



STRATEGIC PLAN: DRAFT 2

Informal consultation

The global context

At a time of crisis, WFP's commitment to ending hunger abides

1. WFP aims for a world free of hunger, where all people have access to the nutritious food they need to live healthy and productive lives. The organization's driving mission has been to support people caught up in crises and conflict, and most importantly averting famine and unnecessary suffering.
2. For more than 60 years, WFP has worked towards this by providing food and nutrition assistance to those most vulnerable, while supporting people's capacities to feed themselves and their families. Together with hundreds of governments and organizational partners, WFP also aims to ensure that all children benefit from nutritious meals in schools.
3. Today, WFP remains as committed as ever to saving lives and ending hunger worldwide. Nonetheless, as this strategic plan is being written, the food security and humanitarian community is dealing with an unprecedented funding crisis, just as global needs remain high. 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.
4. In 2025, WFP's funding is approximately 40 percent less than the USD 9.8 billion raised in 2024, and well below the USD 14.2 billion raised in 2022. WFP expects lower funding levels to continue in forthcoming years. WFP has addressed the funding cuts by putting in place strict cost efficiency measures, reviewing its global footprint and reducing its workforce. In addition, country offices have made steep cuts to the number of people assisted and to rations provided.
5. This strategic plan outlines WFP's response to the radical challenges facing the organization and the humanitarian community, setting out how it will increase its flexibility, focus and integration in this new global landscape.

Box 1: A focused, prioritized and integrated plan

To meet the challenges of the moment and be fit for the future, WFP must evolve by delivering quality over quantity, reducing the dependency of people and countries on recurring support and leveraging partnerships to increase efficiency and impact. In other words, *doing better with less*.

Accordingly:

- ✓ WFP's strategic plan for 2026–2029 has three integrated strategic outcomes, compared with five under the previous plan.
- ✓ The strategic plan prioritizes meeting urgent needs, leveraging WFP's comparative advantage in supply chain and in emergencies (strategic outcome 1).
- ✓ WFP will work to reduce humanitarian needs, consolidating its resilience programming in locations exposed to protracted food insecurity (strategic outcome 2).
- ✓ WFP's work in support of partners and governments (strategic outcome 3) will build systems that reach the most vulnerable and will generate system-wide savings and efficiencies.
- ✓ This strategic plan emphasizes WFP's localization and assurance efforts, in line with the global assurance project.

Food insecurity and malnutrition in numbers

6. An estimated 319 million people around the world are acutely food insecure, more than twice the number before the coronavirus disease 2019 pandemic. The lives and livelihoods of 44.4 million people are at immediate risk across 47 countries.¹ A record 1.9 million people are facing catastrophic hunger, more than twice as many as in 2023.²
7. One in 11 people around the world – up to 757 million people – regularly consume insufficient calories to maintain an active 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 people. Women and persons with disabilities are disproportionately affected, with overlapping social disadvantages amplifying vulnerability. Projections indicate that 582 million people will be chronically hungry by the end of this decade.³
8. Despite some progress towards ending all forms of malnutrition, 45 million children under the age of 5 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.⁴ 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 socioeconomic impacts.⁵

¹ WFP. 2025. [WFP 2025 Global Outlook Mid-Year Update - June 2025](#).

² Food Security Information Network (FSIN) and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

³ 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. 2024. [The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms](#).

⁴ *Ibid.*

⁵ 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](#).

Key drivers of food insecurity and malnutrition

9. 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.⁶ Conflict and insecurity are the primary drivers of hunger for almost half of the world's acutely food-insecure people.⁷ Conflict can be destructive to all aspects of food systems; it also hampers efforts to alleviate hardship and drives displacement.
10. The number of refugees, internally displaced persons and others forced to flee because of conflict and violence has increased every year for more than a decade, reaching 123.2 million people at the end of 2024.⁸ At 45.8 million movements, disaster-induced displacement was exceptionally high in 2024, nearly double the annual average of the past decade. Storms and floods triggered 97 percent of it. At the end of 2024, 9.8 million people were living in a situation of internal displacement owing to disasters, 29 percent more than a year earlier.⁹ Forcibly displaced people – who often have limited rights and access to jobs, land and basic services – are among the most vulnerable to acute food insecurity and malnutrition.
11. Globally, temperatures have increased by 1.4°C from pre-industrial levels, driving up the frequency and intensity of weather extremes and intensifying rainfall variability.¹⁰ Climate change directly impacts crops, livestock and infrastructure for processing and distributing food. Weather extremes are the principal driver of hunger for one in three acutely food-insecure people.¹¹
12. Less predictable rainfall, rising sea levels and unprecedented climate variations coupled with environmental degradation increase the vulnerability of people whose food and livelihoods depend on affected ecosystems. Droughts, floods and other disasters can aggravate conflicts and uproot people. Ten percent of global migration is connected to water deficits.¹²
13. Economic shocks also drive acute food insecurity for one in five people affected – and economies remain under significant strain.¹³ In many places, slow economic growth, sustained food price rises and a high public debt burden, exacerbated by a decline in international development assistance, risk pushing food-insecure people into crisis.

⁶ Institute for Economics & Peace. 2024. [Highest number of countries engaged in conflict since World War II](#).

⁷ FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

⁸ Office of the United Nations High Commissioner for Refugees (UNHCR). 2025. [Global Trends: Forced displacement in 2024](#).

⁹ Internal Displacement Monitoring Centre (IDMC). 2025. [Global Report on Internal Displacement 2025](#).

¹⁰ European Centre for Medium-Range Weather Forecasts [Copernicus Climate Change Service \(C3S\) global temperature trend monitor](#) (website, accessed 10 July 2025); 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.

¹¹ FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

¹² [IDMC Data Portal](#) (website, accessed 29 April 2025); World Bank. 2021. [Going With The Flow: Water's Role in Global Migration](#). Feature Story.

¹³ FSIN and Global Network Against Food Crises. 2025. [Global Report on Food Crises 2025](#).

