



STRATEGIC PLAN: DRAFT 1

Informal consultation

The global context

A sector in crisis

1. As this strategic plan is being written, the humanitarian community is dealing with an unprecedented funding crisis. Major donors are curtailing their assistance, impacting WFP and its partners in the United Nations system. The non-governmental organizations (NGOs) that WFP works with to deliver assistance have also been affected.
2. In 2025, WFP's funding is approximately 40 percent below the USD 9.8 billion raised in 2024, and well below the USD 14.2 billion in 2022. WFP expects these funding cuts to last. In 2025, WFP reacted by putting in place strict cost efficiency measures, reviewing WFP's global footprint, and implementing a workforce reduction. In addition, country offices made steep cuts to the number of people assisted and to rations provided.
3. While resources have dwindled, global food insecurity remains high. This strategic plan is an essential element of WFP's response to the crisis. It spells out how the organization will pivot to greater flexibility, focus and integration in this challenging environment.

Food insecurity and malnutrition in numbers

4. An estimated 343 million people around the world are acutely food insecure, nearly 200 million more than before the COVID-19 pandemic. Lives and livelihoods are at immediate risk for 44.4 million people among them across 47 countries. A record 1.9 million people face catastrophic hunger, more than twice as many as in 2023.
5. One in 11 people globally – up to 757 million people – do not consume enough food to maintain a normal active and healthy life. Chronic food insecurity is most prevalent and on the rise in Africa, while Asia is home to more than half of the world's undernourished. Women are disproportionately affected. Projections indicate that 582 million people will still be chronically hungry by the end of this decade.¹

¹ Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), WFP and World Health Organization (WHO). 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*.

6. Despite some progress towards ending all forms of malnutrition, 45 million children under the age of five are affected by wasting and 148 million by stunting. More than one-third of the world's population is unable to afford a healthy diet.² At the same time, the double burden of malnutrition, the coexistence of under- and overnutrition, is a growing problem in many countries and has high socio-economic impacts.³

Key drivers of food insecurity and malnutrition

7. There are more conflicts in the world today than at any time since the Second World War, and the rising number of minor conflicts increases the risk of a surge in major conflicts.⁴ Conflict and insecurity are the primary driver of hunger for almost half of the world's acutely food insecure people.⁵ Conflict can be destructive to all aspects of food systems, hampers efforts to alleviate hardship and drives displacement.
8. The number of refugees, internally displaced people and others forced to flee because of conflict and violence has increased every year for more than a decade reaching 122.6 million people in mid-2024.⁶ At 45.8 million movements, disaster displacement was exceptionally high in 2024, nearly double the annual average of the past decade. Storms and floods triggered 97 percent of it. 9.8 million people lived in internal displacement due to disasters at the end of 2024, 29 percent more than a year earlier.⁷ Forcibly displaced people, with often-limited rights and access to jobs, land and basic services, are among the most vulnerable to acute food insecurity.
9. Globally, temperatures have increased by 1.3 degrees from pre-industrial levels, driving up the frequency and intensity of weather extremes and intensifying rainfall variability.⁸ Climate change directly impact crops, livestock and infrastructure for processing and distributing food – they are the principal driver of hunger for one in three acutely food insecure people.⁹ People with disabilities are disproportionately affected.¹⁰
10. Less predictable rainfall, biodiversity loss and other climate variations increase the vulnerability of people whose food and livelihoods depend on affected ecosystems. Droughts, floods, and other disasters can further aggravate conflicts and uproot people. Ten percent of global migration is connected to water deficits.¹¹

² FAO, IFAD, UNICEF, WFP and WHO. 2024. [The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms](#).

³ Economic Commission for Latin America and the Caribbean. 2024. [The cost of the double burden of malnutrition: main social and economic impacts in eight Latin American countries](#).

⁴ Institute for Economics & Peace. 2024. [Highest number of countries engaged in conflict since World War II](#).

⁵ Food Security Information Network (FSIN) and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

⁶ Office of the United Nations High Commissioner for Refugees (UNHCR). 2024. [Mid-Year Trends 2024](#).

⁷ Internal Displacement Monitoring Centre (IDMC). 2025. [Global Report on Internal Displacement 2025](#).

⁸ Copernicus Climate Change Service and World Meteorological Organization. 2025. [European State of the Climate 2024](#); Intergovernmental Panel on Climate Change. 2021. [Summary for Policymakers](#). In Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. Cambridge and New York.

⁹ FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

¹⁰ P. Stein et al. 2024. [Advancing disability-inclusive climate research and action, climate justice, and climate-resilient development](#). The Lancet Planetary Health.

¹¹ [IDMC Data Portal](#) [website, accessed 29 April 2025]; World Bank. 2021. [Going With The Flow: Water's Role in Global Migration](#). Feature Story.

11. Economic shocks also drive acute food insecurity for one in five people affected – and economies remain under significant strain.¹² In many places, slow economic growth, sustained food price rises and a high public debt burden, exacerbated by more limited international development assistance, risk pushing food insecure people into crisis.
12. Socioeconomic disparities are widening. Poverty rates remain above pre-pandemic levels in many of the poorest countries, contrary to the global recovery. Extreme poverty is increasingly concentrated in sub-Saharan Africa and fragile and conflict-affected countries.¹³ Differences in human development between countries are widening.¹⁴ 3.3 billion people live in countries where government spending on interest payments exceeds spending on education or health.¹⁵

The enabling environment

13. The global system is in flux, characterized by increasing competition, instability and fragmentation.¹⁶ As multilateral tools and institutions are increasingly seen as unable to resolve today's crises,¹⁷ the system is experiencing a crisis of confidence, trust and legitimacy.¹⁸
14. Amidst faltering cooperation, humanitarian operations face an increasingly complex operating environment, with sustained impediments to humanitarian access and growing protection risks.¹⁹ International Humanitarian Law is repeatedly eroded, and starvation has been used as a weapon of war.²⁰ 384 aid workers were killed in 2024, more than double the average of the previous three years.²¹
15. As governments focus on domestic and geo-strategic priorities, international aid fell by 7 percent in 2024, after five consecutive years of growth.²² Projections point to a decrease by an additional 13 percent in 2025 and potential reduction in the coming years.²³ Humanitarian funding already started to contract in 2023, when coverage of inter-agency coordinated appeals did not reach 50 percent for the first time in history;²⁴ appeals coverage

¹² FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

¹³ World Bank. 2024. [Poverty, Prosperity, and Planet Report 2024: Pathways Out of the Polycrisis](#).

¹⁴ United Nations Development Programme (UNDP). 2024. [Human Development Report 2023-24: Breaking the gridlock: Reimagining cooperation in a polarized world](#).

¹⁵ United Nations Conference on Trade and Development. 2024. [A world of debt. A growing burden to global prosperity](#).

¹⁶ S. Singh. 2023. [15 Global Trends For 2024](#). Forbes; The Economist. 2022. [The new geopolitical epoch](#).

¹⁷ United Nations Secretary-General. 2024. [Secretary-General's remarks at the Opening Segment of the Summit of the Future Plenary](#); H. Ur Rehman Mayar. 2023. [Multilateralism in an age of crises – Where do countries at the last mile of development fit in?](#) Colombia University SIPA Blog; L. Gruszczynski, M. Menkes, V. Bilkova and P. Farah (editors). 2022. [The Crisis of Multilateral Legal Order. Causes, Dynamics and Implications](#).

