

## STRATEGIC PLAN: DRAFT ANNOTATED OUTLINE

### Global trends in food security and nutrition

1. Building on the context analysis and strategic foresight exercise, this section provides an overview of the global food security and nutrition landscape, outlining both the current and the foreseen operating environment. It highlights key trends, disruption and shifts that WFP must navigate and prepare for, including climate change, conflict, economic instability, demographic shifts and evolving geopolitical dynamics.

### Food insecurity and malnutrition in numbers

2. This section presents recent trends in global food security, along with key nutrition statistics on stunting, wasting, progress toward global targets and the affordability of a healthy diet. Where possible, it also includes projections up to 2030.

### Key drivers of food insecurity and malnutrition

3. Three key drivers of food insecurity and malnutrition are analysed: conflicts and insecurity, climate change, and economic shocks. This section also discusses underlying vulnerabilities including growing socioeconomic disparities, the unprecedented rise in forced displacement, and the slow progress of social protection coverage, particularly in low-income countries.

### The operating environment

4. This section explores the evolving geopolitical landscape, which is marked by instability, fragmentation, democratic decline and the erosion of multilateralism. It examines the impact of these trends on the humanitarian system, with an emphasis on funding streams to WFP. It also outlines the growing access and security challenges faced by those in need of assistance and by the organizations responding to crises. Finally, it explains how digital technology has created new opportunities for food security by enhancing process efficiency and improving data access and analytics.

### Looking ahead

5. This section analyses challenges that are expected to shape WFP's operating environment in the coming years. It explores trends with significant implications for WFP's work, including:
  - *Economy*: growth in the Global South, economic nationalism, rising inequality and debt vulnerability.
  - *Society*: demographic shifts (in particular, Africa's youth), urbanization, migration and social media activism.

- *Geopolitics*: the influence of emerging economies; declining trust in the United Nations system; populism and non-state actors; and geopolitical uncertainty.
  - *Technology*: digital transformation, expansion of artificial intelligence, growth of innovative technology, and workforce evolution.
  - *Climate*: water scarcity, natural hazards, agricultural disruption and climate-induced displacement.
6. This segment reviews the potential implications of these trends for WFP, providing insights to shape the organization's strategic direction.

## **The global food assistance landscape**

### **New policies and initiatives**

7. This section offers an overview of recent events and emerging policies related to food security. It covers recent United Nations initiatives and reforms as well as strategic partnerships, alliances and coalitions that are poised to play a pivotal role in shaping the future of food assistance in the years ahead.

### **Priorities and efforts of main stakeholders**

8. Here, the broader stakeholder landscape in food security and nutrition is assessed, with emphasis on the Rome-based agencies. This section takes stock of the roles and priorities of key actors, mapping their efforts to identify gaps, overlaps and opportunities for enhanced collaboration. It also looks into emerging stakeholders and considers innovative approaches to delivering assistance in both humanitarian and development settings.

## **WFP in a changing world**

### **Responding to new challenges**

9. This section shows how the growing gap between needs and available resources has compelled WFP to reduce its assistance. It explains how WFP has reduced both food and cash rations in 2023 and 2024, as well as the coverage of its assistance. It also offers an analysis of the long-term trends in the coverage of assistance. Additionally, this section explores the changes to WFP's assurance systems, presenting the global assurance framework and efforts to ensure more focused and effective assurance across WFP operations.

### **WFP's growing emphasis on national systems**

10. This section explores WFP's growing efforts to strengthen resilience and address the root causes of food insecurity, including its role in enhancing national programmes and systems. It highlights WFP's efforts in providing services to partners and its work in leveraging partnerships and evidence for greater impact. This section also draws on the "Political Economy of Hunger" background paper to explore the changing demands from governments, who are increasingly seeking WFP's support to reduce future needs and strengthen national school meal programmes and social protection.

### **WFP's policy framework**

11. As WFP navigates a changing work environment, it continually updates existing policies and develops new ones. This section provides an overview of WFP's policy framework, highlighting recently adopted policies such as the resilience policy (approved in November 2024), which defines key priorities in terms of who, where, and what to prioritize.

## **Insights from key reviews and evaluations**

12. This section presents an overview of key reviews and evaluations, including the recommendations of the mid-term review of the strategic plan for 2022–2025 as well as external assessments such as the Multilateral Organisation Performance Assessment Network review. It also summarizes findings from evaluations of WFP's performance across activities and programme countries. This analysis ensures that the new strategic plan builds on lessons learned.

## **WFP's position and comparative advantages**

13. Building on the background paper on WFP's comparative advantages, this section assesses the organization's unique strengths and capacities and the areas where it can contribute most effectively. This assessment recognizes that WFP's role and added value may differ based on factors such as the fragility of the operating environment and government capacity.

## **WFP's positioning during 2026–2029**

14. Building on the three previous sections, this part defines WFP's contribution to broader food security and nutrition endeavours, reaffirming its role as a responder to immediate crises and a contributor to long-term development. It frames WFP's target positioning over the duration of the strategic plan and highlights the areas in which WFP needs to invest over the period in order to remain relevant beyond 2029.

## **WFP's vision**

15. This section articulates WFP's vision of ending food insecurity and malnutrition while fostering partnerships between humanitarian and development actors. In working towards this vision, WFP aligns with national and regional agendas, supporting United Nations efforts to assist those furthest behind.

## **Target comparative advantages**

16. Amid persistently high needs and limited resources, WFP must continue investing in its current comparative advantages while building the capabilities essential for meeting future challenges. This section outlines WFP's core strengths differentiated by operating environment (i.e. fragile, transitional and stable settings), including the scale and speed of emergency response, its expertise in logistics and supply chains, and its role as a bridge between humanitarian aid and resilience building. It also identifies key areas for further growth in order to increase WFP's operational agility, efficiency and impact in a changing world.

## **Strategic outcomes**

17. This section sets clear overarching goals aligned with WFP's mission and global priorities. These strategic outcomes provide a structured framework that ensures focus and prioritization for country offices while remaining broad enough to be relevant across WFP's different operating environments. This section refers to relevant policies supporting WFP's strategic outcomes.
  - Strategic outcome 1: Effective emergency preparedness and response
  - Strategic outcome 2: Reduced needs and enhanced resilience to withstand shocks
  - Strategic outcome 3: Strengthened school meals and social protection
  - Strategic outcome 4: Humanitarian action enabled through WFP-provided services

### **Cross-cutting priorities**

18. This section presents the critical themes that need to be embedded in all aspects of WFP's work, regardless of the type of programme or activity.
  - Ensuring protection and accountability to affected people
  - Empowering women and girls
  - Enabling nutrition and healthy diets
  - Integrating environmental sustainability
  - Embedding conflict sensitivity

### **Enablers**

19. This section identifies the key operational and organizational drivers that support the effective implementation of the strategic plan.
  - People
  - Partnerships
  - Funding
  - Evidence
  - Innovation
  - Advocacy
  - Assurance