14. Socioeconomic disparities are widening. Poverty rates remain above pre-pandemic levels in many of the poorest countries – a trend that runs counter to the global recovery. Extreme poverty is increasingly concentrated in sub-Saharan Africa and in fragile and conflict-affected countries.¹⁴ Differences in human development between countries are widening.¹⁵ Up to 3.3 billion people live in countries where government spending on interest payments exceeds spending on education or health.¹⁶

The enabling environment

15. The global order is in a state of flux, characterized by rising competition, instability and fragmentation.¹⁷ As multilateral tools and institutions are increasingly seen as unable to resolve today's crises,¹⁸ the system is experiencing a crisis of confidence, trust and legitimacy.¹⁹
16. Amid faltering cooperation, humanitarian operations face an increasingly complex operating environment, with sustained impediments to humanitarian access and growing protection risks.²⁰ International humanitarian law is repeatedly undermined, and starvation has been used as a weapon of war.²¹ A total of 384 aid workers were killed in 2024, more than double the average of the previous three years.²²
17. As governments focused on domestic and geostrategic priorities, international aid fell by 9 percent in 2024, after five consecutive years of growth.²³ Projections point to an additional decrease of 9 to 17 percent in 2025 and further potential reductions in the coming years.²⁴ Humanitarian funding already started to contract in 2023, when coverage of inter-agency coordinated appeals failed to reach 50 percent for the first time in history;²⁵ funding for appeals remained low in 2024.²⁶ Humanitarian food sector funding could fall by as much as 45 percent in 2025.²⁷ Meanwhile, nine in every ten US dollars of appeal requirements are for protracted crises.²⁸

¹⁴ World Bank. 2024. *Poverty, Prosperity, and Planet Report 2024: Pathways Out of the Polycrisis*.

¹⁵ United Nations Development Programme (UNDP). 2024. *Human Development Report 2023-24: Breaking the gridlock: Reimagining cooperation in a polarized world*.

¹⁶ United Nations Conference on Trade and Development. 2024. *A world of debt. A growing burden to global prosperity*.

¹⁷ Singh, S. 2023. *15 Global Trends For 2024*. Forbes; The Economist. 2022. *The new geopolitical epoch*.

¹⁸ 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*.

¹⁹ U. Salma Bava. 2022. *Contested multilateralism and the crisis of cooperation*. Foundation for European Progressive Studies.

²⁰ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2024. *OCHA Annual Report 2023*.

²¹ The Lancet. 2024. *Starvation as a weapon of war must stop*. The Lancet, Volume 403, Issue 10434, 1309.

²² *Aid Worker Security Database* [website, accessed 1 May 2025].

²³ Organisation for Economic Co-operation and Development (OECD). 2025. *Cuts in official development assistance. OECD projections for 2025 and the near term*.

²⁴ OECD. 2025. *Cuts in official development assistance. OECD projections for 2025 and the near term*; Institute for Economics & Peace. 2025. *Official Development Assistance: Geopolitical Tensions, Economic Constraints & Shifting Priorities*.

²⁵ OCHA. 2024. *Global Humanitarian Overview 2024 Mid-year update*.

²⁶ *OCHA Humanitarian Action* (accessed 24 June 2025).

²⁷ FSIN and Global Network Against Food Crises. 2025. *Global Report on Food Crises 2025*.

²⁸ Development Initiatives. 2024. *Falling short? Humanitarian funding and reform*.

18. 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.²⁹ However, technology could also undermine the competitive advantage of economies dependent on low-cost labour and embed cultural biases. Persistent digital divides could widen inequality and prevent poorer countries from reaping the benefits.³⁰ Only one in four people in low-income countries has access to the internet.³¹

Looking ahead

19. Together with the dynamic drivers of food insecurity and malnutrition and the enabling environment, demographic trends also shape the outlook for WFP. The population of sub-Saharan Africa is expected to rise from 1 billion to 2 billion in the next 30 years.³² With working-age populations growing fastest, those countries can realize a demographic dividend – a unique opportunity to turbocharge economic growth – if enough new jobs are created.³³ Automation, however, could upend traditional economic growth models, increasing unemployment and thwarting the creation of good quality jobs.³⁴ Urbanization is also progressing rapidly,³⁵ fastest in Africa.³⁶
20. As megatrends reshape the world, strategic foresight analysis highlights three key potential future challenges for WFP. First, an increase in the volume and complexity of crises and conflicts, coinciding with a substantial reduction in funding, could render WFP less well-equipped to respond. The drivers of humanitarian needs could grow ever more intertwined, and crises could become increasingly unpredictable amid faster and more frequent paradigm shifts.
21. Second, new digital technologies and rapid urbanization could reduce the relevance of WFP's advantage in traditional food delivery and logistics. The face of vulnerability could shift as vulnerable urban populations grow and youth bulges bring both a risk of mass youth unemployment and opportunities for innovation and entrepreneurship. Meanwhile, a surge of small, innovative and agile players with cutting-edge technology could disrupt food assistance models, readily responding to new operating environments.
22. Third, international assistance could become less acceptable to host governments seeking to avoid external influence or dependence. As programme countries increasingly take centre stage as strategic partners and funders, they offer different approaches, which could redefine humanitarian response and the way in which development assistance is currently delivered.

²⁹ Qimiao Fan and Christine Zhenwei Qiang. 2024. *Tipping the scales: AI's dual impact on developing nations*. World Bank Blog.

³⁰ *Ibid.*

³¹ 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).

³² 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.

³³ 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.

³⁴ 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

³⁵ United Nations, Department of Economic and Social Affairs. 2019. *World Urbanization Prospects: The 2018 Revision*.

³⁶ African Center for Economic Transformation. 2021. *African Transformation Report 2021*.

The global food assistance landscape

The United Nations' response to the crisis [STILL EVOLVING – WILL CHANGE & WILL BE UPDATED]

23. The Secretary-General's UN80 initiative aims to modernize and strengthen the United Nations, making the United Nations more efficient, transparent and responsive to rapidly evolving challenges.³⁷ WFP is engaged in the UN80 process, which is identifying United Nations system efficiencies and improvements, reviewing the implementation of the mandates set by Member States, and conducting a strategic review of deeper, more structural changes and programme realignment.
24. In March 2025, the Emergency Relief Coordinator launched the "Humanitarian Reset" with the aim of reimagining 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 reduced the footprint of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and produced more focused humanitarian response needs and plans. Through its role in the Inter-Agency Standing Committee, WFP is actively involved in the reset.

Priorities and efforts of main stakeholders

25. People in need are at the heart of WFP's work. During the consultations for the strategic plan, people supported by WFP highlighted several challenges that prevent them from being independent, including insecurity, limited livelihood opportunities, poor access to farmland and agricultural inputs, and high food prices. In the short term, they called on WFP to expand its coverage, improve its targeting, increase its transfer values or rations and provide more diverse foods. Looking ahead, people emphasized their desire to be self-reliant, highlighting the importance of vocational training and access to jobs, and their wish for stronger collaboration between WFP and local actors in support of sustainable solutions to food insecurity.³⁸
26. WFP's top institutional stakeholders are national governments. In recent years, at least seven countries in which WFP works have incorporated food sovereignty into their constitutions and laws. In some countries, national authorities are taking a more assertive stance in shaping and implementing their food security and humanitarian policies.
27. United Nations entities – especially the Rome-based Food and Agriculture Organization of the United Nations (FAO) and International Fund for Agricultural Development (IFAD) and 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 also key stakeholders for WFP. FAO provides technical expertise and policy guidance on transforming agri-food systems, and its strategic framework for 2022–2031 is currently in the process of governance review and approval. IFAD invests in small-scale agriculture and inclusive rural development and is preparing a new strategic framework for 2025–2031.³⁹ 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

³⁷ United Nations News. 2025. [Guterres prioritises UN reform to ensure taxpayers' money reaches those in need](#).