¹⁸ U. Salma Bava. 2022. [Contested multilateralism and the crisis of cooperation](#). Foundation for European Progressive Studies.

¹⁹ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2024. [OCHA Annual Report 2023](#).

²⁰ The Lancet. 2024. [Starvation as a weapon of war must stop](#). The Lancet, Volume 403, Issue 10434, 1309.

²¹ [Aid Worker Security Database](#) [website, accessed 1 May 2025].

²² Organisation for Economic Co-operation and Development (OECD). 2025. [International aid falls in 2024 for first time in six years, says OECD](#). Press release.

²³ 13 percent in 2025: own calculation based on preliminary data for 2024 in OECD. 2024. [Preliminary official development assistance levels in 2024](#) and projections for 2025 in [The Budget Cuts Tracker](#) [website, accessed 1 May 2025]; further reduction in the coming years: Institute for Economics & Peace. 2025. [Official Development Assistance: Geopolitical Tensions, Economic Constraints & Shifting Priorities](#).

²⁴ OCHA. 2024. [Global Humanitarian Overview 2024 Mid-year update](#).

stayed below half in 2024.²⁵ Humanitarian food sector funding could fall by as much as 45 percent in 2025.²⁶ Nine in ten dollars of appeal requirements are for protracted crises.²⁷

16. Technology is advancing rapidly. Innovations such as artificial intelligence (AI) and blockchain promise to enhance the efficiency and transparency of food assistance. AI has revolutionary potential to reshape development, transforming healthcare, education, public services and access to finance.²⁸ However, technology could also undermine the competitive advantage of economies dependent on low-cost labour, and embed cultural biases. Persistent digital divides could also widen inequalities and prevent poorer countries from reaping the benefits.²⁹ Only one in four people in low-income countries has access to the internet.³⁰

Looking ahead

17. Together with trends in the drivers of food insecurity and the enabling environment, demographic trends shape the outlook for WFP. Sub-Saharan Africa's population is expected to rise from around 1 billion to 2 billion in the next 30 years.³¹ With working-age population growing fastest, countries can realize a demographic dividend, a unique opportunity to turbocharge economic growth – if enough new jobs are created.³² Automation, upending traditional growth models, could increase unemployment and exacerbate the struggle to create enough good jobs.³³ At the same time, urbanization is progressing rapidly,³⁴ fastest in Africa.³⁵
18. As global megatrends reshape WFP's ecosystem, strategic foresight analysis highlights three key potential future challenges for the organization. First, an increasing volume and complexity of crises and conflicts, coinciding with a substantial reduction in funding, could render WFP less well-equipped to respond. Drivers of needs could continue to grow more intertwined, and predictability of crises could dwindle amidst faster and more frequent major paradigm shifts.
19. Second, new digital technologies and rapid urbanization could make WFP's advantage in traditional food delivery and logistics less relevant. The face of vulnerability could shift as vulnerable urban populations grow and demographic youth bulges imply a risk of mass youth unemployment. Meanwhile, a surge of small, innovative, agile players with cutting-edge technology could disrupt food assistance, readily responding to new realities.

²⁵ [OCHA Humanitarian Action](#) [website, accessed 1 May 2025].

²⁶ FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

²⁷ Development Initiatives. 2024. [Falling short? Humanitarian funding and reform](#).

²⁸ Qimiao Fan and Christine Zhenwei Qiang. 2024. [Tipping the scales: AI's dual impact on developing nations](#). World Bank Blog.

²⁹ *Ibid.*

³⁰ International Telecommunication Union. [Time series of ICT data for the world, by geographic regions, by urban/rural area and by level of development, for the following indicators \(2005-2023\)](#) [dataset, accessed 6 January 2025].

³¹ International Monetary Fund (IMF). 2024. [Building Tomorrow's Workforce: Education, Opportunity, and Africa's Demographic Dividend](#). In Regional Economic Outlook: Sub-Saharan Africa – A Tepid and Pricey Recovery.

³² IMF. 2024. [The Clock is Ticking: Meeting Sub-Saharan Africa's Urgent Job Creation Challenge](#). In Regional Economic Outlook: Sub-Saharan Africa – Reforms amid Great Expectations.

³³ Y. Liu, H. C. Boy, S. Khurana, and A. Sinha. 2023. [Artificial Intelligence: Revolutionary Potential and Huge Uncertainties](#). From World Bank. 2024. Digital Progress and Trends Report 2023. Q. Fan and C. Zhenwei Qiang. 2024. [Tipping the scales: AI's dual impact on developing nations](#). World Bank Blog; Y. Liu and C. Zhenwei Qiang. 2024. [Will Generative AI make good jobs harder to find?](#) World Bank Blog

³⁴ United Nations, Department of Economic and Social Affairs. 2019. [World Urbanization Prospects: The 2018 Revision](#).

³⁵ African Center for Economic Transformation. 2021. [African Transformation Report 2021](#).

20. Third, the provision of assistance according to humanitarian principles could become less acceptable to host governments. As programme countries increasingly take centre stage as key strategic partners and funders, they offer different approaches which could upend the status quo. This could redefine humanitarian response and the way development assistance is currently delivered.

The global food assistance landscape

The sector's response to the crisis

21. The Secretary-General's UN80 Initiative aims to modernize, strengthen, and make the United Nations more efficient, transparent, and responsive to rapidly evolving global challenges³⁶. WFP is engaged in the process, which is identifying United Nations system efficiencies and improvements, reviewing the implementation of mandates from Member States, and a strategic review of deeper, more structural changes and programme realignment.
22. In March 2025, the Emergency Relief Coordinator launched the Humanitarian Reset, an effort to reimagine humanitarian operations. The Reset is grounded in three priorities: delivering effective crisis response within limited means, rethinking how humanitarian work is organized, and shifting power closer to local leaders and affected communities. The Reset has already led to a reduced footprint of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to 20 countries, and more focused humanitarian needs and response plans. WFP, through its role in the Inter-Agency Standing Committee, is also actively involved in the Reset.

Priorities and efforts of main stakeholders

23. WFP's top stakeholders are national governments. In the past years, at least seven countries in which WFP works have integrated food sovereignty into their constitutions and laws. In more cases, "assertive" national authorities are taking a more active and confident role in their domestic affairs, including their food security and humanitarian policies.
24. United Nations agencies – especially the Rome-based Food and Agriculture Organization of the United Nations (FAO) and International Fund for Agricultural Development (IFAD) and key operational partners such as the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR) and United Nations Resident Coordinators and Humanitarian Coordinators - are key stakeholders for WFP. FAO provides technical expertise and policy guidance to strengthen agri-food systems and is currently reviewing its strategic framework for 2022–2031. IFAD invests in small-scale agriculture and inclusive rural development, with a new strategic framework for 2025-2031 in preparation.³⁷ WFP works closely with UNHCR to meet the needs of refugees, and with UNICEF on nutrition and school-based programmes. At the country level, WFP is an engaged participant in the United Nations country team and the humanitarian country team, including leading and supporting joint programmes and humanitarian response plans.
25. International and local NGOs remain essential implementing partners for WFP, driving field operations and community engagement. In 2022, WFP collaborated with over 1,000 NGOs – 85 percent of them local actors – reinforcing local capacity and sectoral specialisation in food security programmes.³⁸

³⁶ United Nations News. 2025. [Guterres prioritises UN reform to ensure taxpayers' money reaches those in need](#).

³⁷ FAO. 2021. [Strategic Framework 2022-2031](#).

