordination and support, air services, emergency telecommunications and, together with FAO, food security cluster coordination. It also includes providing partner agencies and governments access to systems and platforms that enable them to transfer entitlements to beneficiaries. Capacity strengthening and service provision transfers have increased by 300 percent from 2011 to 2019, from USD 158 million in 2012 to USD 632 million in 2019.

**Modalities used to reach beneficiaries (2011-2019)**



77. The number of **daily rations** (per person/year) increased significantly between 2016 and 2019, meaning that beneficiaries are receiving assistance for longer periods of time. WFP distributed the equivalent of 23.9 billion daily rations to 97.1 million beneficiaries in 2019, compared to 13 billion daily rations to 82.2 million beneficiaries in 2016. On average, each beneficiary therefore received 246 rations in 2019, compared to 158 rations in 2016. This can be explained by increasing protracted crisis around the world, and also that beneficiaries, including children receiving school meals and nutritionally vulnerable individuals, are consistently receiving prolonged essential support, increasing the likelihood of achieving WFP’s food security, health and nutritional objectives.

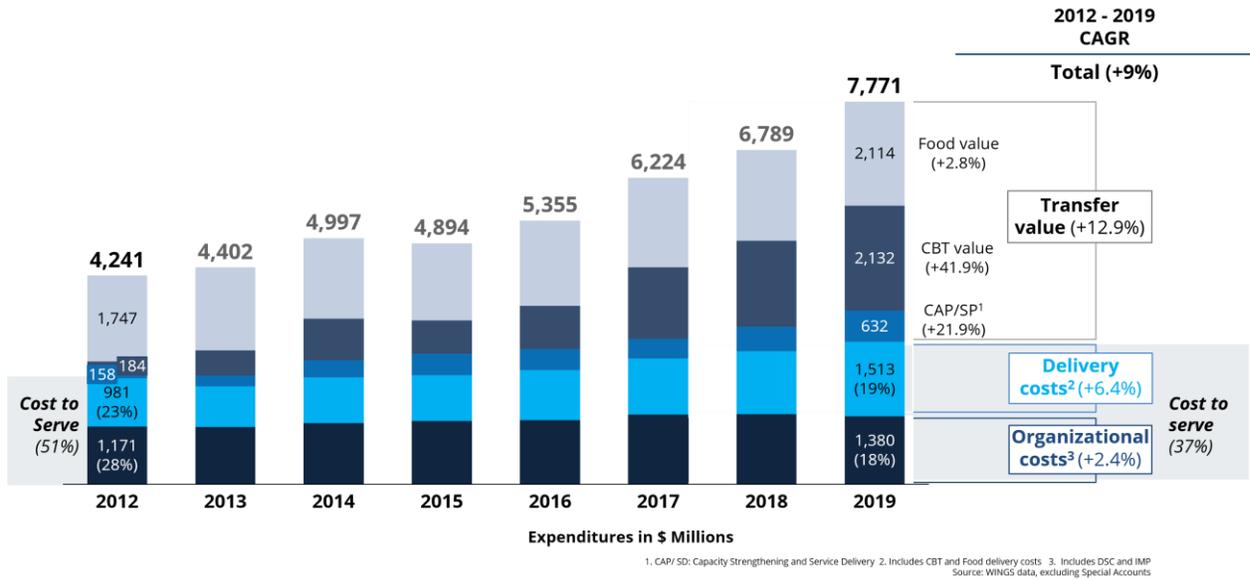
### Number of daily rations (2016-2019)



## 2.2 Field expenditures

78. WFP's expenditure has increased by nine percent yearly since 2012 (Compound Annual Growth Rate - CAGR), from 4.2 billion in 2012 to 7.7 billion in 2019. In particular, there has been a 14 percent increase between 2018 and 2019, amounting to about USD 1 billion.
79. This growth (+9 percent CAGR) between 2012 and 2019 has been largely driven by an increase in **transfer value** to beneficiaries (+12.9 percent CAGR), including expansion in the number of people reached and/or the monetary value of the transfer per beneficiary. As previously stated, the largest average annual increases were in CBT (41.9 percent) and Capacity Strengthening and Service Provision (21.9 percent), followed by Food (2.8 percent). In addition, the cost per ration increased from .34 USD in 2016 to .61 USD in 2019.
80. Comparatively, the increase between 2012 and 2019 has been more moderate (+6.4 percent CAGR) for **delivery costs** (for food/CBT) and much lower (+2.1 percent CAGR) for **organizational costs** (implementation and direct support costs). As a result, the 'Cost to Serve' (i.e., delivery cost + organizational cost) has dropped from 51 percent of annual expenditures in 2012, to 37 percent in 2019. This means that the majority of WFP expenditure (63 percent) in 2019 corresponded to transfers to beneficiaries (i.e. food, CBT, capacity strengthening and service provision).

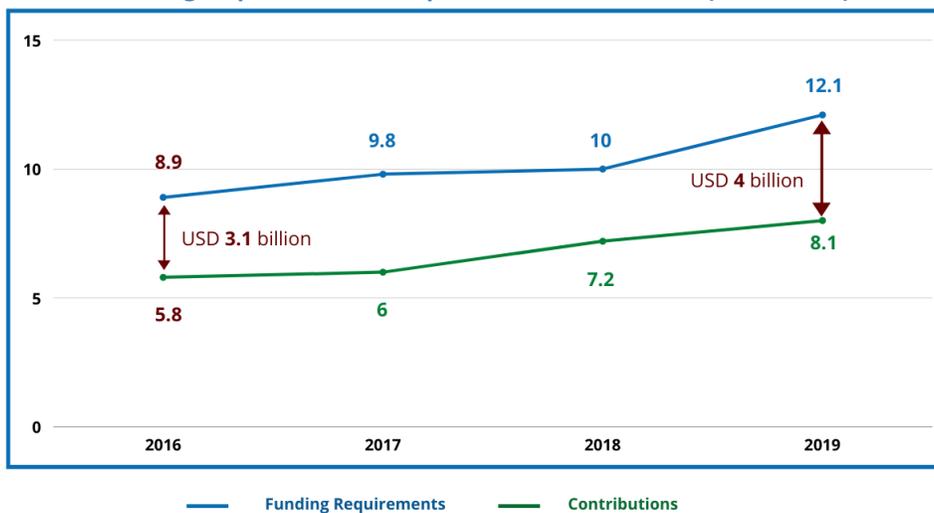
### Evolution of expenditures (2012-2019)



### 2.3 Contributions and funding requirements

81. This scale-up of WFP's interventions and beneficiaries has only been possible as a result of a significant increase in contributions from USD 5.8 billion in 2016, to USD 8.1 billion in 2019. However, because emergencies have also grown in frequency, intensity and complexity, compounded with persisting chronic hunger and underlying vulnerabilities, funding requirements have unfortunately increased faster than contributions. Consequently, there was a larger gap in funding in 2019 (USD 4 billion) compared to 2016 (USD 3.1 billion).

### Funding requirements compared to contributions (2016-2019)



### 3. WFP's programmatic areas

82. During slow and rapid onset crisis or shocks, WFP is among the first responders, delivering food and cash-based assistance to persons affected by war, civil conflict, crop failures and natural disasters, and initiating early recovery activities to prevent worsening of conditions ('Delivering to Save Lives'). In anticipation of crisis, WFP also employs a variety of mechanisms including early warning, innovative financing, early action and preparedness to help people to, first, meet their food security, nutrition and other essential needs, and second, manage the risks and shocks that they face. During emergencies, WFP provides capacity-strengthening and service provision to governments and first responders for emergency preparedness and response to save lives. This includes enabling the government and humanitarian sector to better anticipate and react to shocks and reach people in need with life-saving assistance ('Enabling to Save Lives').
83. In addition to responding to emergencies, WFP delivers assistance to address the underlying drivers of hunger and strengthen the resilience of people, households and communities affected by protracted crises or living in fragile contexts, places with high institutional or social fragility ('Delivering to Change Lives'). In these contexts, WFP often delivers basic services, such as school feeding and nutrition programmes, in lieu of national services, to maintain the educational and nutritional status of school-aged children and prevent or treat malnutrition among nutritionally vulnerable individuals (young children, women during pregnancy and breastfeeding, chronically ill, people living with HIV/TB). WFP also offers nationally tailored, high-quality technical assistance, service provision and capacity strengthening services to national governments and partners to facilitate the design, and delivery of sustainable national solutions to build resilience and tackle the underlying drivers of hunger and malnutrition ('Enabling to Change Lives').

#### 3.1 Unconditional resource transfers

84. WFP provides unconditional assistance to people affected by shocks, including conflict, climate events such as drought or floods, and economic shocks, as well as in protracted crises. Unconditional resource transfers are provided as in-kind food transfers, through CBT, or using a combination of modalities. How the assistance programme is designed, and which modalities are employed depend on the programme strategy and objectives, the country context in which it is implemented, the local conditions such as market functioning and other relevant considerations. Most of WFP's unconditional assistance serves as relief in the world's largest emergencies. In 2019, 67 percent of WFP's in-kind assistance and 78 percent of CBT assistance went to extremely food-insecure and malnourished people in Yemen, the Democratic Republic of Congo (DRC), the Syrian Arab Republic, South Sudan, Mozambique, Burkina Faso, Mali, Niger and Nigeria.
85. As the major United Nations agency delivering food in emergencies, WFP works to ensure that this food can be cooked with modern means to avoid the negative health, environmental and nutritional impacts of cooking with biomass. In Chad, for example, a project based upon a voucher system is offering beneficiaries and schools a choice of modern cooking devices. In 2019, improved cookstoves were provided to 25,000 households in Burundi, Sudan, Guinea Bissau, and Mozambique.
86. When unconditional assistance is provided as CBT, it creates a possibility to provide support beyond only covering people's basic food needs. Increasingly, CBT transfers are unrestricted cash, meaning people can spend the transfer how they prefer - in 2019, this amounted to 59 percent of CBT assistance. Furthermore,

CBT assistance is increasingly multipurpose, meaning transfers are designed to allow people to access a broader set of essential needs in the market. When people face hardship, they need to constantly prioritise between competing needs. Enabling people to meet their essential needs hence ensures better food and nutrition results and supports the advancement of other sustainable development goals. The increased use of cash-based transfers represents a powerful tool for equitable and empowering programmes. For example, in Bangladesh the Enhancing Food Security and Nutrition (EFSN) programme provided CBTs to women in Cox's Bazar as part of an integrated approach to poverty reduction – with livelihoods training, awareness-raising, savings groups and engagement with village leaders.

87. In addition to the value directly provided to recipients, CBT can boost local markets by injecting demand and has the potential to enable financial inclusion. Between 2009 and 2019, WFP injected USD 8.6 billion through cash transfers into the economies of 75 countries, providing a substantial boost to local economies, strengthening markets and supporting traders. Large-scale cash transfers also help WFP support national systems and government social protection schemes. In the wake of the COVID-19 crisis, WFP provided support to cash-based government responses in 36 countries to mitigate the socio-economic impact of the crisis.

### 3.2 Nutrition interventions

88. WFP's focus on SDG 2 implies that prevention of malnutrition in all its forms becomes integrated across its portfolio, through a focus on ensuring that nutrient intake recommendations are being met through any form of food assistance that is provided, that people are enabled to access and consume a nutritious diet, and that malnutrition is treated. Nutrition-specific interventions or programmes address the immediate determinants of poor fetal and child nutrition and development - inadequate food and nutrition intake, poor feeding, caregiving and parenting practices, and high burden of infectious diseases. Where necessary, WFP provides specific nutrient-dense products to people at high risk of, or suffering from, malnutrition.
89. In 2019, WFP reached 17.2 million 'unique' beneficiaries with nutrition-specific interventions: 9.4 million with treatment of acute malnutrition, 5.7 million with prevention of acute malnutrition, 1.8 million with prevention of stunting and 0.61 million with prevention of micronutrient deficiency programmes. Increases in nutrition-specific beneficiaries were linked with large emergency responses in countries such as Yemen, Syria, South Sudan and the DRC. WFP has also increased its global distribution of SNFs from 210,000 mt in 2013 to 287,000 mt in 2019. While SNFs are used across WFP's programme portfolio, the increase has especially taken place in emergency contexts, given the impact of shocks on the nutrition of households and communities within crisis affected areas.
90. Ensuring a higher nutrition content in the food provided has helped build nutrition resilience, which is the cornerstone of human capital development, good health and productivity. To enhance nutrition resilience and prevent malnutrition, including during critical phases of the lifecycle because of its irreversible impact throughout life, WFP takes a nutrition-sensitive approach, investing in multi-sectoral programmes, operations and platforms that improve people's access to and consumption of healthy, nutritious and safe diets, prevent illness and tackle the underlying drivers of malnutrition. WFP's different analytical tools (e.g. PLUS, Optimus) and programming platforms (e.g. school feeding, CBT, social protection) contribute to improving nutrition.

91. Furthermore, social behaviour change and communication (SBCC) has become an integral part of WFP's nutrition programming and is increasingly integrated with other WFP programmes, for instance to guide good nutritious choices in relation to cash transfers. In 2019, WFP implemented SBCC approaches in 44 countries to improve the knowledge, attitudes and behaviours of vulnerable population groups regarding dietary diversity, hygiene, sanitation, childcare practices and gender. Across the 44 countries, 6.6 million people were reached through interpersonal approaches and messages, and 8 million people were reached using media, representing a 180 percent increase from 5 million people reached in 2018.

### 3.3 School feeding

92. At the beginning of 2020, governments all around the world delivered school feeding and school health programmes to more children in more countries than at any time in human history. WFP supports this large government-led agenda by helping countries establish and sustain school health and nutrition efforts, with a focus on school feeding. WFP's investment in school health and nutrition is between USD 400 and USD 600 million annually, making it one of the largest contributors to education efforts in low-income countries and the global leader in school health and nutrition.
93. In its 2009 school feeding policy, WFP committed to support the transition to nationally owned programmes and over the last decade, an enormous effort has been made to ensure these programmes are properly embedded in national frameworks. In fact, partially with support of WFP Centre's of Excellence in Brazil and South-South cooperation, the percentage of WFP-supported countries with a school feeding policy, law or strategy has increased from 20 percent in 2013 to 80 percent in 2019. The institutionalization of school feeding has translated into increased numbers of children covered by government investments. The number of children receiving school meals in WFP-supported countries has increased from 69 million in 2013 to 107 million in 2019, with the growth concentrated in government-led programmes, where the caseloads have nearly doubled. While WFP's caseloads have remained relatively stable over this period of time, governments have stepped up their investments significantly. The amount of government budgets allocated to school feeding in WFP supported countries has increased from 68 percent in 2013 to 78 percent in 2020, with the largest increase in lower-middle income countries.
94. School feeding programmes have led to an array of positive outcomes in emergency contexts where WFP supports governments with their operations. The programmes help build social cohesion, provide a conducive context to demonstrate good governance and create or restore a sense of normalcy, supporting resilience and recovery operations. By increasing access to education, school feeding in emergencies may contribute to the protection of children against recruitment into armed forces, forced and/or early marriage, and other forms of child labour. In 2019, 38 percent of the 17 million children supported by WFP programmes were in countries affected by conflict or crises. As of 2019, WFP supported 1.7 million child refugees, IDPs and returning migrants around the world with school health and nutrition programmes. In hard times, school feeding programmes can rapidly expand their role as a social safety net, ensuring food is quickly available for communities that need help the most. School feeding programmes supply about 10 percent of household expenditure for each child who participates, providing a substantial resource transfer to the poorest households and serving as an effective safety net.

95. School feeding has also become a vital and cost-effective component of an essential health and nutrition package central to human capital development. WFP-supported school health and nutrition programmes contribute to child development through increased years of schooling, better learning and improved nutrition, with particularly strong impacts for girls. A review of twelve studies in eleven countries provides evidence for this, as it found that fortified school meals or snacks consistently reduce anaemia prevalence and improve micronutrient status.
96. WFP has furthermore linked school health and nutrition programmes with other social assistance programmes such as scholarships, unconditional transfers and public works, addressing the multidimensional social and economic vulnerabilities faced by children and their families. For example, WFP developed 'Energizing School-Based Programs,' which entails modern cooking and digital learning in schools, and leverages investment from private sector actors. Globally, 39 COs have included 'Access to Energy' in their Country Strategic Plans (CSP) and 30 COs have applied to pilot the 'Energizing Schools' concept in their country.

### 3.4 Asset creation and livelihood support

97. Asset creation and livelihood support or Food Assistance for Assets (FFA) programmes aim to address the most food-insecure people's immediate food needs with cash, vouchers or food transfers while improving their long-term food security and resilience. Along with other complementary programmes, FFA programmes contribute to building resilience capacities through participatory planning, improving access to food for the most vulnerable, and in the strengthening of the capacity to face and prevent disaster risks and shocks. While FFA is implemented worldwide, one country that illustrates the success of the programme is Afghanistan, where WFP, in cooperation with communities, the Rupani Foundation and the Government of Afghanistan, constructed over 346 kms of irrigation canals, 4.5 kms of flood-retaining walls and planted more than 5 million trees. As a result, household dietary diversity and livestock production improved, and smallholder income increased.
98. Resilience outcomes arise and are sustained when FFA is implemented with complementary actions, carried out by WFP or other actors, including agricultural extension, group farming and linkages with health services. FFA activities in Zimbabwe, for example, created productive assets that Agricultural Extension Officers used to provide complementary training. Across countries, WFP and the Food and Agricultural Organization of the United Nations (FAO) have worked with Ministries of Agriculture to improve the coverage, inclusivity and equity of agricultural extension services. WFP's FFA programmes have also been shown to transform gender dynamics, empower women and improve their nutrition. The results of a five-country study (Guatemala, Kenya, Niger, Sri Lanka and Zimbabwe) conducted from 2016 to 2017 demonstrated FFA's contribution to women's empowerment at individual, household, and community level and changes in immediate, underlying, and basic determinants of malnutrition, as perceived by women.
99. While WFP's primary focus during a rapid onset emergency is to ensure immediate access to nutritious food and save lives, COs can transit to early recovery through asset creation and livelihood support to prevent further deterioration of conditions and rebuild the lives and livelihoods of affected communities. Approximately one-third or 3 million of FFA programme beneficiaries are assisted each year with recovery support following an emergency. After Cyclone Idai ravaged Mozambique in 2019, for example, early recovery efforts through FFA began for approximately 600,000 people. Similarly, following the influx of Rohingya refugees in Cox Bazar, Bangladesh, WFP's FFA activities including reforestation, were vital in

mitigating the environmental impact and risks of deforestation, as well as building social cohesion and solidarity.

100. To ensure the sustainability of resilience outcomes, WFP and partners strengthen the capacities of stakeholders to improve the enabling environment. By using WFP's innovative Three-pronged approach (3PA) to planning and programming, WFP encourages governments, NGOs, technical experts and communities to work together to structure long-term, locally tailored solutions. This approach has successfully been used in Lesotho where it informed the Government's review of its public works guidelines and programmes, resulting in more strategic allocation of resources for social protection and positioning of the community at the centre of designing, planning and implementing activities. WFP's support to governments to strengthen their public works programme is also evident in Tanzania, where WFP enhanced the community resilience planning methodology of the Tanzania Social Action Fund's (TASAF) Productive Social Safety Nets (PSSN) programme's public works' pillar to heighten the impact, sustainability and ownership of assets created.

### 3.5 Smallholder agricultural market support

101. WFP aims to strengthen the income generation opportunities and improve the livelihoods of smallholder farmers through its smallholder agricultural market support (SAMS) Programmes. The objective of SAMS programmes is to improve smallholders' capacity in areas such as production, processing, storage along the distribution network and in households, and reduce post-harvest losses, including energy efficiency and renewable energy solutions for cold chains and other preservation methods. It also entails access to and use of agricultural inputs and financial services and marketing, enabling smallholders to transition from being recipients of food assistance to self-reliant. In 2019, WFP increased the number of smallholder farmers it has assisted to 712,091, and thanks to WFP's provision of agricultural inputs and training, 200,000 farmers have strengthened their production capacity in 31 countries and more than 42,000 people benefitted from access to energy equipment for productive uses.
102. In 2019 the Local and Regional Food Procurement Policy was approved, enabling WFP to boost its local, regional and pro-smallholder procurement, significantly strengthening smallholders' livelihoods and the sustainability of food systems. Home-grown school feeding (HGSF) programmes that procure food locally, for example, benefit smallholder farmers as they enhance incomes, increase their savings and provide a predictable market for their agricultural produce, in turn building resilience and having a multiplier effect in the local economy. In 2019, WFP provided support to smallholder farmers, including women, through HGSF in 40 countries. In Brazil, 30 percent of all purchases for school feeding come from smallholder agriculture. These farmers are often parents with schoolchildren and women smallholder farmers, helping them break intergenerational cycles of hunger and poverty.
103. Through smallholder agricultural market support WFP promotes a conducive enabling environment for smallholder farmer market engagement. For example, Farm to Market Alliance (FtMA) a public-private sector consortium of six organizations, including WFP, empowers smallholders to become reliable market players through access to four integrated pathways: (p)redictable markets, (a)ffordable finance, (t)echnologies and quality inputs, and (h)andling and storage solutions. Since 2015, FtMA has mobilized over USD 30 million in smallholder crop sales and involved over 65 local private sector players, significantly increasing the transactions between smallholders and formal commercial markets. In the agricultural season of 2018-2019, FtMA successfully engaged almost 90,000 farmers in Kenya, Rwanda, Tanzania, and

Zambia and developed a network of Farmer Service Centres that allows farmers to interact with service providers.

104. In addition, WFP provides advocacy and technical assistance to governments to design and implement demand-side pro-smallholder market access policies and programmes, improve food quality standards and market information systems. When households can produce in sufficient quantities, WFP and partners help form groups to aggregate and market their produce, thereby securing a better or guaranteed price. In Sudan, for example, WFP consolidated 16 groups of 30-40 women farmers into cooperatives to finance their agricultural activities and receive training on storage practices. WFP's support in Sudan also extends to state and national agricultural institutions, with a focus on improving post-harvest storage techniques and fostering access to multilateral climate funds.

### 3.6 Social protection

105. Supporting governments to serve vulnerable and food insecure populations at scale through established, emerging or future national social protection systems is at the core of how WFP operationalizes its global commitment to help achieve Zero Hunger, reduce vulnerability and risk, and contribute to ensuring prosperous, healthy and cohesive societies. WFP's alignment with the SDG agenda, the Social Protection Floor Initiative (2012) and membership of the Universal Social Protection 2030 (since 2020) reflects WFP's increasing role in supporting policy-making and institutional capacity-strengthening for government-led social protection systems and programmes, including cash and in-kind transfer programmes, school feeding programmes, public works and micro insurance. About 90 percent of WFP's Country Strategic Plans include specific social protection activities and/or outcomes in their line of sight, indicating that social protection features strongly across WFP's country portfolios.
106. WFP has supported governments to improve the coverage, adequacy, quality and comprehensiveness of social protection, through technical assistance, the delivery of programmes that complement national social protection goals and evidence generation. For example, in Jordan, WFP is helping the Government to reach nearly 400,000 households a month through its support to digitalization of the National Aid Fund (NAF). WFP has been providing technical assistance to NAF on various work streams, namely: data collection for beneficiary validation, digital payments enrolment and systems enhancement, grievances and redress mechanisms and staff salaries support. This support has been key to enable NAF to expand its regular assistance programme ("Takaful") aimed at alleviating poverty rates for the poorest strata of Jordan population. WFP also promotes nutrition-sensitive social protection and supports governments to include interventions that specifically aim to improve diets and nutrition outcomes, including for household members at specifically vulnerable phases of the lifecycle (e.g. 1,000 days and adolescence). In 2019, WFP supported governments with technical assistance that enabled them to provide 47 million people with access to fortified rice through retail channels and 200 million people via government-led social safety nets.
107. In multiple countries, WFP has helped governments improve the responsiveness of their social protection systems to risks and shocks, developed actionable guidelines for the use of social protection in emergency contexts and promoted coordination between disaster risk management, emergency response and social protection actors. WFP has helped governments put in place predictive scenarios, institutional processes, operational plans and standard operating procedures necessary for using national social protection systems in the case of a shock. In the Dominican Republic, the Government activated these procedures to deliver large-scale social assistance to populations affected by COVID-19. In Madagascar, WFP has been

supporting the government in strengthening their emergency responses by utilizing their national social protection system. Leveraging parts of government social protection systems as opposed to creating parallel humanitarian responses was more cost-efficient (cut transfers costs by half) and timeliness (from 3 months to 1 month). The support in these countries meant that people affected by a sudden shock received support more quickly than they otherwise might have, and institutional arrangements for implementing responses to shocks were tested and strengthened.

### 3.7 Climate adaptation and risk management

108. In environments characterized by recurrent natural hazards, WFP has introduced dedicated climate risk management activities to support governments and the communities they serve to adapt to the impacts of climate change and mitigate the impacts of climate hazards on food systems. This is done through increased access to forecast-based financing (FbF), climate information and insurance solutions that support faster recovery, promote resilience-building and protect vulnerable individuals from growing climate risks.
109. In 2020, WFP has provided access to micro and sovereign insurance policies that have protected 2.2 million smallholders in 13 countries. With a focus on micro insurance solutions, which empower smallholders with access to climate risk insurance, savings and credit, during the 2019-2020 agricultural season, the R4 Rural Resilience Initiative (R4) reached over 93,000 farmers, of which 60 percent were women, across Ethiopia, Kenya, Malawi, Senegal, Zambia, Zimbabwe and Burkina Faso. In 2018, USD 1.5 million of insurance pay-outs was distributed in these countries to compensate for crop losses in the wake of irregular rainfall. In Zambia, despite consecutive dry spells affecting the country's food security, R4 participants have reduced the use of negative coping strategies, doubled the area cultivated with conservation agriculture practices, and increased their marketable surplus of agricultural production. In particular, the R4 approach has socially and economically empowered women farmers by allowing them equal participation in decision-making processes and increasing their incomes or savings.
110. One innovative mechanism WFP is scaling up to support preparedness, forward-looking and preventive climate risk management is Forecast-based financing (FbF). WFP leads in the development of FbF mechanisms in 17 countries across Africa, Asia and Latin America. In 2020, with pre-positioned financing, WFP supported 30,000 families in Bangladesh with forecast-based cash transfers three days before heavy monsoon flooding, effectively mitigating a compound COVID-19 and climate disaster. WFP also supports the testing of FbF mechanisms by strengthening government capacities to activate and evaluate contingency plans.
111. Over the past 5 years, WFP has also significantly strengthened its ability to support governments in accessing multilateral climate finance for national climate change adaptation priorities in the food and agriculture sector. The process of appraising and designing climate finance projects has not only been essential to help governments source much needed additional financing to realize national climate ambitions - it also serves as an opportunity to establish a sustained dialogue about climate risk in food systems and the prioritisation of adaptation investments. From 2016 to 2020, WFP has supported 12 countries to access USD 103 million from multilateral climate funds – notably the Adaptation Fund (AF) and the Green Climate Fund (GCF) which are key instruments under the United Nations Framework Convention on Climate Change (UNFCCC). Since 2017, WFP has secured approvals of Green Climate Fund (GCF) projects for 5 governments for a total of USD 45.9 million. During the same time period, the

Adaptation Fund (AF) has approved 6 WFP-led adaptation projects which are implemented together with government partners for a total of USD 57 million.

### 3.8 Emergency preparedness

112. Emergency preparedness, anticipation and early action consists of pre-positioning food, personnel and equipment and investing in partnerships and contextual understanding to reduce delivery time, as well as enabling governments and communities to prepare for and respond to shocks through risk-informed approach to improve response. Globally, the situations necessitating emergency preparedness and response have become increasingly complex, demonstrated by “systemic risk” with complex risk and disaster interactions.
113. At national level WFP strengthens national capacities to prepare for, mitigate and respond to emergency-related food and nutrition needs, and integrate this with other key programmatic activities. For example, 20 percent of WFP’s disaster risk reduction work is embedded in the context of emergency operations, planned for and designed to proactively mitigate the short and long-term impacts of shocks or stressors and contribute towards building the resilience of at-risk communities. Preparedness is also being proactively integrated as part of anticipatory action by leveraging robust forecast systems, early warning, risk analysis and planned actions to facilitate early actions, which reduce the vulnerability of at-risk communities.
114. WFP strengthens the capacity of governments and partner institutions in early warning and emergency preparedness. Examples can be seen in some of the most disaster-prone regions, from climate shocks and hurricanes in small island states in the Caribbean and Angola, to countries across Southern and Eastern Africa readying for Ebola risks where WFP provides technical training, pre-positions appropriate response equipment, tools and infrastructure, develops early warning systems, and designs and implements community-based preparedness projects to mitigate the effects of shocks. WFP has also collaborated with the World Bank and the Food Security Commission in Mauritania, responsible for emergency preparedness and response, on a multi-year capacity strengthening project to build a nationally led shock response system and establish a preparedness and response scheme.
115. WFP reaches crisis communities as soon as possible through the Global Commodity Management Facility (GCMF), an initiative that positions food in advance cutting delivery times dramatically. Many of WFP’s largest operations, including emergencies in South Sudan, Southern Africa and Yemen, rely heavily on the facility, with 85 to 100 percent of all food distributed procured through the GCMF. In 2020, the Food Procurement Service is making further gains in productivity and efficiency through supply chain planning, compliance of WFP’s food procurement with industry standard practices, use of market intelligence and efforts to widen the supply base. Other advance financing mechanisms that support timely emergency preparedness include the Immediate Response Account (IRA), the Internal Project Lending (IPL) facility, and macro-advance financing (MAF).

### 3.9 Common services

116. During emergencies, humanitarian response organizations coordinate their activities through clusters, which are groups arranged by sector and led by one or more agencies. WFP leads the Logistics and Emergency Telecommunications Clusters (ETC) and co-leads the Food Security Cluster (FSC). WFP is also a standing member of the Global Nutrition Cluster and plays a strategic and constructive role for the inter-cluster coordination of nutrition response in humanitarian settings.
117. The Logistics Cluster enables global, regional and local actors to meet humanitarian needs, and in anticipation of crises works with stakeholders in high risk countries to strengthen local logistics capacities. In crises, where these capacities have been exceeded, WFP's service provision including leadership, coordination, information and operational services is critical. In 2019, the Logistics Cluster facilitated the delivery of 32,000 MT of supplies working with 715 partners worldwide. The Logistics Preparedness Project, which started in 2018 in six disaster prone countries, aims to ensure national responders have the tools and knowledge needed to take ownership of humanitarian logistics operations and reach vulnerable communities during times of disaster.
118. The ETC is a global network of organizations that under the leadership of WFP work together to provide shared communications services in humanitarian emergencies. Since its establishment, the ETC has responded to 35 emergencies, among them Cyclone Harold, which in April 2019 caused widespread destruction in the Pacific, including in the Solomon Islands, Vanuatu, Fiji and Tonga. Regionally, the ETC provides training and simulation to first responders across 12 Pacific Island countries under the Pacific Humanitarian Team.
119. The FSC comprises a team of more than 100 deployed staff in over 30 countries and is about enhancing cooperation and partnerships. The overall objective of the FSC is to ensure that specific food security needs of individuals and/or communities which are at risk or have been affected by humanitarian crises are met. In 2019, the FSC increased partnership with partners by 10 percent and cooperated with 70 partners at global level and about 1,000 at country level. It was active in 32 countries, coordinating major humanitarian emergencies, including both sudden onset and protracted crises.
120. WFP also provides the United Nations Humanitarian Air Service (UNHAS) and the United Nations Humanitarian Response Depots (UNHRD) for use by humanitarian responders. In 2019, UNHAS transported 404,000 passengers and 3,200 MT of cargo, and sustained ongoing operations, particularly in response to the Central Sahel crisis, the flood emergency in Eastern Africa and the Ebola Virus Disease in DRC. UNHRD is a network of depots located in Ghana, Italy, UAE, Malaysia, Spain, and Panama that procures, manages and transports emergency supplies for the humanitarian sector. It is a one stop shop for partners, offering free storage, procurement, transport, handling, and technical field expertise. In 2019, UNHRD dispatched USD 59.5 million in goods, reaching 84 countries and serving 42 partners.

## WFP's response to COVID-19

WFP's initial response to COVID-19 focused on emergency response and common services. Despite significant challenges, WFP has demonstrated its ability to deliver amid the crisis, with 8 percent more in-kind food provided in the first half of 2020 compared to the same period in 2019. WFP locally sourced over 553,000 MT of food, amounting to 17 percent more than over the same period in 2019. The provision and storage of SNFs was an essential component of WFP's response to COVID-19 as malnutrition rates increased worldwide. WFP provisioned SNFs for 45 countries to cover the prevention and treatment of acute wasting. CBTs also increased by 15 percent between January and August 2020, compared to the same period in 2019, reflecting an adaptive shift in modality to the context of the pandemic.

WFP capitalized on the benefits of its internal financing mechanisms to improve the efficiency of the response to COVID-19. The Executive Board approved the transfer of USD 30 million from the PSA Equalization Account to the Immediate Response Account (IRA) to cover increasing requests as a result of the global pandemic. WFP allocated USD 100.3 million from its IRA to 46 emergencies across the globe over the course of the COVID-19 response. Through the GCMF, WFP increased its corporate supply line of food and prepositioned commodities in strategic locations to mitigate the risks of delays and borders closures. The average stock in Q2 of 2020 was higher by 30 percent in comparison to Q1, and a further 15 percent increase took place in Q3, reaching almost 940,000 MT to cover demand for a longer period.

To date, WFP has supported 71 countries to adapt school health and nutrition programmes in response to the COVID-19 crisis, providing technical assistance and direct operational support. 49 countries have transitioned to daily meal delivery or take-home rations for 7 million schoolchildren, while 22 countries are using vouchers or cash-based assistance. WFP is directly reaching 8 million learners across 45 countries in support of national government efforts. WFP is also working with governments to help couple the reopening of schools with the continuation of and scale-up of school health and nutrition programmes which promote re-enrolment and address health and nutritional deficiencies to enable learning, and in the long-run, help to boost human capital development.

WFP is pivoting towards longer-term response and recovery programming to help mitigate the long-term impact of the COVID-19 crisis and ensure countries build back better. For example, the value of WFP's long-term engagements with governments on social protection in over 50 countries has been evident during the COVID-19 pandemic. WFP has supported these governments to strengthen, scale up and adapt critical social protection measures in response to the COVID-19 crisis, which includes providing key data, analysis and technical support for vital social protection areas, such as needs assessment and targeting, helping to monitor programming, operating community feedback mechanisms and providing third-party assurance services.

WFP has supported the delivery of CBT through national social protection programmes in 33 countries to mitigate the socio-economic impacts of the crisis. This includes establishing social protection programmes, expanding them to new caseloads or the top-up of assistance. In some countries, at the request of governments, WFP is a complementary actor and is providing CBT assistance to vulnerable populations most affected by COVID-19. WFP's work also extends to strengthening government social protection systems through technical assistance or direct contributions.

To help build back better, WFP is also adapting its asset creation and livelihood programming to ensure they can be sustained safely, and that individuals, communities and broader food systems benefit from the improved assets and livelihood opportunities they create. In addition, in response to the crisis, WFP rolled out key guidelines to ensure nutritional impact in fragile and urban contexts, cash-based and behaviour change programming, and integration with essential needs and social protection programming.

WFP is also supporting national governments and partners to identify and address risks and disruptions across food systems to protect and sustain their function, while working to analyse the complex and long-term effects of COVID-19 to re-build more efficient, green, and resilient food systems. WFP increased local procurement to 550,000 MT to date in 2020 – a value of USD 268.5 million and 32 percent increase from 2019. Country Offices, including those in Latin America, took advantage of the COVID-19 related distribution to promote gender equality, prevention and referral mechanisms for Gender Based Violence.

Finally, in response to COVID-19, WFP significantly scaled up its near real time remote monitoring systems from 12 countries in 2019 to 39 countries in 2020. Such systems have become even more critical as movement restrictions have made traditional in-person data collection impossible. Beyond scaling up to more countries, WFP expanded the types of information collected to monitor COVID-19 related impacts on health care, supply chains and livelihoods. The scope of WFP's data analysis and sharing also extends to gender issues: gender has been integrated in COVID-19 impact assessments in several countries and dedicated rapid gender and protection analysis were carried out in Bolivia and Haiti.

## 4. Cross cutting themes

### 4.1 Protection

121. WFP supports a people-centred, needs driven approach that engages with and benefits from the views, preferences, and priorities of affected populations. It is guided by a core set of normative principles and standards that cut across its work. The Principles of WFP's Code of Conduct<sup>1</sup> are to serve peace and respect fundamental rights, taking into account populations' expressed needs and concerns, acting impartially and fairly.
122. WFP is required to promote and encourage respect for human rights, which is a core purpose of the United Nations and a key commitment of the Inter Agency Standing Committee (IASC). WFP endeavours to design and carry out food assistance activities that reduce the protection risks faced by crisis-affected populations receiving assistance and contribute to the safety, dignity, and integrity of vulnerable people. In response to a 2018 Evaluation, WFP has developed a new policy on protection and accountability that was approved by the Executive Board in November 2020. The policy presents a shift towards the centrality of protection and accountability across a range of critical functions to ensure the safety, appropriateness and dignity of food and nutrition assistance. Moreover, the policy explicitly recognizes the inclusion of affected populations in decision-making to ensure the relevance and acceptability of programmes. Lastly, to complement the policy, WFP has also placed emphasis on Disability Inclusion, through and covered by an EB approved Roadmap.

### 4.2 Gender

123. In recognition of gender equality and women's empowerment (GEWE) being central to both saving lives and changing lives, WFP is committed to pursuing and strengthening gender-transformative strategies to realize a world of zero hunger. Across delivering and enabling approaches, WFP strives to ensure that everyone has equal opportunities, equal access to resources, and equal voice in the decisions that shape their households, communities and societies, as mandated by the WFP Gender Policy (2015-2020).
124. In delivering to save lives, WFP recognizes that crises differentially impact the lives of women and men, girls and boys. Therefore, WFP consults the diverse beneficiaries on transfer modality selection, ensuring that women and girls are not put at risk; offers complementary activities alongside cash-based intervention to empower women and foster gender equality; promotes women's participation and leadership in food committees and ensures that gender-sensitive complaints and feedback mechanisms are established to report any issue.

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<sup>1</sup> WFP's Code of Conduct reflects the values of fundamental human rights, social justice, the dignity, worth and diversity of individuals, equal rights for men and women, as well as competence, respect and discretion. It also highlights WFP's commitment to anti-fraud and anti-corruption, protection from sexual exploitation and abuse, as well as accountability towards the people the organization serves. WFP's response is rooted in the core humanitarian principles of humanity, neutrality, impartiality and operational independence. Together, these norms are vital for WFP to effectively reach the individuals and communities it serves.

125. In delivering to change lives, WFP seeks to apply gender transformative approaches for the food security and nutrition of women, men, girls and boys. WFP promotes women's economic empowerment by offering entrepreneurship skills training and access to credit in support of sustainable livelihoods, by promoting the establishment of associations and cooperatives of women farmers, or by procuring fresh products from women producers and cooperatives for school meals programmes. Climate change initiatives integrate gender equality actions, by promoting equitable access to training, assets, information and market opportunities.
126. By integrating gender equality in enabling approaches, through policy engagement and reform, investment in public sector capacities and provision of technical support, WFP contributes to promoting gender transformative approaches in national normative frameworks, governance structures, systems and services, as well as in national assessments and studies. For example, WFP is supporting Ministries of Agriculture in Syria, Tunisia and Ecuador to develop strategies for rural women. Accordingly, WFP is increasingly seen as a relevant partner for governments and United Nations Country Teams for integrating GEWE in interventions related to food security and nutrition.
127. To enhance internal as well as partners' capacities to mainstream gender, WFP developed comprehensive technical and learning resources (such as the Gender Toolkit, Gender Learning Channel and online courses and videos); has supported research and generation of evidence on the relation between gender equality and food security (for example through the Gender Equality for Food Security (GE4FS) measure, or the gender and cash study); and provides ad-hoc technical assistance through 40 national gender officers, 6 Regional Gender Advisors and a team of 6 employees at HQ Gender Office.
128. WFP has also designed and implemented specific structures and systems to support systematic integration of gender in programmes, operations, and across the organization. The Gender and Age Marker (GaM), is mandatory for all CSP documents, with all I/CSP documents obtaining a GaM score of 3 or higher (gender fully integrated). The Gender Transformation Programme (GTP), WFP's corporate gender mainstreaming programme – which translates the concept of gender mainstreaming into a set of actions that advance gender equality through leadership, accountability, enabling environment, capacities, programming, communication, partnerships and results – has so far been successfully completed by 16 COs.

### 4.3 Conflict and peace

129. A leading cause of hunger, conflict is a key obstacle for achieving SDG 2 on Zero Hunger. From a food security perspective, WFP has a stake in contributing, where possible and appropriate, to peace. This was recognized by the Nobel Committee in 2020 in awarding the Nobel Peace Prize to WFP for 'its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict'. WFP's mandate, strategic alignment with the 2030 Agenda and adherence to the Organization for Economic Co-operation and Development Assistance Committee (OECD-DAC) Recommendation on the Humanitarian-Development-Peace (HDP) nexus provide the necessary framework to position the organization well to contribute to humanitarian, development and peace outcomes.
130. WFP has always worked in conflict contexts and has, in recent years, been building its understanding of conflict drivers and their impact on WFP programming in order to abide by humanitarian principles and "do no harm". Working in conflict brings challenges in maintaining impartiality, independence, neutrality and operational independence, while delivering efficient and effective programmes – even if there is no

political intent to programming, that does not mean there is no political impact. In conflict contexts, governments or armed groups may seek to use either hunger or food assistance to their advantage. This creates an enormous risk that food assistance can become a weapon of war or punishment, or a means for gaining power and control over people/territory, used to foster compliance, buttress legitimacy, and/or force populations to move. Conflict sensitivity refers to these challenges and how they are managed in WFP programmes.

131. By taking the next step, from “working in conflict” to “working on conflict”, WFP seeks to take more deliberate efforts to contribute to peace, either at a local level (e.g. by building relationships between divided communities) or at a larger scale (e.g. supporting state-led initiatives which address both drivers of conflict and vulnerability). This tiered approach is set out in the 2013 Policy, with a clear threshold that working on national level transition initiatives can only be done in the context of a United Nations-endorsed peace process. The OECD-DAC Humanitarian-Development-Peace Nexus principles, adopted by WFP in June 2020, also commit WFP to both conflict sensitivity, and to a more profound shift in approaches to address the underlying causes of vulnerability. The Nobel Peace Prize award motivates WFP to continue its work in this direction, in partnership, as key to meeting urgent needs and ending hunger.

#### 4.4 Environmental and social sustainability

132. WFP’s ability to contribute to the achievement of the 2030 Agenda and ‘Zero Hunger’ depends on its commitment to apply the highest environmental and social standards in its interactions with the people, communities and governments it serves, and the natural environment on which they depend. Following the adoption of an Environmental Policy in 2017, WFP developed an Environmental and Social Sustainability Framework that is aligned with the objectives of the United Nations-wide Sustainability Strategy 2020-2030, which aims to make the United Nations system a leader in integrating environmental and social sustainability considerations across its work, practising the principles it promotes. One of the objectives, for instance, is to reduce the emissions of the entire United Nations-system by 45 percent from 2010 levels by 2030.
133. WFP’s Environmental and Social Sustainability Framework consists of a set of minimum standards for its operations and programmes that are based on operationally relevant elements of key WFP policies (including the Environment Policy, Gender Policy, Protection and Accountability Policy, and the Peacebuilding Policy), WFP guidance documents (e.g. on child labour), and international agreements (e.g. on indigenous peoples). These standards are operationalized through Environmental and Social Safeguards for Programme Activities which help WFP staff review and manage environmental and social risks in the programme cycle, including standards of conflict sensitivity. The safeguards are further complemented by an Environmental Management System based on ISO 14001 criteria to guide day-to-day decision-making in WFP’s operations.
134. The Environmental and Social Sustainability Framework is strengthening WFP’s ability to mainstream environmental and social concerns into operational and programme activities. For instance, over the last decade, WFP’s operational footprint has doubled, however WFP has reduced greenhouse gas emissions from vehicles by 14 percent and from buildings by 13 percent by applying energy and fuel efficiency measures and switching from diesel generators to grid connections and renewable energy sources. Similarly, new guidance on social risks, including protection, conflict sensitivity, and personal data protection are being introduced into Field Level Agreements with partners.

## 4.5 Digital transformation

135. WFP has committed to the transformative power of 'digital transformation' since it was identified as a corporate priority in 2018. Through this commitment, WFP aims to harness the potential of technology to strengthen programme's impacts, by enhancing inclusion, accountability and assurance. Over the last few years, WFP has increased investments in technology around key areas such as data, emerging technologies, crisis communication, CBT, beneficiary management and digital advisory and services to governments.
136. Whether it is using mobile phones to gather data from inaccessible areas via SMS, transferring cash to people on the move, leveraging technology to identify people entitled to receive assistance, tracking nutritional status from one treatment visit to the next, harnessing the power of integrating data for more efficient supply chain operations, promoting airtight storage equipment or piloting hydroponic farming techniques to improve the livelihoods of refugee communities, WFP constantly strives to find ever more efficient and effective ways to ensure nobody goes hungry. In this vein, WFP works both to continually improve its already adopted innovations and maintain a forward-looking approach by keeping a close watch on the latest technology developments and proactively encouraging innovative thinking on the part of its staff and external companies, including through the organization's Innovation Accelerator in Munich, Germany. Launched in 2016 and modelled after private sector start-up accelerators, the WFP Accelerator supports the piloting and further roll-out of pioneering solutions to help end hunger.
137. WFP is on a digital journey that runs through the core of its operations. This is evident in the growing demand for technology and digital services to enable programmes within Country Strategic Plans. For example, WFP has scaled up blockchain technology to deliver CBTs to assist the majority of refugees in Jordan and a third of the refugee population in Cox's Bazar. WFP has further integrated technology in its programmes through developing a digital platform for malnutrition treatment programmes, designing digital marketplaces for smallholder farmers to improve their market access and standardizing Complaint and Feedback Mechanisms (CFM) globally to guide countries on optimal digital practices. WFP is training the authorities of a newly autonomous region in the Philippines to use a conflict sensitivity dashboard, based on a combination of participatory beneficiary consultations and remote monitoring.
138. Throughout this transformation, including data that is still manually processed, the responsible use of technology and data is a key factor in the design and implementation of WFP's programmes, and governs WFP's engagement with governments and partners. Since 2017, prompted by the exponential acceleration of personal data collection and processing, and cognizant of the serious risks and sensitivities of holding and using personal data, WFP has systematically reviewed and implemented personal data protection practices and a governance framework. A senior management Responsible Data Task Force was established to provide strategic direction and guidance on this topic. In addition, an HQ inter-divisional working group was formed to support Country Offices on personal data protection and privacy and is developing a beneficiary personal data protection learning journey. WFP commissioned two internal advisories in 2019 and 2020 on benchmarking WFP against the EU General Data Protection Regulation (GDPR) and Beneficiary Data Mapping, the findings of which are shaping WFP's ongoing learning and positioning on responsible use of data.

## 5. Rome-based agencies collaboration

139. WFP has worked extensively with the Rome-based agencies (RBAs), FAO and IFAD, at the global, regional and country level. At the global level, WFP has partnered with the RBAs in different fora, including the United Nations Standing Committee on Nutrition and the Nutrition Sensitive Value Chain Technical Working Group. The 2015 Rome Based Agencies' Collaboration to Strengthen Resilience for Food Security and Nutrition, a Memorandum of Understanding (MoU) signed in June 2018, committed the three RBAs to work towards collective SDG 2's outcomes in support of national priorities. This resulted in the development of country's joint action plans, informed by hunger gap analyses and localized SDG 2 solutions as well as a two-year Action Plan (2019-2020) which operationalizes the main provisions of the MoU.
140. Furthermore, the RBAs continued working together to ensure that matters related to food security, nutrition, agriculture, rural and food systems transformation are addressed in ways that reflect their ample potential of contribution to many SDGs. The RBAs, subject to availability of resources and consistent with each Party's legal and technical requirements and the decisions of their Governing Bodies, continued to collaborate in the area of corporate services on a wide range of activities, including on security and business continuity, corporate procurement, human resources, health services, and information technology. The RBAs also continued to provide financial and staffing support to the Secretariat of the Committee on World Food Security (CFS).
141. FAO, IFAD and WFP have collectively focused on enhancing existing country level collaboration and scaling up initiatives in the areas of joint outcome and programme formulation, joint food security assessments and interaction in thematic groups, capacity development, resilience initiatives, and emergency preparedness and response operations. RBA partnerships on resilience building are active in over 70 countries and have generated complementary interventions. The RBAs have also reaffirmed their commitment to scale up joint efforts throughout the Sahel region.
142. Most recently, the RBAs have been assisting in the preparations towards the 2021 Food Systems Summit to be convened by the United Nations Secretary-General (UNSG) with the aim of maximizing the co-benefits of a food systems approach across the entire 2030 Agenda and meet the challenges of climate change. The three organizations have also combined efforts in COVID-19 response advocacy and programming.
143. Along with FAO, IFAD and UN Women, WFP participates in the Joint Programme on Rural Women's Economic Empowerment (JPRWEE), a global initiative whose overarching goal is to secure rural women's livelihoods and rights in the context of sustainable development. Jointly implemented since 2014 in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger, and Rwanda, the JPRWEE builds on each agency's comparative advantage and institutional strengths in order to reach interrelated outcomes including improved food and nutrition security, increased income to sustain livelihoods, enhanced participation in decision-making and a more gender-responsive policy environment.

## 6. Partnerships

144. WFP has systematically worked towards strengthened collaboration, coherence and greater synergies with its partners across the humanitarian and development sectors. This includes partnerships with other United Nations agencies and National Governments, private sector entities, as well as with more than 1,000 non-governmental organizations (NGOs) and civil society organizations, the majority of which are community-based. 75 percent of WFP's food and cash-based assistance is provided through NGOs, allowing beneficiaries to receive assistance at speed and scale, bringing efficiency, strengthening accountability to affected populations and supporting innovative approaches to programming. WFP has also engaged with NGOs in a strategic dialogue to position school health and nutrition as a primary initiative for the well-being of children, to advocate for increased investment in interventions at school, to participate in the promotion of evidence-based activities and to capitalize on each other's operational experience and strengths.
145. Since the approval of its Nutrition Policy in 2017, WFP has renewed its commitment to partnerships for greater nutritional impact and has fostered collaboration on nutrition with governments, United Nations agencies and other partners, including through multi-sectoral and multi-stakeholder platforms, both at the operational level and globally. This includes, for example, WFP's long-standing collaboration with UNICEF, WFP's engagement in the Committee on World Food Security, the commitment to the United Nations Decade of Action on Nutrition, and the strong partnership with the Scaling Up Nutrition Movement (SUN), notably through the United Nations Network and in the SUN Business Network.
146. Strengthening ties, making connections between different sectors and bringing partners to the table, WFP has become a lead global advocate on school health and nutrition. WFP has supported the establishment of an Inter-agency group, including FAO, the Global Partnership for Education, UNESCO, UNICEF, UNSCN, the World Bank, WFP, and WHO, that invites governments and partners to better align efforts to respond to children's learning and growth needs holistically. WFP and UNICEF have strengthened their partnership on school health and nutrition with the goal to ensure that millions of vulnerable school aged children, in 30 fragile countries, receive the health and nutrition support they need to learn and thrive. WFP has also strengthened its engagement with global multilateral funds in education to support countries access support, mainly Global Partnership of Education and Education Cannot Wait. In April 2019, WFP signed an Aide Memoire with the World Bank expanding the scope of collaboration and committing the two organizations to work together to promote universal school health and school feeding coverage.
147. As a co-sponsoring organization of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and under the revised division of labour in 2018, WFP with the ILO, became co-conveners on HIV-sensitive social protection, forming the Inter-Agency Task Team for HIV-sensitive social protection. In addition, UNHCR and WFP formed the Inter-Agency Task Team on HIV in emergencies and committed to developing joint targeting principles to foster refugee and host populations' self-reliance, enhance data sharing and systems interoperability. To operationalize these commitments and capitalize on respective expertise, UNHCR and WFP launched a Joint Targeting and Programme Excellence Hub in early 2020. WFP has also worked with UNHCR to advocate for refugees' right to work, access to financial services and online payments, specifically through tailored vocational training programs known as EMPACT. EMPACT provides young refugees and members of the host community with digital skills and facilitates the identification of online work opportunities. Since 2016, EMPACT has trained almost 7,000 students, most of them female,

in Lebanon, Iraq and Kenya. WFP is proactively broadening the network of private sector companies to expand online work opportunities beyond the initial three pilot countries.

148. Considering WFP's presence in countries affected by conflict, fragility and violence, WFP has maintained and developed its strategic partnership with Centre for Competence in Humanitarian Negotiations (CCHN) and has established a partnership with the SIPRI. With respect to the former, the partnership is currently supporting WFP's efforts in humanitarian diplomacy and field-level access negotiations. The SIPRI partnership was established to assess whether WFP's programming has positive or unwanted effects on the prospects for peace. WFP is building evidence of its contribution to peace and explore ways of measuring that contribution, including through country-level research and thematic deep dives focused on climate change, the use of cash, gender issues and post-conflict stabilization.
149. WFP has also engaged in partnerships to improve gender data collection and analysis. These include the Partnership with the International Women's Development Agency to develop a WFP-tailored version of the Individual Deprivation Measure (IDM) and Partnership with FAO and Gallup on the Gender Equality for Food Security (GE4FS) measure. WFP is an active member of the Gender Technical Groups at CO level; at least 20 Country Offices have MoUs established with UN Women and UNFPA on a wide range of activities, including work on sexual and reproductive health and food security in 8 countries. Together with the Bill and Melinda Gates Foundation, WFP will test, put in practice and document how cash transfer programmes from WFP, other humanitarian actors and governments can support digital financial inclusion and women economic empowerment.
150. Partnerships with International Financial Institutions (IFIs) that fund development agendas are increasingly important. In 2020, WFP has confirmed USD 168 million in financing sourced from IFIs, as well as an additional USD 166 million pending final approval by national governments. Compared to the USD 21 million in 2019, these figures signify a substantial increase in WFP's scale and scope of engagement with IFIs. WFP's collaboration with IFIs is also demonstrated through its partnership in the Sahel Adaptive Social Protection Program, which supports the design and implementation of adaptive social protection programs and systems in six Sahel countries. In 2018, WFP entered into a strategic partnership framework with the World Bank, to combine the organizations' efforts in new ways, supporting World Bank and WFP teams to work together in countries worldwide.
151. In 2018, WFP and the Alibaba Group forged a strategic partnership on the use of innovative technology to contribute to sustainable development and achieving zero hunger. Since 2019, WFP has been working with Alibaba Cloud to develop a new global hunger monitoring system that predicts the status of hunger in near real-time across countries and continents. The result of the collaboration is an interactive map called HungerMap LIVE, which provides key metrics based on publicly available food security data from different sources including WFP. The map has become WFP's new global hunger monitoring system, supporting informed and timely humanitarian decision making, thus improving the use of humanitarian resources.

## 7. Evidence generation and use

152. WFP engages with government counterparts and other partners to assist in data collection, analysis and use. This includes data sharing protocols, regular training and briefings, and strengthening capacity in food security data collection and analysis, as part of measures to transition to government leadership. Since 2016, in collaboration with FAO, WFP conducted 17 crop and food security assessments, and working with UNHCR, organized 16 assessment missions. Furthermore, in 2019, WFP supported 51 Integrated Phase Classification (IPC) analyses in 27 countries and supported the Cadre Harmonisé (CH) in 17 countries in West Africa. Since 2016, WFP has also supported Fill the Nutrient Gap (FNG) situation analyses (a central theme of The State of Food Security and Nutrition in the World (SOFI) report, 2020) in 26 countries, providing insights to governments, WFP and other stakeholders on bottlenecks and opportunities across food, health, social protection and education systems to improve nutrition.
153. WFP is expanding its evidence capabilities and providing it as a common good to national governments and partners. Data on VAM platforms, including the HungerMap LIVE and DataViz, is being consumed by an increasing number of users including institutions and governments worldwide. Users are distributed in 197 countries and include the National governments of Ghana, Kenya, Nepal, Norway, Sierra Leone and the United Kingdom (UK), the UK Department for International Development (DFID), the New York United Nations Office, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and educational institutions including Cambridge, Colombia, the University of Dublin, Harvard and Yale.
154. WFP developed the Platform for Real-time Impact and Situation Monitoring (PRISM) to assess the potential risk and forecast the impact of climate hazards on the most vulnerable communities, in order to design risk reduction activities and target disaster responses. PRISM empowers governments with a wealth of data and information on climate risk, including tools to understand where to direct resources to reach populations most in need of protection and assistance. The system is actively used by government, humanitarian and development partners in Indonesia, Sri Lanka, and Cambodia. WFP's Asset Impact Monitoring System (AIMS) uses satellite imagery and landscape monitoring software to monitor the long-term landscape changes of FFA and engineering projects, demonstrating evidence of programme results. This demonstrates the value of analysing satellite images to monitor rehabilitation of degraded landscapes over areas of any size, which are the most demanding and difficult for field monitors to capture.
155. WFP is also increasingly investing in research and evidence generation to help address the unprecedented challenges it faces in school health, food security and nutrition. Investments in a research consortium of partners coupled with authoritative flagship publications, such as the State of School Feeding, helps fill the evidence gaps and serve as a catalyst in bringing together donors, research institutions, academia, and organizations. Equally important is how evidence informs better policies and government-led programmes around the world, a critical building block for the sustainability of national safety nets such as school feeding.

156. WFP is collaborating with specialized research institutions to develop climate risk profiles for countries that are highly vulnerable to the impacts of climate change. Framing the climate-related risk context for food systems, these profiles inform WFP programming and the prioritization of locations and livelihoods groups for climate and disaster risk reduction interventions. WFP has researched how climatic shocks and stresses affect food security and the risk of conflict in different contexts. This research explores the extent to which WFP-led programmes are able to mitigate conflict risk and how WFP can collaborate with partners to enhance social cohesion in the context of a rapidly changing climate.
157. WFP is building an evidence base on the relationship between hunger and conflict aligned with the newly approved Protection and Accountability Policy. This will enable WFP to deliver people-focused and conflict sensitive programmes and support the design and operationalization of joint responses across the Humanitarian-Development-Peace Nexus. Additionally, in 2018, WFP and the Stockholm International Peace Research Institute (SIPRI) established a knowledge partnership, whose overall goal is to provide knowledge for strengthening WFP's contribution to improving the prospects for peace.

## 8. Portfolio Analysis

### 8.1 Global

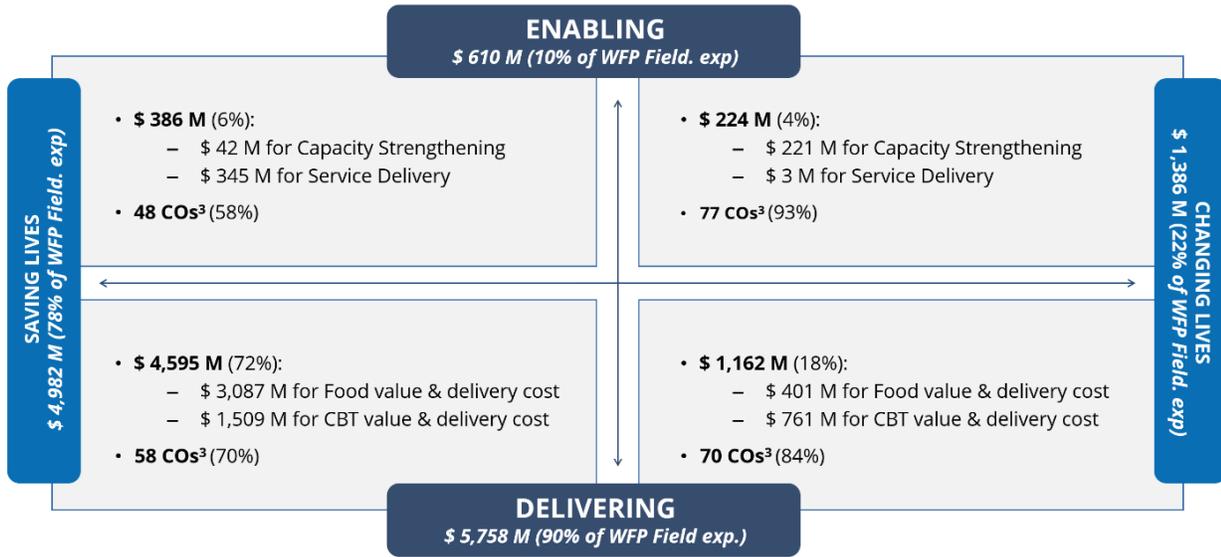
158. Looking at WFP's field expenditures in 2019:

- 78 percent were focused on ***Saving Lives*** through emergency preparedness and response, while 22 percent on ***Changing Lives*** by building resilience and addressing the underlying drivers of hunger; and
- 90 percent corresponded to ***Delivering*** food and cash-based assistance to beneficiaries, while 10 percent to ***Enabling*** communities, partners and governments through capacity strengthening and service provision.

159. In 2019, the majority of WFP's assistance (72 percent of field expenditure) was focused on *delivering* food and cash-based assistance in emergency contexts (i.e., 'Delivering to Save Lives'). This was the case of 58 Country Offices (70 percent of COs). In fact, WFP has been responding to an increasing number of emergencies worldwide: from 14 Level 2 and 3 emergencies in 2016, to 17 in 2020. However, beyond emergency contexts, 84 percent of COs (70 COs) also provided direct assistance to increase resilience and address underlying drivers of food insecurity and malnutrition (i.e. 'Delivering to Change Lives'), corresponding to 20 percent of WFP's direct assistance.

160. Beyond delivering food and cash-based assistance, more and more, WFP is *enabling* communities, partners and governments through capacity strengthening and service provision. In 2019, about two-thirds (63 percent) of these expenditures were in emergencies (i.e. 'Enabling to Save lives'), while one-third (37 percent) were in non-emergency contexts (i.e. 'Enabling to Change Lives'). Looking at COs, 48 COs (58 percent) were implementing such activities in emergencies, while an even higher number of them, 77 COs (93 percent), were doing so in non-emergency contexts. As mentioned, expenditures for capacity strengthening and service provision have grown by 21.9 percent annually since 2012.

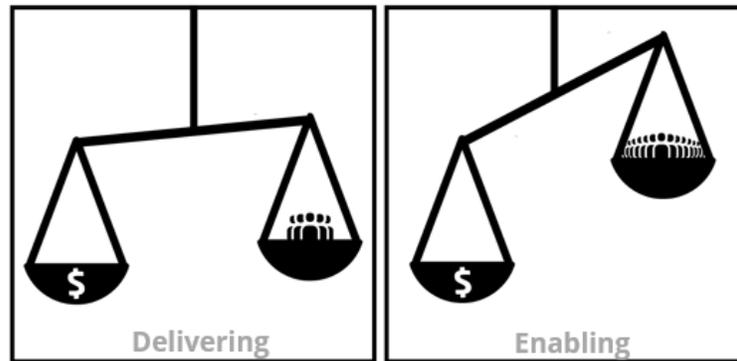
**WFP Field expenditure (excluding DSC<sup>1</sup> and Implementation) by focus area<sup>2</sup> in 2019**



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

161. Given that more countries are steadily moving towards middle income status with increasing national capacity and resources, WFP’s ‘Enabling’ assistance through more knowledge-based transfers is becoming more relevant and sustainable. This growing ‘Enabling’ agenda includes an expanding number of mechanisms to facilitate such engagement, such as WFP’s Centres of Excellence and other South-South cooperation instruments.

### Return on Investment (RoI): 'Enabling'



In many instances, working through existing national systems and providing WFP's expertise and services to partners and government counterparts can have a high Return on Investment (RoI).

For example, in **India** WFP's work focuses on supporting the Government to strengthen the systems that enable it to deliver some of the largest-scale social protection programmes on the planet. WFP has provided technical support for improving targeting, reducing leakages, optimizing supply chains and improving the nutritional value of the national Targeted Public Distribution System, a food-based safety net that reaches over 800 million people per day. At an average annual cost of USD 4 million, WFP's technical support has indirectly impacted nearly 200 million beneficiaries. At a cost to WFP of only two cents per beneficiary, the India experience demonstrates the potential for cost-efficient impact at scale.

In **Malawi**, WFP has worked with the government since 2015 to build flexibility into the national social protection system to respond to recurrent 'lean season' crises and foster linkages with the humanitarian sector. Key elements of the system (targeting, payments and accountability) were strengthened to the extent that development donors provided financial support to a lean season emergency response for the first time in 2019. The additional support enabled Malawi to assist 38 percent additional food-insecure people than would otherwise have been possible and, consequently, humanitarian donors to redirect scarce humanitarian resources elsewhere. Further, support through government channels resulted in cost-efficiency gains compared to a traditional WFP direct response.

WFP's 'enabling' work has also succeeded in mobilizing greater resources in **Haiti** where WFP supported the Government to put in place a social protection policy and targeting database. While WFP retains a significant 'delivering' role in Haiti, it is WFP's investments in 'enabling' that are paying off in terms of impact at scale. Based on WFP's work and strengthening of governmental systems, IFIs allocated USD 75 million in 2020 to the Government of Haiti for policy implementation. This is the beginning of a long-term, nationally owned social protection system for Haiti.

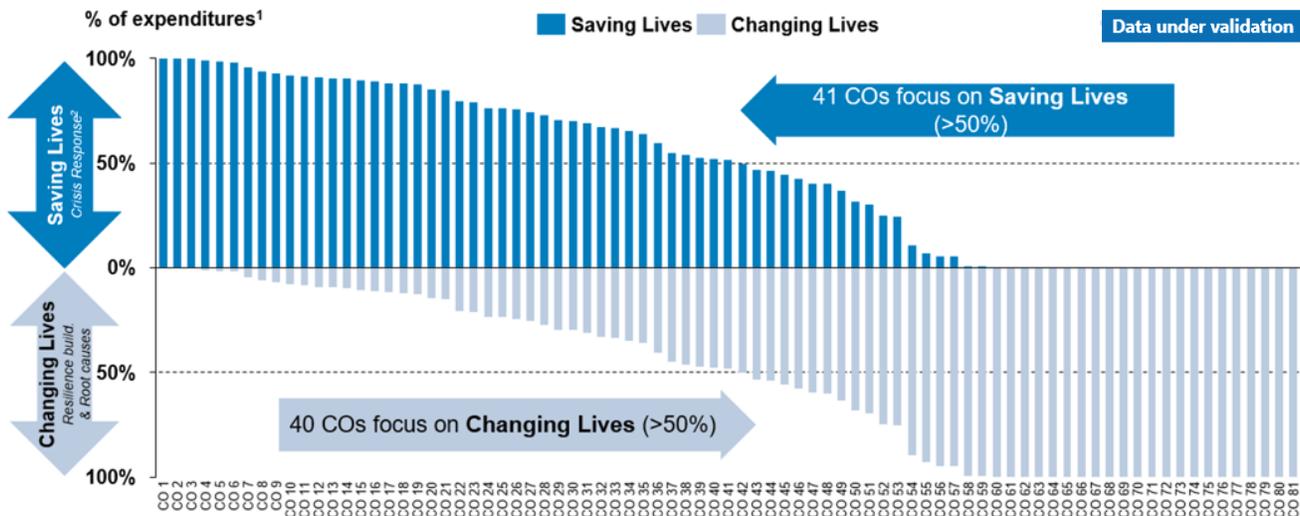
WFP has been supporting the scale up of fortified rice in **Peru** since 2017, initially focused on increased advocacy and communications capacity to the national school feeding programme, Qali Warma. In 2019, WFP supported the government to bring together more than 130 small and medium rice millers to produce fortified rice as part of the meals provided by Qali Warma. In its first year of implementation, 12,500 MT of fortified rice was produced and distributed to two million children.

In **Nepal**, WFP invested USD 18 million in capacity strengthening activities to help embed the school feeding programme in Nepal's national system. Since 2017, with WFP's support, the national budget for school feeding has almost quadrupled (from USD 20 million in 2017 to almost USD 70 million in 2020) allowing an increase in the number of children reached through the national, cash-based school meals programme from 286,392 children in 2017 to 2.8 million children in 2020, accounting for 95 percent of the total caseload in 2020. At the same time external support from donors has decreased and the share of children in donor supported food-based school meals programmes has fallen, illustrating a successful transition process and demonstrating that supporting governments to expand their own programmes is more sustainable and cost efficient in the long run.

In several countries, for example the **Philippines**, WFP's emergency preparedness activities have strengthened the capacity of governments to proactively plan for and respond to recurrent, devastating typhoons. In terms of improving response, the Humanitarian Return on Investment (H-RoI) project found that enhanced emergency preparedness supports, on average, a 14-day time reduction between the occurrence of a crisis and the initial response, directly leading to lives saved and less suffering. In addition, preparedness offers a median financial saving of 0.5 dollars for each dollar invested.

## 8.2 By country

162. Looking at CO operations, the majority (69 percent or 56 COs) have mixed portfolios of activities that both ‘Save Lives’ and ‘Change Lives’. The allocation of funds is very context-specific and COs are evenly split between those that spend more to ‘Save Lives’ (41 COs) and those that invest more to ‘Change Lives’ (40 COs). In fact, few COs expend exclusively in one area or another; decision-making is generally guided by the optimum mix of activities for a particular country context across the continuum from saving to changing lives towards Zero Hunger.

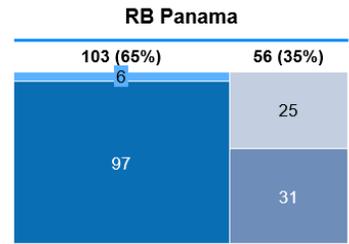
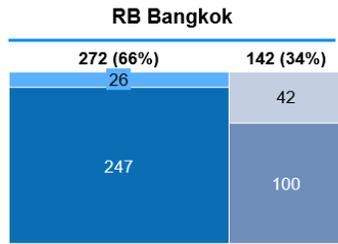
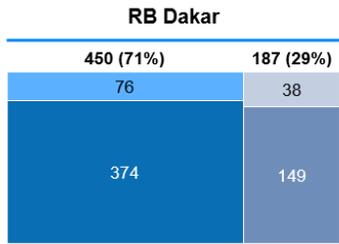
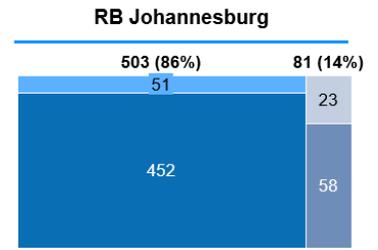
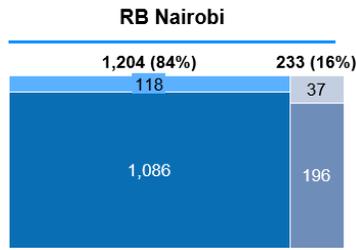
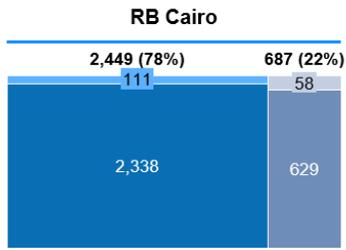


## 8.3 By region

163. Recognizing that preparing for and responding to emergencies remains a paramount focus of WFP, the differences in apportionment of funding allocations is even more apparent from a regional perspective: For example, and notably because of the number and sizes of emergencies, the Regional Bureau Cairo (RBC) spent the majority of its funds in 2019 to ‘Save Lives’ (i.e. 78 percent), but nevertheless also invested more structurally and longer-term to ‘Change Lives’ (i.e. 22 percent); In addition, while mostly ‘Delivering’ food and cash-based assistance to beneficiaries (i.e. 95 percent), RBC also invested in ‘Enabling’ communities, partners and governments through capacity strengthening and service provision (i.e. 5 percent), mostly for emergency preparedness and response. In the Regional Bureau Bangkok (RBB), while still spending most of its funding to ‘Save Lives’ (i.e. 66 percent), RBB expended proportionally more than RBC to ‘Change Lives’ (i.e. 34 percent) and for ‘Enabling’ communities, partners and governments to build resilience and addressing the underlying drivers of hunger (i.e. 14 percent). Looking at the six regions, it is apparent that funding allocations are context specific and linked to the realities on the ground and the characteristics of each country.

**WFP Field expenditure (excluding DSC<sup>1</sup> and Implementation) by dimension<sup>2</sup> by region**  
 Expenditures in \$M (as % of total exp.) in 2019

Saving Lives/ Enabling	Changing Lives/ Enabling
Saving Lives/ Delivering	Changing Lives/ Delivering



## *Annex 1. Summary lessons from mid-term review, evaluations and MOPAN assessment*

### *Overview of main findings and recommendations 2017-2019*

#### **Introduction**

WFP has been recognized by other United Nations agencies as having formulated its Country Strategic Plans (CSP), and by extension, its planning, budgeting and performance reporting cycle, in ways that will more readily advance national priorities in host countries and advance on the SDGs through the United Nations Sustainable Development Cooperation Framework (UNSDCFs). This recognition was noted as recently as the November 2020 EB session.

The CSPs allow the organization for the first time to align relief, recovery and development interventions. This responds to the Agenda 2030 call to support national governments and the need to tailor WFP delivery to national needs and context. The CSPs respond to the needs of an increasingly complex context for WFP operations, allowing focus on multi-year humanitarian and development programmes

The year 2019 benefits from being the first with all WFP Country Offices operating under the Integrated Road Map (IRM) framework through a Board-approved Country Strategic Plan (CSP), Interim Country Strategic Plan (ICSP) or transitional ICSP. This has allowed for more consistent reporting and stronger governance.

#### **Purpose**

This summary provides a brief overview of the main findings and recommendations from reviews, evaluations and the first ever evaluations of Country Strategic Plans (CSPs) that have been carried out since the beginning of the current Strategic Plan (2017), aligned with the rollout of the CSP process in WFP country offices. This summary is high level, provides a foundation to add further lessons learned, and seeks to contribute to the development of the initial context analysis process for the next Strategic Plan. Main recurring themes should provide useful indications and directions for the development of the new Strategic Plan and the Corporate Results Framework.

#### **Key findings**

1. Since the introduction of the United Nations Strategic Development Cooperation Framework (UNSDCF), replacing the UNDAF, WFP has made every effort to ensure alignment with national governments development priorities and those described in the UNSDCF, with clear transition strategies linking relief efforts to recovery and longer-term development. The SDG2 and SDG17, the two SDGs upon which the current Strategic Plan focuses, are considered as those that best reflect WFP's mandate.
2. Accessing funding for emergencies has been less challenging than for resilience and development programmes. CSPs are influenced by donor funding preferences. If WFP is to engage more seriously with development partners, it needs more predictable funding and there must be more widespread acceptance of its dual mandate both internally and externally.

3. Adherence to cross-cutting principles is difficult in complex operational environments. It is critical that these principles are resourced and built into the Strategic Plan and CSP design to achieve more transformative results in gender, protection, accountability to affected populations (AAP) and climate change.
4. Monitoring approaches and tools must be strong for WFP to demonstrate results achieved. Some areas such as capacity strengthening/SSTC, resilience and food systems will require the further development of metrics.

### Recommendations from Mid-Term Reviews: Strategic Plan and CSPs

This section provides the high-level lessons and key issues from the mid-term review (MTR) of the WFP Strategic Plan (2017-2021), completed in mid-2020, covering the first three years of the Plan implementation. Further lessons are available through the mid-term reviews completed half-way through the CSP cycle – ten country offices have completed this type of review to date.

The **main findings** and **recommendations of the Strategic Plan MTR** include:

1. Given WFP’s mandate and experience, the focus of its Strategic Plan on **SDG 2 and SDG 17** is appropriate and aligned with the organization’s expected role. This focus should remain and, with appropriate guidance and support, will ensure that the contribution of WFP’s work to **other SDGs** is both maximised and captured.
2. The added value of being able to measure **strategic objectives and strategic results** is not well understood by managers and staff. WFP strategic results lack quantification and thus should be revisited to explicitly align them with the duration of the next strategic plan. They should be quantified, costed and clearly articulate WFP’s value proposition. Results targets should include WFP’s direct and indirect contributions.
3. Having **focus areas** introduces additional fragmentation that complicates the formulation of strategic and holistic outcomes. WFP may want to revisit this concept for the next strategic plan in favour of a simpler categorisation of its work.
4. WFP should reformulate its **programmatic offer** based on learning to date.
5. The **CRF** would benefit from greater simplicity and clarity, and more needs to be done to advance reporting on **resources to results**.
6. The development of **theories of change** would help WFP in decision making, evaluation and performance management.
7. The design of a significant number of the first-generation CSPs has been influenced by donor **funding preferences and mechanisms for two key reasons: (1)** WFP and donors need to have a shift in mindset that allows WFP to promote and invest in strategic partnerships and **sustainable results**, while still maintaining and providing emergency assistance; **(2)** Country Offices must be **empowered to strengthen national capacities, build resilience and foster self-reliance** among the women and men we assist, and test and scale up successful pilots and initiatives for resilience.
8. WFP needs to strengthen the **coherence of its interventions across the triple nexus** to meet the challenges posed by global trends such as climate change, conflicts, displacement and migration.
9. The capacity to respond to **unexpected shocks** must also remain a priority for WFP. As such, WFP’s role in preparedness and response to key global challenges such as pandemic outbreaks should be explicitly articulated in the new strategic plan.

10. WFP's **second strategic goal** (SDG17) offers opportunities to develop **strategic** (as currently is the case for school-based programmes) **and operational partnerships** with a wide range of actors, including within the private and finance sectors.
11. While WFP's commitment to **cross-cutting issues** remains strong and guidelines are kept updated, increasingly complex realities continue to make operational rollout and concrete actions challenging. WFP should ensure that all policies on cross-cutting issues are fully reflected in the formulation of the new strategic plan and that adherence to these principles can be systematically pursued.

The WFP CSP policy mandates that a mid-term review (MTR) be conducted half-way through the four- or five-year CSP cycle. Lighter and operational in scope, ten WFP country offices had conducted a CSP MTR by late 2020: **China, Colombia, Ecuador, El Salvador, Guatemala, Mozambique, Namibia, Tanzania, Uganda and Zimbabwe**. Seven more are currently conducting the exercise: Honduras, Kenya, Myanmar, Pakistan, Peru, Philippines, Sri Lanka.

Recurrent **lessons** and **key issues highlighted in the CSP MTRs** include:

1. Alignment with **national development goals** is critical, as is clear **alignment** with the **UNSDCF**.
2. Importance to support scalable **social protection** networks which can include additional caseloads in the event of a shock.
3. The need to work on ensuring the continuum between humanitarian, development and peace work– the **triple nexus**.
4. Integrated Context Analysis helped WFP position its **resilience** work, and there is a need to apply resilience concepts in urban environments and a need to integrate IPC tools;
5. Greater focus and **integration** across WFP activities, and with partners: the need to have convergence of different interventions within the same geographic area.
6. **Gender** must be further mainstreamed; gender-transformative programming requires WFP to increase its work on programming for gender equality and women's empowerment measures into all activities.
7. Mixed results in **accountability to affected populations** – WFP systematically raise awareness with beneficiaries on their entitlements and rights. Recourse mechanisms are critical in getting feedback from beneficiaries on services provided and reports on potential abuses and fraud that might be associated with WFP's programmes.
8. **School meals** programmes are an investment in human capital, and an opportunity to create multiple benefits for the community through linking these programmes to **smallholder farmers'** production.
9. The **CRF** must (1) improve measures for resilience, food systems, CCS and SSTC; (2) have more continuity with monitoring metrics; and (3) invest in strengthening local and national monitoring capacity.
10. WFP needs an HR strategy that ensure COs have adequate **staffing to implement** the CSPs.

## Key Findings from Evaluations 2017-2019

WFP's independent Office of Evaluation (OEV) undertook many evaluations during the implementation cycle of the current Strategic Plan (2017-2021). While OEV's Annual Evaluation Reports and WFP's Annual Performance Reports in 2019 and 2018 provide more details and references, included here below are some particularly pertinent key findings and recommendations in nine key areas: (1) *emergency response*; (2) *humanitarian principles*; (3) *cross-cutting issues*; (4) *humanitarian funding*; (5) *development and resilience funding*; (6) *social protection*; (7) *resilience*; (8) *partnerships in emergencies* and (9) *performance measurement in emergencies*:

1. **Emergency Preparedness and Response.** WFP has further enhanced its capacity to respond to the increasing number and scale of complex emergencies. The investment and developments made to WFP's preparedness for response, including its early warning systems, improved the efficiency of responses in terms of time and cost. WFP's ability to rapidly scale up, even in politically sensitive and remote areas, is impressive and is credibly associated with real food security improvements. It was also noted that WFP still faces significant challenges in its desire to deliver high-quality, rights-based and truly impactful responses with clear transition strategies.<sup>2</sup>
2. **Humanitarian Principles.** There is also the related question of how WFP and the wider humanitarian community define a successful humanitarian response, particularly when balancing the challenges of responding to scale and sensitivity to beneficiary needs. For WFP, there is a need to pay greater attention to a principled approach and place beneficiary concerns and expectations more centrally within its emergency response even as it continues to prevent and alleviate human suffering wherever it is found.<sup>3</sup>
3. **Cross-cutting Issues.** While progress and results have been achieved for example in the areas of protection and gender equality, WFP still needs to fully appreciate the importance of achieving sustainable cross-cutting results and how this contributes to the goals expressed through the Integrated Road Map and WFP's contributions to the 2030 Agenda. Insufficient financial commitments have limited progress in achieving cross-cutting objectives. Accountability to affected populations has overall been inconsistent at best, despite some recent progress.<sup>4</sup>
4. **Humanitarian Funding.** Despite increasing needs and recurrent shortfalls, WFP has succeeded in mobilizing humanitarian funding albeit from a relatively small pool of government donors who largely provide earmarked contributions, a substantial portion of which must be spent within one year.<sup>5</sup>

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<sup>2</sup> Strategic evaluation of WFP's capacity to respond to emergencies (2011-2018); Evaluation of the WFP corporate (Level 3) emergency response in northeast Nigeria (2016-2018); Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018); Inter-agency humanitarian evaluation of the drought response in Ethiopia 2015-2018.

<sup>3</sup> Evaluation of WFP policies on humanitarian principles and access in humanitarian contexts; Evaluation of the WFP corporate (Level 3) emergency response in northeast Nigeria (2016-2018); Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018).

<sup>4</sup> Evaluation of the WFP humanitarian protection policy; Evaluation of the WFP Gender Policy (2015-2020); Evaluation of WFP policies on humanitarian principles and access in humanitarian contexts; Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018); Synthesis of WFP's country portfolio evaluations in Africa (2016-2018); Inter-agency humanitarian evaluation of the drought response in Ethiopia 2015-2018.

<sup>5</sup> Strategic evaluation of funding WFP's work (2014-2019).

5. **Development and Resilience Funding.** WFP has been unable to address disparities in *what* is funded, disproportionately affecting operations in less visible crises and in resilience building and development activities. To maintain and grow this type of work, WFP should “speak and act with one voice” regarding its dual mandate and priorities. To date, funding largely drives strategy in WFP.<sup>6</sup>
6. **Social Protection.** WFP’s growing experience means that it is well positioned to contribute more to safety nets and social protection programming. This will only continue to be strengthened if WFP can sustain a high-level of commitment in this area and align its efforts to achieving zero hunger with those of the governments it intends to support. Short-term, unpredictable funding and donors’ perceptions about the role of WFP in longer-term programming have at times put WFP at a competitive disadvantage in work focused on social protection.<sup>7</sup>
7. **Resilience.** WFP has the foundations for and high-level strategic commitment to supporting the enhancement of resilience in order to avoid recurrent crises. These commitments need to be grounded in operational realities and complemented by the development of better guidance, measurement and systems, if WFP is to make a lasting contribution in this area.<sup>8</sup>
8. **Partnerships in Emergencies.** WFP was found to have widened its range of partnerships, which has enhanced its ability to reach affected people during emergency response. WFP should pursue more equitable approaches to partnerships to include improved and consistent risk management with partners in insecure contexts. WFP’s cluster (co-) leadership is largely effective and efficient.<sup>9</sup>
9. **Performance Measurement in Emergencies.** WFP has invested in its results frameworks, notably by introducing indicators that facilitate a greater focus on performance through emergency responses. While this has led to a focus on the efficiency of emergency responses, it has also constrained an assessment of the effectiveness, relevance and impact of them. WFP should ensure tracking of emergency response performance over time and across locations.<sup>10</sup>

### Key Findings from the First Wave CSP Evaluations

OEV also published the first wave of evaluations covering four individual CSPs in late 2020, representing a key moment in taking stock of WFP’s ongoing work to save lives and change lives. Four key lessons emerging from the different contexts that prevail in **Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste** included:

1. The CSP proved to be an effective platform to improve strategic focus and alignment, but the Government signature on CSP document is not enough to ensure sustainable transition towards full national ownership. Fundamental assumptions on the readiness of government to fund, and take on, WFP streams of work were presented as a given in the CSP design phase but have not held true during implementation.
2. The higher flexibility in funding and longer-term partnerships expected from the CSP approach have not yet materialized and this continues to hinder WFP’s ability to respond to emerging needs.

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<sup>6</sup> Strategic evaluation of funding WFP’s work (2014-2019).

<sup>7</sup> Evaluation of the update of WFP’s safety nets policy (2012).

<sup>8</sup> Strategic evaluation of WFP’s support for enhanced resilience.

<sup>9</sup> WFP Annual Performance Report for 2019; Strategic evaluation of WFP’s capacity to respond to emergencies (2011-2018).

<sup>10</sup> WFP Annual Performance Report for 2019; Strategic evaluation of WFP’s capacity to respond to emergencies (2011-2018).

3. The CSP has led to better integration of gender equality and protection, but more can be done to fully achieve gender-transformative results.
4. Linking resources to results remains a challenge and limits the capacity for cost effectiveness analysis and for adaptive management.

Key areas of common recommendations from *the four CSP evaluations* included the following, noting that WFP should:

1. Strengthen efforts to engage with governments and other stakeholders in strategic planning processes and **partnerships**, as well as boost **fundraising**, for development-type work.
2. Institute stronger **monitoring** function and protocols and better use of data.
3. Reappraise and reinforce WFP's current approaches and methods for **capacity strengthening and policy advocacy**.
4. Ensure that **gender**-transformative approaches are integral and core to the design of CSPs.
5. Have a more comprehensive and coordinated approach to protection, exclusion **risks**, the environment, conflict sensitivity, and accountability to affected populations.

#### **Findings from the 2017-2019 MOPAN Assessment**

The Multilateral Organisation Performance Assessment Network (MOPAN) assessed WFP's performance in 2017-18, covering the latter period of the WFP Strategic Plan for the period 2014-17 and the start of the current Strategic Plan 2017-2021.<sup>11</sup> Performance was assessed on four dimensions of organisational effectiveness – **strategic, operational, relationship and performance management**. Performance in these areas often affect the results achieved by an organisation.

Overall, the assessment found that WFP was steering an ever-clearer path towards maximising its strengths and capacities to respond to humanitarian and development needs with speed and agility. WFP had successfully aligned its clear and cohesive long-term vision to SDG 2 and SDG 17, which were commensurate with its dual humanitarian and development mandate and the comparative advantages it offers in the field. Ongoing reforms were equipping WFP to even better deliver on these objectives, with the shift in focus to country level operations and preparing the organisation to be an enabler as well as an implementer.

Although WFP overall performed well and had made significant progress in several areas since the last MOPAN assessment (2013), the most recent assessment also found the following key areas for improvement:

1. WFP had a clear **strategic** direction geared to key functions, intended results and the integration of relevant cross-cutting priorities. However, sustained commitment to and performance on cross-cutting issues at all levels continued to be mixed. For example, WFP's focus on gender equality, protection, accountability to affected populations, and the environment were not applied in a consistent manner.

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<sup>11</sup> The MOPAN Network members in 2020 include: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, The Netherlands, Norway, Republic of Korea, Sweden, Switzerland, the United Arab Emirates, the United Kingdom and the United States of America.

2. WFP's **operational** management, assets and capacities were organised around the strategic direction of the Organization and intended results, to ensure relevance, agility and accountability. Workforce planning remained a key structural challenge with the potential to adversely affect success.
3. The assessment concluded that WFP was engaging in inclusive **relationships** with governments and other stakeholders, to support relevance, to leverage effective solutions and to maximise results. But there were still several gaps in contributions to national policy development and system reforms, including linking relief efforts to recovery and longer-term development results. Learning and improvement were limited by WFP's knowledge management system not yet being sufficiently integrated.
4. Systems were geared to manage and account for development and humanitarian results and the use of **performance** information, including evaluation and lesson-learning, however the use and quality of performance data and evidence remained a weak point. The assessment recommended that the CRF be refined and further improved to fully assess cost-effectiveness.
5. The assessment found that WFP's ability to respond; to deliver results; and to make the shift "from implementer to (also) that of enabler" was influenced to a great extent by resource limitations and donor funding practices. Advocating for **increased predictability of resourcing** was identified as main area for improvement. The expected level, timing and nature of funding could also influence the organisation's strategic planning more explicitly so that objectives fully align both with donor funding streams and commitments and the 2030 Agenda.
6. While WFP's current strategic plan was conceptually sound, and the reform agenda was orienting the organisation to fulfil its dual mandate, the report encouraged further clarification and ongoing dialogue – both within and outside of WFP – so that all relevant stakeholders understand, agree and contribute to its efforts to collaborate in the **development** space.

## *Annex 2. United Nations Resolutions and United Nations Reform*

Since the last Strategic Plan (2017-2021) significant United Nations Resolutions and Reforms have been adopted that effect the environment in which WFP operates. Two of these resolutions include Resolution 2417 on hunger and conflict and Resolution 72/279 on United Nations Reform.

Resolution 2417, adopted by the United Nations Security Council (UNSC) in 2018, is especially relevant to WFP's efforts to end poverty, hunger and inequality. This resolution paves the way to address conflict-induced hunger around the world and condemns the unlawful denial of humanitarian access to civilian populations and wilfully impeding relief supplies needed for responses to conflict-induced food insecurity. Following Resolution 2417, FAO and WFP prepared the report, *Monitoring food security in countries with conflict situations*, to provide UNSC members with up-to-date food insecurity information linked to conflict to reinforce the urgent need to target efforts towards resolving conflict to end hunger. WFP now regularly briefs the UNSC on challenges related to hunger and conflict. The number of UNSC debates on climate and conflict has been growing consistently in 2018-2019, asserting climate change as one of the drivers of conflict and requiring the United Nations to look for programmatic approaches that yield a double dividend for conflict prevention and climate resilience.

At the 72nd United Nations General Assembly on September 18<sup>th</sup> 2017, 120 countries committed to the reforms proposed by United Nations Secretary-General, António Guterres. In 2018, the United Nations General Assembly adopted Resolution 72/279 for United Nations Reform. This resolution repositions the United Nations Development System (UNDS) to be "more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented" and respond to national development needs and priorities in the light of the 2030 Agenda for Sustainable Development. The United Nations reform agenda centres on three key areas: development, management, and peace and security.

Resolution 72/279 strengthened the Quadrennial Comprehensive Policy Review by incorporating measures that improved the United Nations' collective efficiencies and effectiveness. Since 2019, these system-wide measures help Member States advance Agenda 2030 by introducing new ways of working, including a reinvigorated resident coordinator system leading a new generation of United Nations Country Teams, a redesigned United Nations Sustainable Development Cooperation Framework (UNDCF), revamping governance and oversight with the Management Accountability Framework (MAF) and an empowered efficiency agenda through a business innovations group and common business operations strategy.

The UNDCF is an important planning and implementation instrument for United Nations development activities within countries, translating the vision of Member States into United Nations actions and impacts on the ground. WFP has been actively engaged in UNDS reform at all levels, including the creation of additional capacity in its New York office to advise on and coordinate engagement with the reform efforts and keep the organization updated on developments. WFP's top management is actively engaged through the eleven inter-agency Task Teams supporting the UNDS Reform roll-out. At the country level, the UNDCF is central to WFP's CSP design, and a way in which WFP pursues common goals, complementarity among agencies and strategic partnerships. WFP COs are actively engaged in Common Country Analysis and UNSDCF development, contributing with key analytical resources and co-leading food security and nutrition groups. At regional level, WFP is contributing to framing the new regional inter-agency architecture, through the Regional Collaborative Platforms and related mechanism.

### *Annex 3. WFP's integrated road map*

WFP engineered one of the most profound corporate change processes in recent years through the introduction of the Integrated Road Map (IRM). The IRM was approved by the Executive Board (EB) in November 2016 and encompasses the Strategic Plan (2017-2021), the Policy on Country Strategic Plans, the Country Portfolio Budget as an outcome of the Financial Framework Review, and the Corporate Results Framework. The IRM altered the way WFP approaches the planning and implementation of its work and aligns WFP's corporate strategy, programme structure, financial and reporting management to maximize WFP's contribution to the Sustainable Development Goals (SDGs).

The Strategic Plan for 2017-2021 is guided by the SDGs set forth in the 2030 Agenda, in particular SDG 2 on ending hunger and SDG 17 on revitalizing global partnerships for implementation of the SDGs. The Policy on Country Strategic Plans outlines WFP's approach to strategic and programmatic planning at the country-level and consists of a unique strategic and programmatic framework based on coherent country portfolios: the Country Strategic Plan (CSP) or Interim Country Strategic Plan (ICSP). Between 2017 and 2019, all WFP COs progressively adopted the IRM and moved from multiple project documents to the articulation of a CSP or ICSP. The IRM transition period ended in 2019, accumulating in the approval of the last wave of (I)CSPs at the November 2019 Executive Board, bringing the total approved (I)CSPs to 84. This package constitutes the so-called first generation of (I)CSPs.

Guided by WFP's Strategic Plan (2017–2021), the CSP framework leverages WFP's strengths and capacities in humanitarian response and recovery, seizing opportunities to apply these capabilities beyond saving lives. The CSP approach provides the flexibility to respond under fluctuating circumstances and to unforeseen emergencies. The approach seeks to support countries in responding to emergencies and making progress towards zero hunger, operationalize the WFP Strategic Plan at the country level and enhance strategic coherence, focus, operational effectiveness and partnerships.

The Strategic Plan (2017-2021) and CSP Policy reflect a profound strengthening of the way WFP anchors its support and results in nationally articulated needs and priorities. CSPs are planned not only from a strategic and farsighted perspective, but also strengthen the link to nationally defined SDG targets and maximize WFP's contribution to government's efforts towards achieving the SDGs. Evaluations of the first generation CSPs noted that the CSP approach offered opportunities to develop extensive and diverse relationships with other United Nations agencies, local NGOs, government counterparts and stimulated partnerships with the private sector and civil society. WFP has continually anchored its response in nationally articulated needs, particularly the development and proliferation of National Zero Hunger Strategic Reviews. In 2020, WFP is beginning to develop second generation CSPs aligned with UNSDFs and national development priorities.