³⁸ According to in-person consultations with more than 1,500 people in 12 countries and an online survey answered by 4,000 people from 15 countries.

³⁹ FAO. 2021. [Strategic Framework 2022-2031](#).

the humanitarian country team, leading and supporting joint programmes and humanitarian response plans.

28. International and local NGOs remain essential cooperating partners for WFP, driving field operations and community engagement. WFP collaborates with over 1,000 NGOs – 85 percent of them local actors – reinforcing its local capacity and sectoral specialization in food security and nutrition programmes.⁴⁰
29. International financial institutions and regional banks are increasingly important partners for WFP. They are expanding financial and technical support for food security, nutrition, climate resilience and social protection. In 2022, the World Bank and the Group of Seven Presidency co-launched the Global Alliance for Food Security, which developed the global food and nutrition security dashboard.⁴¹ That same year, the International Monetary Fund (IMF) introduced the “food shock window”, designed to support broader international efforts to address the global food crisis.⁴² This increased engagement in global food security opens further opportunities for tripartite partnerships in support of government-led initiatives.
30. Academic partners, private sector actors and service providers are playing a growing role in shaping WFP’s operational and strategic direction. Their interest in working with the humanitarian sector is driven by the opportunity to access new markets and contribute to high-impact projects that align with their business objectives while also supporting progress towards social impact goals.

WFP in a changing world

Adjusting to an evolving context during the 2022–2025 strategic plan

31. As crises have become increasingly protracted and overlapping, blurring the lines between preparedness, response and resilience, WFP has sought to identify and further integrate pathways for transitioning between addressing humanitarian needs, reducing humanitarian needs and enhancing resilience, and where possible, strengthening or shifting to national systems.
32. Tightening funding has pushed WFP to strive to do better with less. This has involved 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 partners.
33. 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,⁴³ enabling WFP to indirectly improve food security and nutrition for billions of people both by providing technical support to governments and by delivering on their behalf. The economic returns on systems strengthening investments can be enormous, reaching up to USD 35 per dollar invested in the case of school meals.⁴⁴

⁴⁰ “[Annual performance report for 2022](#)”, annex VIII (WFP/EB.A/2023/4-A/Rev.1).

⁴¹ Global Alliance for Food Security. 2022. [Global Food and Nutrition Security Dashboard website](#).

⁴² IMF. 2023. [Review of Experience with the Food Shock Window under the rapid financing instrument and the rapid credit facility](#).

⁴³ World Bank. 2025. [State of Social Protection Report 2025: The 2-Billion-Person Challenge](#).

⁴⁴ 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](#).

34. By working through national systems, WFP has put governments in the lead, paving the way for a gradual transition and responsible phase-out of WFP's direct implementation of assistance, where appropriate. WFP aims to hand over programmes to national and local actors and create sustainable solutions. For school meals, the largest global safety net for children, WFP has almost halved its direct implementation in middle-income countries since 2013.

WFP's policy framework

35. Over recent years, WFP has adopted or updated key programmatic and cross-cutting policies that position the organization to deliver on its strategic plan. WFP's policy framework is relevant, timely and responsive to the evolving cooperation and programmatic landscape.
36. As part of WFP's broader policy framework, the normative framework for emergency response plays a critical role in the organization's ability to respond swiftly and effectively to humanitarian crises.⁴⁵ In a context of global instability and growing uncertainty, WFP continues to adapt and strengthen this framework to meet the challenges of increasingly complex emergencies.
37. The resilience policy update⁴⁶ of 2024 renews WFP's commitment to strengthening resilience as a means of enabling people to better manage 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 for, anticipate, absorb, recover, adapt and transform in the face of shocks and stressors.
38. In 2023, WFP adopted the policy on cash⁴⁷ based on the accrual of evidence of the 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 to break the vicious cycle of poverty and vulnerability and that 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 household food needs, remains one of the most inclusive, dignified and cost-efficient modalities of assistance for both relief and resilience programming. The approach provides an additional opportunity to achieve long-term impact by supporting women in establishing bank and mobile accounts.
39. The 2022 country capacity strengthening policy update⁴⁸ reaffirmed the critical importance of strengthening national systems in order to address the structural drivers of food insecurity and malnutrition. The updated policy emphasizes that governments are primarily responsible for delivering services to populations that ensure that 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 facilitates the handover of WFP programmes to national and subnational institutions.

⁴⁵ "Definition of emergencies" (WFP/EB.1/2005/4-A/Rev.1); and "Emergency preparedness: Strengthening WFP emergency preparedness for effective response" (WFP/EB.2/2017-4-B/Rev.1).

⁴⁶ WFP. 2024. *Resilience policy update*.

⁴⁷ WFP. 2023. *WFP cash policy: Harnessing the power of money to help people survive and thrive*.

⁴⁸ WFP. 2022. *Country capacity strengthening (CCS) policy update*.

40. Country capacity strengthening is complemented by the localization policy adopted in 2025,⁴⁹ which aims to change the way that WFP's work is designed and delivered in order to better support locally led efforts that are responsive to the needs and priorities of people in need. It recognizes that local and national actors are both first responders and last-mile actors delivering assistance in times of crisis, and that minimizing and recovering from the impact of multivariate shocks begins and ends with local capacities.
41. In addition to the policies referenced above, the strategic plan reflects WFP's commitment to the full set of policies and strategies that guide the organization's work. These include policies related to the drivers of food insecurity,⁵⁰ humanitarian principles, strategic outcomes,⁵¹ cross-cutting priorities,⁵² enablers⁵³ and corporate governance.