³⁸ "Annual performance report for 2022", annex VIII (WFP/EB.A/2023/4-A/Rev.1).

26. International financial institutions (IFIs) and regional banks are increasingly influential stakeholders for WFP. These institutions have shown a growing interest in food security. In 2022, the World Bank and the G7 Presidency co-launched the Global Alliance for Food Security, which developed the Global Food and Nutrition Security Dashboard.³⁹ That same year, the International Monetary Fund (IMF) introduced the Food Shock Window to support the broader international effort to address the global food crisis.⁴⁰ This increased engagement in global food security opens further opportunities for tripartite partnerships, especially in support of government-led initiatives.
27. Knowledge partners, private sector actors, and service providers are playing a growing role in shaping WFP's operational and strategic directions. Their interest in collaborating with the humanitarian sector is driven by the opportunity to gain valuable data, access new markets, and contribute to high-impact projects that align with their business objectives while also advancing towards social impact goals.

WFP in a changing world

Adjusting to new realities during the 2022–2025 strategic plan

28. As crises have become increasingly protracted and overlapping, blurring the lines between preparedness, response and resilience, WFP has worked on identifying and further integrating transition pathways between addressing humanitarian needs, reducing humanitarian needs and enhancing resilience, and where possible, strengthening or shifting to national systems.
29. Tightening funding has pushed WFP to do better with less. This involved shifting towards reaching fewer people with higher-quality, better tailored assistance; designing and aligning programmes more closely with WFP's capacities and strengths; and incorporating and enabling the roles, capacities, and plans of partner.
30. Strengthening national systems has gained further importance as a means for WFP to enable a sustainable response at scale. The reach of national social protection systems is vast – 4.7 billion people in low- and middle-income countries – and growing,⁴¹ enabling WFP to indirectly improve food security and nutrition for billions of people, through both technical support to governments and delivering on their behalf. At the same time, economic returns can be massive, reaching up to USD 35 per dollar invested in the case of school meals.⁴²
31. Working through national systems has empowered governments to lead, paving the way for a gradual transition and responsible phase-out of WFP's direct implementation where appropriate. WFP aims to handover the programmes to national and local actors and create sustainable solutions. For school meals, the largest global safety net for children, WFP has almost halved direct implementation in middle-income countries since 2013.

³⁹ Global Alliance for Food Security. 2022. [Global Food and Nutrition Security Dashboard website](#).

⁴⁰ IMF. 2023. [Review of Experience with the Food Shock Window under the rapid financing instrument and the rapid credit facility](#).

⁴¹ World Bank. 2025. [State of Social Protection Report 2025: The 2-Billion-Person Challenge](#).

⁴² S. Verguet and others. 2020. [The Broader Economic Value of School Feeding Programs in Low- and Middle-Income Countries: Estimating the Multi-Sectoral Returns to Public Health, Human Capital, Social Protection, and the Local Economy in Frontiers in Public Health](#).

WFP's policy framework

32. Over the last years, WFP has adopted or updated key programmatic and cross-cutting policies that position the organisation to deliver on its strategic plan. WFP's policy framework is relevant, timely and responsive to the evolving cooperation and programmatic landscape.
33. The 2022 country capacity strengthening policy update⁴³ reaffirmed the critical importance of strengthening national systems to address the structural drivers of food insecurity and malnutrition. It emphasizes that governments are primarily responsible for delivering services to populations that ensure they can meet food security and nutrition needs. WFP's interventions prioritize national ownership, flexibility, and responsiveness to local needs, providing targeted technical support that strengthens systems and facilitate the transition of WFP programmes to national and subnational institutions.
34. The country capacity strengthening is complemented by the localization policy adopted in 2025 (*TBC*) that aims to shift the way that WFP's work is designed and delivered to better support locally led efforts that are responsive to the needs and priorities of the affected people. It recognizes that local and national actors are both first responders and last mile actors to deliver assistance in times of emergency, and that minimizing and recovering from the impact of multivariate shocks begins and ends with local capacities. The policy commits WFP to collaborative rather than transactional partnerships with local cooperating partners, leveraging WFP's convening power to elevate local voices.
35. The resilience policy update⁴⁴ of 2024 renews WFP's commitment to strengthening resilience to assist people in better managing crises, ultimately reducing the need for humanitarian assistance in the long-term. Working in partnership, WFP strengthens the capacities of people, institutions and systems to prepare, anticipate, absorb, recover, adapt and transform in the face of shocks and stressors.
36. In 2023, WFP adopted the policy on cash⁴⁵ based on the accrual of evidence on effectiveness and efficiency of cash and market-based assistance as well as WFP's expertise as the largest humanitarian cash provider. Evidence points to unique benefits of cash that can help people break the vicious cycle of poverty and vulnerability and bring multipliers for local economies. The use of cash-based transfers and the particular emphasis on channelling cash through women as the best way to meet family food needs, remains one of the most inclusive, dignified, and cost-efficient modalities in the provision of assistance for both relief and resilience programming. The link to supporting women to establish bank and mobile accounts reinforces the opportunity for longer term impact.

Insights from key reviews and evaluations

37. The mid-term evaluation of the strategic plan 2022–2025 acknowledged important strategic shifts, including clearer articulation of WFP's ambitions in the saving lives and changing lives agendas. However, the broad scope of the plan did not sufficiently help prioritize interventions at the country level. The evaluation also highlighted the need to better define WFP's comparative advantage, beyond its clear emergency response capabilities. Additional findings pointed to a suboptimal division of labour between headquarters and regional offices, dependence on earmarked and short-term funding, transactional approaches to partnerships, and overly complex internal processes.

⁴³ WFP. 2022. [Country capacity strengthening \(CCS\) policy update](#).

⁴⁴ WFP. 2024. [Resilience policy update](#).

⁴⁵ WFP. 2023. [WFP cash policy](#).

38. The Multilateral Organisation Performance Assessment Network (MOPAN) assessment⁴⁶ underscores the need for WFP to clearly define and communicate its dual mandate in the context of reduced resources, including how it plans to integrate the emergency response and resilience building programmes. To continue reaching vulnerable populations, WFP will need to strengthen collaboration with governments and partners to maintain its funding for, and access to, those most in need, particularly in highly polarized conflict situations. It is also important for WFP to address concerns around aid diversion and adherence to humanitarian principles and engage in honest discussions with donors on risk tolerance levels.
39. Internal evaluations⁴⁷ praised WFP's agility and capacity to scale up in crisis situations, an essential strength amid persistent risks, even in stable contexts. However, they stressed the need to increase investment in emergency preparedness and contingency stockpiling as well as enhance planning for transition and handover, with robust frameworks and clear strategies. While targeting was largely evidence-based, evaluations identified opportunities for greater inclusion of vulnerable groups. Capacity strengthening efforts was also seen to require a more systems-oriented and strategic approach.

WFP's position and comparative advantages

WFP's vision and positioning

40. WFP is committed to global efforts to end hunger. WFP reaffirms its support to broader United Nations system efforts to reach the Sustainable Development Goals, helping countries respond to the urgent needs of those furthest behind, and keeping people at the centre.
41. In the current crisis-prone and resource-constrained context, WFP must strive for greater agility. More than ever, WFP will need to anticipate, adapt and respond to changes in the operating environment. This implies that WFP will stand ready to scale up quickly when shocks occur and to reduce its footprint and hand over to governments and partners.
42. In 2026-2029, WFP will double down on what it does best in the fight against global hunger: bringing a laser focus to providing assistance in fragile and emergency settings, at scale, to meet urgent food and nutrition needs. Meeting acute needs will remain the agency's top priority, yet WFP recognizes it cannot provide emergency assistance to the same people year after year. It will therefore foster greater integration between its emergency and resilience programmes to deliver a cohesive programme offering that strengthens self-reliance, reduces near-term humanitarian needs through investments in crisis-prone communities, and builds host government capacities.
43. At the country level, WFP will ensure its country strategic plans are aligned with United Nations sustainable development cooperation frameworks and, where applicable, to humanitarian response plans. WFP remains committed to interagency coordination and will continue to co-lead the global logistics cluster, the global food security cluster and the emergency telecommunications cluster.

⁴⁶ MOPAN. 2024. [MOPAN assessment of WFP](#).

⁴⁷ WFP. [Country strategic plan evaluations](#). WFP. 2024. [Evaluation of WFP's Emergency Preparedness Policy](#). WFP. 2024. [Évaluation de la réponse d'urgence du PAM aux crises prolongées au Sahel et dans d'autres pays d'Afrique de l'Ouest et centrale 2018-2023](#). WFP. 2024. [Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations](#).

Target comparative advantages

44. In fragile contexts, WFP's deep-field presence often supports the entire humanitarian community. WFP will invest to maintain its comparative advantage in supply chain, emergency response and delivery. WFP is a leader in food security analysis, informing operational requirements and sharing analysis with partners. WFP has the unique ability to bridge emergency and systems building, which allows it to introduce elements of safety nets capacities to the fragile contexts it operates in.
45. In transitional settings WFP's comparative advantage lies in implementing programmes that support community resilience. Such programmes build on the infrastructure, partnerships and relationships that WFP builds for emergency responses, and in WFP's ability to transition between humanitarian and resilience programming at scale.
46. In more stable settings, WFP's comparative advantage lies in transferring its expertise to governments and emerging national and partner programmes. School meals programmes are recognized as an area of strength for WFP.
47. WFP will seek to achieve impact and scale. It will pursue complementarities with other actors in areas where the agency does not have a comparative advantage. Accordingly, in this strategic plan, WFP will de-emphasize energy, livestock, food production (seed, tools, fertilizer), digital education, fishery initiatives, engineering projects, and digital support to governments. These de-emphasized activities may still be undertaken when they contribute to reducing humanitarian needs, lowering the cost of WFP programmes, or when they are integrated into national strategies that WFP supports. WFP will also de-emphasize small scale pilot projects, noting that its comparative advantage lies in scale.

Handover strategy

48. WFP's overarching goal is ending hunger. As such, WFP will ensure its programmes avoid creating dependency on aid and focus on delivering programmes that promote self-reliance, or that may be handed over to host governments. WFP will also support government programmes through technical assistance that builds capacities. WFP's localization agenda also provides for the strengthening of capacities of local actors.
49. WFP will carefully consider its country presence to focus on the most acute needs in the most fragile contexts including areas subject to protracted crises, recurring shocks or hosting forcibly displaced populations. Because of reduced funding, the nature of WFP's presence could shift in the medium term, after careful analysis of benchmarks pertaining to in-country food security needs, country response capacities, relevance and impact of WFP operations, and future funding prospects. There could be more cases where WFP representatives cover more than one country, and where more operations become multi-country offices. Ultimately, in consultation with the hosting government, WFP may choose to phase out from a country.

Box: Call to action

Millions of lives hang in the balance as humanitarian assistance, the world's final safety net, frays. WFP solemnly calls on governments, donors, the private sector and global citizens to turn this strategy into action.

The cost of humanitarian inaction is staggering. Evidence shows that food insecurity significantly drives refugee outflows.⁴⁸ Most displaced people first seek safety in neighbouring countries, but lack of support forces many to continue to destinations further afield.⁴⁹ In 2023, traditional donor countries spent USD 32.5 billion to initially support refugees at their borders, around USD 8,000 per person – 74 times more than the USD 107 per person the same donors spent on humanitarian aid around the world.⁵⁰

Food insecurity fuels instability by deepening desperation and social grievances, making communities more vulnerable to unrest and violence. When people cannot meet their basic needs, the opportunity cost of violence drops – and food becomes a powerful recruitment tool for armed groups.⁵¹ Humanitarian inaction not only intensifies these risks but also undermines peacebuilding and recovery efforts, creating fertile ground for future displacement and conflict.⁵²

Strategic outcomes

Strategic outcome 1: Effective emergency preparedness and response

50. WFP will provide rapid, principled and scalable emergency programming to save lives and avert famine. WFP recognises that addressing acute food insecurity and preventing famine requires a combination of technical and programmatic emergency response, high-level advocacy, and humanitarian diplomacy. Humanitarian diplomacy allows WFP to secure safe and sustainable humanitarian access and space, as well as to advocate for sustainable political and security solutions to humanitarian crises. WFP's operational reach, technical expertise and ability to deliver assistance at scale, even in the most difficult contexts, position it as a leader in addressing humanitarian needs, while its deep field presence and contextual knowledge also make WFP a powerful voice for action to end and prevent famine.
51. WFP's emergency preparedness and response efforts prioritize strengthening programme *quality*, to deliver food and nutrition assistance to the right people, at the right time, and in the right way, ensuring efficient and effective use of resources. WFP seeks to target and prioritize the most vulnerable, recognizing that constrained resources and pressures on partners increasingly shape the ability to reach the people most in need. WFP is committed to providing adequate rations, ensuring that both the amount and duration of in-kind and cash transfers do not fall below evidence-based quality standard. WFP seeks to deliver assistance in a protective, context-specific, principled and conflict-sensitive manner that

⁴⁸ WFP. 2017. *At the Root of Exodus: Food security, conflict and international migration*.

⁴⁹ *Ibid.*

⁵⁰ Own calculation based on data from *OECD Data Explorer, OCHA Humanitarian Action and UNHCR Refugee Data Finder* [accessed 14 January 2025].

⁵¹ WFP USA. 2023. *Dangerously Hungry*.

⁵² Salehyan. 2018. The Strategic Case for Refugee Resettlement; Loescher and Milner. 2005. Protracted Refugee Situations: Domestic and International Security Implications; Lischer. 2017. The global refugee crisis: Regional destabilization & humanitarian protection; Purkey. 2019. Transformative Justice and Legal Conscientization: Refugee Participation and Peace Processes, Repatriation, and Reconciliation. In *Refugees' Roles in Resolving Displacement and Building Peace: Beyond Beneficiaries*, Bradley, Milner and Peruniak, eds.; Hammar. 2014. Displacement economies in Africa: Paradoxes of crisis and creativity; Milner. 2019. Refugees, Peacebuilding, and Paternalism: Lessons from Mozambique. In *Refugees' Roles in Resolving Displacement and Building Peace: Beyond Beneficiaries*.

addresses the differing needs, priorities and experiences of the women, men, girls and boys with whom it works.

52. WFP is increasingly leveraging technology and implementing more agile and innovative methods, such as self-registration to reach beneficiaries, including in the absence of a cooperating partner or financial service providers. WFP is also using digital solutions to take supply chain decisions to optimize operations design and increase efficiency. Data and analysis are critical to WFP's ability to understand the needs, vulnerabilities, markets, and context and help to inform who and how to target and prioritize, what assistance to deliver in the most appropriate way.
53. In emergencies, WFP seeks to enhance its programme quality by providing an integrated programmatic response to meet immediate food and nutrition needs, reduce risks, build national capacities, and lay the groundwork for early recovery and transition. By applying a food system lens, WFP aims to promote local foods whenever possible and avoid any possible negative impact on prices and local stakeholders. General food assistance, which is designed to save lives by meeting basic food and nutrition needs, is complemented by targeted nutrition support, school meals, and livelihood protection to increase household food and nutrition security and ensure education continuity, laying the foundation for early-recovery and strengthening resilience over time.
54. Emergency preparedness encompasses early warning and anticipatory action. It enables WFP and others to respond faster, more effectively, and more cost-efficiently. Each dollar spent on preparedness leads to an average USD 1.5 in savings in subsequent emergency response and a mean gain in response time of 14 days.⁵³ WFP's preparedness work includes risk-informed contingency planning, pre-positioning of food and essential items, readiness agreements with cooperating partners and service providers, and technical assistance to strengthen national systems. These efforts help ensure assistance reaches affected populations where and when it is most needed.
55. With an increasing number of food insecure populations exposed to recurrent and predictable extreme weather events, early warning, anticipatory action and early action immediately after shocks, will help save lives, time and money. WFP will continue to leverage early-warning data and analysis to time the delivery of assistance and information to vulnerable communities *before* an extreme weather event occurs – and support governments to do the same, putting higher emphasis on effective anticipatory actions. WFP's Immediate Response Account, as part of the wider realm of prearranged financing including risk insurance, will continue to play an essential role in these efforts. The organization will continue to leverage data analytics, forecasting tools, and emerging technologies, including AI, to enhance scenario planning and readiness.
56. WFP's emergency nutrition response prioritizes addressing wasting and micronutrient deficiencies in young children, pregnant and breastfeeding women and girls, and people living with HIV to support the overall goal of reducing mortality. WFP places prevention at the centre of its approach through a combination of nutritionally adequate household food assistance and targeted nutrition support for young children and pregnant and breastfeeding women and girls. For those already moderately wasted, WFP delivers management of wasting treatment interventions in close coordination with UNICEF to maximize coverage, efficiency, and impact. The choice of modality will be based on analysis of nutrition gaps, local preference, and food environment and includes the provision of

⁵³ OCHA, UNHCR, UNICEF and WFP. 2017. *Return on Investment in Emergency Preparedness - Phase 2 of a United Nations inter-agency project to develop a toolkit for the humanitarian community*.

specialized nutritious foods, cash-based transfers and locally produced foods, complemented by social and behaviour change interventions.

57. Refugees, internally displaced persons, and other displaced populations are critical groups assisted by WFP that face different and compounding vulnerabilities increasing their food and nutrition insecurity and limited access to national services, land and/or employment. WFP's operations in displacement contexts aim to not only meet immediate needs but supporting efforts to advance self-reliance and sustainable solutions in collaboration with UNHCR, the International Organization for Migration and other partners.
58. To alleviate demands on the humanitarian system, WFP will increase its efforts to ensure that assistance delivered under its own programmes is made with a clear intent to contribute to improved national systems where possible, in accordance with humanitarian principles. This includes aligning with national programmes, modelling innovative approaches for programme design and delivery, and planning for a transition to national programmes. WFP will apply its expertise so that government-led programmes can better withstand large-scale shocks and adapt to meet new needs.

Strategic outcome 2: Reduced needs and enhanced resilience to withstand shocks

59. While it focuses on emergency response, WFP will seize every opportunity to reduce humanitarian needs, even in the midst of crises. WFP will design resilience-strengthening programmes that, while sustaining their food security and nutrition, enable people to better withstand shocks – critical in a context of intensifying shocks and stressors and increasingly intersecting crises.
60. WFP's approach will be to ensure that those previously reliant on humanitarian assistance no longer need assistance thanks to WFP programmes. WFP's resilience work will focus on geographies and communities that experienced acute food insecurity, prioritizing people whose food security and nutrition are most impacted by shocks, including women, girls, children and other marginalized people. WFP will no longer implement resilience programmes in other areas.
61. WFP will concentrate on resilience work that delivers impact at scale. The potential is substantial: Evidence from the Government of Niger shows that, thanks to participation in WFP and partner integrated resilience programmes, 80 percent of communities previously reliant on humanitarian support did not require food assistance in 2022 or 2023, despite the country's most severe drought in a decade.⁵⁴
62. WFP will prioritize activities based on their demonstrated ability to achieve results. To support this, WFP will invest in evidence on its contributions to reducing humanitarian food assistance needs. This will include working with research partners to develop metrics but also leveraging WFP's routine monitoring and qualitative approaches, specialized studies, reviews and evaluations.
63. WFP will address challenges at scale through integrated, context-specific and multi-sectorial resilience programmes, applying systems-thinking to see complex issues as part of a larger, interconnected system rather than isolated problems. Improved resilience requires actions at individual, community and systems level. Activities to enhance resilience capacities through improved livelihoods at community and individual level (strategic outcome 2) will be complemented with activities to better anticipate shocks and reduce their impact on people (strategic outcome 1) and work with governments to establish or strengthen national

⁵⁴ WFP. 2024. *Estimating Averted Humanitarian Assistance Needs through WFP's Integrated Resilience Programme (IRP) in the Sahel*.

safety nets to shield people when shocks hit (strategic outcome 3). WFP will coordinate and phase its interventions to link crisis response, resilience-building efforts and the transition and handover to development actors.

64. Recognizing that building resilience to diverse shocks and stressors requires cross-sectoral collaboration, WFP will engage partners with complementary expertise to achieve joint resilience outcomes. WFP will continue linking its resilience efforts to broader coalitions and use its convening power within the humanitarian space to mobilize investments. In line with its 2025 localization policy, it will prioritize local partners, who have the expertise, knowledge, and solutions to address food insecurity and malnutrition.
65. WFP will work with communities to build or rehabilitate productive assets, for instance by leveraging food assistance to engage communities in repairing irrigation systems, water ponds and other productive assets. In partnership with others, WFP will promote community-led land and ecosystem restoration, regenerative practices, and agroecology to sustain the physical and natural capital that underpins livelihoods. Community-based approaches nurture trust and social cohesion and can reduce tensions, foster more equitable use of natural resources and enhanced collaboration and reduce hardship, in particular for women and girls. When scaled, these activities have proven to increase resilience and reduce humanitarian needs in the long term.⁵⁵
66. Dependency on informal work, low wages and unstable income limits the ability of urban dwellers to meet food needs and withstand shocks. In urban or displacement contexts, where access to natural resources is limited, WFP will promote skills for livelihood opportunities to improve access to labour market-driven livelihood opportunities. Particular attention will be given to women, youth and people living with disabilities.
67. As part of integrated resilience packages or in support of home-grown school feeding, WFP will equip smallholder farmers and local value chain actors with the knowledge and tools to better withstand seasonal stressors and shocks, including price volatility. WFP will support financial solutions such as savings, loans and inclusive insurance, providing a safety net that helps to manage shocks and risks when they occur. To reduce the impact of extreme weather events, WFP will collaborate with governments, partners and communities to co-produce and disseminate weather and climate advisories, providing farmers with the information needed to guide actions ahead of, during and after the growing season.
68. WFP will leverage its food procurement, worth over USD 2.5 billion in 2024, to strengthen resilience. WFP will maintain its strong commitment to localization and market integration, demonstrated by the fact that 72 percent of WFP food is already procured in countries where the organization operates. Local procurement will connect smallholders to rural and urban markets and to supply government or WFP programmes. Through targeted growth in smallholder engagement, home-grown school feeding, and locally produced specialized nutritious foods, WFP will catalyse food systems transformation while delivering life-saving assistance.
69. WFP will enhance resilience through nutrition programmes that build human capital before, and prevent nutrition from deteriorating during, shocks and seasonal stresses. WFP will leverage programming in assets and skills to contribute to diet and nutrition outcomes and more routinely integrate nutrition considerations in work with markets. As part of its engagement with smallholder farmers, WFP will promote food fortification and the local processing distribution, and consumption of diverse, safe, and nutrient-dense foods.

⁵⁵ *Ibid.*

70. WFP will also directly invest in community health and nutrition platforms to deliver programmes to prevent and manage moderate acute malnutrition. Community nutrition is strengthened by social and behaviour change strategies to promote caring practices and the consumption of healthy, nutritious food. By engaging local actors, WFP supports vulnerable households adopt practices that build resilience and improve long-term nutrition outcomes.
71. To facilitate a smooth transition and handover when WFP exits and support sustainability, WFP will engage with local actors from the onset. WFP will, early on, embed a clear strategy for the transition and handover of resilience programmes to local and national management. WFP will strengthen capacity of local partners and phase out its own participation as soon as the situation and their capacities allow.

Strategic outcome 3: Enabled government and partner programmes

72. The world needs WFP more than ever to use its delivery expertise in the service of governments and partners. Under this strategic plan, WFP will more systematically and deliberately link its work to strengthen national programmes and systems to humanitarian efforts. WFP will also strengthen its partners worldwide through the provision of common services and bespoke, on-demand support to governments and humanitarian actors. By enhancing its system-wide supply chain role, WFP aims to overcome persistent fragmentation, deliver efficiency and drive greater localization.
73. WFP will focus its support on three key areas where it has a comparative advantage helping government programmes and systems to better: 1) reach the most vulnerable people; 2) assist people to manage the risks they face from extreme weather events and other shocks; and 3) address food insecurity and malnutrition.
74. WFP will support ministries and implementing agencies to design and implement their own cash and in-kind transfer programmes, that help people to better afford a healthy diet and positively contribute to local food systems. It will assist them to take advantage of digital technologies to improve efficiency, and to sustain and adapt their programmes in the event of disasters and disruption. It will work with other humanitarian and development partners to lay the ground for future national systems in contexts where they are severely disrupted or absent, or where working with government is not feasible.
75. WFP is the point of reference for school meals globally, regionally, nationally and sub-nationally, where it is the trusted source of information and expertise for governments and partners. In stable low- and lower-middle-income countries, WFP retains an enabling role, offering technical and policy assistance to assist governments to establish and sustain nationally owned programmes. In middle-income countries, WFP primarily works through technical assistance to the government. In fragile or crisis-affected settings, WFP will continue to provide direct operational support, ensuring access to quality school meals while building the foundations for future national ownership.
76. As the host of the School Meals Coalition Secretariat, WFP will continue to nurture a global movement by coordinating efforts across countries and sectors, fostering political commitment, and supporting inclusive, multisectoral collaboration. Governments and communities require partners that can provide multisectoral and integrated support in various technical areas. For WFP, this means continuing to expand collaboration and strategic partnerships with relevant actors within the ecosystem. These include partnerships with agencies such as UNICEF, UNHCR, FAO and the International Labour Organization, international financial institutions and development partners; and a vast range of national and local organisations, including from civil society, the private sector and academic institutions.

77. Through mandated services such as the United Nations Humanitarian Air Service, the United Nations Humanitarian Response Depot Network, and its leadership of the logistics cluster, WFP provides trusted, reliable infrastructure where commercial or bilateral alternatives are not viable. In parallel, WFP's on-demand service provision is rapidly evolving to meet the needs of national governments, development actors, and international financial institutions seeking integrated, cost-effective delivery solutions.
78. WFP's Aviation Service, anchored by the United Nations Humanitarian Air Service, enables access for humanitarian responders. In addition to passenger services, WFP provides cargo airlifts, airdrops, and emergency evacuations on a cost-recovery basis. Looking ahead, WFP will expand its aviation portfolio to include greater support to national and regional aviation systems – enhancing infrastructure, safety oversight, and service delivery in close collaboration with host governments and civil aviation authorities.
79. With over USD 2.5 billion in procurement volume across 153 countries in 2024, WFP's procurement is a cornerstone of operational delivery and economic impact. WFP will build on this foundation to expand its support to governments and multilateral institutions. The Humanitarian and Public Procurement Partnerships initiative will enable direct service provision, capacity-building, and advisory support to public procurement frameworks. Targeted growth in smallholder engagement, home-grown school feeding, and locally produced specialized nutritious foods exemplifies our dual impact: delivering assistance while catalysing food systems transformation.
80. As crises grow in type, scale and complexity, the logistics cluster is an essential component of the humanitarian architecture which leverages and affirms WFP's logistical comparative expertise and leadership across the whole humanitarian response. WFP convenes over 1,150 partners across 46 countries – including national NGOs and government entities – to enhance collective logistics capacity.
81. As of January 2025, WFP is delivering on-demand supply chain services in 44 countries, supporting governments and humanitarian actors in settings ranging from protracted crises to fragile transitions. The ambition is to enable sovereign response capabilities, reduce import dependency, and enhance long-term food security outcomes – making WFP a strategic partner in building resilient national systems, including strategic grain reserves and public distribution systems.
82. Being the world's largest provider of humanitarian cash assistance, underpinned by a robust delivery assurance framework, WFP also provides cash infrastructure and technical services to partners and governments. Leveraging its data and analytical capacity, from field assessments to near real-time monitoring to machine-learning-based predictive analytics and access to satellite imagery, WFP helps bridge critical data gap. In addition, WFP provides administrative and infrastructure services to strengthen governments and partners.

Cross-cutting priorities

Enabling nutrition and healthy diets

83. Addressing nutrition is fundamental for averting lifelong damage to health, learning and economic productivity in humanitarian crises. Alongside nutrition specific interventions detailed under the strategic outcomes, nutrition is systematically integrated into WFP's programmes. WFP places prevention at the centre of its approach through a combination of nutritionally adequate household food assistance and targeted nutrition support to prevent all forms of malnutrition.

84. WFP's primary focus is to reach people who are at greatest risk of malnutrition or inadequate diets. Within these at-risk populations, WFP will give particular attention to the nutritional needs of young children and pregnant and breastfeeding women and girls as these are more vulnerable to malnutrition.
85. WFP will develop partnerships with research institutions, including those in the global South, to support the generation of robust evidence and scalable delivery models to inform policy and programme design. WFP will make strategic use of analytical tools to identify ways to address the nutritional gaps of affected populations as cost-effectively as possible. This includes use of data-driven approaches like diet optimization and intervention modelling to address inequalities in diet access. WFP will also enhance its market functionality assessments, and re-orientate its value chain assessments, to integrate nutrition.
86. To help enhance collective understanding of nutrition vulnerabilities, WFP will work with UNICEF, FAO, WHO, governments and others.

Empowering women and girls and advancing equality

87. WFP maintains and accelerates its commitment to empowering women and broadening its efforts to dismantle barriers to equality for everybody, regardless of geographic location, mobility restrictions, socioeconomic status, sex, age, disability, race, ethnicity, or indigeneity. Marginalized people are disproportionately affected by conflict, environmental instability and food insecurity.
88. WFP will design people-centred programmes that deliberately and consistently support women's empowerment while ensuring no one is left behind. This includes ensuring that data collection, analysis, and programming are context-specific and sensitive to social dynamics, prioritizing providing assistance to women and adapting programmes around their needs. Supporting women's empowerment reduces their own and their family's vulnerability to poverty, violence, hunger and malnutrition.⁵⁶
89. Systematic engagement of men and boys alongside women and girls will foster approaches to advance equality, ensuring a better understanding of the benefits derived from women's empowerment to meet household food needs, uplift communities and promote societal growth and prosperity.
90. WFP will advance equal access for all to services and support. This includes enhancing access to information and financial services and requires dismantling physical and structural barriers inhibiting equality. Adjustment to the complex interrelations between affected people based on social norms, cultural traditions or discriminatory practices is a key feature of effective programming.
91. Advancing equality is a shared responsibility. WFP will continue to strengthen partnerships with other United Nations agencies, governments, local and national civil society, including organizations led by women, persons with disabilities, young people, Indigenous Peoples, refugees and internally displaced persons.

Ensuring protection and accountability to affected people

92. WFP commits to the delivery of assistance that is safe, dignified and does no harm while leaving no one behind and ensuring accountability and inclusive participation.

⁵⁶ Hendricks. 2019. *The role of financial inclusion in driving women's economic empowerment*. Development in Practice; CGAP. 2022. *How Can We Build on COVID-19 Progress in Women's Financial Inclusion*; United Nations Population Fund. 2020. *Linking women's economic empowerment, eliminating gender-based violence and enabling sexual and reproductive health and rights*. Working paper.

93. WFP's approach will be based on evidence, with food security analysis and assessments the backbone of targeting and prioritizing the diverse needs and priorities of affected people, people-centred, conflict-sensitive and informed by the context.
94. Accountability to affected people will guide WFP's field-level interactions. Individuals and communities that are, or could be, directly or indirectly affected by WFP's programmes and operations will contribute to decision-making on programme design and delivery, ensuring a needs-based response that reflects expressed views, preferences and priorities of affected people in all their diversity.
95. Two-way communication channels and community feedback mechanisms will offer safe opportunities for affected people to express programme-related concerns. These can include, but are not limited to, incidences of domestic violence, sexual exploitation and abuse.

Integrating environmental sustainability

96. WFP is embedding environmentally sustainable practices into the heart of its work⁵⁷. The organization is firmly committed to reducing its environmental footprint and ensuring that its operations safeguard – not harm – the environment, people, and communities it serves. By leading through example, WFP demonstrates that responsible, transparent environmental stewardship is not only achievable but essential in humanitarian action.
97. WFP's efforts span across its programmes, supply chains, and management services, involving partners, suppliers, and communities. Key focus areas include reducing greenhouse gas emissions, improving waste management, minimizing water consumption, mitigating air pollution, and protecting biodiversity. Current initiatives include procuring food commodities grown using low-impact techniques or derived from drought tolerant crops, partnering with suppliers to improve their environmental footprint, solarizing facilities to cut greenhouse gas emissions and improve resilience, optimizing transportation routes, and recycling waste from food packaging, warehouses, and offices.
98. WFP's procurement transformation⁵⁸, anchored in market segmentation and category management for food, goods, and services, has positioned the organization to further enhance its sourcing strategies with a sharper focus on environmental sustainability. WFP's sustainable procurement efforts prioritize the sourcing of local and indigenous food commodities. This approach strengthens local food systems and reduces the environmental footprint of supply chains.

Embedding humanitarian principles and conflict sensitivity

99. Violence is not only driving global hunger but is also complicating WFP's ability to deliver in a safe, sustainable and principled way. The humanitarian principles of humanity, neutrality, impartiality and operational independence are WFP's North Star – providing the ethical framework for programming and operations. They are also a critical operational posture for the organization: visible and consistent adherence to the humanitarian principles enables WFP to build trust, manage risks and ultimately, gain sustainable access to people in need. While adhering to the humanitarian principles may require trade-offs and flexible approaches based on different operating contexts, they are essential to support WFP's work. The humanitarian principles will continue to guide WFP in all programmes and operations, particularly in emergencies.

⁵⁷ "[Environmental policy](#)" (WFP/EB.1/2017/4-B/Rev.1).

⁵⁸ "[Local and regional food procurement policy](#)" (WFP/EB.2/2019/4-C).

100. Every context in which WFP operates has unique social, political, ethnic, cultural and historical dynamics that not only impact WFP operations – but are also impacted *by* WFP operations. WFP is committed to a context-specific and conflict-sensitive approach. This entails understanding the contexts in which WFP operates; understanding the interactions between interventions and the context; and using this knowledge to minimise the risk of creating or exacerbating conflict, being caught up in conflict or political dynamics or having any unintended negative impacts on people or the context. It also aims to maximise positive impacts on conflict.
101. A conflict sensitive approach enables WFP to better anticipate, prepare for and respond to growing conflict-induced food insecurity. It also supports rapid course-correction when needed to minimise any unintended harm caused by our programmes or operations while also enabling the identification of targeted, hunger-focused interventions to advance peace and social cohesion, particularly at the local level. As outlined in its 2023 conflict-sensitivity mainstreaming strategy, WFP will continue integrating context analysis and conflict sensitivity throughout its programmes and operations, at all levels, and in all contexts.

Promoting localization and assurance

102. WFP will leverage its programmes, activities and approaches to place local and national actors at the centre, supporting locally led efforts that are responsive to unique needs and priorities of affected people. It will promote localization grounded in the humanitarian principles, aligned with international commitments and national priorities and reflected in WFP's Global Assurance Framework.⁵⁹ WFP envisions more inclusive, cost-effective, and efficient collaboration with new and existing partners. Decisions and solutions must be made closer to, and in collaboration with the communities served.⁶⁰
103. To empower local and national actors, WFP aims to shift from transactional to collaborative partnerships with cooperating partners; engage community-based organizations as technical partners; promote the roles of local entrepreneurs and micro and small agrifood enterprises in shaping food systems; and enhance local influence in food security and nutrition policy and programming. WFP's approach to advancing localization will vary across operational contexts.
104. For WFP, greater localization and increased assurance go hand in hand. WFP believes its investments in local organizations, capacities and systems will help ensure that assistance reaches targeted individuals and communities. To balance risks of expanding local partnerships against those of delaying or avoiding engagement, WFP commits to generating evidence of the efficiency gains and improved programme quality driven by localization.
105. WFP is unwavering in its commitment to uphold the highest standards of visibility, accountability and integrity in managing its resources. Assurance provides the foundation for effective, principled, and transparent operations and drives impact. It ensures that resources are used responsibly, that assistance reaches those who need it most, and that every action aligns with WFP's values of accountability, neutrality, and integrity.

⁵⁹ WFP. 2024. [WFP Global assurance framework](#).

⁶⁰ International Council for Voluntary Agencies. 2018. [Localization examined: An ICVA Briefing Paper](#).

106. WFP's assurance efforts reinforce four key standards across all operations. First, WFP consults with the people it assists, respecting their privacy and ensuring their voices help shape the support they receive. Second, WFP knows who is being assisted and confirms who did and did not receive aid, using secure digital registration and post-distribution reconciliation. Third, WFP guarantees the safety and traceability of its in-kind assistance. Fourth, WFP preserves its operational independence, ensuring that decisions are guided by humanitarian principles rather than political or economic interests.

Enablers

People

107. WFP's people are at the heart of everything the organization does. Strengthening WFP's workforce is fundamental to delivering on its mission and navigating an increasingly complex and challenging global landscape. At the core of this is the commitment to duty of care – a shared, organisation-wide responsibility to create, maintain, and uphold a safe, supportive, and inclusive environment for all employees.
108. To better align with the needs of the people in need, WFP has undergone a major transformation towards a leaner, more agile, and country-focused organization. Structures have been streamlined, accountabilities clarified, and support functions consolidated. Recognizing the risk of misalignment between workforce skills and evolving organizational needs, WFP will proactively apply strategic workforce planning at global, functional, and country levels to ensure that staffing decisions are guided by current and future operational needs.
109. Building on this foundation, WFP will continue investing in a future-ready workforce that is agile, high-performing, diverse, resilient, and grounded in its core values. Priorities include talent acquisition, leadership and learning development, performance management, digital capabilities, emergency readiness, security risk management, and well-being support. As the nature of the operating environments becomes more volatile, the ability to rapidly mobilise skilled and mission-ready teams is essential.

Partnerships

110. Partnerships are core enablers of WFP's ability to deliver at scale, innovate, and support hunger solutions. WFP prioritizes transformative and impactful collaborations that act as strategic levers to end hunger. Connecting WFP's local convening power to global opportunities will help maintain attention to hunger solutions.
111. WFP will continue to be guided by national governments, accelerating progress towards their objectives. WFP will support them in emergency response, investments in resilience and social protection, leveraging their own funds. WFP's edge in fragile and conflict-affected settings, combined with IFIs' policy and financing power, offers a compelling model. WFP will continue to leverage South-South and triangular cooperation and centres of excellence to support hunger solutions.
112. WFP works with partners to map and identify the appropriate response mechanisms, using data and results-based management to inform programme design and enhance accountability. With its sister United Nations agencies, including the Rome-based agencies, and with more than 1,000 NGOs and civil society organization, WFP works to contribute to coherent and sustainable responses, in line with its comparative advantages. In other areas, WFP's will, rather than filling the gap, use its recognised convening power to enable other actors' programmes where there is a need, and where they can bring value.

113. WFP will work with all member state partners to identify, innovate and scale hunger solutions. Through resource, knowledge and capacity exchanges, WFP will continue to serve as a partner and broker for tailored solutions, leveraging its broad footprint. Working in partnership with the private sector, WFP will continue building shared value partnerships that provide technical assistance and knowledge transfer as well as financial contributions for solving global problems.

Funding

114. As a voluntarily funded organization, WFP relies entirely on contributions from public, private, and individual partners to carry out its work. WFP actively engages with resource partners to secure both direct funding for its operations and indirect support for broader hunger outcomes. WFP prioritizes flexible and predictable funding to enable rapid response, effective planning, and long-term resilience.
115. WFP seeks to protect and deepen its partnerships with traditional donor countries. This core support is providing the foundation that effectively enables WFP's operations and positions it to assume a leadership role in ending hunger. WFP continuously strives to grow and diversify its funding base. Programme countries are increasingly investing in WFP's programmes and relying on its support to advance national development through food systems strengthening and social protection programmes. WFP is also exploring innovative financing solutions – such as debt swaps, blended finance, and public-private partnerships – to help countries unlock fiscal space to focus on ending hunger.
116. Private sector partnerships are a key pillar of WFP's resource mobilization strategy, engaging with corporations, foundations, philanthropists, and individuals around the world to support WFP's mandate through funding, expertise, innovation, and increased visibility. Collaboration with the private sector from country offices, regional offices and global offices is also key in identifying field-level opportunities and developing tailored partnerships that deliver meaningful impact.

Evidence

117. WFP remains committed to using robust, timely evidence to guide decisions, mobilize resources, and ensure accountability. Food security and nutrition analysis will inform programme design, grounded in impartial needs assessments. WFP will strengthen field monitoring systems to better enable agile programmatic adjustments aligned with situational shifts.
118. WFP will prioritize sustainable, responsible data management to support systematic use of advanced analytics and data provision as a global public good. Building on extensive experience in real-time mobile data collection, WFP will explore emerging technologies to ensure timely, granular information and innovate for cost-efficient data collection.
119. WFP's evaluation function is firmly committed to generating timely and accessible evaluation evidence to support organizational learning and to position itself as a learning partner across WFP. Rigorous impact evaluations will increasingly inform policy and programme decisions, optimizing interventions and providing thought leadership in global efforts to end hunger.
120. WFP will conduct thematic research to advance the understanding of programme costs, benefits, and long-term impact, including the cost of inaction. This will support optimizing return on investment and identifying ways to reduce humanitarian food assistance. WFP will leverage collaboration with research partners and ensure alignment with broader initiatives.

Innovation

121. WFP has a long-standing commitment to leveraging technology and innovative solutions to enhance operational efficiency and effectiveness. WFP aims to harness innovation across all levels of the organization, with a focus on empowering in-country employees, scaling impactful solutions, and fostering strong partnerships. WFP drives innovation in products, processes, technology, business models, financing mechanisms, and partnerships to develop the most effective solutions for addressing hunger and food insecurity. As a trusted system-wide partner, WFP provides a platform of innovation services aimed at enhancing the impact and effectiveness of humanitarian and development efforts.
122. Over the next five years, WFP will invest in enterprise architecture, data governance, and system integration. This will allow seamless data flow and analysis, enabling internal efficiencies and supporting data-driven decision-making. WFP will scale up proven digital solutions in areas like school meals, social protection, and resilience, while enhancing beneficiary data platforms to ensure transparency, fairness, and two-way communication with communities. To sustain this digital transformation, WFP will invest in cybersecurity, reliable connectivity, and digital literacy – essential for safeguarding systems, ensuring continuity, and building a more agile organization.

Advocacy

123. WFP will strengthen its capacities on advocacy as a strategic enabler to combat hunger and malnutrition. Leveraging its global presence and expertise, WFP can influence decision making and policy setting at global, regional and local levels that prioritize the needs of the most vulnerable people.
124. The most compelling example of the power of WFP's advocacy is the School Meals Coalition, which has been instrumental in driving the school meals agenda forward in countries and positioning the topic in the development agenda globally. WFP's advocacy has effectively helped to create a new global policy priority, which has already resulted in an additional 80 million children receiving school meals in the last four years, mainly in low-income countries.
125. WFP will focus on continuous coalition building to enhance its ability to coordinate global efforts and influence policy to improve food security worldwide. A large focus of WFP's advocacy efforts will be on host governments, working with national and local actors to influence priority-setting and resource allocation for hunger reduction efforts.
126. WFP will prioritize evidence-based advocacy, strengthening its investments in research and analytics to enhance its credibility to influence policy, ensuring that interventions are grounded in robust data and best practices. Capacity building within WFP and among governments and partners will ensure that advocacy efforts are well-coordinated, innovative, and responsive to emerging challenges.

Acronyms

AI	artificial intelligence
FAO	Food and Agriculture Organization of the United Nations
FSIN	Food Security Information Network
IDMC	Internal Displacement Monitoring Centre
IFAD	International Fund for Agricultural Development
IFI	international financial institution
IMF	International Monetary Fund
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization