



STRATEGIC PLAN: DRAFT ANNOTATED OUTLINE

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The global context

1. This section provides an overview of the global food security and nutrition landscape, outlining both the current and the foreseen enabling environment. It highlights key trends, disruption and shifts that WFP must navigate and prepare for, including conflict, weather extremes, economic instability, demographic shifts and evolving geopolitical dynamics.

Food insecurity and malnutrition in numbers

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

Key drivers of food insecurity and malnutrition

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

The enabling environment

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

Looking ahead

5. This section analyses challenges that are expected to shape food security and WFP's enabling environment in the coming years. It explores trends with significant implications for WFP's work, including:
 - *Economy*: economic nationalism, rising inequality and debt vulnerability.
 - *Society*: demographic shifts (in particular, Africa's youth), urbanization, migration and social media activism.
 - *Geopolitics*: the influence of emerging economies; declining trust in the United Nations system; populism and non-state actors; and geopolitical uncertainty.
 - *Technology*: digital transformation, expansion of artificial intelligence, growth of innovative technology, and workforce evolution.

- *Weather extremes*: water scarcity, natural hazards, agricultural disruption and climate-induced displacement.
6. This segment reviews the potential implications of these trends for WFP, providing insights to shape the organization's strategic direction.

The global food assistance landscape

Policies, initiatives and the humanitarian reform

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

Priorities and efforts of main stakeholders

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

WFP in a changing world

Responding to new challenges

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

WFP's growing emphasis on national systems

10. This section explores WFP's growing efforts to strengthen resilience for people affected by recurring shocks, including enhancing the national programmes and systems that they rely upon. It highlights WFP's efforts in providing services to partners and its work in leveraging partnerships and evidence for greater impact. This section also explores the changing demands from governments, who are increasingly seeking WFP's support

to reduce future needs and strengthen national school meal programmes and social protection.

WFP's policy framework

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

Insights from key reviews and evaluations

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

WFP's position and comparative advantages

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

Hand-over strategy

14. This section outlines the organization's approach to transitioning people away from dependence on external assistance from WFP. It describes key conditions that inform decisions to hand over and close operations in a given country, such as government capacity, improved food security conditions, and other strategic considerations. It also details strategies to ensure a smooth transition.

WFP's positioning during 2026–2029

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

WFP's vision

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

Target comparative advantages

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

Strategic outcomes

18. This section sets clear overarching goals aligned with WFP's mission and global priorities. These strategic outcomes provide a structured framework that ensures focus and prioritization for country offices while remaining broad enough to be relevant across WFP's different operating environments. This section refers to relevant policies supporting WFP's strategic outcomes.
 - Strategic outcome 1: Effective emergency preparedness and response
 - Strategic outcome 2: Reduced needs and enhanced resilience to withstand shocks
 - Strategic outcome 3: Enabled government and partner programmes

Cross-cutting priorities

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

Enablers

20. This section identifies the key operational and organizational drivers that support the effective implementation of the strategic plan.

- People – Strengthening our workforce
- Partnerships – Increasing reliance on local partners
- Funding – Broadening our resource base
- Evidence – Demonstrating the impact of our interventions
- Innovation – Scaling relevant innovations through technology
- Advocacy – Amplifying the voice of those experiencing extreme hunger
- Assurance – Being accountable for the resources entrusted to us