

**OUTLINE**  
**WFP'S NEXT STRATEGIC PLAN (2014–2017)**



**Informal Consultation**

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**World Food Programme**  
Rome, Italy



# OUTLINE

## WFP'S NEXT STRATEGIC PLAN (2014–2017)

### I. Executive Summary

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*As WFP strives to end hunger and chronic malnutrition, this plan reinforces the shift from food aid to food assistance, positively positioning WFP to capitalize on new opportunities, and enables WFP to address emerging challenges.*

### II. Drivers of Change

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*Breaking the cycle of hunger and achieving sustainable food and nutrition security [food security and nutrition] in a volatile and increasingly complex world*

- Emerging global trends and factors that could affect demand for food assistance and WFP's ability to respond
- Recent developments in the evolving global strategic framework for food and nutrition security [food security and nutrition]
- Lessons learned, including from the mid-term review of the Strategic Plan (2008–2013) and independent evaluations
- What the drivers mean for WFP's future strategic objectives and goals and how we achieve those objectives and goals

### III. Positioning WFP for the Future

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*WFP's role and contribution to breaking the cycle of hunger and achieving sustainable food and nutrition security [food security and nutrition]*

Mission and core strengths

Framework

Positioning WFP in the larger system of actors

## IV. **WHAT** WFP Will Do

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*WFP will address the food and nutrition needs of the poorest and most vulnerable and work in partnership with others to achieve the following objectives and goals.*

### Strategic Plan Vision

- Address the **food and nutrition needs** of the poorest and most vulnerable.
- Work in true **partnership** with others, recognizing their contribution to achieving objectives and goals.
- Build self-reliance and contribute to lasting solutions by **strengthening the capacity** of communities and countries.
- Create an enabling environment for promoting **gender equality** and the empowerment of women.
- Adopt a **nutrition**-sensitive approach across all programming.
- **Measure results** through the Strategic Results Framework and continuously improve programme quality and impact.

### IV.1 PREPARE FOR AND **RESPOND** TO SHOCKS

#### Strategic Objective One:

Save lives and protect livelihoods.

#### Goals

1. Reach vulnerable people and communities whose food and nutrition security [food security and nutrition] has been adversely affected by shocks.
2. Protect lives and livelihoods and reduce undernutrition to below emergency levels.
3. Strengthen the capacity of communities, governments and regional organizations to prepare for, assess and respond to shocks.

#### **IV.II RESTORE AND REBUILD LIVES AND LIVELIHOODS**

##### **Strategic Objective Two:**

Support food and nutrition security [food security and nutrition] and contribute to livelihoods following emergencies and in fragile settings.

##### Goals

1. Support food and nutrition security [food security and nutrition] of people and communities and contribute to stability, self-reliance and durable solutions.
2. Assist communities and countries to establish livelihoods, connect to markets and build and manage food systems.
3. Support the safe, voluntary return and reintegration of refugees and internally displaced persons (IDPs) through food and nutrition assistance.

#### **IV.III REDUCE VULNERABILITY AND BUILD LASTING RESILIENCE**

##### **Strategic Objective Three:**

Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.

##### Goals

1. Support people, communities and countries to adapt to climate change, reduce disaster risk and strengthen resilience to shocks through food and nutrition assistance.
2. Connect smallholder farmers to markets and leverage purchasing power to reduce post-harvest losses, support economic empowerment and transform food assistance into a productive investment in local communities.
3. Strengthen the capacity of communities and governments to establish, manage and scale up sustainable and effective food and nutrition security institutions, infrastructure, and safety-net systems, including systems linked to local agricultural production.

## **Strategic Objective Four:**

**Reduce undernutrition and break the intergenerational cycle of hunger.**

### Goals

1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and those affected by HIV/AIDS and tuberculosis.
2. Increase access to education, contribute to learning and improve nutrition and health for children, adolescent girls and their families.
3. Strengthen the capacity of communities and governments to design, manage and scale up nutrition programmes and to bring undernutrition below critical levels.

## V. HOW WFP will do it

*WFP will work to achieve its strategic objectives and goals through the following actions and in the following ways.*

### Deploy the right tool in the right place at the right time

- Design programmes based on rigorous analysis of needs and context, beneficiary preferences, programme objectives and evidence of impact
- Select the appropriate tool or mix of tools to achieve strategic objectives and goals in particular circumstances and contexts
- Work to strengthen the capacity of communities and countries using any combination of tools listed below

MAIN TOOLS		
Transfers	Operational services	Technical assistance, partnerships and advocacy
<p><u>General/targeted distribution</u></p> <ul style="list-style-type: none"> <li>• Food, including fortified foods</li> <li>• Cash and vouchers</li> <li>• School feeding</li> <li>• Specialized nutritional products</li> </ul>	<p><u>Analysis</u></p> <ul style="list-style-type: none"> <li>• Vulnerability analysis and mapping</li> <li>• Early warning products and tools</li> <li>• Emergency needs assessments</li> <li>• Context analysis</li> <li>• Capacity assessments</li> <li>• Gender analysis</li> </ul>	<p><u>Technical assistance</u></p> <ul style="list-style-type: none"> <li>• Policy and programmatic advice</li> <li>• Transition strategies</li> <li>• Pro-smallholder procurement</li> <li>• South–South cooperation</li> <li>• Weather risk insurance</li> </ul>
<p><u>Community and Public Works</u></p> <ul style="list-style-type: none"> <li>• Food and cash for work</li> <li>• Food and cash for assets</li> <li>• Food and cash for training</li> <li>• Insurance for work</li> <li>• Community granaries</li> </ul>	<p><u>Procurement</u></p> <ul style="list-style-type: none"> <li>• International procurement</li> <li>• Local and regional procurement</li> <li>• Warehouse receipt programmes</li> </ul>	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> <li>• National and local governments</li> <li>• Regional organizations</li> <li>• United Nations agencies</li> <li>• United Nations cluster leadership (logistics, emergency ICT, food security)</li> <li>• International organizations</li> <li>• Non-governmental organizations</li> <li>• Private sector</li> </ul>
<p><u>Nutrition</u></p> <ul style="list-style-type: none"> <li>• Mother-and-child health and nutrition (MCHN) programmes</li> <li>• Programmes addressing and mitigating HIV/AIDS and other pandemics</li> </ul>	<p><u>Logistics, ICT, Engineering</u></p> <ul style="list-style-type: none"> <li>• Logistics services (surface and air)</li> <li>• Information and communications technology</li> <li>• Infrastructure</li> </ul>	<p><u>Advocacy</u></p>

## Measure results

- Measure results and show the impact of programmes
- Deliver accountably and transparently
- Adopt a culture of evidence-based decision-making
- Capture, share and manage knowledge and lessons learned
- Continuously improve programme quality, efficiency and effectiveness

## Enable effective and efficient implementation

- Strengthen organizational resilience against shocks
- Expand use of country strategy planning
- Develop and update policies and partnership agreements
- Identify risks and implement mitigation measures
- Adapt and streamline internal systems and business practices
- Build and maintain core strengths in vulnerability analysis and mapping (VAM), logistics and procurement
- Develop a resource mobilization strategy to get the job done effectively and efficiently
- Improve staff skills and capacity to:
  - respond to complex emergencies and develop capacity;
  - design and execute appropriate programmes and use tools;
  - evaluate results and demonstrate evidence of impact;
  - manage and disseminate knowledge and best practices; and
  - identify and develop effective and durable partnerships.