Insights from key reviews and evaluations

42. The mid-term evaluation of the strategic plan 2022–2025 acknowledged important shifts in WFP's strategic vision and approach, including a clearer articulation of WFP's ambitions in the "saving lives" and "changing lives" agendas. However, the scope of the plan was found to be too broad to guide the prioritization of country-level interventions. The evaluation also highlighted the need to better define WFP's comparative advantage, beyond its clear emergency response capabilities. 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 also impeded WFP's efficiency and effectiveness.
43. The 2024 Multilateral Organisation Performance Assessment Network (MOPAN) assessment⁵⁴ underscored the need for WFP to clearly define and communicate its dual mandate in the context of reduced resources, including how it plans to integrate emergency response and resilience building programmes. To continue reaching vulnerable people, 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 open discussions with donors on risk tolerance.
44. Independent evaluations⁵⁵ have praised WFP's agility and capacity to scale up in crisis situations, an essential strength amid persistent risks, even in stable contexts. They also noted improved integration of humanitarian response and development-focused interventions, and strong efforts by WFP to ensure timeliness and cost-efficiency. However, evaluations have also stressed the need to increase investment in emergency preparedness and ensure evidence-based approaches to targeting and prioritization, ensuring that all vulnerable population groups are included. Capacity strengthening efforts also needed a more systems-oriented and strategic approach. In upper-middle-income countries in particular, an evaluation synthesis report⁵⁶ recommended that WFP clearly articulate the

⁴⁹ "[Localization Policy](#)" (WFP/EB.A/2025/5-A).

⁵⁰ WFP. 2024. [Climate Change Policy Update](#).

⁵¹ WFP. 2024. [School Meals Policy](#).

⁵² "[WFP Gender Policy](#)" (WFP/EB.1/2022/4-B/Rev.1).

⁵³ WFP. 2021. [People Policy](#). "[South-South and Triangular Cooperation Policy](#)" (WFP/EB.A/2015/5-D).

⁵⁴ MOPAN. 2024. [MOPAN assessment of WFP](#).

⁵⁵ 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](#).

⁵⁶ WFP. 2025. [Evaluation synthesis on WFP's engagement in middle-income countries \(2019–2024\)](#).

rationale for its presence and its programme offer in terms of building national systems and capacities. It also advised that WFP communicate its strategies for handover and transition and, where appropriate, set out the pathway to exiting operations.

WFP's position and comparative advantages

WFP's vision and positioning

45. WFP is committed to global efforts to end hunger. WFP reaffirms its support for broader United Nations system efforts to reach the Sustainable Development Goals, helping countries respond to the urgent needs of the people furthest behind. In the current crisis-prone and resource-constrained context, WFP must strive for greater agility. More than ever, WFP will need to anticipate, adapt to and respond to changes in the operating environment. This will require the organization to stand ready to scale up quickly when shocks occur and to reduce its footprint and hand over programmes to governments and partners.
46. In the period 2026–2029, WFP will focus on what it does best in the fight against hunger: meeting urgent food and nutrition needs in fragile and emergency settings, at scale. Meeting acute needs will remain the organization's top priority, yet WFP recognizes that it cannot provide emergency assistance to the same people year after year. It will therefore foster greater integration between its emergency and resilience interventions to deliver a cohesive range of programmes that strengthen self-reliance, reduce near-term humanitarian needs through investments in crisis-prone communities, and build host government capacities.
47. At the country level, WFP will ensure that its country strategic plans are aligned with United Nations sustainable development cooperation frameworks and, where applicable, with humanitarian response plans. WFP remains committed to inter-agency cooperation and will continue its leadership or co-leadership of humanitarian clusters.

Target comparative advantages

48. In fragile settings, WFP's deep-field presence often supports the entire humanitarian community. WFP will invest to maintain its comparative advantage in supply chains, emergency response and delivery. WFP is a leader in collecting real-time data and analysing food insecurity, informing efforts to identify operational requirements and providing data to partners, including the Integrated Food Security Phase Classification system. WFP has the unique ability to bridge emergency response and systems building, which allows it to build safety net capacity in the fragile settings in which it operates.
49. In transitional settings, WFP's comparative advantage lies in implementing programmes that support community resilience. Such programmes capitalize on the infrastructure, partnerships and relationships that WFP builds for emergency response and on WFP's ability to transition between humanitarian and resilience programming at scale.
50. In more stable settings, WFP's comparative advantage lies in leveraging its expertise to support government and partner programmes. School meal programmes are recognized as an area of strength for WFP. Another area of strength lies in supporting governments in operationalizing national programmes such as strategic grain reserves or social registries that use WFP's expertise gained from developing and implementing food and cash-based assistance programmes.

51. In areas that fall outside WFP's comparative advantage, the organization will work with governments, other United Nations entities and other partners to draw on their expertise and capacity. Accordingly, this strategic plan de-emphasizes work in the areas of energy, livestock, food production (seed, tools and fertilizer), digital education, fishery initiatives, micro-insurance, engineering projects and software development for governments. These de-emphasized activities may still be undertaken when they are integrated into national strategies that WFP supports, or when they lower the cost of WFP programmes. WFP will also de-emphasize small-scale projects, as its comparative advantage lies in scale.

Handover strategy

52. WFP's overarching goal is ending hunger. As such, WFP will ensure that its programmes avoid creating dependence on aid and will focus on implementing 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 work on localization also provides for the strengthening of capacities of local actors such as community-based organizations and local private sector actors. This aims to enable them to take a leading role, with WFP increasingly serving in a purely supportive capacity.
53. WFP will carefully consider its country presence to focus on the most acute needs in the most fragile settings including protracted crises, recurring shocks or the presence of forcibly displaced people. Because of reduced funding, WFP is examining its type of presence to ensure that it is the most adequate from an operational and strategic perspective. That analysis encompasses benchmarks pertaining to in-country food security needs, country response capacities, the relevance and impact of WFP operations, and future funding prospects, including from host governments. There could be more cases in which WFP representatives cover more than one country, and where more operations become multi-country offices. Ultimately, in consultation with the host government, WFP may choose to phase out its presence from a country.

Strategic outcomes

54. This strategic plan provides for three focused, prioritized and integrated outcomes. Strategic outcome 1 is about meeting urgent needs for people in crisis, while strategic outcome 2 focuses on building self-reliance for communities that have experienced acute food insecurity. Strategic outcome 3 reflects WFP's work in supporting others, helping governments build their own food security programmes.

Strategic outcome 1: Effective emergency preparedness and response

55. WFP will provide rapid, principled and scalable emergency operations to save lives and avert famine. WFP recognizes that addressing acute food insecurity and preventing famine requires a combination of technical and programmatic emergency response interventions, high-level advocacy and humanitarian diplomacy. Humanitarian diplomacy allows WFP to secure safe and sustainable humanitarian access and space to operate, as well as advocating 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 settings, position it as a leader in addressing humanitarian needs, while its deep field presence and knowledge also make WFP a powerful voice for action to prevent and end famine.
56. WFP's emergency preparedness and response efforts prioritize strengthening programme *quality*, delivering food and nutrition assistance to the right people, at the right time and in the right way while ensuring the protection of affected people and the efficient and effective use of resources. WFP seeks to prioritize the people who face the most significant barriers

to addressing their food security needs, recognizing that constrained resources and pressures on partners increasingly shape the ability of humanitarian actors to reach the people most in need. WFP is committed to providing adequate rations, ensuring that the amount of in-kind assistance and cash transfers does not fall below survival thresholds. WFP seeks to deliver assistance in a protective, context-specific, principled and conflict-sensitive manner that addresses the differing needs, priorities and experiences of the women and men, girls and boys with whom it works.

57. WFP is increasingly leveraging technology and implementing more agile and innovative methods in its operations, such as using 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 in order to optimize the design of its operations and increase efficiency. Data and analysis are critical to WFP's ability to understand needs, vulnerabilities, markets and context and help to inform decisions on who and how to target and prioritize, and what assistance to deliver in the most appropriate way.
58. In emergencies, WFP seeks to enhance its programme quality by providing an integrated programmatic response that meets immediate food and nutrition needs, reduces risks, strengthens national capacities and lays the groundwork for early recovery, resilience and transition to interventions led by development actors or governments. General food assistance, delivered through cash-based transfers or in-kind transfers depending on needs, market functionality and resources available, is designed to save lives by meeting basic food and nutrition needs and is complemented by targeted nutrition support, school meals and livelihood protection in order to increase household food and nutrition security and ensure education continuity.
59. Emergency preparedness enables WFP and others to respond faster, more effectively and more cost-efficiently. WFP's preparedness work includes risk-informed contingency planning, the pre-positioning of food and other essential items, readiness agreements with cooperating partners and service providers, and technical assistance designed to strengthen national systems. These efforts help to ensure assistance reaches affected people where and when it is most needed.
60. As growing numbers of food-insecure people are exposed to recurrent and often predictable extreme weather events, early warning, anticipatory action before shocks and early action immediately after shocks will help save lives, time and money. Every US dollar invested in anticipatory action can yield up to USD 7 in avoided losses and added benefits.⁵⁷ In partnership with others, 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 the organization will support governments in doing the same, putting greater emphasis on the most effective types of anticipatory action. The organization will continue to leverage data analytics, forecasting tools and emerging technologies, including AI, to enhance scenario planning and readiness.
61. 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 targeted nutrition support for young children and pregnant and breastfeeding women and girls. For those who present with moderate levels of wasting, WFP uses interventions that manage wasting, working in close coordination with

⁵⁷ FAO, OCHA and WFP. 2025. [Saving lives, time and money - evidence from anticipatory action](#).

UNICEF, national authorities and community health workers to maximize coverage, efficiency and impact.

62. Refugees, returnees, internally displaced persons, vulnerable migrants and other displaced people often face different and compounding vulnerabilities that increase their food and nutrition insecurity and limit their access to national services, land and employment. WFP's operations in displacement settings aim not only to meet immediate needs but also to support progress towards durable solutions in collaboration with UNHCR, the International Organization for Migration (IOM) and other partners.
63. 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 improving national systems, where this can be done in accordance with humanitarian principles. This includes aligning operations 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 in order to meet new needs.

Box 2: WFP's support for displaced populations

In 2025, WFP plans to support over 25 million forcibly displaced people and vulnerable migrants. WFP will leverage its operational presence and assessment expertise to develop evidence-based programming and support national and global advocacy efforts. WFP will design assistance in a conflict-sensitive way and take a context-specific and people-centred approach to tailor it to the specific needs of displaced populations and the communities that host them.

While aid is critical in the immediate aftermath of displacement, humanitarian assistance is not a long-term solution for displaced people. WFP therefore aims to implement integrated programmes that advance sustainable solutions from the start while working to meet immediate needs. WFP will continue to work closely with UNHCR, IOM and others to ensure a coordinated, efficient and timely humanitarian response. The organization will also engage with development actors and international financial institutions to support national efforts to implement solutions in line with commitments in the global memorandum of understanding between UNHCR and WFP, the Global Compact on Refugees (and specific commitments to this in the Global Refugee Forum), the Global Compact on Migration, and the Secretary-General's Action Agenda on Internal Displacement.

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

64. 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 food security and nutrition, enable people to better withstand shocks – critical in a context of intensifying shocks and stressors and increasingly intersecting crises.
65. WFP's approach will be to design programmes that help to prevent continued reliance on humanitarian assistance by addressing the root causes of food insecurity. WFP's resilience work will focus on locations and communities that experience protracted or recurring acute food insecurity, prioritizing people whose food security and nutrition are most impacted by shocks, particularly women, young people, children, older people, persons with disabilities and Indigenous Peoples, among others.

66. 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 integrated resilience programmes run by WFP and partners, 80 percent of communities previously reliant on humanitarian support did not require food assistance in 2022 or 2023, despite the country experiencing its most severe drought in a decade.⁵⁸
67. WFP will prioritize activities based on their demonstrated ability to achieve results. To this end, WFP will invest in gathering evidence of its contributions to reducing humanitarian food assistance needs. This will include working with research partners to develop metrics as well as leveraging WFP's routine monitoring and qualitative approaches, specialized studies, reviews and evaluations.
68. Systems-thinking will be at the core of WFP's resilience programming. Understanding complex issues as part of a larger, interconnected system rather than discrete problems is a pre-condition for achieving lasting impact. WFP will focus on what it is best placed to do, supporting partners in developing multisectoral approaches tailored to the local circumstances.
69. WFP will deepen strategic and operational collaboration, engaging partners with complementary expertise to advance shared resilience outcomes. It will align with broader coalitions and use its convening power to mobilize investments, while prioritizing local partners. Achieving greater impact will require strong synergies with FAO and IFAD in areas such as value chain development, natural resource management, early warning and risk management.
70. WFP will address challenges through scalable, integrated resilience programmes, coordinating and phasing its interventions to link crisis response, resilience-building efforts and the transition and handover of activities to longer-term development stakeholders. Layering actions at the individual, community and systems levels will help ensure durable change.
71. WFP will work with communities facing recurrent acute food insecurity by using food assistance to rehabilitate productive assets. WFP will contribute to partnerships that promote community-led land restoration, agroecology and other innovative practices that strengthen the foundations of livelihoods. Inclusive community-based approaches build trust, nurture social cohesion and foster more equitable resource use, particularly benefiting women and girls. When implemented at scale, these activities have proven to increase resilience and reduce long-term humanitarian needs.⁵⁹
72. In protracted urban food security crises or displacement settings, where access to natural resources is limited, WFP will engage partners in promoting skill development that sustainably improves access to labour-market-driven livelihood opportunities at scale. This includes reinforcing collaboration and seeking complementarities with UNDP and UN-Habitat in urban settings, and with UNHCR and IOM in displacement settings. Particular attention will be given to women, young people and persons with disabilities.

⁵⁸ WFP. 2024. *Estimating Averted Humanitarian Assistance Needs through WFP's Integrated Resilience Programme (IRP) in the Sahel*.

⁵⁹ *Ibid.*

73. As part of integrated resilience packages or home-grown school feeding, WFP will equip smallholder farmers and local value chain actors in food-insecure areas with tools to better withstand seasonal stressors and shocks. WFP will support financial solutions such as savings and loans to help such actors to manage risks. It will also work with governments, partners and communities to deliver weather and climate information services that help farmers make informed decisions throughout the growing season, enhancing climate adaptation.
74. In communities exposed to protracted or recurring food insecurity, WFP will leverage resilience programming to improve diet and nutrition outcomes, for example, by more routinely integrating nutrition considerations in the selection of assets, and in its work with markets. As part of its engagement with local value chain actors, WFP will promote food fortification – a cost-effective way to tackle micronutrient deficiencies at scale – and local processing, distribution and consumption of diverse, safe and nutrient-dense foods.
75. WFP will invest in community platforms for delivering programmes that prevent and manage moderate acute malnutrition, collaborating with UNICEF, FAO and other partners to address child wasting, including through the implementation of the Global Action Plan on Child Wasting. Social and behaviour change strategies will promote the consumption of healthy, nutritious food, and WFP will work with local actors to improve nutrition outcomes in the long-term.
76. WFP will, early on, define a clear strategy for the transition and handover of resilience programmes to local and national management. WFP will strengthen the 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

77. The world needs WFP's delivery expertise more than ever to support governments and partners. Under this strategic plan, WFP will more systematically and deliberately link its work on strengthening national safety nets programmes and systems to humanitarian efforts. WFP will also provide common services and bespoke, on-demand support to governments and humanitarian actors.
78. In its support for government safety net programmes and systems, WFP will focus on three key areas where it has a comparative advantage: reaching the most vulnerable people; assisting people in managing the risks they face from extreme weather events and other shocks; and addressing food insecurity and malnutrition.
79. WFP will support government counterparts in designing and implementing their own cash and in-kind transfer programmes to help people to afford a healthy diet and to positively contribute to local food systems. WFP will assist government actors in sustaining and adapting their programmes in the event of disasters and other disruption, strengthening the links between disaster management authorities and social protection. Where national systems are severely disrupted or absent, or where working with government is not feasible, WFP will work with other humanitarian and development partners to pave the way for future national systems.
80. WFP is the point of reference for school meals globally, regionally, nationally and sub-nationally and the trusted source of information and expertise for governments and partners. In stable low- and middle-income countries, WFP mainly retains an enabling role, offering technical and policy assistance to governments seeking to establish and sustain nationally owned programmes. In fragile or crisis-affected settings, WFP will continue to provide direct operational support, ensuring access to good-quality school meals while

building the foundations for future national ownership. WFP will continue to support home-grown school meals, facilitating government leadership while strengthening local economies and food systems.

81. As the host of the School Meals Coalition Secretariat, WFP will continue to nurture the 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, such as UNICEF, UNHCR, FAO and the International Labour Organization, international financial institutions and development partners and a vast range of national and local organizations, including from civil society, the private sector and academic institutions.
82. In line with the UN80 and Humanitarian Reset initiatives, WFP will spearhead an integrated United Nations delivery platform through which entities with strong supply chain capacity can offer services to others, generating system-wide savings and efficiencies in areas such as centralized procurement and the transportation of goods and people to final delivery points. The platform could also include humanitarian cash delivery with built-in verification and de-duplication.
83. Through mandated services such as the United Nations Humanitarian Air Service and the United Nations humanitarian response depot network, WFP provides trusted, reliable infrastructure where commercial or bilateral alternatives are not viable. The United Nations Humanitarian Air Service, managed by WFP's Aviation Service, enables access to field operations for humanitarian responders. In addition to passenger services, WFP provides cargo airlifts, airdrops and emergency evacuations on a cost-recovery basis.
84. Managing over USD 2.5 billion in procurement across 153 countries in 2024, WFP's procurement branch 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 for public procurement frameworks.
85. As crises grow in scale and complexity, logistics coordination, including through clusters, is an essential component of the humanitarian architecture. WFP stands ready to offer its logistics expertise and leadership to continue to enhance collective logistics capacity. 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. In its support to national systems, WFP's ambition is to work with others to enable sovereign response capabilities and enhance long-term food security outcomes.
86. Humanitarian operations are increasingly digital, requiring both the response community and those receiving aid to be connected. WFP continues to provide critical shared communications services in emergencies, including through the emergency telecommunications cluster.
87. Leveraging its data and analytical capacity – from field assessments and near real-time monitoring to machine-learning-based predictive analytics and access to satellite imagery – WFP helps to bridge critical data gaps. In addition, the organization provides administrative and infrastructure services that strengthen governments and partners.

Cross-cutting priorities

Enabling nutrition and healthy diets

88. Ensuring adequate nutrition is fundamental to averting the lifelong damage to health, learning and economic productivity that can occur in humanitarian crises. Alongside nutrition-specific interventions detailed under the strategic outcomes of this plan, nutrition is systematically integrated into WFP's programmes. Prevention is at the centre of WFP's approach, which encompasses a combination of nutritionally adequate household food assistance and targeted nutrition support designed to prevent all forms of malnutrition.
89. WFP aims 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 they are more vulnerable to malnutrition.
90. WFP will develop partnerships with research institutions, including those in the global South, to support the generation of robust evidence and scalable delivery models that can inform policy and programme design. WFP will use analytical tools to identify ways to address the nutrition gaps of people in need as cost-effectively as possible. This includes use of data-driven approaches such as diet optimization and intervention modelling to address inequalities in access to healthy diets. WFP will also integrate nutrition considerations in its market functionality and value chain assessments.
91. To help enhance collective understanding of nutrition vulnerabilities, WFP will work with UNICEF, FAO, the World Health Organization, governments and others.

Empowering women and girls, and advancing equality

92. WFP is maintaining its commitment and accelerating its work on empowering women, broadening its efforts to dismantle barriers to equality for all people, 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.
93. 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, with priority given to providing assistance to women and adapting programmes around their needs. Support for women's empowerment reduces the vulnerability of women and their households to poverty, violence, hunger and malnutrition.⁶⁰
94. Systematic engagement of men and boys alongside women and girls will foster approaches that advance equality, ensuring a better understanding of the benefits derived from women's empowerment in terms of meeting household food needs, uplifting communities and promoting societal growth and prosperity.

⁶⁰ 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.

95. WFP will advance equal access for all to services and support. Efforts will include enhancing access to information and financial services and dismantling physical and structural barriers that inhibit equality. Adjustment to the complex interrelations between people based on social norms, cultural traditions or discriminatory practices is a key feature of effective programming.
96. Advancing equality is a shared responsibility. WFP will continue to strengthen partnerships with other United Nations entities, governments and local and national civil society groups, including organizations led by women, persons with disabilities, young people, Indigenous Peoples, refugees and internally displaced persons.

Ensuring protection and accountability to affected people

97. WFP upholds protection and accountability to affected people as core, non-negotiable pillars of a principled response.⁶¹ WFP commits to the delivery of assistance that is safe, dignified and does no harm, while leaving no one behind. WFP adopts an evidence-based and context-driven approach that integrates protection and accountability considerations into food security analysis, programme design and implementation. WFP maintains a zero-tolerance policy for inaction on sexual exploitation and abuse, a serious form of sexual misconduct against the people served by WFP.
98. WFP conducts regular analysis to identify protection risks and understand how these risks interact with and are exacerbated by food insecurity. These efforts inform the design and adaptation of programmes to ensure that assistance reaches those who need it most in a safe, inclusive and transparent manner. WFP will identify barriers to food security and ensure meaningful access to assistance for all, with particular attention to the inclusion of persons with disabilities. Furthermore, WFP will strengthen the prevention of, response to and accountability related to sexual exploitation and abuse.
99. WFP will be guided by accountability to affected people, ensuring that individuals and communities can meaningfully participate in decision-making by sharing their views, preferences and priorities. WFP will ensure that communities are regularly informed about its work and have access to safe, inclusive and accessible two-way feedback mechanisms through which they can ask questions, voice concerns and provide input. This feedback will inform timely programme adjustments, enhancing responsiveness, effectiveness and overall programme quality.

Integrating environmental sustainability

100. WFP is embedding environmentally sustainable practices into the heart of its work.⁶² 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.
101. WFP's efforts span its programmes, supply chains and management services, involving partners, suppliers and communities. Key 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, using solar power for

⁶¹ "[WFP protection and accountability policy](#)" (WFP/EB.2/2020/4-A/1/Rev.2).

⁶² "[Environmental policy](#)" (WFP/EB.1/2017/4-B/Rev.1).

its facilities in order to cut greenhouse gas emissions and improve resilience, optimizing transport routes, and recycling waste from food packaging, warehouses and offices.

102. The transformation of WFP's procurement operations,⁶³ 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 sourcing 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

103. 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 serve as guiding principles for WFP, providing the ethical framework for all programmes and operations, particularly in emergencies. 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 adherence to the humanitarian principles may require trade-offs and flexible approaches depending on the operating environment, it is essential to WFP's work.
104. Every environment 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 using a context-specific and conflict-sensitive approach in its work. This entails using an understanding of the contexts in which WFP operates, and how these interact with its interventions, to minimize the risk of creating or exacerbating conflict, being caught up in conflict or political dynamics, or having negative impacts on people or the environment. This approach also seeks to maximize positive impacts on conflict.
105. A conflict-sensitive approach enables WFP to better anticipate, prepare for and respond to growing levels of conflict-induced food insecurity. It also supports rapid course-correction when needed in order to minimize any harm caused by its programmes or operations while also enabling the identification of targeted food security interventions that can advance peace and social cohesion, particularly at the local level. As outlined in its 2023 strategy on mainstreaming conflict sensitivity, WFP will continue to incorporate context analysis and conflict sensitivity in its programmes and operations, at all levels and in all settings.

Promoting localization and assurance

106. WFP will ensure that local and national actors increasingly lead efforts to address food insecurity and promote healthy diets, providing support, with others, as needed. This will entail progressing from transactional to collaborative partnerships with local and national non-state cooperating partners; strengthening engagement with community-based organizations as technical partners in food security and nutrition; increasing the roles of local entrepreneurs and small enterprises in supply chains and markets; and strengthening the influence of local and national actors in shaping policies, operations and coordination platforms.

⁶³ "[Local and regional food procurement policy](#)" (WFP/EB.2/2019/4-C).

107. To achieve these objectives, WFP will strengthen and share capacities with local and national actors, not as intermediaries but as the ultimate leaders and owners of local response efforts. WFP will promote participatory approaches and systematic inclusion, seeking direct inputs in the design and delivery of interventions and sharing decision-making power. The organization will also facilitate direct and flexible funding to local actors, while fostering mutual accountability and risk sharing.
108. WFP will advance the localization agenda while upholding humanitarian principles and global assurance standards – noting that the latter stand to benefit from greater localization, as that approach helps to ensure that assistance reaches those targeted. WFP commits to generating evidence on the efficiency and quality gains that result from stronger partnerships with local and national actors. In doing so, WFP will weigh the risks of expanding these partnerships against the consequences of delaying or avoiding engagement.
109. WFP is unwavering in its commitment to upholding the highest standards of transparency, accountability and integrity in managing its resources. Assurance measures provide the foundation for effective, principled and transparent operations and drive impact. They ensure that resources are used responsibly, that assistance reaches those who need it most, and that every action taken by WFP reflects its commitment to accountability, neutrality and integrity.
110. WFP's assurance efforts reinforce four standards across all operations. First, WFP consults with the people it assists, respecting their privacy and ensuring that their voices help shape the support they receive. Second, WFP knows who is being assisted and checks 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

111. WFP's people are at the heart of everything the organization does.⁶⁴ As operating environments become more volatile, the ability to rapidly mobilize skilled and mission-ready teams is essential. Strengthening WFP's workforce and workplace culture is fundamental to delivering on its mission and navigating an increasingly complex and challenging world. At the core of this is the commitment to duty of care⁶⁵ – a shared, organization-wide responsibility that fosters accountability, efficiency and commitment to WFP's workforce. Guided by core principles, the duty of care framework aims to raise risk awareness, promote shared responsibility for safety and health, uphold inclusion and respect for dignity, provide care for those affected by work-related hazards, and ensure accountability at all levels. Together, these principles create a healthy, safe, secure, respectful and inclusive working environment throughout WFP.
112. To better serve people in need, WFP has undergone a major transformation, becoming a leaner, more agile and country-focused organization. Structures have been streamlined, accountabilities clarified and support functions consolidated. By aligning workforce skills with evolving organizational needs, WFP can unlock a critical strategic advantage and foster efficiency and effectiveness at all levels. To realize this, WFP will continue to apply strategic

⁶⁴ WFP. 2021. [WFP People Policy](#)

⁶⁵ WFP. 2024. [Duty of care accountability and governance framework](#)

workforce planning and structural alignments at the global, functional and country levels, guided by current and future operational needs. WFP will remain focused on retaining high-performing and skilled staff to preserve critical expertise.

113. 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.⁶⁶ Priorities include operational excellence in human resource management, talent acquisition, leadership and learning development, performance management, digital capabilities, emergency readiness, security risk management and well-being support.

Partnerships

114. Partnerships are core enablers of WFP's ability to deliver at scale, innovate and support efforts to end hunger. WFP prioritizes transformative and impactful collaboration that acts as strategic levers to end hunger. By connecting its local convening power to global opportunities, WFP will help maintain attention on efforts to end hunger.
115. WFP will continue to be guided by national governments, accelerating progress towards their objectives. WFP will support them in strengthening emergency response, resilience and social protection, leveraging their own funds. WFP's comparative advantages in fragile and conflict-affected settings, combined with the policies and financing power of international financial institutions, offers a compelling model. In the areas of resilience and development, partnering with international financial institutions enables WFP to support countries in scaling up programmes and enhancing their sustainability by anchoring them in national investments and global development finance. WFP will continue to support South-South and triangular cooperation and centres of excellence, leveraging expertise, innovation and partnerships to develop effective solutions to hunger and malnutrition.
116. WFP works with partners to map and identify response mechanisms, using data and results-based management to inform programme design and enhance accountability. With its sister United Nations agencies, including the other Rome-based agencies, and with more than 1,000 NGOs and civil society organizations, WFP works to contribute to coherent and sustainable responses, in line with its comparative advantages. In other areas, WFP will use its recognized convening power to enable other actors' programmes where there is a need, and where they can bring value.
117. WFP will work with member state partners to identify, innovate, implement and scale up solutions to end hunger. Through exchanges of resources, knowledge and capacity, 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 partnerships based on shared values that provide technical assistance and knowledge transfer as well as financial contributions for solving global problems.

Funding

118. 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 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. WFP will continue to advocate through strategic dialogue with donors and use evidence to demonstrate efficiency gains achieved from flexible funding.

⁶⁶ WFP's core values are collaboration, integrity, commitment, inclusion and humanity.

119. WFP seeks to protect and deepen its partnerships with traditional donor countries. This core support provides the foundation that enables WFP's operations and positions it to assume a leadership role in efforts to end 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 – in collaboration with international financial institutions and other partners, in order to help countries to unlock fiscal space with a focus on ending hunger.
120. Private sector partnerships are a key pillar of WFP's resource mobilization strategy. The organization engages with corporations, foundations, philanthropists and individuals to garner support for its mandate in the form of funding, expertise, innovation and visibility. Direct collaboration between the private sector and the country, regional and global offices is key to identifying field-level opportunities and developing impactful, tailored partnerships. WFP will also leverage its strengths in logistics and emergency telecommunications to tap into emerging private funding, including climate finance, to strengthen emergency preparedness and resilience at scale.

Evidence

121. 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 actively explore joint assessments in key countries, in line with the Humanitarian Reset. WFP will strengthen field monitoring systems to better enable agile programmatic adjustments in response to changes in operating environments.
122. WFP will prioritize sustainable and responsible data management to support the systematic use of advanced analytics and data provision as a global public good. Building on its extensive experience in real-time mobile data collection, WFP will explore the potential of emerging technologies to ensure the timely availability of sufficiently granular information and to support cost-efficient data collection – crucial at a time of funding shortfalls.
123. WFP's evaluation function is firmly committed to generating timely, accessible and rigorous evidence that ensures accountability and supports organizational learning. Policy, strategic, corporate emergency and country strategic plan evaluations as well as decentralized and impact evaluations of WFP programmes will continue to inform policy and programme decisions and contribute to the global evidence base on food security and nutrition.
124. 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 efforts to optimize returns on investment and identify ways to reduce the need for humanitarian food assistance. WFP will collaborate with research partners and ensure alignment with broader initiatives in this area.

Innovation

125. 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, rolling out impactful solutions and fostering strong partnerships. WFP drives innovation in products, processes, technology, business models, financing mechanisms and partnerships with the aim of developing 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 work.

126. Over the next five years, WFP will invest in enterprise architecture, digital transformation, data governance and system integration with a view to ensuring seamless data flow and analysis, enabling internal efficiencies and supporting data-driven decision-making. WFP will scale up proven digital solutions in areas such as school meals, social protection and resilience, while enhancing beneficiary data platforms to ensure transparency, fairness and two-way communication with communities. WFP is also reinforcing cybersecurity, expanding reliable connectivity and promoting digital literacy – all essential for safeguarding systems, ensuring operational continuity and building a more agile organization. As part of this transformation, WFP will also advance the responsible adoption of AI to improve operational efficiency, support faster and fairer humanitarian responses, and unlock new capabilities across programmes.

Advocacy

127. WFP will strengthen its advocacy capabilities as a strategic enabler of efforts to combat hunger and malnutrition. Leveraging its global presence and deep expertise, WFP can influence decision-making and policy-setting at the global, regional and local levels in order to prioritize the needs of the most vulnerable people.
128. 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 been effective in creating 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.
129. WFP will focus on continuous coalition building to enhance its ability to coordinate global efforts and shape 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 support priority-setting and resource allocation for efforts to reduce hunger. As part of this, WFP will expand its engagement in humanitarian diplomacy to help shape the broader political and operational environment for humanitarian action.
130. WFP will engage in evidence-based advocacy, strengthening its investments in research and analytics to enhance its credibility in the policy sphere, ensuring that interventions are grounded in robust data and best practices. Capacity building within WFP and among governments and partners will ensure that advocacy is well-coordinated, innovative and responsive to emerging challenges.

Box 3: Call to action

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

The cost of humanitarian inaction is staggering. Evidence shows that food insecurity is a major driver of refugee outflows.⁶⁷ Most displaced people first seek safety in neighbouring countries, but lack of support forces many to continue to destinations further afield.⁶⁸ In 2024, WFP's traditional donor countries spent USD 27.8 billion to provide initial support for refugees at their borders, around USD 9,200 per person. That is 74 times more than the USD 122 per person that the same donors spent on humanitarian aid around the world.⁶⁹

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.⁷⁰ Humanitarian inaction not only intensifies these risks but also undermines peacebuilding and recovery efforts, creating fertile ground for future displacement and conflict.⁷¹

⁶⁷ WFP. 2017. *At the Root of Exodus: Food security, conflict and international migration*.

⁶⁸ *Ibid.*

⁶⁹ Own calculation based on data from OECD. 2024. *Preliminary official development assistance levels in 2024. Humanitarian Action* (accessed 23 June 2025). *UNHCR Refugee Data Finder* (accessed 23 June 2025).

⁷⁰ WFP USA. 2023. *Dangerously Hungry: The Link Between Food Insecurity and Conflict*.

⁷¹ 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*.

Acronyms

AI	Artificial intelligence
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IOM	International Organization for Migration
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund