

WFP Strategic Plan (2022–2026)

(unedited version)



First informal consultation

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**World Food Programme
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1. Context, challenges and opportunities

1.1 The world today

1. The world today is more complex and volatile than it was five years ago. At that time, governments had just adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), affirming their resolve to end poverty and hunger, reduce inequality in opportunity, build peaceful societies, stimulate environmentally sustainable and inclusive economic growth and promote the respect and protection of human rights. Yet, despite all good intentions, the progress has been limited and in many ways reversed, shaking the foundations of progress towards Zero Hunger by 2030.
2. Chronic hunger has been on the rise since 2014. In 2019, 650 million people globally suffered from chronic hunger—43 million more than in 2014. The situation in 2020 deteriorated drastically with up to 811 million people classified as chronically hungry—an astounding 161 million people more than in 2019.¹ Current projections show that around 660 million people may still face chronic hunger in 2030—30 million more people than in a scenario where the COVID-19 pandemic had not occurred.
3. Across countries where WFP operates, an estimated 270 million people need urgent food assistance in 2021. A staggering 41 million people are already facing emergency levels of acute hunger and more than half a million people are experiencing famine like conditions. Moreover, the global burden of malnutrition remains enormous with almost 150 million children stunted, nearly 50 million wasted and every other child – as well as 2 billion adults – suffering from micronutrient deficiencies.
4. More people live in extreme poverty today than five years ago. Between 2000 and 2015, the number of people living below the extreme poverty line of USD 1.90 a day declined by nearly one billion. By 2019, the pace of poverty reduction had slowed, making it look nearly impossible to eradicate poverty within the next decade. The COVID-19 pandemic dealt an unprecedented blow to this goal, raising the total number of people facing extreme poverty to 732 million people in 2020 and 711 million people in 2021—an increase of 97 million people.²
5. Inequalities are growing and changing in nature. While the world has made strides towards eradicating extreme deprivations, large differences in human development remain. This particularly holds true for disparities in access to primary, secondary and tertiary education or present-day technologies which are key determinants of how effectively people thrive in a knowledge economy and face the challenges that lie ahead, including coping with a climate crisis. Gender inequalities remain among the most entrenched, with women 27 percent more likely to be severely food-insecure as compared to men, holding back half the world from reaching its full potential. The COVID-19 pandemic has cemented and exacerbated gender inequalities, just as it has set back efforts to reduce income inequality.
6. With regard to key drivers of food insecurity – conflict, climate crisis and economic downturns – the world has become more divisive and perilous since 2016. Global peacefulness, as measured by the Global Peace Index, has deteriorated in four of the last five years. In 2020, among people experiencing acute hunger, conflict was a driving factor in two-thirds of cases. It was the single largest contributor to extreme hunger—almost 100 million people in 23 countries. There is a clear and demonstrable link between conflict, hunger, destabilization, terrorism and mass migration out of necessity. Conflict disrupts

¹ SOFI 2021, Forthcoming

² World Bank, *Updated estimates of the impact of COVID-19 on global poverty: Turning the corner on the pandemic in 2021?* Published on Datablog, 24 June 2021.

crop production, drives herders off pasturelands and people out of their homes, keeps trade from flowing and markets from functioning properly, destroys livelihoods and fuels food inflation leaving millions without enough to eat. Conflict can also restrict access, making it difficult for humanitarian actors to reach affected populations or for people to move to areas where life-saving assistance can be provided.

7. The world is faced with ever more climate disasters. Weather-related disasters have doubled since the early 1990s in low- and middle-income countries, reaching 334 events per year between 2000 and 2019. New hazards are picking up speed, such as extreme temperatures and heatwaves which have more than tripled over the past 4 decades. While drought, storms and floods damage the systems that produce and process food and get it to people's tables, climatic stressors such as changing seasons and water scarcity weaken those same systems. In addition, climate shocks and variations feed social tensions and conflict by aggravating resource constraints, disturbing livelihoods and forcing displacement, thereby intensifying hunger. In 2020, 30 million were internally displaced due to weather-related disasters, the highest number in a decade.
8. The COVID-19 pandemic has thrown the global economy into turmoil, causing it to contract by 3 percent in 2020 with the most severe labour market disruptions since the Great Depression of the 1930s. According to the International Labour Organization (ILO) an equivalent of 255 million full-time jobs accounting for USD 3.7 trillion in household incomes were lost due to the pandemic in 2020, the effects of which are expected to linger until at least 2023. Employment losses were higher for women (5.0 percent) than for men, and for young workers (8.7 percent) than for older workers.³ Poor countries suffered tremendously as remittances plunged, tourism came to a halt, the value of currencies tumbled, and inflation spiked. Food became unaffordable for millions, prompting a devastating increase in hunger and malnutrition in countries large and small. The pandemic also caused the world's largest educational crisis, affecting 1.6 billion children.
9. The world has taken extraordinary measures to safeguard lives and livelihoods during the COVID-19 crisis – at an unprecedented cost. Fiscal support and monetary measures to stave off economic collapse amount to USD 26 trillion, nearly 30 percent of global gross domestic product (GDP). Advanced economies undertook the majority of these initiatives, leaving their budgets under exceptional pressure in the near term. At the same time, a lack of access to vaccines combined with a colossal debt burden severely constrains economic recovery across the developing world, aggravating the risk of a debt trap and a lost decade in some countries. This implies a disturbing and rising disparity between the funding needed to assist people in the near to medium term and the funding available.
10. Several other trends shape the world and WFP's outlook. A growing population puts increasing pressure on natural resources and social systems. Rapid urbanization is profoundly transforming rural areas and increasing the burden of food insecurity in cities. More than half of the global population now live in urban areas, of which at least 1 billion live in precarious conditions in slums or informal settlements. Relying on unreliable income sources, the urban poor spend more than 50 percent of their budget on food. An additional 552 million people are projected to enter the labour force in developing countries by 2030, creating mounting competition for work. This coincides with technology and digitalization swiftly changing the world. Automation could replace the equivalent of up to 800 million full-time jobs globally within the next ten years, depending on the speed of adoption. Mounting difficulties in earning a living in turn will increase rural-urban outward migration pressure. With the climate crisis accelerating and conflicts growing, the number of forcibly

³ ILO Monitor, *COVID-19 and the World of Work*, Sixth Edition, Briefing Note, 23 September 2020.

displaced people has already skyrocketed in recent years, reaching an alarming 89 million last year.

1.2 Challenges we face

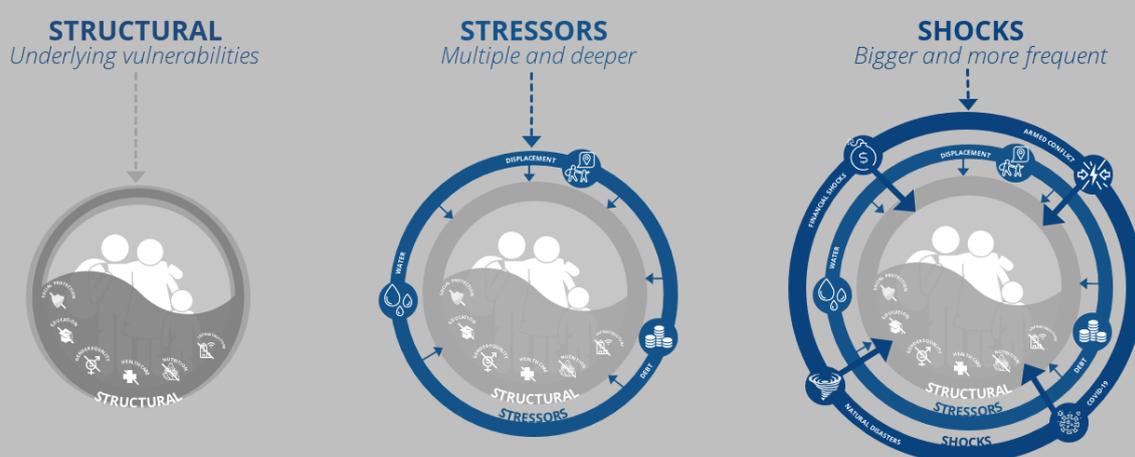
11. The world is not moving towards but away from Zero Hunger. Behind this trend lies a less peaceful world faced with ever more climate-related disasters and recurrent economic setbacks, most recently due in large part to the COVID-19 pandemic. These shocks not only amplify each other but also deepen structural climatic, environmental, demographic, social and technological vulnerabilities in a brutal and damaging way for millions of people across the world.
12. A lack of progress in key areas of development is a major obstacle to reversing this trend. Unable to accumulate human capital – the knowledge, skills and health to make a living – and without social protection coverage, millions of people are unable to meet their essential needs or buffer the impact of increasingly frequent and severe shocks and deep stressors. Today, 258 million children are out of primary or secondary school and about 300 million schoolchildren have iron-deficiency anaemia; more than 3 billion people cannot afford the cheapest healthy diet; 47 percent of the total population and only 17 percent of Africans are covered by at least one social protection benefit.⁴ Tellingly, while less than a tenth of the world's population lives in monetary poverty as measured by the USD 1.90 a day threshold, one in five live in multidimensional poverty, meaning that they face deprivations in living standards, education and health.
13. Food systems are not delivering food security and healthy diets, with the high cost of nutritious foods contributing to micronutrient deficiencies, malnutrition and other chronic problems. Moreover, these same food systems are accelerating the climate crisis, further hampering progress towards Zero Hunger. Food systems currently produce between 21 and 37 percent of the world's greenhouse gas emissions, and their environmental effects – such as soil degradation and biodiversity loss – lower agricultural productivity, weakening communities' resilience to shocks and stressors. Food systems also fail to guarantee decent livelihoods, with many of the world's 500 million smallholders (small-scale farmers, pastoralists, forest keepers or fishers) working through inefficient value chains and without receiving fair and transparent remuneration. Responsible for the production of most of what the world eats, most smallholders remain chronically food-insecure. Furthermore, about 14 percent of the world's food is lost before reaching retail outlets. Combined with food waste that occurs at retail or consumption level, the amount of food wasted could be as much as 30 percent.
14. Accelerating needs could be slowed if met with an adequate and relevant anticipatory planning and action. However, national and international actors, including WFP, are falling behind in their efforts to meet urgent needs and to achieve the SDGs due to a variety of constraints, and a stronger, collective understanding of the complexities of varying contexts. A lack of flexibility in current funding mechanisms limits agility in responding to complex challenges. Partnerships are often fragmented and fail to optimally leverage resources and know-how optimally. Silos and insufficient capacity limit the potential to adapt to and address complex new problems. Lack of political will and weak governance impede progress. Finally, local communities – critical for the effectiveness of any intervention and the sustainability of outcomes – are often disempowered and not involved in the decision-making process.

⁴ ILO | Social Protection Platform (usp2030.org)

15. The gravest challenge in the coming years is the need to do more with fewer resources. Against a backdrop of growing hunger, food insecurity and malnutrition, the ability of governments to meet those needs will remain constrained. This means that every single dollar must be used to maximize effectiveness and efficiency to achieve demonstratable outcomes and impact.

Box 1: Shocks, stressors and underlying vulnerabilities

The combined effects of bigger and more frequent shocks, multiple and deeper stressors, and underlying structural vulnerabilities increasingly jeopardize progress made towards Zero Hunger. By themselves, shocks do not necessarily lead to crises. Their disastrous effects fully unfold only when they feed off existing vulnerabilities. If such vulnerabilities grow under the mounting pressure of stressors, shocks become ever more damaging. The COVID-19 pandemic illustrates the vast difference in impact that the same shock can have in circumstances that vary from country to country, for example in their social protection coverage. The crisis quickly became life-threatening for informal labourers living from hand-to-mouth in poor countries while hardly having any impact on the livelihoods of workers in advanced economies participating in furlough schemes.



Shocks with an impact on food security are diverse. Armed conflict is a prime example along with earthquakes, floods, cyclones and other natural hazards, financial and economic shocks, crop and livestock diseases or pest outbreaks, such as locust infestations. Their onset is often sudden but can also be slow as in the case of drought. Shocks can be recurrent, for example hurricanes, and, when unravelling in a way that compounds underlying vulnerabilities, can lead to protracted crises.

Stressors are long-term trends that undermine the stability of a system and increase vulnerabilities within it. For example, a growing debt burden acts as a stressor as debt obligations erode countries' fiscal space while the risk of debt distress leads to higher borrowing costs, harming investment and growth. Environmental stressors include deforestation, biodiversity loss, water scarcity, erosion, and rising salinity in soils and groundwater, which can curb agricultural yields. Social stressors, such as growing displacement and rapid urbanization, add pressure on infrastructure, which is often already limited in poor countries, and compromise people's access to essential services such as healthcare.

Structural vulnerabilities relate to weaknesses in the foundations for sustained and equitable economic growth, for lifting people out of poverty and enabling them to make choices and take their lives into their own hands. These foundations include adequate education, child nutrition and adequate healthcare; ensuring gender equality and women's empowerment; establishing social safety nets; investing in nature positive solutions and rural infrastructure; and providing climate risk and early warning information ahead of impending disasters. Progress in these areas enables people to build resilience with regard to shocks, protecting them from being caught in downward spirals when disasters strike. Without progress, stressors entrench vulnerabilities and shocks trigger emergencies.

1.3 Opportunities to leverage

16. While the challenge of addressing hunger is tremendous, some global trends and circumstances have the potential to boost WFP's efforts. Capitalizing on such opportunities could result in multiplying the benefits of WFP's work, leading to improved livelihoods, resilience, and stability in the communities that we serve.
17. A crisis of historic dimensions, the COVID-19 pandemic is also a wake-up call and an opportunity to build back better. The pandemic has caused suffering and destitution of enormous scale. At the same time, the speed of vaccine development has shown what the world can achieve. Ending poverty and hunger requires coordinated and sustained investments in women's empowerment, child nutrition, education, environmental rehabilitation, and social protection, underpinned by political commitment and good governance. By building on the unprecedented social protection response, worth USD 800 billion in 2020, the pandemic can catalyse the promotion of food security and nutrition.
18. Recent years have seen renewed commitment towards solving some of today's most urgent problems. Having signed the Paris Agreement in 2015, countries responsible for 70 percent of total greenhouse gases now have targets for net-zero emissions within the next decades. Beyond governments, international financial institutions (IFIs) have made important commitments. The World Bank more than doubled its support for countries affected by fragility, conflict, and violence in 2016 and shifted a record USD 26 billion their way under the last International Development Association (IDA) replenishment. This has given these countries, home to millions of hungry, access to previously unavailable financing and a chance to meet their diverse challenges.
19. Technology and digitalization are advancing swiftly, holding remarkable opportunities. COVID-19 has rapidly accelerated two trends: the use of data in decision making and the uptake of mobile money. With two out of three of the world's 1.7 billion unbanked owning a mobile phone, this is a chance to enhance the delivery of WFP's programmes while transforming livelihoods through financial inclusion. Technological advances also led to solar energy turning from the most expensive into the cheapest form of electricity within a decade. This could become a game-changer for progress in sub-Saharan Africa with its steady amount of sunshine and half the population without access to electricity, improving livelihoods and benefitting smallholders e.g. through small-scale irrigation or refrigeration.
20. In Africa, a demographic dividend – a large working age population with fewer dependents freeing up resources to invest in inclusive growth – remains achievable. This could add USD 500 billion to annual economic growth over 30 years – if job creation picks up and human capital challenges are overcome. Moreover, expected larger migration flows could bolster origin countries' economies through remittances, investments, skills and technology transfers. In 2020, remittances surpassed overseas development assistance and foreign direct investment combined. A move away from expensive transfers involving physical cash could amplify gains from remittances: cutting transfer prices by 5 percentage points could free up USD 16 billion per year.

1.4 Our operating landscape

21. The WFP Strategic Plan (2022–2026) is situated within renewed global commitment to the 2030 Agenda for Sustainable Development. The 17 SDGs provide a blueprint for collectively fighting poverty and hunger, confronting the climate crisis, achieving gender equality and much more. With less than 10 years to 2030 and uneven progress on the goals, the United Nations General Assembly (UNGA) proclaimed the Decade of Action in September 2019 affirming our collective commitment to mobilize action across global, national, and local levels towards an inclusive vision for a safe, healthy and prosperous planet, where no one is left behind.
22. To strengthen the implementation of the 2030 Agenda, the Secretary-General proposed a series of reforms that 120 Member States committed to in 2017. UNGA Resolution 72/279 repositions the United Nations development system (UNDS) to be “more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented”, and to respond to national development needs and priorities as expressed through the 2030 Agenda. With the quadrennial comprehensive policy review (QCPR) resolution completed in December 2020, Member States reaffirmed their desire for completion of the development reform initiatives. The QCPR provides guidance to the UNDS on key policy areas to achieve the SDGs, including gender, youth, persons with disabilities as well as digital technologies, climate and biodiversity.
23. The reforms envisage a new generation of United Nations country teams (UNCTs) with a needs-based tailored country presence working towards collective outcomes, expressed through the United Nations sustainable development cooperation framework. The cooperation framework determines and reflects the UNDS’ commitments in a country – and the configuration of United Nations resources to achieve them. Working under an empowered resident coordinator, and in close cooperation with national governments and stakeholders, UNCTs will use the cooperation framework to plan, finance, deliver and evaluate their contribution to nationally owned development results.
24. WFP is actively engaged in UNDS reform. At global level, WFP participates in inter-agency task teams and liaises with the United Nations Development Coordination Office, through the New York Office. At regional level, WFP contributes to framing the new regional inter-agency architecture through the regional collaborative platforms and related mechanisms. At the country level, WFP country directors are active members of United Nations country teams and country offices are involved in common country analysis and cooperation framework development. WFP has also produced detailed guidance for WFP officers, providing a comprehensive overview of the cooperation framework, its core principles, planning instruments and its implications for WFP’s country strategic planning framework.
25. With two-thirds of WFP’s work taking place in conflict-affected countries, United Nations Security Council (UNSC) Resolution 2417, adopted in 2018, is another game-changer. The resolution brings political attention to challenges related to hunger and conflict, makes intentionally starving people a war crime and condemns those that willfully block humanitarian access or impede efforts to move relief supplies. Since its adoption, WFP and FAO have regularly provided the UNSC with up-to-date food insecurity information, underlining the urgent need to target efforts towards resolving conflict to end hunger. Additionally, the climate crisis has been asserted as driving conflict within UNSC debates, with encouragement to United Nations agencies to design programmatic approaches that encompass both conflict prevention and climate resilience.

26. The Agenda for Humanity, the framework emerging from the World Humanitarian Summit (WHS) in May 2016, further defines the landscape in which WFP operates. Informed by a two-year global consultative process involving affected people, governments, civil society, the private sector and other partners, the WHS brought together thirty of the biggest humanitarian donors and actors, including WFP, to declare five core responsibilities of the humanitarian system: 1. prevent and end conflicts; 2. respect the rules of war; 3. leave no one behind; 4. work differently to end need; and 5. invest in humanity.
27. While WFP has commitments across all five core responsibilities, the fourth – work differently to end need – has guided WFP’s strategic and operational transformation through three interlinked approaches: putting affected people at the centre of everything WFP does; shifting the focus from responding to anticipating and mitigating crises through improved risk analysis and early action; and bringing humanitarian and development actors together around collective outcomes that reduce need, risk and vulnerability. WFP has embraced all three approaches in the global roll-out and development of country strategic plans (CSPs).
28. The Grand Bargain, a set of commitments that WFP agreed to at the WHS, frames this transformation. Aimed at achieving maximum impact by fostering a more cohesive and collaborative approach, these commitments remain a key reference point for improving the effectiveness and efficiency of collective action on humanitarian needs and sustainable development. In the current COVID-19 pandemic response, the Grand Bargain has been an important catalyst to guide humanitarian actors through this period of adjustment, drawing on its key principles of transparency, localization, harmonized reporting, flexibility of funding and reduced management costs.
29. WFP plays a strategic and constructive role in implementing the Grand Bargain commitments. For instance, WFP engages with local and national responders in a spirit of partnership, seeking to reinforce rather than replace local and national capacities. WFP also co-leads the Cash Workstream with the Foreign, Commonwealth and Development Office active in the areas of social protection and humanitarian cash, coordinated donor responses, cash and its relation to gender and localization, and improving efficiency and effectiveness and value for money. Another example is the Rome-based agencies’ (RBAs) collaboration to strengthen resilience for food security and nutrition. The memorandum of understanding (MoU) signed in June 2018 commits the three RBAs to working towards collective SDG 2 outcomes in support of national priorities.
30. The right to adequate food is a legally binding human right in international law, enshrined in article 11 of the International Covenant on Economic, Social and Cultural Rights (ICESCR) in 1966. The 2030 Agenda for Sustainable Development further recognizes that the realization of the right to adequate food is both an achievable goal (SDG 2) and the way ahead for transformational change. Along with FAO, WFP will play a key role in advancing the right to adequate food at global, regional and national level. WFP will provide an enabling environment to protect, respect and fulfil the right to adequate food, focusing on better policy design, increased investments, improved governance and evidence-based support.

Box 2: Food Systems Summit

TO BE DEVELOPED – After the Pre-Summit 19–21 July

2. Findings from reviews and assessments

2.1 Mid-term review

31. WFP Strategic Plan (2022–2026) has benefitted from the findings and recommendations from the mid-term review of the WFP Strategic Plan (2017–2021) undertaken in 2020. Its main findings and recommendations were as follows:
- Given WFP’s mandate and experience, the focus on SDGs 2 and 17 should remain. WFP should ensure that its contributions to other SDGs is maximized and captured.
 - WFP’s strategic results lack quantification and should be quantified, costed and clearly articulate WFP’s value proposition.
 - WFP should simplify its results framework, making the formulation of strategic and holistic outcomes clear. WFP should also reformulate its programmatic offer based on learning and evidence.
 - The corporate results framework would benefit from greater simplicity and clarity as well as reporting on resources to results should be improved.
 - The construction of theories of change would help WFP in decision making, evaluation and performance management.
 - The design of a significant number of CSPs has been influenced by donor funding preferences and mechanisms.
 - WFP needs to strengthen the coherence of its interventions across the triple nexus to meet the challenges posed by trends in global threats.
 - The capacity to respond to unexpected shocks must remain the highest priority for WFP.
 - WFP should develop strategic and operational partnerships with a wide range of actors, including with the private and financial sectors.
 - WFP should ensure that all policies on cross-cutting issues are fully reflected in the formulation of the new strategic plan.

2.2 External reviews and assessments

32. WFP’s performance was assessed externally by the Multilateral Organisation Performance Assessment Network (MOPAN) from 2017 to 2018. Overall, the MOPAN assessment found that WFP was steering an ever-clearer path towards maximizing its strengths and capacities to respond to humanitarian and development needs with speed and agility.
33. According to MOPAN, WFP had successfully aligned its clear and cohesive long-term vision to SDG 2 and SDG 17, which were commensurate with its objectives to meet humanitarian and development needs and the comparative advantages it offers in the field. Ongoing reforms were equipping WFP to deliver on these objectives even better, with the shift in focus to country-level operations and preparing the organization to be an enabler as well as an implementer.
34. While the WFP Strategic Plan (2017–2021) was conceptually sound, the MOPAN report encouraged further clarification and ongoing dialogue so that all relevant stakeholders understand, agree and contribute to its efforts to collaborate in the development space. Moreover, the assessment found that WFP’s ability to respond; to deliver results; and to make the shift from ‘implementer’ to also that of ‘enabler’ was negatively impacted by resource limitations and donor funding practices.
35. Further to the MOPAN organizational assessment, there are extensive evaluation findings on WFP’s performance that are reviewed and summarized, for example, in the WFP annual

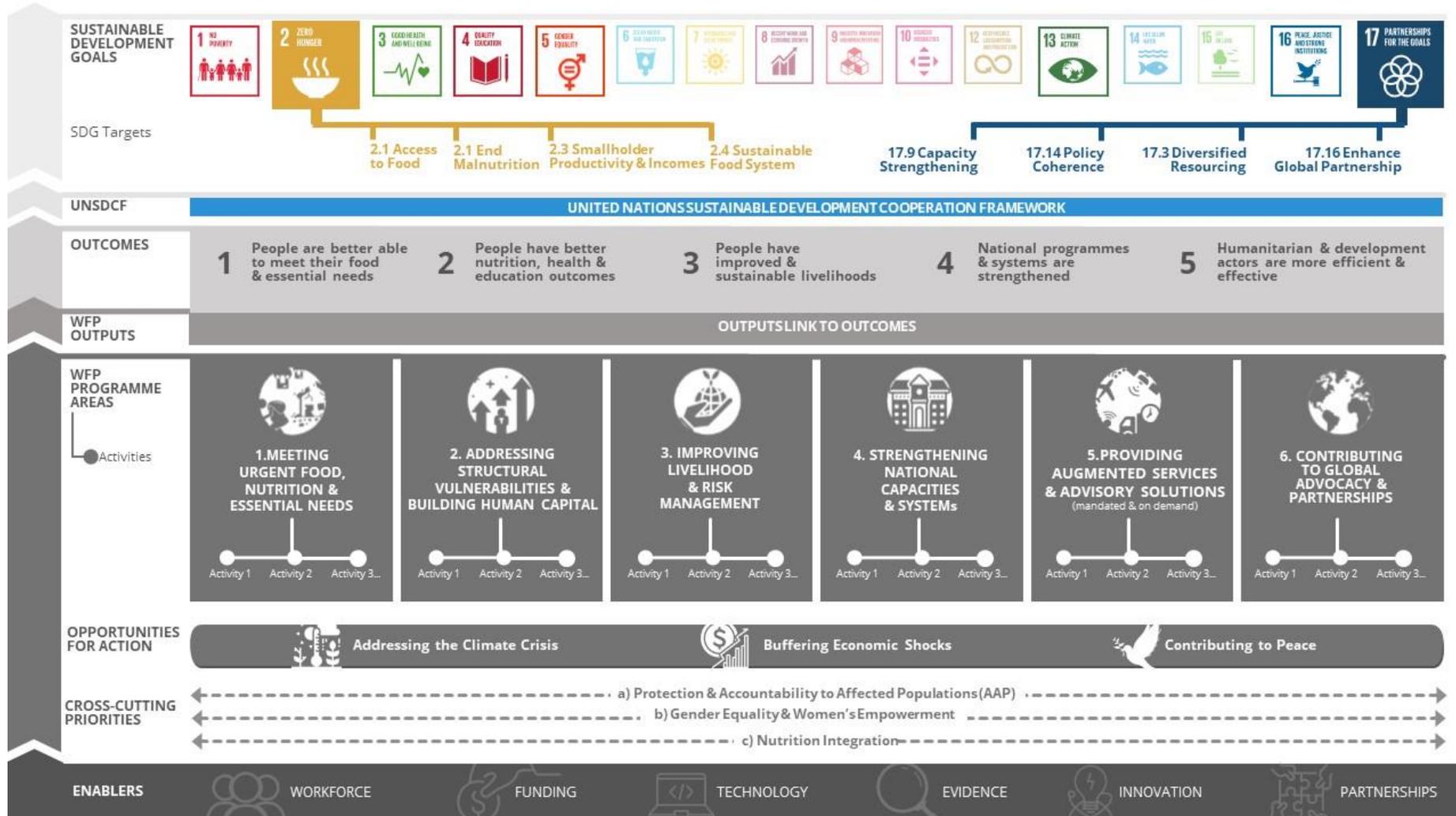
performance reports (APRs). The 2020 APR includes high-level summaries of key lessons-learned, and a specific summary, annex 8 of the APR, prepared by the independent Office of Evaluation.

36. Additional evaluations have concluded that WFP should invest more in its capacity to deliver on its vision and policy commitments. The country capacity strengthening (CCS) evaluation synthesis commits WFP to the establishment of a road map for resourcing and placement of CCS specialist positions. The evaluation of the WFP Gender Policy (2015–2020) recommends strengthening WFP's overall approach to gender equality and women's empowerment and systematically embedding gender mainstreaming across all levels of the organization, accompanied by adequate human and financial resources.
37. While WFP's demonstrated comparative advantage in school health and nutrition was recognized by the Strategic evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals (2020), it also highlighted the need to invest further in strengthened capacities in order to ensure that the transformative and enabling ambitions of the new school feeding strategy can be implemented on the scale that is envisioned within the broader school, health and nutrition approach. Similarly, the strategic evaluation on resilience concluded that WFP has the foundations for and high-level strategic commitment to support the enhancement of resilience to avoid recurrent crises. These commitments need to be grounded in operational realities and complemented by improved guidance, measurement and systems for WFP to make a lasting contribution.
38. WFP has received consistently high ratings in financial accountability since it became a signatory of the International Aid Transparency Initiative (IATI) in 2012 – a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development and humanitarian resources to increase their effectiveness in tackling poverty.

2.3 Evaluations

39. The evaluation policy (2016–2021) identified a model for the evaluation function that combined centralized evaluations with demand-led decentralized evaluations to support strategic plan commitments, inter alia. Since 2016, the evaluation function has informed and strengthened accountability and learning related to strategic planning and programming through the completion of 158 high quality and timely centralized (i.e. strategic, policy, corporate emergency, country strategic plans) and decentralized evaluations with balanced coverage across the organization. The Office of Evaluation has also developed and rolled out an impact evaluation strategy with support to country offices in four priority areas (cash-based transfers and gender; climate and resilience; school-based programmes; and nutrition).
40. The MOPAN assessment identified the robust evaluation function as one of four strengths of WFP. The 2021 OECD-DAC/UNEG peer review of the evaluation function has corroborated that finding and provided targeted recommendations for further enhancement of the evaluation function. An updated evaluation policy (2022–2026) will continue to support the generation of evidence to inform the implementation of the Strategic Plan (2022–2026) with support from the evaluation capacity development, evaluation communication and knowledge management and regional evaluation strategies.
41. In line with the CSP policy, the Office of Evaluation (OEV) systematically evaluates country strategic plans to inform the design of the second-generation CSPs. It also seeks to evaluate all WFP policies in line with the coverage norms set out in the evaluation policy. In addition, OEV reviews and comments on all draft CSPs, policies and corporate strategies through the programme review process (PRP) and the Oversight and Policy Committee (OPC). Demand-led decentralized evaluations inform learning and accountability, primarily at the country level.

Figure 1: Strategic framework



3. WFP's vision and outcomes

3.1 Vision (2030)

42. WFP remains fully committed to the 2030 Agenda for Sustainable Development and commits to bringing its strengths and capabilities to United Nations system efforts to help nations to achieve it, keeping people, the planet, prosperity, peace and partnership at the centre.
43. The Strategic Plan (2022–2026) reaffirms that SDG 2 (zero hunger) and SDG 17 (partnerships for the goals) are at the heart of WFP's work. The current global trend away from zero hunger highlights that it is key to focus both on the 'what' of proliferating needs and the 'how' and 'who' of a response that is falling behind. While this calls for prioritizing SDGs 2 and 17, the drivers behind increasing food insecurity – protracted conflicts, a global climate crisis and socio-economic shocks that come on top of old grievances, persistent stressors and deepening structural vulnerabilities – underline the deep interconnectedness with other SDGs. Accordingly, the twofold vision for 2030 underlying the Strategic Plan (2022–2026) is that:
- i) the world has eradicated food insecurity and malnutrition; and
 - ii) national and global actors have achieved the SDGs.
44. Eight targets within SDGs 2 and 17 stand out in their relevance to WFP. Examining the channels through which WFP contributes to change elevates ensuring access to food (Target 2.1), ending all forms of malnutrition (Target 2.2), doubling smallholder farmers' productivity and incomes (Target 2.3) and ensuring sustainable food systems (Target 2.4). Similarly, enhancing targeted capacity building in developing countries (Target 17.9) and policy coherence (Target 17.14), mobilizing additional and diversified resources (Target 17.3) and strengthening global partnerships (Target 17.16) are of prime importance.

3.2 Outcomes (2026)

45. The Strategic Plan (2022–2026) spells out five outcomes. Three of these 5-year outcomes are associated with the first part of WFP's vision on eradicating hunger and malnutrition (SDG 2), the other two with its second part on national and global actors (SDG 17).
46. Reaching zero hunger pivots on improving people's access to food while also enabling them to sustainably meet their food and other essential needs. Progress towards meeting essential needs and investment in human capital can bolster efforts to reduce structural vulnerabilities and enable people to improve their livelihoods, build resilience to shocks and stressors, and reduce need. With an ever-greater number of shocks, strengthening the foundations to withstand them is critical, mitigating both the human and financial cost of crisis and response. Reacting once the damage is done comes with an ever-greater cost and risk of always being a step behind as people become trapped in a downward spiral once disaster strikes. Therefore, realizing the first part of WFP's vision counts on the outcomes that:
- people are better able to meet their food, nutrition and essential needs;
 - people have better nutrition, health and education outcomes; and
 - people have improved and sustainable livelihoods.
47. Investments and efforts will be needed to build and transform systems and to strengthen local and national programmes to reach the millions of people in need, provide food security and healthy diets for all, and to achieve the goals of the 2030 Agenda. Given the agenda's ambition and urgency, this hinges on effective collaboration and partnership between

humanitarian, development and peace actors at local, national, and global levels to support national efforts on achieving the SDGs and to safeguard lives while simultaneously laying the foundation for a more prosperous future. Consequently, the two outcomes associated with the second part of WFP's vision are that:

- local and national programmes and systems are strengthened; and
- humanitarian, development and peace actors are more efficient and effective.

3.3 Linkages to other SDGs

48. Achieving and sustaining WFP's vision, and in particular SDG 2, relies heavily on progress towards other SDGs for instance, reducing poverty (SDG 1) is a means to guarantee economic access to food, while physical access may depend on reducing inequalities (SDG 10). To properly utilize food, good health (SDG 3) and clean water and sanitation (SDG 6) are critical. Without achieving gender equality (SDG 5), food sharing within households might not correspond to women's nutrition needs, whereas education (SDG 4) is important to ensure good feeding and care practices. Affordable and clean energy (SDG 7) is fundamental to prepare and store food properly, keeping it safe and reducing food loss and waste.
49. A reversal of the global rise in hunger also requires progress towards a more peaceful world (SDG 16) and sustained, inclusive and sustainable economic growth (SDG 8). Climate action (SDG 13) contributes to ensuring stable food availability by strengthening the adaptive capacity of food systems to climate variations. Moreover, enabling the most vulnerable to withstand economic, conflict- or weather-related shocks without slipping into hunger is contingent on developing human capital, that is improving health (SDG 3) and education (SDG 4) and empowering especially women (SDG 5) to better livelihoods and build resilience.
50. At the same time, steps towards eradicating food insecurity and malnutrition brings the world closer to achieving many of the other SDGs. For example, school feeding promotes education (SDG 4) through increased enrolment, attendance and learning; health (SDG 3) when included as part of a broader package of health and nutrition services; and gender equality (SDG 5) when combined with approaches to keep girls in school and reduce early marriages. Ensuring that girls and boys stay in schools furthermore allows countries to develop their human capital and contributes to reducing poverty (SDG 1), inequalities (SDG 10) and promotes economic growth (SDG 8). Food assistance for assets contributes to climate action (SDG 13) when reducing the impact of low rainfall or floods through climate-proofed infrastructure; and to rehabilitating and greening degraded land (SDG 15) through soil and water conservation measures. Cash-based transfers contribute to gender equality (SDG 5) when linked to financial inclusion for women; and to economic growth (SDG 8) through stimulation of local economies. When implemented in urban and peri-urban areas, SDG 2-related activities also contribute to protecting the urban poor and vulnerable against shocks, and improve their access to basic services (SDG 11).
51. Similarly, SDG 17-related activities contribute more broadly to the 2030 Agenda. For example, strengthening national capacity to implement social protection systems contributes to reducing poverty (SDG 1). Support for policies that require fortification of food for school feeding operations advances health outcomes (SDG 3) and help address nutritional needs of schoolchildren and adolescents (SDG 2). Working with governments to enhance their digital and analytical capacities to assess climate risks reinforces countries' adaptive capacity to climate-related and natural disasters (SDG 13). South-South and triangular cooperation, contributes across the SDGs by leveraging country-owned solutions through sharing of knowledge, expertise and resources. Through ensuring responsive and inclusive decision making at every level, all of WFP's activities contribute to peace, justice and stronger institutions (SDG 16).

4. Opportunities for action

52. The key drivers of hunger – conflict, climate change and economic downturns – are also opportunities for renewed action. In the Strategic Plan (2022–2026), WFP intends to frame its strengthened engagement, in partnership with others, drawing on its experience and capabilities to help address these drivers as core to reducing needs and reversing current trends away from zero hunger.

4.1 Contributing to peace

53. The link between hunger and armed conflict is a vicious circle: war and conflict can cause food insecurity, hunger and malnutrition, just as hunger and food insecurity risks exacerbating existing tensions and triggering the use of violence. It is impossible to achieve the goal of zero hunger without an end to war and armed conflict.
54. Responsible for acute hunger in two out of three cases in 2020, conflict and insecurity are primary drivers of food crises. Conflict exacerbates pre-existing fragilities, leaving people more vulnerable to fall into food insecurity, including by triggering displacement. Conflict and violence had uprooted 48 million of the total 55 million internally displaced people by the end of 2020. WFP reached 19.6 million internally displaced persons (IDPs) last year, representing 35 percent of the world's IDPs, providing the organization with deep insight and understanding of their vulnerabilities, risks and needs.
55. Following a conflict-sensitive and principled approach rooted in a thorough understanding of conflict settings' dynamics and risks, WFP will support an enabling environment for peace. WFP's minimum standards for conflict sensitivity require that all interventions draw upon robust conflict and risk analysis and that risks are monitored and addressed across the programme cycle. WFP will facilitate timely mitigation measures or operational shifts that in turn help to uphold humanitarian principles – including when contextual constraints call on WFP to take a principled stand. Over the next five years WFP will invest the resources and leadership to more systematically ensure the mainstreaming of conflict sensitivity throughout the organization.
56. WFP will strive to strengthen the social fabric of communities devastated by conflict and promote inclusivity and equity to maximize the benefits of efforts undertaken by WFP and its partners. Trusted and accepted by local communities, WFP will contribute to peace outcomes such as social cohesion, stabilization and citizen-state trust through community-based participatory planning, interventions that improve food security and build human capital, and service delivery. To make these outcomes sustainable, WFP will engage in humanitarian diplomacy and peace advocacy and enhance its partnerships, strongly advocating for the delivery of complementary programming by mandated organizations who are able and equipped to tackle drivers of conflict and vulnerability such as issues related to exclusionary, unjust and inequitable structures. Research partnerships and strengthened measurement approaches will contribute to the growing evidence base of WFP's contribution to peace in order to inform systematic programming (and necessary adjustments) to achieve peace outcomes.

57. In 2020 WFP was awarded the Nobel Peace Prize in recognition for its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict. The Nobel Committee emphasized that providing assistance to increase food security not only prevents hunger but can also help to improve prospects for stability and peace. They recognized the key role WFP plays in multilateral cooperation on making food security an instrument of peace and strongly contributing towards mobilizing Member States to combat the use of hunger as a weapon of war and conflict, as prohibited by UNSC 2417.⁵

4.2 Addressing the climate crisis

58. Faced with unabated global warming and possible tipping points in the global climate system, an increase in climate shocks, an acceleration of climate hazards, such as heatwaves or wildfires, and an intensification of lower-level climatic variations and stressors, saving lives after climate disasters will become ever more important. While responding to emergencies will remain WFP's core entry point in confronting climate disasters, a strong focus on disaster risk reduction and climate change adaptation will be necessary to curb runaway humanitarian needs.
59. WFP's opportunities for climate action sit across a spectrum ranging from coping with the impact of climate disasters to reducing, mitigating and transferring their risk. This includes foresight-based action at a scale that matches an accelerating climate crisis, to risk-informed emergency response and rehabilitation after climate disasters to build back better. WFP will contribute to emergency preparedness systems by enabling governments to anticipate climate hazards through early warning systems and climate information services, and to establish protective risk financing systems. Finally, WFP will contribute to reducing risk through purposefully scaling ecosystem-based adaptation with vulnerable communities and de-risking agricultural value chains.

Box 3: Environmental sustainability

WFP embraces the vision of the 2030 Agenda for a world free from hunger based on socially equitable and environmentally responsible sustainable development. To reduce the potential negative impact of its programme activities and support operations on the environment and the people who depend on it, WFP is committed to: i) identifying and managing the potential harm its programme activities and support operations may cause to the environment; ii) progressively enhancing the environmental sustainability of its programme activities and support operations; iii) increasing resource efficiency and minimizing its environmental footprint; iv) strengthening the capacity of partners, including governments, to plan and implement environmentally sound activities for food security and nutrition; and v) aligning its actions with international standards and practice.

WFP's environmental and social safeguards are a set of tools that are being mainstreamed throughout WFP programmes to systematically identify and manage environmental and social risks. Country offices apply these safeguards by assessing the strategic environmental and social risks of WFP activities as part of the development of country strategic plans; screening programme activities for environmental and social risks throughout the programme cycle; and equipping community feedback mechanisms to manage complaints about environmental or social harm caused by WFP, its partners, or its vendors. In parallel, WFP environmental standards are mainstreamed in its support operations through the application of an environmental management system (EMS) based on international standards to enhance environmental performance. This system provides an approach to identify, manage, monitor and control environmental issues in support operations.

⁵ <https://www.nobelprize.org/prizes/peace/2020/press-release/>

4.3 Buffering economic shocks

60. Out of the 77 countries with increasing numbers of hungry people in 2017, 65 experienced economic slowdowns. An example of an economic shock – and one whose effects spared no country – the COVID-19 pandemic’s implications for food security are hard to fathom. While tackling the drivers of economic downturns is far beyond the scope of WFP’s work, there are entry points for WFP’s activities that are conducive to cushioning the fallout from the pandemic-related and other economic shocks, both directly and indirectly.
61. WFP will contribute to strengthening the foundations of local rural and urban economies by contributing with partners to tackling poverty, building human capital and improving livelihoods. WFP will support social protection systems to increase their coverage and to reduce people’s exposure to shocks. Through technical training and school-based programmes, WFP will play a part in building human capital, leading to better-paid jobs and improved market functionality and, in parallel, equipping future generations with the health and education necessary to achieve their potential. When possible, WFP will source commodities locally, including procuring from smallholders, injecting financial resources in the local economy, stimulating markets as well as value and supply chains. Beyond meeting food, nutrition and essential needs, WFP’s cash-based transfers (CBTs) will contribute to stimulating local economies and to supporting financial inclusion. Through capacity building and partnerships, WFP will seek to connect communities to the opportunities of the digital economy, such as e-commerce and digital livelihoods.
62. In addition, WFP will leverage its unique standing to raise awareness on the food security implications that economic developments at national or global level have on the most vulnerable, influencing partners who are equipped to tackle the underlying economic issues.

5. Guiding principles

63. WFP’s work at the humanitarian–development–peace nexus will be ‘people-centred’, ‘context-specific’, ‘country-owned’, ‘programme-integrated’, ‘risk-informed’ and ‘evidence-driven’ to achieve effective and sustainable outcomes. All activities under the WFP Strategic Plan (2022–2026) will embody these six principles.

5.1 People-centred

64. Recognizing that ultimately the most appropriate and sustainable solutions will come from people expressing their own agency (i.e. what a person is free to do and achieve in pursuit of whatever goals or values he or she regards as important), WFP will put people at the centre of programme design and operational response, taking steps to understand the risks they face and prioritizing those in the most vulnerable situations. Realizing a people-centred, needs-driven approach includes ensuring that communities and people have decision making power and are supported to express their priorities, the risks and challenges that they face and how they can overcome them. WFP will help establish appropriate mechanisms that facilitate the centrality of voices of diverse people’s ability in shaping their own lives and informing the delivery of assistance that considers their longer-term aspirations, while meeting immediate and urgent needs. In addition, WFP will prioritize safety and dignity, avoid doing harm and help to facilitate people’s access to services and assistance in line with, and respectful of, their choices and needs, working with partners to identify and address barriers to ensure no one is left behind.

5.2 Context-specific

65. WFP will assist countries in their efforts to reach zero hunger by drawing on its portfolio of activities and expertise to implement operations together with partners who are present and best suited to the country and community specific contexts and needs. Not all of WFP’s activities will be implemented everywhere and the optimum mode of engagement in

country will be context-specific. In countries with strong national programmes and systems, for example, WFP may have more of a capacitating or technical advisory role. While in more fragile or crisis-prone countries, activities may range from delivering direct assistance, to supporting communities in assets creation that improves their livelihoods and resilience, to providing services to other humanitarian actors. The optimal mix of activities for a particular context will be defined in country strategic plans (CSPs) in consultation with governments to align with national priorities and the cooperation framework, as well as humanitarian response plans, as appropriate. Across its activities, WFP will leverage knowledge from local actors and strengthen their leadership to make assistance more localized and sustainable.

5.3 Country-owned

66. National governments are primarily responsible for achieving the SDGs. WFP is positioned as part of both the United Nations development system and the inter-agency humanitarian system to help fill gaps and extend reach in national response and capacity when and if needed, while avoiding long-term substitution of capacities that are better placed within national or local government, private sector or civil society structures. WFP will therefore prioritize working with and through national programmes and systems when possible, and strengthening national systems and programmes. Stronger, transparent, accountable and resilient national systems are a necessary condition for more cost-efficient, effective and sustainable responses and outcomes. This includes improving the coverage, adequacy, comprehensiveness and quality of national programmes as well as enhancing the organizational efficiency, effectiveness and viability of country systems towards achieving zero hunger. Strengthening and supporting national systems will enable more people to be reached, more sustainably and with a higher return on investment than long-term direct interventions by WFP and other international actors.

5.4 Programme-integrated

67. WFP aims to break down the silos between saving lives and changing lives, working across the humanitarian–development–peace nexus. The need to save lives in many places will remain a recurrent fixture unless lives are changed by building resilience and addressing the root causes of hunger and malnutrition. Guided by the principles of the OECD DAC Recommendation on the Humanitarian–Development–Peace Nexus,⁶ WFP will operationalize the HDP nexus through principled action that ‘prioritizes prevention always, development wherever possible and humanitarian action when necessary’. This commits WFP to pursue integrated and sequenced humanitarian and development programming and to layer activities that meet people’s urgent food security, nutrition and essential needs, while strengthening their long-term resilience to shocks and stressors and pursuing social cohesion and contributions to peace. In doing so, WFP contributes to broader efforts of the United Nations and governments to strengthen the coherence and complementarity of humanitarian, development and peace efforts.

5.5 Risk-informed

68. A landscape characterized by more shocks and stressors requires WFP to shift towards integrated, risk-informed programmes that help governments, communities and households build stronger capacities, systems and institutions to manage multiple risks. Risk-based decision making and programming is premised on identifying the multiple concurrent threats and complex risks (e.g. conflict, climate-induced disasters and economic crisis) relevant to the achievement of WFP’s results, as well as the risks created by WFP’s operations. WFP will systematically assess complex threats, risks and opportunities and embed risk management actions in the planning and delivery of its operations to reduce

⁶ WFP adhered to the OECD DAC Recommendation on the HDPN in September 2020.
<https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019>

risks and mitigate the consequences of risks. Managing the risk of climate crisis, for example, might involve WFP helping countries strengthen social protection schemes with climate insurance solutions, delivering cash transfers triggered by weather forecasts and mobilizing climate funding to increase the climate resilience of value chains.

5.6 Evidence-driven

69. Evidence and lessons-learned of WFP's successes and failures, based on research, monitoring and evaluations as well as knowledge produced by communities, governments and partners, will guide WFP's programmatic approaches. WFP will leverage technology and data to become a knowledge and evidence-driven organization. WFP will strengthen its evidence collection by transforming robust, sex- and age- disaggregated data into information and knowledge, facilitating strategic decision making and actions to best respond to humanitarian and development needs. WFP will increase the agility of its monitoring systems, including through making data available in near real-time. Beyond evidence-driven action in emergency and crisis settings, WFP will aim to demonstrate long-term impact. WFP will not undertake any activities for which it has not demonstrated comparative advantage and evidence of successful implementation within the public domain.

6. Strategic direction: saving and changing lives

70. WFP's strategic direction will be realized through six programmatic areas based on sets of activities carried out by WFP together with its partners. The programmatic areas are layered to work simultaneously or sequentially in order to produce desired food security and nutrition outcomes. These programmatic areas and activities within each are not new to WFP. They rather reflect the entire scope of WFP activities and expertise deployed in different country contexts at the request of governments and in collaboration with different partners. The six programmatic areas are:
1. Meeting urgent food, nutrition and essential needs
 2. Addressing structural vulnerabilities and building human capital
 3. Improving livelihoods and risk management
 4. Strengthening national capacity and systems
 5. Providing augmented services and advisory solutions (mandated and on-demand)
 6. Contributing to global advocacy and partnerships
71. The magnitude and complexity of today's shocks and stressors requires multi-partner and multi-sectoral programmes to meet urgent needs, build resilience capacities and address the root causes of such vulnerabilities. WFP alone simply cannot cover the range of sectoral activities required for a holistic outcome which makes cross-sectoral partnerships essential for any meaningful outcome. WFP will use its programmes as entry points for coherent interventions that complement the work of its partners (e.g. a school health and nutrition package linked with support for smallholder farmers) and, where possible, will seek to concurrently save lives and change lives, often for the same people.
72. In complementarity with national government strategies and partner activities, WFP will:
- i) layer programming of humanitarian and development assistance in targeted geographic areas, often for the same beneficiaries over several years;
 - ii) integrate humanitarian assistance programming objectives into development programmes and vice-versa to address multi-dimensional challenges; and
 - iii) use a logical, sequenced phasing of humanitarian relief and development programming to maximize long-term impact. Globally, WFP's programmes will operate at multiple levels: individual, household, community, national institutions and systems, to ensure sustainable outcomes at different scales.

6.1 Meeting urgent food, nutrition and essential needs

73. Given the state of the world WFP will maintain laser-sharp focus on its humanitarian response capabilities. In contexts dominated by bigger and more frequent shocks, coupled with multiple and deeper stressors, saving lives in emergencies, in line with humanitarian principles, will remain its highest priority. WFP's expertise, agility, operational presence and scale of response makes it an undisputed leader in humanitarian emergency response to address global, regional and national challenges. Working with partners, WFP will deliver life-saving transfers, provide services and strengthen the capacities of governments and first responders to better anticipate and react to shocks and reach people in urgent need of assistance. WFP will help address the magnitude of humanitarian needs by promoting strategic partnerships while moving as much as possible from a reactionary approach to pre-emptive support defined by anticipatory actions.
74. WFP will invest in innovative early warning tools and platforms which link early warnings to anticipatory, preparedness and early action to efficiently and effectively help people meet their food security, nutrition and other essential needs. WFP's attention to risk specific contingency planning will enable in-kind or cash-based transfer (CBT) responses through financial or staff mobilization, pre-positioning commodities or non-food items and setting up coordination mechanisms, standard operating procedures and CBT systems.
75. WFP will coordinate with partners to trigger internal national and system-wide preparedness and early action systems to anticipate and mitigate impacts while enabling a timely and effective humanitarian response. WFP will work with early warning-early action partners, including the Reference Group on Risk, Early Warning and Preparedness of the Inter-Agency Standing Committee, and issuing joint early warnings with FAO. WFP will increase response speed, effectiveness and efficiency by using flexible and immediate funding mechanisms for no-regrets preparedness and preemptive actions, such as WFP's donor-funded Immediate Response Account, a funding facility that ensures resources are immediately available for emergency preparedness and response.
76. WFP's emergency responses will provide urgent unconditional resource transfers (in-kind, CBTs) to people experiencing severe food insecurity and nutritional support to individuals at risk of or suffering from acute malnutrition to help save lives in emergencies and work towards achieving zero hunger (SDG 2). WFP's assistance will remain adaptable to diverse needs of people and different contexts and requirements as done during COVID-19 sensitive distributions. In emergency settings, WFP's direct delivery will also include equipment and services, such as collaborating with UNOPS to develop infrastructure that meets displaced persons' needs and participating in the Global Platform for Action for Sustainable Energy in Situations of Displacement (GPA), a global initiative to promote actions that enable sustainable energy access in displacement settings, facilitating households' access to modern cooking solutions.
77. In coordination with partners, WFP will focus on enabling affected populations to meet their essential needs. With food central among essential needs, the approach addresses the contextualized trade-offs people face to meet minimum living standards, contributing to progress towards poverty reduction (SDG 1) and health (SDG 3), while working towards food security. WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR); have a common mandate to support the essential needs of vulnerable refugee, returnee, asylum seeker and IDP populations. Cooperation on emergency response will be guided by an MoU between the two agencies, focusing on the nutritional status of target population groups, and promotion of self-reliance through food production and income-generation activities. As part of the United Nations Common Cash Statement, UNICEF, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), UNHCR and WFP will also collaborate on common CBT deliveries, including procurement of financial services,

interoperability of systems and coordinated programming, enabling beneficiary centred, coordinated responses to cover people's essential needs.

Box 4: Refugees

Today, more than 1 percent of the world's population is displaced. In 2020 the world was home to 26 million refugees, 4 million asylum seekers, 55 million internally displaced people and nearly 4 million Venezuelans⁷ displaced abroad. The number of forcibly displaced due to conflict, violence and persecution doubled within a decade. 80 percent of displaced people live in countries affected by acute hunger and malnutrition – many of which are facing climate and other disaster risks. Eight out of ten of the world's worst food crises in 2020 were in countries that have the largest number of internally displaced people.

The protracted nature of most refugee and internal displacement crises presents a challenge for WFP. In 2018, around 40 percent of refugees had been in exile for four years or less, about 30 percent for five to nine years, while roughly 10 percent had spent 35 to 40 years abroad. As displacement crises become chronic, needs often outweigh available resources, forcing the humanitarian community to make very difficult prioritization decisions. This is critical for WFP as one of the key actors providing humanitarian assistance to displaced populations. Almost one-third of its beneficiaries are either a refugee, an internally displaced person, or a returnee.

Collaboration with partners will be of essence to adequately support displaced people. Following a decade of joint work, WFP and UNHCR established the Joint Programme Excellence and Targeting Hub in 2020. The initiative, working towards common outcomes to better meet basic needs and reduce need among vulnerable refugee populations, reflects current best practice on the nexus approach and will remain a cornerstone for WFP's work with refugees. Going ahead, WFP will continue to strengthen its operational and partnership footprint in displacement crises, ensuring as much as possible that resources meet the needs of the most vulnerable.

78. Beyond ensuring transfers meet the urgent needs of recipients, as per the 2018 Sphere standards, WFP will provide specialized nutritious foods (SNF) to people at high risk of, or suffering from, malnutrition, while paying attention to do no harm, complemented by targeted messaging on optimal diets, good hygiene and health practices. Whether delivered as WFP programmes or supported through capacity strengthening and service provision, these interventions will enable the prevention and treatment of acute malnutrition, stunting and micronutrient deficiencies. Emergency nutrition interventions will be coordinated with UNICEF to ensure coverage and continuum of care to people at risk or suffering from wasting. Evidence⁸ shows WFP has widened its range of partnerships, which has enhanced its ability to reach affected people during emergency response. WFP will continue working with more than 1,000 organizations to meet essential and nutrition needs.
79. During and in the aftermath of emergencies, WFP will use food and cash assistance to support communities to protect, restore and enhance key assets and basic infrastructure to mitigate the impact of shocks and help households equally recover. WFP's food assistance for assets (FFA) activities help to construct or rehabilitate assets and prevent further deterioration of conditions, rebuilding the lives and livelihoods of affected communities responding to specific needs and promoting agency of women and men. Following an emergency, asset rehabilitation and recovery activities might include rehabilitation of household productive capacities, clearing of irrigation/drainage channels (e.g. after a flood), rehabilitation of roads and other community infrastructures (e.g. following an earthquake), creating resilient infrastructure (SDG 9) and laying the foundations for building resilience.
80. School feeding programmes are a valuable intervention in emergency contexts, bridging immediate response and long-term development efforts and acting as a safety net to ensure children's access to nutritious food and protection against deprivation. WFP will support

⁷ While likely in need of international protection under the Cartagena Declaration, Venezuelans displaced abroad have not applied for asylum in their host country and are therefore considered neither refugees nor asylum seekers. (<https://www.unhcr.org/refugee-statistics/>)

⁸ Strategic evaluation of WFP's capacity to respond to emergencies (2011–2018)

governments with their operations in humanitarian contexts and will advocate for the adoption of school feeding programmes as an essential safety net, increasing children's access to education, strengthening their health and nutritional status and contributing to a sense of normalcy. As a shock-responsive mechanism, school feeding will be adapted to provide take-home rations and CBTs in some settings, helping particularly girls to stay in school, prevent early marriage and delay the first pregnancy, and to reduce the food insecurity and poverty of families (SDG 1). WFP will strengthen its approach and guidance on programming in fragile settings; engage in joint programming with Education Cannot Wait, a global, multilateral fund, to strengthen school feeding programmes in emergencies; and work with UNICEF to promote an integrated package of school and health nutrition interventions.

81. The localization of emergency responses, where national and local authorities and civil society are increasingly active, offers new avenues for WFP to take on an enabling role, providing technical advice and strengthening national and local emergency response and disaster risk management capacity. Driven by governments' increased capacity to deliver directly, rather than through international partners, WFP will support the strengthening of national systems and capacities ahead of and in the context of a crisis, especially in the areas of shock-responsive social protection and supply chain systems.
82. In close partnership with the World Bank, UNICEF and others, during emergencies WFP will assist governments to establish or expand the coverage of shock-responsive, nation-wide social protection systems and programmes that afford people means to better manage shocks and build their resilience. WFP will facilitate the design, implementation or delivery of emergency responses, including through social protection systems where appropriate, advise on methods for the rapid inclusion of affected populations into new or existing programmes and help transition caseloads and or systems from an emergency setting to social protection programmes during post-disaster recovery. By leveraging its supply chain systems and networks, WFP will ensure service delivery in emergencies on behalf of partners, and act as a service provider to procure and deliver food and SNF to third parties, including governments, for humanitarian and safety net programmes.
83. WFP will provide broader humanitarian support, from leading clusters to empowering local and national actors with emergency response services. Evidence⁹ demonstrates that WFP has sustained strong leadership in the food security, logistics and emergency telecommunication sectors in emergencies. WFP will continue to enable national and global actors to collaborate more effectively towards the SDGs (SDG 17), recognizing that pre-existing arrangements with standby partners makes them essential contributors to common services. WFP will partner with the private sector and research institutions to mainstream technological innovations in emergency response, leveraging collaboration on satellite imagery and real-time monitoring.
84. WFP's service provision during emergencies will also entail promoting humanitarian access, protection and conflict-sensitive programming. WFP will engage with actors on the ground and enhance advocacy efforts to ensure safe access for WFP and partners, leveraging the organization's international credibility and presence in the most complex environments. In the field and at the strategic level, WFP will coordinate with OCHA, which holds the global mandate for both humanitarian access and for United Nations Civil-Military Coordination, on related access and civil-military issues and opportunities, augmenting OCHA's field capacity and initiatives. WFP will collaborate with the International Organization for Migration (IOM) on studies and coordinated approaches against sexual exploitation and

⁹ Evaluation of first-generation CSPs (Bangladesh, Cameroon and the Democratic Republic of the Congo)

abuse, while also focusing on assisting displaced persons through interventions that address the drivers of migration.

Box 5: Humanitarian principles, international humanitarian law and access

WFP has faced a growing number of challenges to access populations in need and anticipates that this trend will continue over the next five years. The ability to overcome complex constraints to gain access to and build acceptance with communities of people in need in the most challenging operational environments is grounded in respect for humanitarian principles. However, the changing and fragmenting nature of conflict creates environments in which it is increasingly difficult to navigate in a neutral and independent manner between diverse actors such as state security forces, various forms of non-state armed groups or criminal gangs. To meet this challenge, WFP will fully implement its updated corporate approach to access.

In such evolving and complex environments, WFP will maintain the highest standards of integrity and advocate for and be guided by the humanitarian principles and by international humanitarian law. The humanitarian principles of humanity, impartiality and neutrality were endorsed in United Nations General Assembly Resolution 46/182, adopted in 1991. The fourth principle of operational independence was added in 2004 under Resolution 58/114.

WFP's statement of humanitarian principles includes:

- Humanity: WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
- Neutrality: WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
- Impartiality: WFP's assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion.
- Operational independence: WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided.

85. Conflict, natural disasters and even pandemics cause disruption in supply chains, causing local food systems to be disconnected from supply. WFP will seek to capitalize on its gains and lessons learned and increase the flexibility and agility of its supply chain to respond to unfolding humanitarian emergencies more efficiently, moving from a partially reactive to an increasingly proactive approach to operations implementation. Such flexibility and agility will be enabled, inter-alia, by: i) reviewing and expanding corporate supply chain mechanisms (e.g. Global Commodity Management Facility) to optimize cost and delivery in the food procurement process, reduce delivery lead times, capitalize on market opportunities/economies of scale, mitigate the risk of funding volatility; ii) strengthening sourcing and delivery planning; iii) adopting innovative supply chain solutions (e.g. virtual stocks); iv) enabling real-time visibility on demand and supply.

Box 6: WFP's role in crisis and conflict-affected countries

WFP will reinforce its capacity to anticipate a variety of crises by strengthening the analysis of dynamics, root causes and drivers through enhanced country-level data collection, analysis and monitoring capacity that are adaptive to the changing situation on the ground. This will facilitate forward-looking strategy development, monitoring, contingency plans and early warning triggers that lead to anticipatory actions, including preparedness, readiness, and shock-responsive social protection measures.

In conflict affected areas, WFP will advocate with decision makers at all levels to ensure predictable and sustained access to all populations in need of assistance and continued respect for the core tenets of international humanitarian law, the protection of humanitarian principles and the safety and security of humanitarian workers. WFP will engage with stakeholders to ensure safe, sustained and unimpeded access for WFP and partners, while leveraging knowledge from civil society and local NGOs to shape and drive principled operational response at scale. WFP will enhance humanitarian staff skillsets, including conflict and context analysis, actor mapping, community consultations, how to engage with armed actors, as well as the necessary negotiation expertise, to develop country access strategies. Through enhanced and targeted conflict-sensitive programming, WFP will contribute to the peace dividends where possible, utilizing conflict-sensitive assistance and humanitarian interventions to reduce tensions, mitigate some of the impact of conflict on affected populations and bring communities together where feasible.

86. Recognizing that emergency logistics and engineering operations are more than a way to save lives, WFP will prioritize the recovery and sustainability of disrupted supply chains in the medium to long term. WFP will invest in structures and provide capacity strengthening on logistic networks, boosting local trade and transport sectors, and creating jobs (e.g. in the agro-ecology sector) and business opportunities (SDG 8), contributing to local production and sustainable growth.
87. Infrastructure is key to reach remote or conflict-affected areas where WFP provides humanitarian response. Engineering, preventive measures and preparations are critical to maintain access, save lives and protect livelihoods, enable speedy recovery after a disaster and support communities to meet their food and nutrition needs. WFP will provide sustainable infrastructure in emergencies and development contexts, focusing on how engineering can support livelihoods and infrastructure needs, in collaboration with partners to deliver to the last mile.
88. In emergency contexts, WFP aspires to deliver high-quality, rights-based and truly impactful responses with clear transition strategies. While food imports will continue to be necessary in certain contexts, when viable, WFP will prioritize other options to ensure families have access to nutritious foods and diets, from local purchases from smallholders or private businesses, to home-grown school feeding (HGSF) and CBTs, allowing WFP to make a lasting contribution beyond the duration of assistance, including improving livelihoods, supporting local economic growth (SDG 8) and leveraging local markets.

Box 7: Changing while saving lives

WFP has a key opportunity in emergencies to maximize its impact by making a lasting difference – unlocking the full life-changing potential of life-saving interventions. The dichotomy between saving lives in emergencies and changing lives by building resilience and addressing root causes becomes increasingly illusory in a context of compounding shocks, stressors and underlying vulnerabilities, that is, a context that requires transcending the humanitarian–development divide. Recognizing the integrated nature of saving and changing lives, WFP strives not only to combine different elements of its programmatic offer speaking to one or the other but to fully integrate them by letting life-changing potential guide the design of emergency response.

WFP will seize opportunities to change lives while saving lives. For instance, WFP will increasingly source commodities locally, thereby injecting financial resources into local economies, benefitting all actors along the value chain – and likely stimulating the economy far beyond. With more money in their pockets, those who directly profit can spend more. Such increased demand means that benefits can trickle through the economy and have a lasting impact on people's livelihoods. When possible, WFP will procure from smallholders. As a reliable buyer offering fair contract modalities, this can greatly improve the livelihoods of some of the most disadvantaged and has the potential to economically and socially empower women.

Local procurement is just one out of many opportunities that WFP will take to have a sustained impact. Making food assistance nutrition-sensitive and complementing it with nutritional counselling will make a durable contribution to human capital development beyond immediate assistance. WFP's CBT-interventions in emergencies will stimulate local economies and – when, instead of using physical cash, equipping people with their own accounts and information for receiving and using digital money – support financial inclusion, particularly of women. Through mobile money, CBT operations will incentivize the private sector to bring connectivity and services to rural areas. During its emergency responses, wherever appropriate and feasible, WFP will channel assistance through national social protection systems, strengthening institutions and systems and linking beneficiaries to durable safety nets as well as complementary programmes and social services.

6.2 Addressing structural vulnerabilities and building human capital

89. The growth in chronic hunger and malnutrition makes it clear that reaching the SDGs will not be addressed only through humanitarian action. Leaving no one behind also requires addressing structural vulnerabilities, such as lack of social protection, education, nutrition, healthcare, gender and other inequalities. The urgency in tackling food insecurity calls for WFP to exploit its versatility, and work to both save and change lives. WFP's global field presence and history of providing assistance to people in need in diverse and difficult

contexts, often in situations of protracted crisis, offers a unique perspective on addressing the problems of chronic hunger. WFP will leverage its field presence, expertise in food security and nutrition, and programmatic and operational strengths to work with partners to contribute to addressing structural vulnerabilities and building human capital, a necessary step in building resilience of people, institutions and systems to shocks and stressors. Adopting a "gender transformative" approach, WFP will seek to transform discriminatory norms, practices and systems that limit the opportunities and capacities of individual women, men, girls, boys and other marginalized people to engage in and benefit from WFP's support,

90. The first 8,000 days of life are a critical determinant of human development and productivity later in life; when the health and nutrition of children and adolescents are improved, the rest of their lives are transformed. The ample evidence of the transformative effects of school feeding and school health programmes and progress made by governments over the last ten years (all but erased during the pandemic) highlight that integrated school feeding programmes will help improve education systems, help address gender inequalities and strengthen child health and nutrition while serving as drivers of food systems transformation.¹⁰ WFP will support school health and nutrition packages through well-designed, nutrition-sensitive school feeding programmes to help address the triple burden of malnutrition (undernutrition, overnutrition and micronutrient deficiencies). Programmes that provide nutritious foods will be linked to local purchase and other health services to support local agriculture. Local catering businesses, many led by women, will also provide business opportunities.

Box 8: School health and nutrition

WFP will lead globally on school health and nutrition. For the next ten years it will be WFP's flagship programme to change the lives of millions of vulnerable children and their families. Leveraging its 60 years of experience supporting countries with school meals programmes, WFP will position school health and nutrition in global and regional agendas, mobilize partnerships and advocacy, provide thought leadership and facilitate a government-led Global School Meals Coalition to provide nutrition, health and education for every school child by 2030 through sustainable national programmes.¹¹

To achieve this ambitious goal, WFP will work with governments and partners to address the main bottlenecks for scale up, institutionalize global support, and position the issue in sectoral agendas.¹² Initiatives such as the new Research Consortium for School Health and Nutrition led by the London School of Hygiene and Tropical Medicine¹³ will provide quality evidence to inform national decision making, and the Financing Task Force led by the Education Commission¹⁴ will work on innovative solutions to sustainable domestic financing of programmes. Through renewed partnerships with the Global Partnership for Education, UNICEF and UNESCO, WFP will ensure this issue is prioritized in the education sector. Partnerships with FAO, IFAD, WHO and the World Bank will ensure connections with the agriculture, nutrition, social protection and health sectors. WFP will work with UNHCR and Education Cannot Wait to strengthen its work in humanitarian settings. Working with regional blocks such as the African Union, WFP will ensure that this agenda is firmly anchored in national and regional development agendas as priorities.

¹⁰ WFP. 2020. State of School Feeding Worldwide (<https://www.wfp.org/publications/state-school-feeding-worldwide-2020>).

¹¹ School Meals Coalition. 2021. Concept Note of School Meals Coalition. Nutritious & healthy lives for children everywhere.

¹² The strategic priorities listed in the paragraphs that follow are part of the recommendations of the Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals led by WFP's Office of Evaluation.

¹³ The Research Consortium was launched in May 2021. For more information on its work and priorities visit: <https://www.lshtm.ac.uk/research/centres-projects-groups/research-consortium-for-school-health-and-nutrition>

¹⁴ UNESCO. 2020. Session of the Global Education Meeting, Education post-COVID-19: 2020 Global Education Meeting Declaration

WFP will ensure capacity at headquarters, regional and country levels to lead on this agenda globally. A dedicated division for school-based programmes will be responsible for coordinating the Coalition for School Meals, working on global public goods such as a school meals database and the State of School Feeding Worldwide report, and strengthening and guiding WFP's work around the world. Regional school feeding implementation plans and dedicated regional teams will provide operational direction and ensure support to country offices.

Through a review of staff profiles and a new corporate fundraising strategy, WFP will ensure country offices have the human and financial resources to support governments transition to sustainable programmes. Country-level programmes will pilot and model best practices and innovations to inform national policies, such as linking the programmes to local purchase and livelihood programmes, addressing the barriers to girls' education, and connecting these efforts to education and social protection plans and systems.

Through an evidenced-based ten-year strategy, WFP will influence how the world thinks about school health and nutrition, leading to better quality national programmes and stable financial investments. A new theory of change and corporate indicators, combined with an impact evaluation window, will enable WFP to better document and demonstrate the results of its work. With partners, WFP will develop a way to measure children's dietary quality and track the consequences on growth and development of school-aged children. Addressing this current global gap in indicators will result in a more holistic measurement of human capital and child well-being. in a more holistic way.

91. WFP will address the underlying causes of multiple forms of malnutrition and improve diets through health, social protection and education programmes. WFP also recognizes the unique needs of people living with and affected by HIV and the economic and social impact. Working with partners and leveraging platforms and systems, WFP will improve access to nutritious diets, including fortified-dense foods for women, adolescent girls and young children, and other priority populations, such as people living with and affected by HIV and tuberculosis (TB), while integrating social and behaviour change (SBC) programming to address demand, support healthy food choices, food safety and hygiene practices (SDG 3). WFP will continue its active membership in UN Nutrition, contribute to the third phase of the Scaling Up Nutrition (SUN) Movement and deepen its work with United Nations partners. Building on their respective strengths, WFP and UNICEF will work jointly on two core areas: addressing wasting in children globally and school health and nutrition. WFP will establish strong private-public partnerships and coalitions to champion nutrition integration, focusing on synergies that promote production, access, affordability and demand creation of nutritious foods for the most vulnerable.
92. Social protection contributes to addressing vulnerability, poverty (SDG 1), food insecurity and inequality (SDG 10) through the redistribution of resources and interventions that help people meet their essential needs. WFP will support national systems by providing technical advice, delivering on behalf of governments and/or through complementary actions. WFP will support 'food security-specific' or 'nutrition-specific' programmes (e.g. support to school feeding or institutionalizing lean season assistance). WFP will also support 'food security-sensitive' and 'nutrition-sensitive' approaches, to increase relevant impacts in programmes where this is not the main objective but that contribute hugely (e.g. cash transfers). Examples include identifying nutritionally vulnerable groups or calculating transfer values that promote people's ability to obtain an adequate quantity of healthy food. In contexts where food insecurity and malnutrition are a major concern, WFP will assist programmes that aim to reduce multidimensional poverty broadly even when food security or nutrition is not the main focus (e.g. programmes that promote income generation or human capital development). WFP will draw on its strong field and operational experience, analytical capabilities and food security and nutrition knowledge to complement the work of its partners, including UNICEF's expertise on children, families and essential services and the World Bank's capability to support wider systems reform and policy development.

93. WFP will be strategic about leveraging its programmes as an important entry point for integrated interventions and as a catalyst to help address vulnerabilities. Evidence shows that the impact of cash programming is higher when distribution programmes are also designed to equip people (especially women) with their own money accounts.¹⁵ When delivering cash transfers, WFP will help ensure that people have the digital and financial capabilities, including basic numerical and financial management skills to access and use their cash. Combined with engagement with governments, regulators and the private sector, WFP will contribute to facilitating financial inclusion.
94. WFP will also contribute to human capital development by leveraging its programmes to promote skills development for young men and women outside of the formal school system. For instance, WFP will combine food and cash-based assistance for training (FFT) that helps individuals to develop technical or vocational skills and pursue livelihoods, with entrepreneurship training, peer support and access to finance (SDG 4). Complementary programming, on labour market analysis or financial literacy will be designed jointly with partners to encourage human capital growth. WFP will work with a range of partners, depending on the context, including technical colleges. WFP and UNHCR will also jointly advocate for refugees' rights to work and access to financial services.

Box 9: CBTs as a critical pathway to digital financial inclusion

There are 1.7 billion people worldwide who are excluded from formal financial services, meaning they do not have formal accounts and are unable to access digital payment services, insurance or credit, or to receive remittances on their accounts. The digital gender divide has not changed much in the last decade: 65 percent of women have an account compared with 72 percent of men. WFP believes in an inclusive financial ecosystem that extends the reach of affordable digital financial products and services to all. People should have the required financial and digital capabilities to make informed financial decisions. The private sector should have the right market incentives to expand the reach of its networks and provide innovative solutions, while upholding customer rights and protection standards. Similarly, national regulatory environments and financial inclusion policies and strategies should be inclusive, fostering digital financial inclusion for all.

WFP will focus on identifying and overcoming access and usage barriers of digital financial products and services for women. Cash transfers can provide first-time access to bank or mobile money accounts and financial services, which is key to digital financial inclusion. WFP will ensure that women receive digital cash in their own accounts and can use those accounts safely while accessing other affordable financial services tailored to their needs. By directing payments into women's accounts and working with partners to design programmes to expand women's opportunities, cash transfers will be leveraged to close the digital financial inclusion gender gap and advance women's economic empowerment. This means that when WFP stops providing cash-based assistance, women will have an affordable and secure means to save and spend their own digital money with better access to credit.

6.3 Improving livelihoods and risk management

95. While building human capital and addressing structural vulnerabilities are critical to ensure that no one is left behind, reaching zero hunger will only be possible if people's livelihoods are improved and protected from the cascading risks caused by shocks and stressors. The majority of people living in poverty are smallholders, whose livelihoods are increasingly exposed to economic, environmental and climate-related stressors. At the same time, poverty, food insecurity, and malnutrition are an increasingly urban phenomenon, with many people relying on the informal sector for sustenance. Working with communities and governments, WFP's risk-informed and integrated programmes will contribute to improving and adapting the livelihoods of the most vulnerable across these contexts.
96. WFP will work with public and private sector partners to shift from a reactive to anticipatory management of risks across the humanitarian, development and peace nexus. Drawing on WFP's expertise in enterprise risk management and organizational capabilities in

¹⁵ Ref to be inserted

vulnerability analysis, early warning and disaster preparedness, WFP will strengthen the analysis of existing, recurring and emerging risks to food and nutrition security – including the links between climate and conflict – to inform operational planning and programme design. WFP will develop climate risk profiles for countries that are most vulnerable to the effects of climate change, yet least able to adapt to these impacts.

97. WFP will work with pre-positioned contingency financing ahead of impending climate hazards and enable protection of vulnerable communities through forecast-based financing and climate risk insurance mechanisms. Building on its achievements with partners such as the African Risk Capacity (ARC), WFP will work with public and private sector partners to strengthen national and regional risk financing systems. Leveraging WFP's deep field operations and expertise, WFP will also work with service providers to increase access to financial services and micro-insurance solutions that act as a buffer for vulnerable populations to better absorb shocks.

Box 10: Climate risk management: from evidence to action

The climate crisis disproportionately affects the livelihoods of food-insecure people. Several crises are intersecting and compounding each other, with climate change acting as a risk multiplier that aggravates already fragile situations. Climate shocks, which are themselves fueled by environmental degradation and the unsustainable use of natural resources, break down food systems and make it impossible for the most vulnerable people to protect themselves against new and increasingly cascading environmental, social, economic and political threats. Against this backdrop, the proficient analysis of risks and vulnerabilities is key for risk-informed programming.

Over the past strategic plan period, WFP has invested in its analytical capacity for integrated risk assessments and built a stronger evidence base for climate risk management. Examples include the integrated analysis of climate and food security trends, the development of climate risk profiles for exceedingly vulnerable countries, and the analysis of intersecting climate and conflict risks in emerging hot spots, such as the Central American Dry Corridor and the Horn of Africa. Building on this analysis, WFP country strategic plans can design risk-informed programmes which integrate a range of context-specific risk management activities, such as nature-based solutions to build buffers against climate hazards; forecast-based financing and insurance programmes to provide contingency capital for households and governments; shock-responsive social protection systems; climate and market information services for smallholders; the diversification of agricultural production systems; and the transfer of technologies to promote access to post-harvest technology and sustainable energy services.

98. Through its food assistance for assets (FFA) activities and in partnership with FAO, WFP will help address immediate needs while creating assets that contribute to more resilient livelihoods and promote food security and nutrition (SDG 2). These assets decrease vulnerability to climate hazards and help people better withstand the adverse effects of disasters. For example, land rehabilitation measures to restore the environmental basis and the productive potential in vulnerable communities; water storage and irrigation infrastructure that enhances the supply of water during dry spells or erratic rainfall events; or flood protection walls or storm water canals that avert crop loss by protecting farming land from being inundated (SDG 15).
99. Evidence has shown that FFA programmes can contribute to gender equality and women's empowerment, and improve and protect both the diets and nutrition of women, children and other marginalized groups (SDG 5).¹⁶ These results are based on strong partnerships and systematic engagement with civil society, communities and governments, working in the same community and with the same households over multiple years. WFP will apply the three-pronged approach (3PA) that connects local level contexts with those at the regional and national levels to better manage risks and stressors and enable a transition from seasonal humanitarian assistance to longer-term development pathways.

¹⁶ WFP. 2016. *FFA for Zero Hunger and Resilient Livelihoods: A Programme Guidance Manual*. <https://www.wfp.org/publications/2016-food-assistance-assets-ffa-zero-hunger-and-resilient-livelihoods-manual>

Box 11: Water

The successful outcomes of any food and nutrition interventions may largely depend on whether the affected communities have physical and economic access to clean drinking water. In the absence of such access WFP interventions may be sub-optimal. Therefore, WFP will continue to work with partners to ensure that its interventions are complemented by regular access to clean water. In the absence of any suitable partners WFP may have to provide this service.

Furthermore, community-based water infrastructure projects are a scalable landscape approach through FFA programming that combine complementary water harvesting interventions to increase household and community water access for cereal production, diversify production and enable job creation for youth, horticulture and fresh foods, livestock and domestic use. Increasing seasonal or year-round water availability for households and communities can increase resilience to recurring drought, poor or erratic rainfall and economic shocks and reduce women's and girls' unpaid work and exposure to protection risks. While strategically expanding WFP's multi-year engagement with communities, partners and governments.

Soil and water conservation combined with water harvesting form the core of WFP's FFA programmes. However, the inclusion of larger and more complex infrastructures – such as weir-dams, gabions and sand dams – that provide wider long-term community benefits are often beyond the typical resource mobilization abilities of FFA budgets and are best suited for partnerships through complementary programming, for example jointly with GIZ and other United Nations and NGO partners. Moreover, the technical capacity of partners and communities to support the construction and management of this type of infrastructure will demand tapping upon good practices and skilled practitioners from government and other partners as well as innovative modalities for adequate financing.

100. Through smallholder agriculture market support (SAMS) activities, WFP will help improve smallholder farmers' livelihoods by enabling them to increase production and supply more nutritious food (SDG 2). Leveraging its procurement footprint, WFP will provide a guaranteed, fair and remunerative market for marginalized women and men smallholders, through predictable, formal contracts and aggregation support. By promoting the effective, equitable and inclusive engagement of smallholders in the market system, SAMS programmes will promote women's empowerment and resilience against economic and market-related shocks and stressors. Layered with FFA activities, clean energy and climate risk management interventions, SAMS will help also smallholders adapt to the impact of the climate crisis, tackle the environmental crisis and promote resilience.
101. Adopting an integrated value chain approach, SAMS programmes will help generate local economic gains by creating stronger links between smallholder farmers and local private sector buyers, suppliers and financial service providers (SDG 8). This will improve the efficiency of targeted value chains and will benefit a range of actors beyond smallholders. For instance, through HGSP, WFP will contribute to job creation through processing, catering, packaging and transport services, while schoolchildren will benefit from consumption of local, fresh and diverse nutritious meals. At the same time, WFP will provide capacity strengthening to farmers and other value chain actors in areas such as aggregation, post-harvest handling, international food safety and quality standards and market information. WFP will partner with governments, the private sector and NGOs for the identification of market opportunities as well as complementary programming and capacity strengthening across the value chain.
102. To maximize the impact of its livelihood support and risk management programmes, WFP will expand its operational partnerships and synergies within the United Nations system. For instance, WFP will further strengthen collaboration with Rome-based agencies (RBAs) to strengthen rural infrastructures and financial services, and leverage value chain approaches for more resilient food systems. WFP will further expand its collaboration with UNICEF, focusing on water, sanitation and hygiene, health, nutrition and education services, and with UN Women to promote gender equality and accelerate women's empowerment. WFP will continue its collaboration with the United Nations Development Programme (UNDP), FAO and IFAD to address the impacts of the climate crisis on vulnerable communities, designing

joint programmes on behalf of governments to de-risk food systems and address national climate change adaptation priorities.

Box 12: Resilience as a result of integrated programmes

Resilience of people, institutions and systems cannot be built by any single WFP activity. Resilience is a result of multisectoral integrated programmes that build resilience capacities and address vulnerabilities.

Context, government capacity and types of shocks and stressors will determine WFP's entry points in resilience building. For example, in rural contexts, WFP and partners will deliver activity packages to meet food and essential needs while building livelihoods with FFA, smallholder agriculture and risk management activities. In urban contexts or with displaced populations, WFP and partners will use FFT as an entry point to build human capital and enhance livelihoods. Supporting governments to expand and enhance national social protection programmes is another key approach to building the resilience of individuals and households, because they can better absorb and adapt to idiosyncratic or covariate shocks. Increasingly WFP is adopting a food systems approach to resilience building, as food systems are vulnerable to shocks and stressors leading to shortages and food price inflation. Addressing inequalities, empowering women, creating jobs for youth, preventing malnutrition, taking conflict sensitivity into account, and contributing to peace will cut across WFP's resilience programming.

Outcomes of integrated resilience programming can be observed at multiple levels – at individual, household, community, institution and systems levels. WFP is partnering with universities and research institutes to develop and test a resilience monitoring protocol and tools, focusing on a range of indicators including shocks and stressors, resilience capacities, vulnerabilities, resilience responses and well-being.

6.4 Strengthening national capacity and systems

103. Working through national systems is an increasingly critical role that WFP plays. Changing lives is not only about what WFP does but how it is done, and there has been a strong evolution in terms of how WFP manages emergencies and protracted crises – including working through systems and strengthening capacities. WFP will aim to meet needs in a way that strengthens systems for the longer term and respond more effectively to future emergencies. Strengthening national capacities and systems presents opportunities for scale, impact and sustainability – an indispensable weapon in helping to reach the increasing number of people that are food-insecure and unable to afford a healthy diet. To help ensure that no one is left behind, WFP will leverage its operational presence, partnerships and technical skills to strengthen national systems, namely: emergency and preparedness; social protection; food systems; and supply chains.
104. Evidence demonstrates that preparedness and linking early warning to early action, implemented with governments and communities, reduce the impact of shocks, while reducing the cost of humanitarian assistance and protecting development gains.¹⁷ WFP will build sustainable emergency systems in two key realms. First, WFP and its partners will boost national crisis response through joint response and anticipatory planning and capacity strengthening with governments and national institutions – including work in hazard and risk analysis, contingency and continuity planning, logistics and supply chains, and establishment and coordination of emergency response platforms. Second, WFP will enable and strengthen the capacities of local organizations to drive operations and community engagement.
105. By continuing to invest catalytic amounts in strengthening national social protection systems, WFP will aim to improve outcomes for the several hundred million hungry and malnourished – and those at risk – who WFP does not reach directly and who may also need support if zero hunger is to be achieved (SDG 2). WFP will focus on social protection system strengthening in two areas: i) the overall system architecture (the enabling environment); and ii) the programmes that deliver services. WFP's assistance will take the form of technical

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advice and guidance, delivery on behalf of national actors and/or complementary action in WFP's programming. WFP will collaborate closely with IFIs and international agencies, including the SDG Fund and other United Nations joint programmes. WFP will align and coordinate its support with partners through the Social Protection Inter-agency Cooperation board, universal social protection (USP 2030) and the Social Protection Floor Initiative.

Box 13: Strengthening social protection systems

One approach to system strengthening is illustrated by WFP's approach to strengthening national social protection systems. A social protection system has an overall architecture, made up of identifiable building blocks, and a set of programmes that deliver assistance and services to people. Strengthening a social protection system means contributing to the system architecture and/or the programmes that architecture exists to deliver. System strengthening work is frequently technical advisory in nature, and may cost very little for WFP to implement, while contributing, sometimes very significantly, to programmatic impact. Social protection system strengthening work to date has demonstrated that relatively low investments in technical advice can result in high returns in terms of the large number of people reached, the positive and equitable impact on those reached, efficiency gains and resources catalysed for national programmes.

WFP's new social protection strategy articulates its approach to social protection and offers a framework that outlines how the organization will contribute systematically to collective efforts to achieve long-term national social protection goals. It is intended to guide WFP to realize the vision that by 2030 people will have substantially increased access to national social protection systems that safeguard and foster their ability to meet their food security, nutrition and associated essential needs, and to manage the risks and shocks they face. Helping governments to do more and better social protection is a key pathway to impact at scale on zero hunger. This is a complement to WFP's work in responding to food security related emergencies. By implementing the strategy WFP aims to maximize the effectiveness, efficiency and coherence of its collaborations with governments and their partners on social protection issues. Ultimately, social protection system strengthening is about improving outcomes among the several hundred million hungry and malnourished—and those at risk—whom WFP does not reach directly and who may also need support if zero hunger is to be achieved.

106. Working closely with the public and private sectors and building off the momentum of the Food Systems Summit, WFP will contribute to improving the performance of food systems – or the networks and activities that play a part in growing, transporting and supplying food – to help ensure that vulnerable people can access and afford nutritious and healthy foods. In many low- and middle-income countries, national food systems must be reconstructed, repaired and strengthened. This requires investment in analysis and monitoring of the system to understand where the problems are and working with partners to design interventions and to improve international and national policies. With its supply chain expertise and programmes as well as the scale of cash injection through local food procurement and CBTs, WFP is uniquely positioned to contribute to strengthening and transforming food systems on the distribution and demand-side. WFP will leverage this advantage to complement FAO's strengths in supporting national agricultural policies and expertise on food production, IFAD's role on financing and to further the RBA's commitment to transforming food systems.
107. Building on its operational presence, knowledge of supply chain solutions in challenging contexts, and understanding of local economic dynamics, WFP will work with partners to strengthen national supply chain systems. WFP will support national disaster management agencies on supply chain emergency preparedness that establish risk management and mitigation measures and practices, emergency crisis centres, and operationalize crisis response, including legislative policy requirements. WFP will also establish a network of multisectoral experts to assess value chains and trade and transport systems, and work with partners to apply improvements to national and local supply chains. WFP will also support national actors in designing supply chains that are less resource intense and more environmentally friendly, while meeting agreed international food safety standards.

108. Evidence demonstrates that institutional capacity strengthening is more sustainable when national counterparts are engaged early and systematically. WFP's legacy of embedding food security and nutrition in national policies and transitioning programmes to national ownership – by jointly assessing needs, setting priorities and planning – is well demonstrated by school feeding. Of the 100 countries which started school feeding programmes with WFP support, the transition to national ownership has already happened in 40 countries and more than 90 percent of programmes worldwide are now domestically funded. Across its portfolio of programmes and operations, WFP will build its country-level expertise to support system strengthening while capturing and sharing best practices on policy development, institutional effectiveness and accountability, financial sustainability and programme design and delivery.
109. As part of the effort to prioritize strengthening systems and capacities, WFP will increase its engagement as a broker of South-South and triangular cooperation (SSTC) through the WFP centres of excellence, regional bureaux and headquarters. WFP will further facilitate SSTC, driven by the needs and priorities of the Global South, across three levels: i) driving change at policy level by incentivizing policymakers to invest and prioritize investments in zero hunger through generating evidence, advocating and giving exposure to other countries' experiences and decisions; ii) expanding the skills and capacities of national experts at technical level through training, technology transfer, peer learning and joint problem solving; and iii) bringing local innovations and local experimentation to scale by testing, promoting joint problem analysis and peer coaching. Evidence supports the strategic importance of the broader role of systematic SSTC approaches as a trusted partner for host governments, leverage expertise, innovations and resources from the Global South and to facilitate partnerships to advance country-led progress across WFP's programmes and SDG 2.

Box 14: WFP in middle-income countries

Middle-income countries (MICs) are critical drivers of the world economy, with increasing national capacity, knowledge and resources to share. WFP will engage with MICs in their roles as global actors and development partners, facilitating South-South Cooperation and supporting them to share expertise, technologies and resources in fighting hunger and malnutrition with other developing countries, including through WFP centres of excellence in Brazil, China and Côte d'Ivoire. WFP has a growing 'enabling' agenda in MICs focused on technical assistance, policy advice, evidence generation and system strengthening. WFP's work will remain focused on engaging with the government to share innovative best practices, develop and mainstream effective solutions to enhance the impact of existing schemes and demonstrate results. In MICs, WFP will support the reform and strengthening of national school health and nutrition programmes together with partners, including working with governments to ensure that children in need are integrated into national programmes and providing policy support to improve the quality of school meals.

MICs are some of the most disaster-prone countries in the world, presenting the opportunity for WFP to leverage its expertise in emergencies to provide technical and policy support to enhance governments', including national disaster risk management agencies, capacity to prepare for and respond to natural disasters. MICs also often have unfinished development agendas, with high levels of inequality, social exclusion and post-harvest food losses. In these contexts, WFP will ground its response in gender analysis to address gender inequality and gender-based violence helping to reduce inequalities (SDG 10). WFP will help eradicate food insecurity and malnutrition through its post-harvest loss activities, which help increase marketable food surpluses, improve food safety and quality and enhance livelihood opportunities adapted to shocks and stressors. WFP will continue contributing to inclusive and sustainable growth in MICs, providing positive spillovers to the rest of the world in terms of poverty reduction, and cross-border global issues, such as the climate crisis and food and water security.

6.5 Providing augmented services and advisory solutions

110. Increasingly complex operational settings and unprecedented needs require multisectoral and multi-stakeholder responses. WFP will enhance and broaden its capacity to serve as a partner of choice by supporting others in their efforts to deliver on their mandates. WFP will provide critical services to humanitarian partners where gaps exist during crises, while strengthening relevant national capacities and systems. WFP will further diversify its provision of services, including mandated and on-demand, to enable partners' full range and value of humanitarian and development activities. This is in alignment with the United Nations Secretary-General's drive towards United Nations reform, and creates an opportunity to utilize WFP's proven ability in service delivery for the benefit of the larger humanitarian community to serve beneficiaries.
111. As mandated by the United Nations humanitarian system, WFP's extensive operational field presence and supply chain capacity will enable it to lead the logistics cluster and emergency telecommunications cluster (ETC), and with FAO co-lead the food security cluster (FSC), supporting more efficient, effective and coordinated interventions during emergencies (SDG 17). WFP's role in these clusters will ensure effective coordination, joint advocacy among partners and inform humanitarian country team decision making, through assessments, gap analyses, targeting and prioritization for contingency planning.
112. The FSC will ensure the country-level coordination of food security responses in humanitarian crisis situations, providing strategic leadership on food security issues. During emergencies, it will help to create the platform for stakeholders to actively plan, manage and coordinate the collective food security response. Both the logistics cluster and ETC benefit from the support of the private sector, with the former leveraging support from logistics emergency teams (LET) partners – comprised of four of the largest companies globally and the latter, regularly working with telecommunications companies to rehabilitate infrastructure in the immediate aftermath of a disaster. WFP supported common services will also include the United Nations Humanitarian Air Service (UNHAS), transporting passengers and cargo and performing medical evacuations, and the United Nations Humanitarian Response Depot (UNHRD) network, dispatching cargo worldwide.
113. With added impetus from the United Nations reform for greater efficiency and effectiveness, WFP will take an incremental role as a system-wide service provider outside its cluster responsibilities to support better collaboration. In its service provision role, WFP will deliver augmented services, including a new generation of on-demand services and advisory solutions to governments and the humanitarian and development community. WFP's service provision to governments will contribute to strengthening national systems and programmes, one way by which WFP may 'enable' a growth in national capacity.
114. WFP's supply chain service provision will include on-demand transport, procurement and storage services and technical advice. WFP seeks to increase its capacity to undertake procurement and transport of food, goods and services for host governments and the broader humanitarian community, for example by establishing a dedicated structure and related business processes for service provision, adopting tailored tools and funding mechanisms and strengthening health supply chains. WFP's provision of logistical infrastructure and services will be complemented by WHO's technical, leadership and coordination standards for health logistics.
115. WFP will provide cash transfer and associated services to government and partners. For governments, WFP will establish government-to-person payments systems (G2P) through end-to-end technical assistance services as well as payments and assurance services for national programmes. Establishing a framework, developing best practices and building a global movement around G2P systems will be aided by collaboration with the World Bank. For United Nations agencies, funds and programmes and NGO programmes,

WFP will provide payments and assurance services. Additionally, WFP will provide or help governments and partners to create digital solutions, such as joint beneficiary registration and management platforms and cash transfer mechanisms, to support partners' programmes, enhancing efficiency and user experience.

116. WFP will be cautious when providing cash-based transfers in countries experiencing severe currency devaluations with high general commodities and food inflation. This is particularly important for countries where official exchange rates are markedly lower than the prevailing market exchange rates. In such cases converting foreign exchange into local currency for local purchases or disbursement of CBT entitlements to beneficiaries results in significant income losses to beneficiaries and WFP. Beneficiaries lose their entitlements equivalent to the difference between the official and parallel market exchange rates in local currency and WFP loses value and visibility on the proportion retained by central banks. This is a critical and growing risk factor which must be addressed. WFP must demand an exchange rate which is equivalent to the market exchange rate so that beneficiaries receive their full entitlements and WFP has full visibility on the allocation and use of those entitlements.

Box 15: Debt swaps

COVID-19 has exacerbated economic vulnerabilities in many low- and middle-income countries already under severe debt burdens. WFP will scale up debt swaps as a unique solution that accords a win-win option for all concerned parties – helping both creditor and debtor countries in dealing with the pandemic. Through bilateral debt swap operations, the creditor country can write off swapped debt as official development assistance (ODA) and therefore contribute towards global efforts to avert a global debt crisis; the debtor country reduces its stock of external debt allowing it to reprioritize freed revenues towards its own social safety nets and national development. This in turn means more funds are available towards humanitarian responses and the SDGs in developing countries, helping preserve and advance progress towards the 2030 Agenda.

The global outlook regarding debt sustainability and debt relief presents an opportunity for WFP to present food security and social protection as key programmes that can support governments in limiting the impact and scale of the current crisis. Indeed, debt swaps can be effective innovative financing solutions towards lessening the impact of COVID-19 on SDG 2 funding. In addition to bilateral and triangular debt swap operations, WFP could also purchase distressed debt at a discount on global markets and engage in direct swap transactions with national governments. The effects of such transactions would be similar to triangular swaps, with the added advantage of speed as international negotiations between debtor and creditor may be avoided.

117. Leveraging its data collection and analytical capacity, from field assessments to near real-time monitoring, machine based-learning predictive analytics, access to satellite imagery and field assessments, WFP will help partners bridge data gaps in vulnerability analysis and targeting, market prices, seasonal monitoring and the impact of shocks. Partnerships will strengthen evidence generation; WFP and FAO will conduct joint crop and food security assessment missions to understand the extent and severity of crisis-induced food insecurity. As part of WFP's technical assistance to governments, WFP will provide food security and risk reduction decision making support systems. Working with the private sector, academia and civil society, WFP will develop cutting-edge digital solutions, including two-way communication platforms and chatbots.
118. Aiming to make data and analytics available as a public good through open platforms, WFP will contribute high quality, up-to-date food security data to the Humanitarian Data Exchange (HDX), an open platform for sharing data across crises and organizations, managed by OCHA's Centre for Humanitarian Data. In addition, WFP's climate hazard monitoring data will be publicly available through its open data ecosystem for Earth observation data. WFP will collaborate with the United Nations Sustainable Development Solutions Network (SDSN) to advocate for the value of real-time data towards achieving the SDGs by 2030. Currently, WFP is the sole provider of near real-time food security data for the SDGs Today platform, which features timely data on the SDGs and is led by the Sustainable Development Solutions Network.

119. WFP will provide administrative and infrastructure services to other United Nations agencies, including a digital platform for booking UNHAS flights and, in collaboration with UNHCR, the United Nations Global Fleet Services for the provision of light vehicles and related services. WFP will be piloting a new model of co-location opportunities through the United Nations Humanitarian Booking Hub where there is limited United Nations presence. In collaboration with other United Nations agencies, WFP will support governments and partners to manage and develop engineering projects including compounds, medical and warehouse facilities, airstrips, food production facilities and food distribution centres, among others.

6.6 Contributing to global advocacy and partnerships

120. WFP will leverage its unique international standing to advocate for the shifts in national and international policies needed to ensure zero hunger. Through enhanced advocacy skills, WFP will influence processes related to strategic priorities, while positioning the organization as partner of choice among donors, governments and international and regional decision making bodies. Taking advantage of its extensive field presence combined with global reach and credibility, WFP will continue to advocate on behalf of those furthest behind and contribute towards global and national humanitarian and development policies, programmes and projects designed to deliver on peace outcomes.
121. WFP's communication and advocacy strategies will enable the organization to raise awareness of strategic issues and fulfill its advocacy priorities by drawing global attention to the root causes and long-term effects of hunger on vulnerable communities. WFP will also highlight the actions taken, innovations needed and resources required in order to gain commitment and support from decision makers, public and private.
122. WFP will strengthen its research capacities to best underpin advocacy with evidence and reinforce its thought leadership on better understanding hunger and contributing to more effective, gender-transformative and innovative solutions for zero hunger. It will continue building technical expertise to reveal food security conditions on the ground through sex and age-disaggregated data and work across divisions to communicate findings with maximal impact while making evidence publicly available in a one-stop-shop for understanding hunger.
123. WFP will continue to support global stakeholders – including United Nations agencies, regional bodies, IFIs, and the private sector – in joining collective action towards the SDGs, including through contributions to sustaining peace, strengthening such partnerships through sharing knowledge, data and guidance. WFP will also act as a convener to build broad coalitions based on technical, functional, operational, and programming know-how and expertise. WFP will enhance partnership-based actions for continuous innovation and learning to address the multiple challenges to sustainable development, including through SSTC (SDG 17). Meanwhile, innovative public-private partnerships will support countries in mobilizing additional resources.

7. Cross-cutting priorities

7.1 Protection and accountability to affected populations (AAP)

124. WFP supports a people-centred approach that engages with and benefits from the views, preferences and priorities of affected populations. After consultations with affected populations in a sample of countries, recommendations for WFP programming emerged that are an integral component of this strategic plan. Broader engagement of diverse community interests and representative groups will steer WFP's programmes. WFP will focus on identifying the barriers to access food and nutrition assistance as well as the risks that affected populations are exposed to. WFP will also strengthen its targeting to be more

inclusive. This implies conducting better and more frequent analysis of the local context, with more granular data, and strengthening beneficiary selection processes.

125. A more adaptable and creative approach in working with local actors will help WFP to identify which groups need what and to ensure that there are safe mechanisms for people to highlight the barriers and risks they confront. Monitoring through engagement with populations and an understanding of the context will enable WFP to effectively identify and respond to risks. This approach will ensure sustainability, longer-term effectiveness and efficiency of WFP interventions. By delegating more effectively and entrusting local partners, WFP's response will be more agile and will be more localized to respond to local realities. For instance, WFP will provide appropriate channels for affected people to ask questions, voice complaints and provide feedback on areas relevant to operations, in a safe and dignified manner that is tailored to their needs and preferences. Functional community feedback mechanisms (CFMs) will consolidate information from diverse feedback channels, take action on raised issues, and effectively close feedback loops. In this way, CFMs will also contribute to joint and collective analyses and to programme design.
126. WFP will also ensure a responsible approach to technology and use of beneficiaries' personal information. While embracing digitalization as a key driver towards innovative and more efficient hunger solutions, WFP will address the risks data collection and use pose to the people we serve. As threats to privacy and related fundamental rights are increasingly evident, WFP commits to put people's voice, rights and needs at the core of its digital and data transformation.
127. Protection from sexual exploitation and abuse (PSEA) measures will be integrated across WFP operations and programming in order to safeguard beneficiaries and to ensure that they safely access WFP programmes without being subject to sexual exploitation or sexual abuse by WFP employees or its partners; if such exploitation or abuse is attempted or committed, WFP will report it, conduct an independent investigation and respond swiftly with a victim-centred approach. This will be facilitated for example through on-site monitoring or effective CFMs.

Box 16: Disability inclusion

Disability is a key element of human diversity. Inclusion of persons with disabilities is essential for achieving the SDGs and leaving no one behind. Recognizing this as a priority, WFP established a disability inclusion road map (2020-2021) to operationalize the Secretary-General's United Nations Disability Inclusion Strategy (2019). Building on this momentum, WFP will focus on three goals: i) to realize the meaningful participation and inclusion of persons with disabilities in all operations and programming; ii) to integrate disability inclusion as a key consideration for management, administration and support functions; and iii) to become an employer of choice for persons with disabilities. This starts with the commitment to include persons with disabilities themselves in all aspects of WFP's work. Adopting a people-centred approach, WFP will invest in improving universal accessibility, strengthening data collection, establishing standards and guidance, and working closely with partners to reduce the barriers faced by persons with disabilities.

7.2 Gender equality and women's empowerment

128. Gender equality is an essential precondition for all women, men, girls, and boys to achieve zero hunger. WFP will pursue a gender-transformative approach that recognizes gender inequalities and the associated power imbalances as a root cause of food insecurity and addresses underpinning structural gender-based inequalities and unequal power relations.
129. To support transformative results, WFP will ensure that women, men and other marginalized groups equitably participate in and benefit from the design, implementation, monitoring and evaluation of gender-transformative programmes and policies. WFP will promote full and effective participation of women and girls at all levels of decision making, including leadership positions; equitable access to and control of resources by all marginalized groups; women's safe mobility and access to information; girls' access to

education; and recognizing, valuing and redistributing unpaid care and domestic work. WFP will also promote overcoming the digital gender divide and will advocate for equal sharing of intra-household responsibilities through nutrition and school meal programmes and SBC interventions. The overall goal is to enhance gender equality and the empowerment of women.

130. Seeking to create a positive enabling environment for WFP's twin-track approach of gender mainstreaming and targeted gender actions, WFP will advocate for, support and strengthen the capacity of WFP employees, national actors and partners to integrate gender specific actions in interventions across the humanitarian-development-peace nexus. WFP will support national actors in the development and implementation of gender-transformative nutrition, social protection and agricultural programmes, strategies and policies and the collection and analysis of gender related indicators in national surveys. WFP will pay special attention to mitigating and preventing violence, including gender-based discrimination and harmful practices against women, girls and other marginalized people.
131. WFP will ensure gender mainstreaming through CSP implementation by applying the gender and age marker, involving countries in the Gender Transformation Programme and ensuring sufficient and appropriate gender technical expertise to country offices. WFP will also ensure that any assessment, survey or study collects and analyses sex, age and disability disaggregated data and that gender-based analyses inform the design of programmes and CSPs.

7.3 Nutrition integration

132. Over the next five years, WFP aims to effectively integrate nutrition at scale. Achieving this will rely on investing in programmes, operations and platforms that tackle both underlying and immediate drivers of poor diets and malnutrition. A focus will be on engaging and strengthening systems – health, education, social protection and food systems – as well as capacitating national governments and stakeholders. Prioritizing not only investments during the life cycle but also targeting a key window of opportunity for human capital development (i.e. 8,000 days) will be critical. Systematic measurement of contributions towards improving meal quality, healthy diets and food choices will ensure effective and efficient programming. To refine approaches, WFP will dynamically adopt emerging practices and pilot innovations.
133. As part of this strategy, WFP plans to expand access to nutrition services. Such services will protect in emergencies, supporting flexible up- or down-scaling of integrated malnutrition prevention and treatment in fragile or humanitarian settings. Beyond emergencies, WFP will enhance capacities of communities, households and individuals to protect and improve their diets and nutritional status in face of shocks and long-term stressors, while addressing inequalities (e.g. social, gender, disability) that affect access to a healthy diet. When required, WFP will support double duty actions that have the potential to simultaneously reduce the risk or burden of both undernutrition and overweight, obesity or diet-related non-communicable diseases (NCDs). Moreover, WFP will increase advocacy and engagement to make nutrition a national priority and integrate it into national programmes. This will lay the foundations for long-term solutions to malnutrition and accelerate reaching key global nutrition objectives sustainably and at scale.
134. As a cross-cutting approach, nutrition integration will require to form an integral part of various phases of the programme cycle. This will make it necessary to factor in resources, technology and finance dedicated to improving nutrition from the outset. Nutrition will also be more effectively integrated into supply chain, data and analytics, global policy, advocacy and partnerships. To cope with the growing discrepancy between demand and supply of nutritious food, WFP will seek to broaden its engagement with food supply chain actors for increased availability of nutritious foods, including through local and regional procurement.

Augmenting corporate and innovative financing and piloting new operational solutions such as anticipated procurement will also guarantee nutrition is solidly embedded across systems, platforms and services.

8. Enablers

8.1 Partnerships

135. Progress towards zero hunger relies on close strategic and operational partnerships and WFP works with a vast network of cooperating partners both at the national and international level for the design and implementation of its policies, programmes and projects, while also supporting partners across the humanitarian and development system to achieve their objectives. This includes WFP amplifying and multiplying the efforts of governments, United Nations agencies, IFIs, bilateral banks and implementation agencies, NGOs, civil society and private sector actors through its operational footprint and role as a United Nations entity. It is therefore imperative that our strategic direction is aligned with the expectations of our partners.
136. The 2030 Agenda, and the Sustainable Development Goals, prioritized an international effort towards sustainable development. Zero hunger depends on sustainable development across all of the goals, which in turn hinges on effective partnerships; WFP is a part of the revitalized global partnership for sustainable development, which will be supported by enhanced advocacy. WFP's contributions are guided by SDG 2, and 17, but its impact and complementarity can support across the SDGs.
137. The World Bank strategy developed in 2020 on Fragility, Conflict and Violence convincingly argues that development actors have not yet acted at the scale necessitated by the current risks of conflict and violence. On average, every USD 1 spent on prevention can save up to USD 16 in cost of conflicts. Still prevention is not only about conflict but also about tackling other types of violence including extremism that, in many places, threaten to erase hard-won development gains. The link between gender inequality and a society's propensity for civil or interstate conflict is now well established. Addressing the root causes of gender inequality and closing gender gaps in human capital, access to jobs and assets, and voice and agency must be a priority for both development and humanitarian actors.
138. WFP's knowledge, operational capabilities and resources will support and amplify the efforts of others. WFP will contribute to actionable, country-level partnerships that position it to reach the most vulnerable populations. Where possible, WFP engagement will aim to support governments as the drivers of the United Nations reform processes, including the development of the revised common country analysis and the sustainable development cooperation frameworks. WFP will invest in engaging early and regularly with governments, aligning with national priorities and tailoring WFP's capacities and approaches to enable government action and making it more inclusive, equitable and sustainable. WFP will work closely with communities, NGOs, IFIs, resource partners – both public and private, and United Nations system counterparts to provide governments with well-coordinated support.
139. Where the immediate needs of people remain unmet, or there is a failure to protect individuals' and communities' ability to live in safety and with dignity, WFP will employ the full range of its operational capacities—many of which are realized only through partnerships—to rectify the situation and it will do so in a manner that is in line with humanitarian principles and founded upon universal human rights. WFP will provide this support with the expectation that governments will in time take over from it, and to that end WFP will work to transfer the knowledge, tools and capacities that governments will need to do so.

140. WFP will continue to invest in partnerships with national and local organizations across its portfolio of operations. As part of the Grand Bargain Localisation Workstream, WFP is committed to investing in the long-term institutional capacities of local actors, to promote more equal partnerships and to ensure better integration with local coordination mechanisms. WFP will systematically work towards strengthened collaboration, coherence and greater synergies with NGO and civil society organizations to position communities at the centre of designing, planning, and implementing activities, and to structure long-term, locally tailored solutions. Further, WFP will invest in South–South cooperation to leverage the expertise and resources of the Global South in finding solutions to hunger and malnutrition. At the same time, WFP will strengthen its partnerships with the private sector to identify innovative solutions, share knowledge and generate resources in the areas of food quality, environment and supply chain, amongst others. WFP will deepen its long-standing partnerships with academia and research institutions to help keep hunger and nutrition issues on the global agenda, to inform policy at the global, regional and national levels, and to support evidence-based programming.

Box 17: Private sector engagement

As a key driver of innovation across the globe, the business sector is uniquely positioned to join forces with WFP, together with governments and other WFP stakeholders, to not only target solutions to the difficult challenges faced in sustainable development, but also provide key insights around international policy discussions that are essential if the SDGs are to be realized. Working in partnership with the private sector offers vital opportunities to both help set the agenda at the global level on zero hunger and other areas (food quality, environment, supply chain and others) as well as to delivering sustainable programmatic objectives at the country level together.

Since launching its new private sector engagement strategy in 2020, WFP has made major strides in growing support from individual donors, foundations and companies. Working with global businesses, WFP is building innovative, shared value partnerships that can provide technical assistance and knowledge transfer as well as financial contributions to solve global problems while creating measurable business outcomes.

Private sector representatives will be key stakeholders, working alongside governments and other international organizations, to support the achievement of SDG 2 through a regular platform of dialogue. To this end, WFP will continue building strong relationships with current partners and explore new opportunities to engage leading entities across industries to leverage their tremendous influence to scale, accelerate and sustain the targets WFP has set.

8.2 Workforce

141. This strategic plan defines how WFP will help countries end hunger by using its demonstrated capacities and strengths. The WFP People Policy shapes the workforce necessary to accomplish its mission. Both are aligned to ensure proactivity of workforce management and to recognize that WFP's people are its greatest asset.
142. WFP's vision includes a workforce made up of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values, and working with partners to save and change lives. "WFP people" means all of its employees regardless of contract type or duration, including staff members, consultants, service contract holders, special service agreement holders, casual labourers, staff on secondment, junior professional officers, United Nations volunteers, interns and WFP volunteers.
143. The People Policy provides a coherent framework for excellence in people management and establishes mutual accountability between the organization, its managers and its employees to achieve the highest ethical workplace standards.

144. WFP has identified four priority areas for people management, under which key initiatives will be implemented:

- Strategic workforce planning: WFP has developed a framework for strategic workforce planning (SWP) at the global, functional and country levels, to ensure that the workforce needed is planned for to successfully implement this strategic plan. The analysis and recommendations of SWP are based on and aligned to this strategic plan and provide the direction for some of WFP's most important talent management processes. Operationalization will be supported by dedicated resources.
- Performance and capability enhancement: WFP is committed to excellence and accountability for delivering results through people and a workplace culture that sustains high performance in the long term and encourages regular feedback and recognition. At the organizational level, WFP employs corporate planning and performance monitoring processes whilst at the individual level employees are supported by WFP's performance and capability enhancement system. Given the evolving nature of WFP operations and changing contexts, the skillsets of the workforce will be continuously and systematically updated to support the organization in delivering its objectives.
- Diversity and inclusion: WFP has a rich history of diversity and is committed to a broader culture of inclusion. WFP's ambition is to provide a more inclusive and diverse workplace, where everyone, regardless of race, ethnicity, gender, sexual orientation, beliefs, disability, age, language, social origin or any other aspect, is equally involved and feels that what they do is important in realizing WFP's mission. The framework encompasses WFP's values and is aligned to the People Policy to ensure that access, advocacy and accountability drive systemic change and encourage WFP leaders to act with conscious inclusion and empathy.
- Occupational safety, health and well-being: The safety, health, and well-being of employees continues to be a priority for WFP, aiming to reduce the incidence of workplace injuries and ill-health; improve the physical and mental well-being of staff; establish workplace safety and health rights, responsibilities, and duties; and ensure staff receive training and support related to workplace safety, health, and well-being.

8.3 Finance

145. WFP's approach to financing will build on the trajectory laid out in its previous strategic plan. It will advocate for multi-year and flexible financing and build on its ongoing dialogue for sustained financing. Through reforms over the past five years, WFP has boosted transparency and accountability of spending and expanded its work with a range of actors. Going ahead, WFP will reduce barriers to scale resourcing according to needs and improve mechanisms that make its operations more efficient, for example global forecasting and advanced financing.

146. As a voluntarily funded organization entirely reliant on contributions from public, private and individuals' sources to finance its work, WFP's value proposition and programmatic offering will remain crucial. WFP will depend on all stakeholders to manage this complex funding model to sustain its life-saving and life-changing operations. To this end, WFP will work to optimize the relevance, quality and range of its interventions, increase the flexibility of its offer and unlock efficiency gains wherever possible.

147. Faced with siloed sectoral resources along the humanitarian–development nexus, which exacerbate an increasingly unpredictable and complex funding landscape, WFP will leverage its comparative advantage to ensure that resourcing trends evolve beyond traditional patterns. The spectrum of its programmes will allow WFP to access, sequence and combine different sources of financing, according to what the context demands, positioning the

organization to simultaneously address consequences and root causes of crisis and improve ways of working across the humanitarian–development–peace nexus. In doing so, WFP will consider innovative funding instruments such as climate risk financing, weather-index insurance or shock-responsive social protection financing mechanisms.

148. To finance its multi-faceted programme, WFP will additionally diversify funding and access available mechanisms at scale, including on a thematic basis. WFP will work closely with national governments, jointly exploring country financing instruments, plans and initiatives that help close the financing gap and accelerate progress on the SDGs. It will promote a coherent approach to funding, appropriately aligned with the principles, objectives and commitments of the Funding Compact, a key element of United Nations reform. Parallel to working closely with national governments, WFP's increasingly productive partnership with the private sector, financial institutions, and innovative financing solutions will feature prominently.
149. Multilateral and predictable resources will remain central for WFP when responding to calls for intervention in various areas. Like other humanitarian actors, greater flexibility of resources and multi-year planning further promotes organizational priorities of strategic importance in response to urgent needs and increasing efficiencies. Limited flexibility in funding will lead to less sustainable outcomes and solutions across WFP's area of expertise.
150. In an environment of increasingly complex dialogue and decision making processes at the local, national, and global level, WFP will leverage the advantages of its programmatic offering to secure funding to save lives and change lives. WFP will focus on its unique ability to match needs on the ground with opportunities that donors give to support national stakeholders in obtaining adequate resources to meet needs.
151. WFP will focus on expanding its financial resource base by developing an evidence driven value proposition for its non-traditional donors based on its current set of expertise. This measure is necessary to minimize the growing funding gap between assessed needs and available funding from the existing donors. It will focus on the private sector, high worth individuals, philanthropic foundations and international financial institutions.

8.4 Technology

152. Building on WFP's tradition of embracing technology and innovation to support operations, WFP will solidify its commitment to becoming a digitally enabled and data-driven organization. WFP's investments in new technology and data will help support the vision set out in this strategic plan.
153. WFP supports the United Nations Secretary-General's 2020 Roadmap for Digital Cooperation and its 2020–2022 United Nations Data Strategy. The United Nations strategic documents call for enhanced engagement on digital cooperation and the emergence of an all-UN data ecosystem. WFP will further leverage its achievements in the areas of innovation, digital technology and data to consolidate its strong relationships with governments, the United Nations, and partners. WFP will strengthen its partnerships with governments, academia, and the private sector to responsibly develop and deploy technology. By providing open access to some of its data assets, WFP will create digital public goods available to anyone.¹⁸
154. WFP's approach to technology will put people at the centre and aim to offer pathways out of food insecurity, poverty and deprivation. This will be underpinned by the principles of do no harm, participation, non-discrimination and inclusion.

¹⁸ A digital public good is defined by the United Nations Secretary-General's Roadmap for Digital Cooperation, as: "opensource software, open data, open AI models, open standards and open content that adhere to privacy and other applicable laws and best practices, do no harm, and help attain the SDGs."

155. In addition to a commitment to excellence in digital execution and in cybersecurity, WFP recognizes the right to privacy. WFP will ensure privacy-by-design and enhance data responsibility and data protection throughout its operations. To mitigate digital risks, WFP will continue to reinforce governance and oversight in these areas, while also providing its people with the appropriate tools and skills. Ultimately, WFP will work to foster a culture of digital literacy internally and externally to achieve lasting change.
156. WFP will continue to cultivate an approach where business owners design ideas, sometimes resulting from consultations with beneficiaries, the best of which are methodically piloted and scaled worldwide. WFP will invest in newer capabilities, a more agile, cross-functional way of working within the organization, with disciplined, integrated execution for improved security of systems and protection of data.
157. Technologies developed and deployed for use by beneficiaries will ensure equitable access, benefits, protection and human rights. Continuous improvements in the systems and data required to assist beneficiaries, underpinned by solid architecture, will aim to ensure that the right people get the right assistance at the right time, and to offer choice and reinforce agency and inclusion. At the same time, the deployment of technology will enhance WFP's accountability and assurance. WFP will also ensure service offering to support governments' own digitally-enabled strategies and solutions to support their people are anchored in programmatic objectives.
158. WFP will consolidate and expand its position as a trusted provider of operational technology solutions and advice. Leveraging its leadership of the emergency telecommunications cluster and the global logistics cluster, WFP will invest in common infrastructure and platforms that enable Business-to-Business (B2B) services. As a provider of digital services, WFP will lead on interoperability with United Nations systems and the emerging United Nations data architecture. By active policy engagement on digitalization, WFP will lead and shape norms and practice in the inter-agency space.
159. Internally, WFP's process automation will provide efficient services to staff, enabling them to make better decisions and simplify their work. WFP will also contribute to improving the digital skills of the partners who deliver WFP's programmes on its behalf.

8.5 Evidence

160. WFP will strive for ever more robust, timely and relevant evidence, informed by the collection and analysis of sex, age and disability disaggregated data, and optimize its use throughout the programme lifecycle. On the assessment side, consultations with affected communities and local partners alongside quantitative data collection will remain the backbone of WFP's operations. Leveraging innovative real-time remote monitoring technology and machine learning, WFP will further provide daily insights on the global food security situation to maximize operational effectiveness and efficiency. WFP will take advantage of its experience, expertise and long-standing partnerships to continuously refine methodologies for assessments and analysis; and advance evidence-based targeting and prioritization to ensure that funds are allocated to those most in need of assistance. Significant investments will enhance capacities and support mechanisms at country, regional and global levels.
161. On the monitoring side, WFP will track, collect and analyse programmatic evidence to inform decision making, maintain operational focus on results and generate data for outcome and impact analysis and evaluations. To allow for agile and iterative adjustment of activities on the ground – essential to addressing complex challenges in fast-changing environments – WFP will seek to harness technology to make its field monitoring systems more dynamic. Appropriate use of data and evidence will further be critical to improve accountability to affected populations.

162. WFP will improve knowledge management by capturing and disseminating best practices. An enhanced focus on the update and utilization of knowledge will improve the overall efficiency of how the organization operates. Evidence-driven communications and advocacy, through impactful and positive stories, the engagement of influential voices and policy dialogues, will help highlight the root causes of hunger and promote food security and the added-value of WFP's interventions, escalating support from WFP's constituencies and target audiences.
163. The evaluation function will continue to strengthen the credibility and utility of all its evaluations by increasing the range of approaches and methodologies used. It will ensure that the evaluative evidence is used to inform organizational learning as part of a strengthened knowledge management culture in WFP. In addition to the ongoing contributions of evidence to existing corporate decision making mechanisms, the evaluation function will develop new ways to share evaluative evidence and increase its uptake by decision makers at all levels of the organization. WFP will also reinforce its joint evaluation work to contribute to the humanitarian evaluation practice, national evaluation capacities and United Nations reform.
164. WFP will facilitate data collection, management and analysis, both within and outside the organization. It will build government capacity by sharing common, open or interoperable platforms, practices and protocols; and make data and evidence available as a global public good, including near real-time information from its global hunger monitoring system. WFP will build sustainable data pipelines and advance the standardization of datasets, connecting them across countries and divisions – a pre-condition to systematically unlock the power of advanced quantitative methods to generate evidence. This will be done while ensuring beneficiary data protection as well as algorithm safety, legality and ethics to prevent unintended consequences such as privacy issues, bias or lack of reproducibility.
165. WFP will work with research institutions and operational partners to enhance efforts to monitor and measure outcomes of resilience building programmes. WFP's resilience monitoring and measurement will describe the extent to which programmes contribute to making individuals, households, communities, institutions, and systems more resilient in the face of shocks and stressors. Given the increasing urgency to build resilience for vulnerable populations, the evidence generated will contribute to global learning and innovation.
166. With climate crisis increasingly acting as a risk multiplier, WFP will expand evidence on the nature and extent of food security risks, including through developing climate risk profiles for exceedingly vulnerable countries together with research institutions. WFP will advance the understanding of costs and benefits of different programmes to reduce, mitigate and transfer risk. Findings will underpin programming decisions such as the prioritization of locations and livelihood groups for climate and disaster risk reduction interventions, enable robust planning and optimize returns on investments. WFP will continue to empower governments to assess risk and potential effects of climate hazards for the most vulnerable communities by providing real-time impact and situation monitoring.
167. WFP will also enlarge the evidence base on the relationship between hunger and conflict. WFP will leverage collaboration with scientific partners to monitor nexus outcomes, broadening knowledge and improving programming. Across the nexus and beyond, WFP will focus on joint monitoring and analysis, building evidence on the impact of assistance and benefits of partnerships. This will enable WFP to deliver people-centred and conflict-sensitive programmes and support joint responses across the humanitarian-development-peace nexus.

8.6 Innovation

168. WFP has a long-standing culture of innovating and the preconditions in place to scale the innovations that will help those furthest behind. Piloting, implementing and scaling new ideas lies at the heart of WFP's innovation work, which spans across all of WFP's footprint and operations ranging from predictive analytics, supply chain, food systems, support to smallholders, cash-based transfers and to innovative financing to change lives.
169. Innovation is critical to WFP's operations in emergency and non-emergency settings as it enables the organization to respond to new challenges and problems while maximizing ever limited resources. Partnerships with the private sector as well as advances in technology will have the potential to help WFP fulfil its ambitious mission more effectively and efficiently, transforming the lives of vulnerable people across the world. WFP will explore game-changing frontier innovations and new technologies such as artificial intelligence, blockchain, biotechnology, edge computing and robotics to allow humanitarians to deliver on their mandate more effectively.
170. WFP will strengthen national capacities by mainstreaming innovative products and services into the systems and processes of national governments. WFP will also provide innovation services to the wider United Nations system and external partners, driving progress holistically towards the SDGs. By offering a platform of innovation services and knowledge, WFP will accelerate impact-driven ventures around the world and strengthen the innovation ecosystem within the United Nations, NGOs, foundations and private sector organizations.
171. WFP's award-winning Innovation Accelerator will continue to provide WFP staff, entrepreneurs, start-ups and NGOs with a set of innovation methodologies, including access to funding, mentorship and hands-on support. This will be done, for example, through innovation boot camps, one-week intensive workshops that help project teams dive deep into challenges, ideate solutions and refine their plans, and dedicated support and funding for field pilots, which helps innovators and start-ups reach proof-of-concept and develop prototypes ready for implementation.
172. Recognizing that no one organization, startup or entrepreneur can innovate successfully alone, but together, through collaboration and sharing, there is a better chance of reaching the common goal of eliminating food insecurity. WFP plans to establish innovation hubs on regional levels. These hubs will share knowledge, networks and opportunities, sustainably fostering local innovation ecosystems in areas where the need is greatest and where there is emerging innovation capacity.
173. WFP will prioritize broadening partnerships and cross-sectoral collaboration around innovation, by establishing bilateral and multi-stakeholder partnership agreements with key actors in the private sector, academia and research institutions, media and the larger humanitarian and development community. This will enable identifying cutting-edge, operational and scalable solutions to serve more beneficiaries in a better way. Through innovation, WFP will continue to identify opportunities to maximize its limited resources while at the same time exploring innovative financial approaches.

9. Conclusion

(To be developed after the informal consultation on 10 September)

ANNEX I

Key risk assessment

#	Risk	Risk category	Risk area	Risk type	Cause	Effect	Risk seriousness	Mitigation action
1	Misaligned strategic planning, objectives and positioning	1. Strategic	1.1 Programme	1.1.1 Intervention misaligned with outcome	Suboptimal use of evidence in designing new interventions and unsystematic approach to knowledge management on lessons learned, limited consideration of social, environmental and contextual factors in programme design	Under-achievement of CSP objectives, limited impacts and recognition of WFP's enabling role by host governments and donors	High	Evidence-based analysis and advocacy on programme impact, continuous adjustment and reprogramming initiatives across operations
2	Funding insufficient	1. Strategic	1.1 Programme	1.1.3 Funding insufficient	Competing national priorities and fiscal constraints in traditional donor countries	Suboptimal implementation of planned activities, unmet humanitarian and development needs to address food insecurity	High	Diversification of donor base, expansion of enabling activities under national ownership, articulation of business model and intervention, redefinition of WFP's baseline costs
3	Misalignment between WFP's workforce and rapidly evolving organizational needs	1. Strategic	1.1 Programme	1.1.2 Skill shortage/ mismatch	Widening gap between the existing workforce capabilities and growing demand for workforce with versatile profiles capable of implementing WFP's interventions simultaneously delivering and enabling with the dual objectives of saving lives and changing lives; emergencies increasing in frequency, intensity and complexity	Decreased organizational capacity to adjust rapidly, manage growth and meet beneficiary needs; under-achievement of CSP objectives; loss of agility in emergency response	High	Strategic workforce planning, People Policy, skills training, emergency response rosters
4	Limited or unsustainable commitment by host governments to deliver services and systems to all those in need	1. Strategic	1.2 External Relationships	1.2.2 Misalignment with UN system, governments, partners and non-state actors	Changes in government, political turmoil, completing public policy ideas, limited recognition by host governments of WFP's role as an enabler to deliver services and systems to all those in need	Limited national ownership and insufficient financial and human resource support to WFP programmes on country capacity strengthening	High	Evidence-based analysis and advocacy on benefits and costs of services, systems and policies, support for institutionalization of services, development of partnerships with other non-government actors to support services, systems and policy

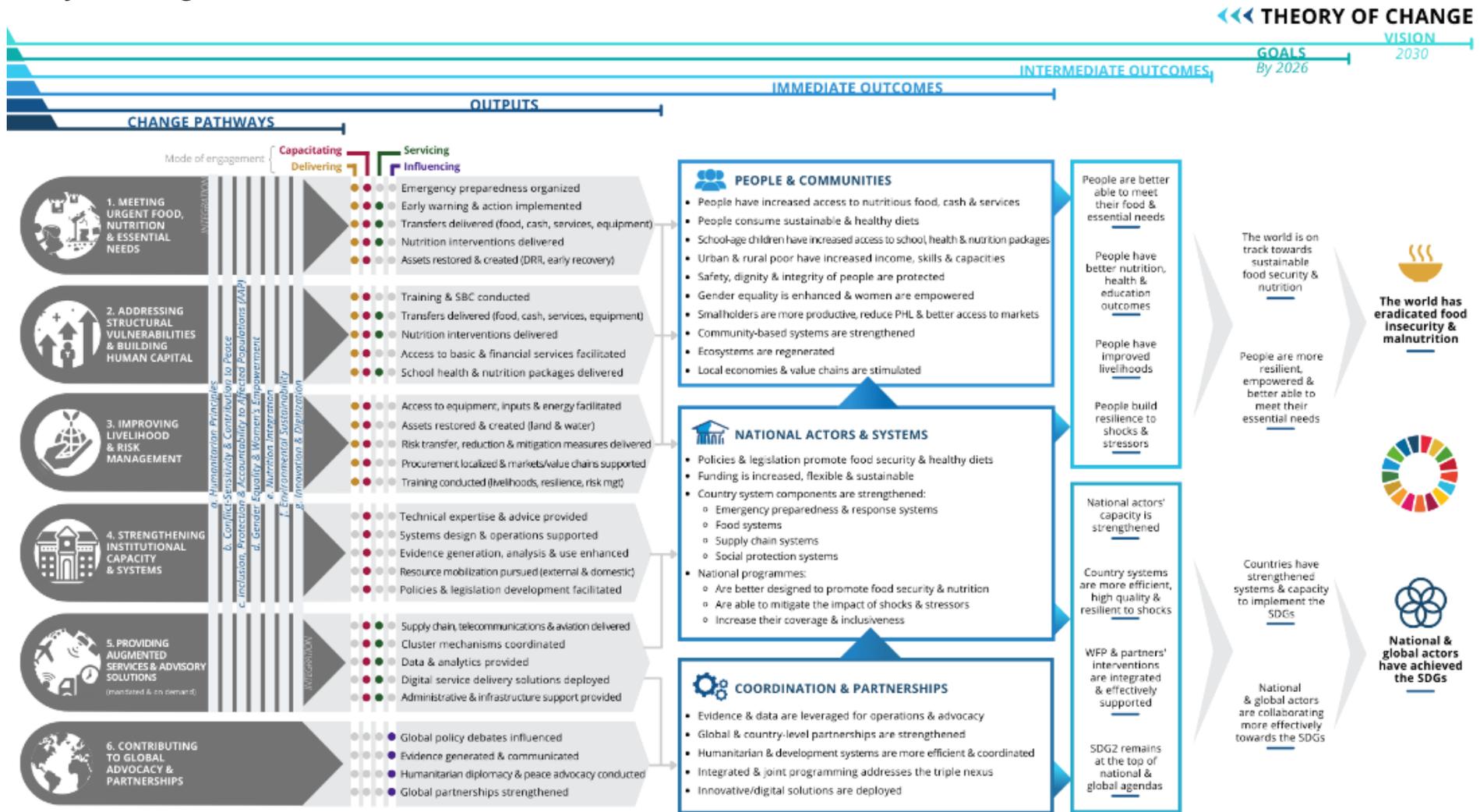
#	Risk	Risk category	Risk area	Risk type	Cause	Effect	Risk seriousness	Mitigation action
5	Growing humanitarian needs in the world increasing with vulnerability, uncertainty, complexity and ambiguity (VUCA) towards 2030	1. Strategic	1.3. Context	1.3.1 Conflict 1.3.2 Natural disaster 1.3.3 Economic crisis	Conflict, climate shocks, economic disparities, pandemic, geopolitical instability	Food crises, unabated malnutrition, set-back in poverty reduction, growing inequalities, widening gender gaps, WFP's progress towards zero hunger impeded	High	Expansion of near real-time remote monitoring systems into more geographies and diverse topics (healthcare, supply chains and livelihoods), demonstrable impacts on resilience building for vulnerable communities, advance and internal financing mechanism (IRA/IPL/MAF)
6	Lack of strategic execution	1. Strategic	1.4 Business model	1.4.1 Failure to innovate 1.4.2 Weak/poor execution	Organizational challenges in implementing strategic plans and resourcing requirements including digital agenda, suboptimal balance between centralized and decentralized ways of critical business management.	Inadequate choice and delivery of means to achieve corporate objectives, reduced efficiency and effectiveness, funding challenges, unmet client needs (governments, beneficiaries, civil society, partners) unfulfilled or fulfilled by other organizations	High	Clarity of business model, workplace culture improvement instilling a values-driven and performing ethos, stakeholder trust building, knowing our own organizational capacity to execute change.
7	Fragmented data management and inadequate digitization	1. Strategic	1.4 Business model	1.4.1 Failure to innovate 1.4.2 Weak/poor execution	Failure to adapt tools and approaches to changing operational contexts; inability to deploy appropriate technology for WFP business core systems and processes	Reduced efficiency and effectiveness, suboptimal operational decision making, limited value generated by WFP to strengthen capacities of host governments and national actors, unmet client needs (governments, beneficiaries, civil society, partners) unfulfilled or fulfilled by other organizations	Medium	Data integration (DOTS), digitization and enhancement of WFP core systems
8	Insufficient / inadequate beneficiary safety, security and PSEA	2. Operational	2.1 Beneficiary health, Safety and security	2.1.2 Lack of protection	Volatile operational environments, limited awareness of WFP employees and partners over standards of conduct, insufficient safeguards and oversight mechanisms, weak food safety and quality	Exposure of beneficiaries to safety and health risks, underreporting of SEA cases, beneficiary data breach	High	Protection policy, accountability to affected populations, CFM, WFP's environmental and social sustainability framework, food safety and quality assurance measures
9	Use of hunger and food assistance by governments or armed groups as a weapon of war or a means for gaining political power	2. Operational	2.1 Beneficiary health, Safety and security	2.1.2 Lack of protection	Conflict, geopolitical instability, inadequate assessments of contextual factors at early stages of the programme cycle	Increased political tension, escalation of conflict, forced population movement, negative impacts for beneficiaries, local communities or the environment	High	Abiding by humanitarian principles and "do no harm", application of conflict sensitivity in programming, WFP's environmental and social sustainability framework

#	Risk	Risk category	Risk area	Risk type	Cause	Effect	Risk seriousness	Mitigation action
10	Lack of availability and capacity for effective partnerships	2. Operational	2.2 Partners and vendors	2.2.1 Inadequate availability or capacity 2.2.2 Poor/inconsistent quality 2.2.3 Inability to safeguard own security	Limited capacity of national stakeholders, partners and vendors, insufficient capacity of WFP employees with partnership management skills	Reduced ability to effectively respond to needs, contract default, fraud and corruption, missed opportunities to engage in new and emerging thematic areas	High	NGO partnership guidance, field-level agreement (FLA) management, streamlined due diligence processes across United Nations agencies, vendor management
11	Business continuity disrupted	2. Operational	2.4 IT and communications	2.4.1 Utility outage/disruption 2.4.2 System failure 2.4.3 Cyber attack 2.5.1 Supply chain disruption	Utility disruptions, system failure, cyber attack, supply chain disruptions, conflict, natural disasters	Business and operational disruptions	Mode r-ate	Remote working modality in place, business continuity plan, emergency preparedness response plan
12	Supply chain disruptions	2. Operational	2.5 Business Process	2.5.1 Supply chain disruption	Protectionary trade policies, conflict, climate shocks, economic disparities, pandemic, geopolitical instability	Disruptions to operations, increased operational costs	Mode r-ate	Food pre-positioning through the Global Commodity Management Facility (GCMF), market monitoring and preparedness measures
13	Employee health, safety and security	3. Fiduciary	3.1 Employee health, safety and security	3.1.1 Inadequate occupational health or psychosocial well-being 3.1.2 Poor safety 3.1.3 Insufficient security	Recurring pandemics, geopolitical instability, conflict, natural disasters, social unrest	Harm to well-being of employees, business continuity hindered, operational scale-down and/or closure	High	Remote working, limited travel, social distancing, employee counselling, support to regional and country medical facilities, PPE and supply chains, logistics support to Medevacs
14	Inconsistent use of WFP's on-demand services by governments and partners	3. Fiduciary	3.2 Breach of obligations	3.2.1 Policies and standards	Unclear delineation of responsibilities and accountability of WFP over its provision of on-demand services vis-à-vis institutional clients (host governments and partners); inconsistent use of on-demand services by institutional clients with WFP's policy and mandate.	Vulnerable populations and communities not safeguarded against potential harm originating from use of WFP's on-demand services by institutional clients, reputational damage	High	Service agreements delineating (1) acceptable and intended use of WFP's services aligned with WFP's mandate and (2) WFP's responsibility and accountability, risk assessments of institutional clients (governments and partners)

#	Risk	Risk category	Risk area	Risk type	Cause	Effect	Risk seriousness	Mitigation action
14	Data breach	3. Fiduciary	3.2 Breach of obligations	3.2.1 Policies and standards 3.2.2 Regulations or laws 3.2.3 Third-party contracts	Cyber attack, weak corporate data protection and privacy governance, limited awareness of WFP employees and partners on data security and protection	Harm to beneficiaries and stakeholders, business disruptions, loss of confidence in WFP, reputational risk	High	Establishment of data protection office, data protection and privacy governance and policy, strengthened data security measure and authentication system, employee training
15	Fraud and corruption	3. Fiduciary	3.3 Fraud and corruption	3.3.1 Corruption 3.3.2 Misappropriation – cash 3.3.3 Misappropriation – other assets 3.3.4 Fraudulent reports	Nature of emergency operations (time critical, sudden changes, high volume activity, reliance on cash) operating environments (conflict ridden, weak infrastructure and governance systems), Nature of WFP assets (highly liquid and easily convertible) delivery model – highly decentralized and reliance on a large number of partners, some with capacity limitations, lack of common understanding among WFP employees, partners, vendors and national stakeholders of what constitutes fraud and corruption and obligation to report	Diversion/theft of WFP resources, loss of trust and reputational risk	High	Implementation of the revised Anti-Fraud and Anti-Corruption (AFAC) policy by: building staff and partner capacity on AFAC through training and raising awareness on available corporate AFAC guidance tools, embedding AFAC in day-to-day operations through conducting fraud risk assessments, improving controls based on assessment results and regular monitoring fraud risk indicators, swiftly learning from material fraud and corruption incidents and remediating related controls gaps
16	Inefficient use of assets	4. Financial	4.2 Assets and investments	4.2.1 Misutilization of assets	Inadequate and/or insufficient control and capacity for timely, efficient and effective asset management	Programme budget not managed appropriately, under- or over-utilization of financial and non-financial assets	Medium	Programme and financial oversight and monitoring processes, further digitization and skills investments

ANNEX II

Theory of Change



ANNEX III

Country strategic plans (CSPs)

1. The Policy on Country Strategic Plans (2016) outlines WFP's approach to strategic and programmatic planning at the country level and consists of a unique strategic and programmatic framework based on coherent country portfolios: the country strategic plan (CSP) or interim country strategic plan (ICSP). Between 2017 and 2019, all WFP country offices progressively moved from multiple project documents to the articulation of a single CSP or ICSP. The transition period ended in 2019, culminating in the approval of the last wave of CSPs at the November 2019 Executive Board, bringing the total approved CSPs to 84. This package constitutes the so-called "first generation" of CSPs.
2. The implementation of the CSP framework constitutes a transformative change in the way WFP anchors its support and results in nationally articulated needs and priorities. The framework leverages WFP's strengths and capacities in humanitarian response and recovery, seizing opportunities to apply these capabilities beyond saving lives bridging the changing lives agenda. The CSP approach provides the flexibility to respond under complex, variable circumstances and to unforeseen emergencies. The approach seeks to support countries to respond to emergencies and make progress towards zero hunger, operationalizing WFP's goals (SDG 2 and SDG 17) at the country level, profoundly enhancing strategic coherence, focus, operational effectiveness, and a partnerships approach.
3. CSPs are evidence-based and planned from strategic perspectives towards medium- and long-term horizons that strongly embed links to nationally defined SDG targets, maximizing WFP's overall contribution to national efforts towards achieving the SDGs. Evaluations of the first-generation CSPs noted that the CSP approach offered opportunities to develop extensive and diverse relationships with other United Nations agencies, local NGOs, and government counterparts; and stimulated partnerships with the private sector and civil society.
4. Through the "first-generation" CSP roll-out, WFP anchored its responses in nationally articulated needs, supported by evidence primarily generated through national zero hunger strategic reviews. With the advent of United Nations reform and the repositioning of the United Nations development system since 2020, WFP has been developing "second-generation" CSPs informed by UNCT-generated common country analyses that are well-informed by evidence on SDG 2, and strongly embedded in national development priorities.

ANNEX IV

Corporate results framework (CRF)

1. The corporate results framework (CRF) is the main tool for monitoring and reporting CSP performance and WFP's progress in achieving the ambitions set out in the WFP Strategic Plan (2022–2026). Often referred to as 'the backbone' aligning country office operations to SDGs, the CRF serves as a unifying framework and guides planning, implementation, measurement and reporting for all of WFP's activities, enhancing corporate accountability. In operation since January 2017 as one unified framework, and updated in 2018 to include corporate targets, the CRF consists of fully tested outcome and output indicators measuring WFP's contribution to SDG achievement, plus management key performance indicators (KPIs) capturing evidence of increased organizational efficiency, effectiveness and impact.
2. A mid-term review of the CRF was completed in March 2020. Summary conclusions are:

Working Well	Working Less Well
Fit for purpose. The CRF meets basic planning, monitoring and reporting requirements	Monitoring perceived mainly for corporate reporting and not sufficiently utilized to support evidence-based decision making
Has enabled alignment of WFP country strategic plans to the SDGs	Programme and management performance insights insufficiently combined or used to inform decision making
Indicators used in emergencies and protracted conflicts considered satisfactory	Limited measurement of WFP's contribution to 'changing lives' and 'enabling' achievements, including social protection, capacity strengthening, resilience, school feeding, policy development and social and behaviour change communication (SBCC)
Incremental improvements in reporting financial information, beneficiary numbers and transfer values for specific programme areas	Difficulties in routine reporting of 'Resources to Results', such as total expenditures, beneficiary # and cost of school feeding operations

3. Combined with a synthesis of OEV-commissioned evaluations and user feedback, important learning was generated, which has underpinned the new CRF development. This has been complemented with the development of evidence-based theories of change in specific technical areas, deepening WFP's understanding of how change happens, which in turn has informed improved corporate measurement. In summary, the new CRF is leaner with improved focus on utilization, supports further cooperation framework alignment through greater harmonization of indicators and sharpens WFP's evidencing of output and outcome level change through improved metrics and their use.
4. Finally, via the results framework and line of sight, the CRF will support the alignment of resources to results at the programmatic levels of the framework – namely SDGs, outcomes and outputs. On the management performance side, the CRF will review its indicators to better connect financial information with WFP efficiency and functional performance, to ultimately strengthen management decision making. The new CRF will require system updates to reflect the strategic plan direction, as expressed in the strategic results as well as to reflect new indicators.

Acronyms

APR	annual performance report
CBT	cash-based transfer
CFM	community feedback mechanism
CRF	corporate results framework
CSP	country strategic plan
FFA	food assistance for assets
IFI	international financial institution
MIC	middle-income country
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	non-governmental organization
RBA	Rome-based agency
SAMS	smallholder agriculture market support
SSTC	South–South and triangular cooperation
UNCT	United Nations country team
UNDS	United Nations development system
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNSC	United Nations Security Council
WHS	World Humanitarian Summit