

DRAFT WFP STRATEGIC PLAN (2014–2017)



Third Informal Consultation

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World Food Programme
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Draft WFP Strategic Plan (2014–2017)

I. Executive Summary

WFP works worldwide in support of national, local and regional [food and nutrition security][food security and nutrition]¹ plans and priorities. It partners with other United Nations agencies, international organizations, non-governmental organizations (NGOs), civil society and the private sector to ensure access to food and nutrition for the poorest and most vulnerable and to enable people, communities and countries to meet their own food needs.

This Strategic Plan guides action by WFP from 2014 to 2017. It continues WFP's focus on food assistance² for the poorest and most vulnerable women, men, boys and girls. It positions the agency for the future, taking into account new opportunities and emerging challenges.

The Strategic Plan (2014–2017) sets out what WFP will do to contribute to the broader global goals of reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition through food assistance, while protecting vulnerable people and promoting gender equality and women's empowerment.

WFP will pursue four Strategic Objectives derived from the Millennium Development Goals (MDGs), the Quadrennial Comprehensive Policy Review (Q CPR),³ and WFP's Mission Statement⁴ and mandate to meet emergency⁵ and protracted relief food needs, support economic and social development and promote world food security:

1. Save lives and protect livelihoods in emergencies;
2. Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies;
3. Reduce risk and enable people, communities and countries to meet their own food and nutrition needs; and
4. Reduce undernutrition and break the intergenerational cycle of hunger.

The Strategic Plan describes how WFP will achieve its Strategic Objectives in line with its Fit for Purpose plan for organizational strengthening. It highlights WFP's role and value among the broader field of actors based on its mission, mandate and core strengths (see Table 1). It positions the agency to develop capacity and transition its programmes to national or local ownership and control, wherever possible.

WFP is accountable for progress toward its Strategic Objectives. It will act quickly to implement this Strategic Plan, aiming for a clear division of labour with other actors, deploying the right mix of tools in the right place at the right time, aligning and adapting internal systems and processes, closely monitoring and evaluating outputs and measuring outcomes and impact.

TABLE 1

WHO WE ARE

WFP's core strengths

People. WFP's greatest strength is its dedicated women and men working around the world who provide access to food and nutrition and promote lasting solutions, often under difficult conditions where security threats and risks to personal safety are considerable.

Presence. Present in nearly 80 countries, and with a broad network of 300 sub-offices in many of the world's most remote and fragile areas, WFP has the deep field presence and local knowledge necessary to provide access to food and nutrition and contribute to lasting solutions.

Performance. Responding to humanitarian emergencies is and will continue to be a primary focus for WFP's dedicated staff worldwide. WFP has unparalleled expertise in operational services and the capacity and global reach to quickly assess needs, connect people, inform choices, provide access to food and nutrition and deliver essential support to other actors, including through vulnerability analysis and mapping (VAM), procurement, logistics and information and communications technology (ICT).

As WFP implements this Strategic Plan and works to achieve its Strategic Objectives, it will continue to take account of changes in the Global Strategic Framework for Food Security and Nutrition,⁶ including a post-2015 development agenda.

II. Drivers of Change

1. WFP regularly assesses and aligns its approaches to a changing world. It adapts to emerging trends and developments set out in the Global Strategic Framework for Food Security and Nutrition. It acts on lessons learned to improve programme quality and impact.
2. This Strategic Plan updates WFP's Strategic Objectives to reflect the evolving external operating environment and the drivers of change listed in Table 2 that are likely to have an important impact on future demand for food assistance and WFP's ability to respond. It takes into account lessons learned from internal and external consultations, the mid-term review of WFP's Strategic Plan (2008–2013)⁷ and relevant independent evaluations (see Annex I).⁸

TABLE 2

DRIVERS OF CHANGE

Challenges and opportunities in an operating environment that is:

1. **Crisis-prone.** WFP will operate in a volatile, uncertain and fragile environment characterized by rising vulnerability to hunger. Significant downside risks, including the risk of recurring food price spikes, are likely to persist in the face of continued political instability, conflict and ever more costly climate-related and other natural disasters.⁹ In a globalized world, events in one location can quickly spread civil unrest and food insecurity thousands of miles away.¹⁰ Demand for food assistance may rise suddenly

and in ways that are difficult to predict, regardless of whether the absolute number of chronically undernourished people climbs or falls. Today, the poorest are more vulnerable to sudden shocks and, in some cases, even less prepared to cope. Many are living in fragile settings and countries affected by climate-related disasters. A majority are women. Few have access to safety nets or other forms of social protection.¹¹ Breaking the cycle of hunger increasingly demands gender-sensitive strategies that strengthen the capacity to reduce and manage risk.

2. **Complex.** Rising risk and vulnerability will further challenge the concept of a linear development path or forward progression through distinct periods of humanitarian relief, recovery and development. Some countries are experiencing extended periods of fragility, while others – seemingly stable with growing economies – experience dramatic reversals.¹² The path from relief to recovery and development is non-linear and characterized by discontinuous change.¹³ Recent research and analysis is demonstrating the devastating impact of natural disasters and shocks on food and nutrition security, but also solid returns on investment in risk reduction and the value of pursuing inclusive disaster preparedness and emergency responses in ways that lay the foundation for longer-term development.¹⁴ As a result, emphasis is shifting to dynamic risk management approaches that recognize the complexity of food systems, the benefits of responding to shocks in ways that better link relief and development and the importance of contributing to stability and building lasting resilience.¹⁵
3. **Crowded.** WFP is operating in an increasingly crowded field of state and non-state actors, including longstanding partners (traditional donors, United Nations agencies, and international NGOs) and new ones (‘new’ donors, regional organizations, local NGOs and the private sector, including foundations and businesses).¹⁶ Host governments are playing an even more active leadership role as partners align their food security and nutrition activities behind national plans and priorities, consistent with the Paris Declaration, the Accra Agenda for Action, the Busan Partnership for Effective Development Cooperation, the Istanbul Programme of Action for the Least Developed Countries and the Rome Principles for Sustainable Global Food Security. The number and diversity of actors may challenge national coordinating capacity and increase the risk of fragmentation, duplication and competition. But national plans can facilitate greater coherence, coordination and alignment around broader objectives and a broader field may offer individual actors new opportunities to increase operational efficiency by focusing on their core strengths and added value.
4. **Collaborative.** No single organization can address today’s complex food and nutrition security challenges. Partnership is more important than ever. WFP works closely with host governments and a wide range of other actors, including international organizations, NGOs, civil society and private-sector businesses. Along with other United Nations agencies, WFP is contributing to operational coherence through the cluster system, Delivering as One, the Transformative Agenda of the Inter-Agency Standing Committee (IASC) and the move from United Nations Development Assistance Frameworks (UNDAFs) to United Nations Development Assistance Plans (UNDAPs). These and other mechanisms for collective action provide opportunities to further align with national priorities and improve overall effectiveness and efficiency. The challenge now is to better define the role and value added of actors within the broader field, strategically select partnerships, strengthen mutual accountability and ensure collaboration delivers results.
5. **Context-specific.** Providing access to food and nutrition for the poorest and most vulnerable while contributing to lasting solutions increasingly will involve work across many unique settings. Today, a growing proportion of the world’s poorest people live in fragile and conflict-affected settings.¹⁷ Even as rapid economic growth transforms

low-income countries into middle-income countries, persisting inequalities leave many trapped in poverty and hunger. Stunted children and other chronically vulnerable people are now mostly in middle-income countries.¹⁸ The last decade has seen an urbanization of poverty, particularly in Asia and Latin America.¹⁹ In this new geography of hunger where undernutrition and over-nutrition converge, there is no “one size fits all” approach. To work successfully, organizations will need the flexibility to tailor their analyses, actions and responses to fit the particular needs of women, men, boys and girls in a diverse range of contexts. With strong expertise in VAM, WFP is positioned to meet these challenges and to further share information that can inform decisions by governments and other actors.

6. **Cost-conscious.** WFP has a strong commitment to cost-efficiency and accountability to internal and external stakeholders. Today, Member States, donors, partners and citizens are placing even greater emphasis on transparency, accountability, cost-effectiveness, results and value for money.²⁰ The global economic crisis has sharpened this emphasis, as governments increasingly have to justify spending choices in the face of legitimate demands from their constituencies. This growing need for better evidence of what works is powering significant advances in monitoring and evaluation and catalyzing alternative funding models such as cash on delivery and development impact bonds.²¹ It is driving innovation and efficiency gains within organizations engaged in humanitarian and development activities and further focusing them on core strengths and added value. To meet rising demand for evidence of impact in the coming years, organizations will need to further build knowledge management and monitoring and evaluation capacities to demonstrate returns and support continuous quality improvements.
7. **Capable.** To address urgent food and nutrition security challenges in today’s increasingly uncertain and rapidly changing environment, organizations must exemplify resilience by reinforcing financial and supply chain risk-management systems necessary to ensure operational continuity in the face of sudden shocks. They must prioritize capacity development and strengthen the ability of communities and countries to prepare for shocks, reduce risk and vulnerability and meet their own food and nutrition needs. They will need to analyse the different needs and vulnerabilities of men, women and different social groups and streamline internal systems to quickly capitalize on new opportunities and respond to emerging threats. They must get smarter faster by investing in staff skills and capacity to respond to complex emergencies and to design and execute programmes using new innovative tools and approaches.

3. While broadly continuing WFP's current strategic direction, the Strategic Plan reflects adjustments based on the drivers of change and lessons learned that are necessary to address emerging challenges and capitalize on new opportunities. It further positions WFP to:

- improve the effectiveness and efficiency of humanitarian operations and sustainable development programmes, in line with the Transformative Agenda Protocols²² and the Busan Partnership,²³ by further building staff skills and capacity and strengthening operational performance;
- reduce undernutrition by adopting a nutrition-sensitive approach across all programming and addressing chronic undernutrition as a specific priority, building on the results of research on the importance of nutrition, particularly for children in the first 1,000 days;²⁴

- build resilience, contribute to self-reliance and strengthen the capacity of governments, communities and regional organizations by integrating capacity development across its Strategic Objectives and more closely aligning capacity development activities with its core strengths;
- create an enabling environment for gender equality and women's empowerment by addressing gender across its Strategic Objectives, recognizing the importance of protecting vulnerable women, men, girls and boys, as well as the vital role of women in lasting solutions to food insecurity and undernutrition;
- provide access to safe, nutritious food and strengthen capacity in a diverse range of contexts by establishing a single toolbox that enables WFP country offices to select the most appropriate tools to achieve a specific Strategic Objective in a particular setting, based on rigorous analysis and evidence of impact; and
- identify obstacles to achieving outcomes, measure results and continuously improve programme quality and impact by establishing a corporate monitoring and evaluation tool that provides a results-based management system, building staff capacity and supporting internal and independent evaluations.

III. Positioning WFP for the Future

4. Reducing risk and vulnerability to shocks, breaking the cycle of hunger and ensuring sustainable food security of the nearly 870 million chronically undernourished people around the world is the work of many. WFP's ability to achieve its Strategic Objectives and contribute to broader global goals depends on strong relationships with governments and partnerships with other actors, including United Nations agencies, international organizations, NGOs, civil society and the private sector.

5. Governments have primary responsibility for meeting the food and nutrition needs of their citizens. Many donor nations have confirmed their continued commitment to providing predictable resources for world food security through the Food Assistance Convention.²⁵ If national authorities need assistance, WFP and others must act quickly, effectively and coherently, including through mechanisms for collective action. They must be responsive and accountable to the priorities and preferences of the poorest and most vulnerable people they serve, including women and men, girls and boys.

6. This Strategic Plan further positions WFP to support local, national and regional food security and nutrition plans and priorities, wherever possible, and to work in true partnership with other actors. It provides a framework that enables WFP to identify critical partnership opportunities. It seeks to define WFP's role and added value within the broader system of actors, based on its mission, mandate and core strengths.

7. WFP will aim to be a partner of choice for governments, developing capacity and transitioning its programmes to national or local ownership and control wherever possible and appropriate. It will strengthen collaboration and pursue a

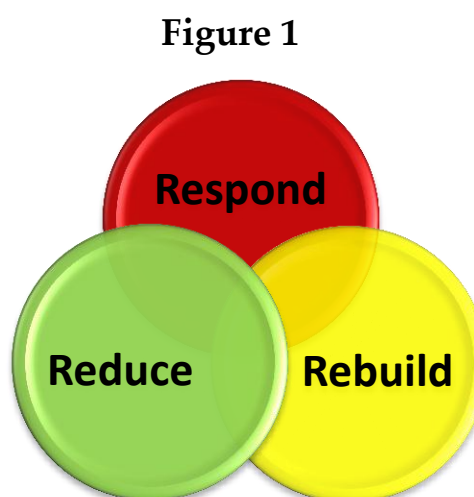
clear division of labour with other actors, working through the IASC, the cluster system, Delivering as One, UNDAFs, UNDAPs and other mechanisms for collective action to fill gaps and address overlaps.

8. WFP will seek to provide beneficiaries with practical entry points for engagement in programme design, monitoring and evaluation and transparent channels for feedback, including through beneficiary response systems.

Framing WFP's Role and Objectives

9. This Strategic Plan frames WFP's four Strategic Objectives according to their contribution to the following three overlapping priorities. These three priorities are shared with governments and other actors and collectively contribute to the broader global goals of reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition (see Figure 1):

- prepare for and respond to shocks;
- restore and rebuild lives and livelihoods; and
- reduce vulnerability and build lasting resilience.



10. The framework establishes a foundation for partnership based on a clear understanding of common priorities, individual roles and core strengths. It illustrates the interrelationships between Strategic Objectives and the discontinuous nature of development pathways.²⁶

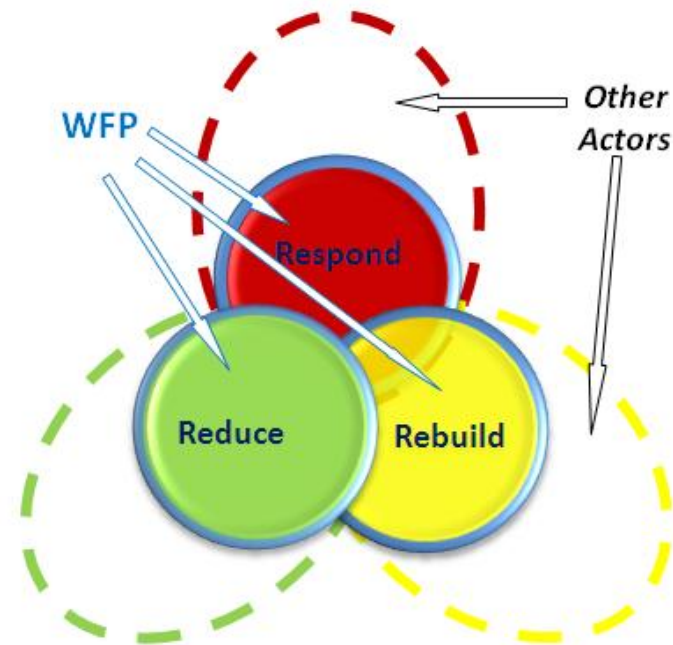
Positioning WFP in the Larger System of Actors

11. Within the broader system of actors, WFP plays a vital role in advancing these three shared priorities, based on its Mission Statement, mandate and core strengths (see Figure 2).

12. Effective action to **prepare for and respond to shocks** requires collaboration among a wide range of actors, including the Office for the Coordination of Humanitarian Affairs (OCHA), the International Red Cross and Red Crescent Movement, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), NGOs, civil society and the private sector.

Figure 2

13. WFP contributes to a coherent international response to emergencies through the IASC, leadership of the logistics, emergency telecommunications clusters and co-leadership of the food security cluster with FAO. It conducts needs assessments, provides access to quality nutritious food and supplies procurement, logistics, communications and engineering services to the broader humanitarian community. It supports early recovery and resilience and strengthens capacity to prepare for, assess and respond to shocks.



14. WFP works closely with other actors to **restore and rebuild lives and livelihoods** in fragile settings and following emergencies — including with actors such as FAO, UNICEF and UNHCR, which play vital roles in meeting nutrition, shelter and sanitation needs, conserving soil, improving water collection and management and supporting self-reliance and durable solutions. It partners with NGOs, civil society and the private sector, which can help bring communities together to rebuild, create productive assets and provide economic opportunities.

15. WFP is often one of the most significant actors following shocks and crises and is able to leverage its deep field presence and local knowledge to help communities get on their feet. It meets food and nutrition needs while helping to lay the early foundation for stability, resilience and self-reliance. It uses its expertise in food procurement, logistics and engineering to assist and strengthen the capacity of governments and communities to connect to markets and manage food systems.

16. WFP complements the actions of others to **reduce vulnerability and build lasting resilience**, including through the Scaling Up Nutrition movement and the REACH partnership. It partners with FAO, the International Fund for Agricultural Development (IFAD), UNAIDS, the United Nations Development Programme (UNDP), UNICEF, United Nations Entity for Gender Equality and the Empowerment of Women (UNW), WHO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank, NGOs, civil society and the private sector to strengthen capacity to reduce disaster risk, connect to markets, and scale up nutrition programmes and safety-net systems.

17. WFP bridges divides between agriculture, nutrition and health, provides enhanced monitoring and analysis for decision-making and leverages its procurement power to benefit smallholder farmers, including women. It supports governments, including middle-income country governments, to carry out national food security and nutrition plans, delivering technical assistance and strengthening capacity based on its core strengths.

IV. WHAT WFP Will Do

18. The following Strategic Objectives guide WFP's actions to provide access to food and nutrition and enable people, communities and countries to meet their own food and nutrition needs. They establish priorities for WFP's dedicated women and men serving in nearly 80 countries, often under difficult conditions where security threats and risks to personal safety are considerable.

19. Not all Strategic Objectives will apply to all countries. Specific priorities will be set based on needs in a country or region in accordance with the added value WFP can bring in a particular time and place. Through country and regional strategies, the overall direction provided by the Strategic Plan will be put in context to determine WFP programmes and courses of action. In some situations, WFP's engagement may be needed in all four Strategic Objectives. In other situations, one or two of the Strategic Objectives would be relevant.

20. WFP will implement its Strategic Objectives while ensuring, to the extent practicable, the health, safety and security of its personnel and recognized dependants, the safety and security of its beneficiaries, and the security of its premises and assets.²⁷

IV.1 Prepare for and RESPOND to Shocks

Strategic Objective One: Save lives and protect livelihoods in emergencies

21. Responding to humanitarian emergencies is and will continue to be a primary focus for WFP's dedicated staff worldwide. WFP will save lives and protect livelihoods in emergencies by taking timely action to meet urgent food and nutrition needs while protecting the safety, dignity and integrity of the most vulnerable women, men, girls and boys, supporting early recovery activities and strengthening the capacity of governments, communities and regional organizations to prepare for and respond to future shocks.

22. When shocks or crises occur, WFP will partner with others to quickly and efficiently assess needs, seek to secure and maintain humanitarian access, and deploy the most appropriate mix of tools for the country context and requirements of target populations. Consistent with the Transformative Agenda Protocols, it will work with governments, other United Nations agencies, international organizations, NGOs and civil society to improve the collective impact of emergency response operations by strengthening overall leadership, coordination and accountability, including through the cluster system.

Goal 1: Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels

23. During conflicts and following natural disasters and other crises, WFP will work with governments, where appropriate, and partner with other United Nations agencies, international organizations, NGOs and civil society to immediately assess

needs and to quickly design, deploy and scale up food assistance and emergency nutrition interventions for refugees, internally displaced persons (IDPs), victims of disasters and climate-related shocks, and other vulnerable people and communities. It will provide assistance through cash, vouchers, food or a mix of transfer modalities, depending on the circumstances. It will act in accordance with international law and the humanitarian principles of humanity, neutrality, impartiality and operational independence (see Annex II).

24. WFP will contribute to a coherent, well-coordinated and gender-sensitive international response to urgent food and nutrition needs, including through cluster leadership for logistics, food security and emergency telecommunications. It will seek to reduce undernutrition levels and mortality due to undernutrition where urgent action is required to save lives and avoid irreparable harm to health, including through provision and distribution of specialized nutritional products. It will work to strengthen accountability to beneficiaries and cut response times in emergencies through the forward purchase of commodities and by pre-positioning food in United Nations Humanitarian Response Depots (UNHRDs).

Goal 2: Protect lives and livelihoods while enabling safe access to food and nutrition for women and men

25. During emergencies, livelihoods may be lost and the poorest may be forced to sell productive assets, take children out of school or adopt other negative coping strategies that can reinforce dependency and poverty, prolong recovery, compromise household resilience and contribute to recurring crisis. To protect lives and livelihoods, contribute to self-reliance and help people and communities recover more quickly, WFP will partner with others to rapidly deploy and scale up food assistance and emergency nutrition interventions, including, where possible, through asset and human capital creation programmes such as school feeding.²⁸

26. WFP will provide access to food in ways that protect the safety, dignity and integrity of the most vulnerable. Violence against women, girls and boys is a particular risk in emergency and humanitarian settings. WFP will work to strengthen protection through its operations by conducting gender and protection analysis, engaging beneficiaries in project design and reducing women's and children's exposure to violence.

Goal 3: Strengthen the capacity of governments, communities and regional organizations to prepare for, assess and respond to shocks

27. WFP's ability to save lives and protect livelihoods in emergencies is directly related to actions governments, communities and regional organizations have taken to prepare for, assess and respond to natural disasters and other shocks. When national, local and regional authorities are able to prepare effectively for emergencies, they can cut response times and significantly lower the human and economic cost of natural disasters and other crises.

28. WFP will strengthen operational partnerships with national and regional disaster management organizations and share expertise in early warning systems, contingency planning approaches and VAM. It will work with others to strengthen national, local and regional capacity to predict, assess and respond to shocks that can cause or aggravate food insecurity and to develop new tools, programmes and initiatives to mitigate and manage risks, such as weather risk insurance.

IV.2 Restore and REBUILD Lives and Livelihoods

Strategic Objective Two: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

29. In countries emerging from instability, conflict and natural disasters, weak capacity and poor or inequitable social, economic and political infrastructure can lead to persistent food insecurity. The vast majority of the world's poorest live in fragile settings, including post-conflict settings.²⁹ In these areas, people are twice as likely to be undernourished and children are three times as likely to be out of school.³⁰ Supporting food security and nutrition and establishing livelihoods in fragile settings and following emergencies can put vulnerable people, communities and countries on a path to stability, resilience and self-reliance.

30. Acting in accordance with principles for good international engagement in fragile situations,³¹ wherever possible, WFP will work closely with governments and partner with other United Nations agencies, including FAO, UNHCR and UNICEF, international organizations, NGOs and civil society and others to implement or support programmes that meet food and nutrition needs of women, men, boys and girls in these contexts, while contributing to human capital recovery, gender equality, social protection and access to markets. It will assist in the safe and voluntary return of refugees and IDPs, support host communities in areas of resettlement and contribute to durable solutions.

Goal 1: Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance

31. In fragile settings and following emergencies, WFP will work with others to restore or support food security and nutrition while helping to lay an early foundation for stability, self-reliance and lasting recovery. It will provide targeted food and nutrition assistance for the poorest and most vulnerable, including through asset and human capital creation programmes such as school feeding and food or cash for training. Wherever possible, it will seek to align these programmes with national and regional plans and strategies to minimize duplication of effort and to maximize the long-term cumulative impact of these interventions to assist governments in developing sustainable social protection systems.

Goal 2: Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems

32. Whether as a result of conflicts or recurring or protracted crises, persistent fragility can sever or prevent access to markets and destroy or limit the development and efficient operation of food supply and distribution systems. WFP will leverage its expertise in food procurement, logistics and engineering and partner with others to help communities and countries establish or rebuild sustainable livelihoods. As a critical part of establishing or rebuilding sustainable livelihoods, WFP will assist and strengthen the capacity of governments and communities to connect to markets and manage food systems. It will seek to meet food and nutrition needs of vulnerable populations through programmes that facilitate access to food while promoting the emergence or restoration of markets. It will support asset and human capital creation programmes like food assistance for assets that can improve the production, harvest, storage and transportation of food by supporting the construction and repair of essential supply chain infrastructure.

Goal 3: Through food and nutrition assistance, support the safe, voluntary return and reintegration of refugees and internally displaced persons

33. During displacement and as refugees and IDPs return home following conflicts and other emergencies, food and nutrition assistance can help them rebuild livelihoods and successfully integrate into communities. WFP will work with governments and UNHCR and will partner with others to advocate for and enable durable solutions for displaced populations, be it voluntary return, local integration or resettlement. It will support mobility as refugees and IDPs re-establish themselves and integrate into communities of return or resettlement through food and nutrition assistance. It will work with UNHCR to develop a joint corporate strategy and framework to follow up on Joint Assessment Missions and pursue solutions in protracted refugee situations.

Goal 4: Ensure equitable access to and control over food and nutrition assistance for women and men

34. Conflicts and crises affect women and men differently, often exacerbating women's unequal access to assets, economic opportunities and services.³² WFP will provide access to food in ways that protect the safety and dignity of the most vulnerable. It will seek to reduce undernutrition, accelerate recovery and increase social cohesion and stability in fragile settings and following emergencies by systematically integrating gender equality in the design and execution of food and nutrition programmes and by increasing the participation of women at all levels of decision-making. Analysing gaps and engaging both women and men in food and nutrition programmes can ensure more equitable access to food, help to avert widespread undernutrition and lead to faster recovery in food production and other aspects of livelihoods.³³

IV.3 REDUCE Vulnerability and Build Lasting Resilience

Strategic Objective Three: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

35. In today's uncertain and fragile world, the poorest are increasingly vulnerable to shocks that can increase food insecurity and undernutrition. Often disconnected from market opportunities and forced to devote as much as 80 percent or more of their household income to food,³⁴ the poor have few tools to manage the risks of disasters, climate change, food price volatility and other shocks. With limited access to safety nets or other forms of social protection,³⁵ these vulnerable people, their communities and countries can be trapped in a cycle of food insecurity and dependence.

36. WFP will work closely with governments and partner with other United Nations agencies, including FAO and IFAD, international organizations, NGOs, civil society and private sector businesses to help vulnerable people, their communities and countries reduce and manage risk, build resilience and strengthen self-reliance.³⁶ Through advocacy and food and nutrition assistance, it will help build national and local capacity to establish, manage and scale up effective and equitable safety net systems. It will leverage purchasing power to connect smallholder farmers to markets, support economic empowerment of women and men, and help people meet their own food and nutrition needs.

Goal 1: Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance

37. In areas affected by natural hazards and recurring climate related shocks, WFP will work proactively with governments and partner with other United Nations agencies, international organizations, NGOs and civil society to help people, communities and countries strengthen resilience to shocks, reduce disaster risk and adapt to climate change. Through programmes such as food assistance for assets, it will support early action and cost-effective³⁷ local investments and activities that conserve soil and water, rehabilitate land and productive infrastructure, and strengthen disaster risk management, while improving access to quality nutritious food and protecting and building livelihoods.

38. Based on its experience and expertise in vulnerability analysis, early warning systems and other fields, WFP will work with governments to strengthen policies and capacity to understand, reduce and manage disaster risk. In collaboration with other partners, including the private sector, it will continue to help vulnerable communities and countries shift from managing disasters to managing risks by developing and integrating innovative risk management tools, such as weather index insurance and insurance for assets, into traditional risk management and safety net systems.

Goal 2: Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities

39. Smallholder and low-income farmers, many of whom are women, are a critical source of staple commodities in developing countries, but often lack reliable access to markets, storage, credit and other inputs necessary to improve productivity and contribute to household and community food security. WFP will work with governments and partner with other United Nations agencies, NGOs, civil society and the private sector to reduce post-harvest losses and promote economic opportunity and agricultural productivity gains by procuring commodities and specialized nutritional products locally and regionally whenever feasible, including from smallholder farmers and warehouse receipt systems through programmes such as Purchase for Progress (P4P).

40. WFP will support women's economic empowerment and transform food assistance into a productive investment in gender equality and local communities by promoting women's participation in farmers' organizations and by purchasing from women smallholder farmers through P4P and other initiatives. Women typically achieve lower yields than men because they often do not have equal access to markets, training, inputs and economic opportunities. Simply closing the yield gap between male and female farmers could reduce the number of undernourished people in the world by as much as 17 percent.³⁸

Goal 3: Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains

41. Countries with effective food security and nutrition institutions, infrastructure and safety net systems are better able to manage crises, weather shocks and meet their own food and nutrition needs. At the request of governments and communities, WFP will partner with other United Nations agencies and with regional and international organizations to strengthen national and local capacity to design and deploy safety net programmes and to establish, manage and scale up sustainable safety net systems, including through South–South and triangular cooperation. It will provide advice and support to link safety nets to local agricultural supply chains, including through programmes such as home-grown school feeding. It will continue to contribute to work by the World Bank and others to assess and improve the performance of national safety net systems.

42. WFP will promote and assist governments to develop safety nets and safety-net systems that provide equitable access to food and nutrition for poor and vulnerable women, men and their families. Legal and institutional barriers to women can often result in lower levels of food security and human capital. A growing body of research is demonstrating that societies with greater gender equality experience faster economic growth and benefit from higher agricultural productivity and improved food security.³⁹

Strategic Objective Four: Reduce undernutrition and break the intergenerational cycle of hunger

43. Reducing chronic undernutrition and breaking the intergenerational cycle of hunger is essential to unlocking the potential of vulnerable communities and promoting human resilience and economic growth. Chronic undernutrition costs lives and livelihoods and leaves a lasting legacy of lost productivity and limited opportunity. Children who do not receive proper nutrition in their first 1,000 days can suffer irreversible damage to body and mind. Those who survive to adulthood are likely to be less productive and less able to feed their own families.⁴⁰ They may be at increased risk of over-nutrition and associated non-communicable diseases.⁴¹

44. WFP will partner with other United Nations agencies, including FAO, UNAIDS, UNICEF and WHO, and work with international organizations, NGOs, civil society and private-sector businesses to advocate, support and implement nutrition programmes aligned with national priorities, global goals and scientific evidence. It will act through comprehensive multi-stakeholder platforms like the Scaling Up Nutrition movement and the REACH partnership to strengthen the capacity of governments and communities to develop and scale up proven solutions. It will focus on the nutritional needs of the most vulnerable, including women, children and those affected by HIV, tuberculosis and malaria.

Goal 1: Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and those affected by HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance

45. In countries where the prevalence of wasting, stunting or micronutrient deficiencies is high, WFP will work with UNAIDS, UNICEF, WHO and others to prevent stunting and wasting and to treat moderate acute malnutrition by providing targeted supplementary feeding for vulnerable groups and communities and by advocating for effective national nutrition policies and programmes. To address micronutrient deficiencies, tackle the underlying causes of undernutrition and avoid contributing to over-nutrition⁴² throughout beneficiary life-cycles, it will ensure general food distribution, asset creation and school feeding provide access to appropriate quality food, contribute to improved nutrition outcomes and promote gender equality and women's empowerment.

46. WFP will continuously innovate to meet nutritional needs in different contexts efficiently, cost-effectively and in ways that strengthen local markets, including through the use of cash and vouchers. It will continue to work closely with United Nations agencies, international organizations and others to identify and fill evidence gaps and to increase understanding of nutrition needs and the most appropriate interventions. It will partner with the private sector to apply the latest advances in food science and fortification technology to increase the impact, lower the cost and expand the range and availability of ready-to-use and other supplementary foods. It will leverage partnerships and its core strengths in procurement and logistics to promote local fortification and the local production of specialized nutritional products.

Goal 2: Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families

47. WFP will work with governments and communities and partner with other United Nations agencies, including UNESCO, UNICEF and WHO, to implement or support programmes such as school feeding and mother-and-child health and nutrition (MCHN) that increase equitable access to education, contribute to learning and improve basic nutrition and health, particularly for children, adolescent girls, women and their families. To prevent life-long consequences of poor nutrition in the early stages of life, WFP will partner with others to provide supplementary feeding to pregnant and lactating women and children under five years of age through local health clinics and other community-based approaches.

48. WFP will seek to purchase food for school feeding and other programmes locally, including from smallholder farmers, whenever possible. School feeding can not only improve children's ability to concentrate and learn by addressing short-term food insecurity and reducing micronutrient deficiencies when food is fortified, but also increase school enrolment and attendance, particularly for girls, and provide a significant income transfer to vulnerable families through take-home rations. It can serve as a powerful platform for complementary health interventions provided by others, including deworming.

Goal 3: Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality and brings undernutrition below critical levels

49. At the request of governments, WFP will work with others and leverage its deep-field presence and expertise in the design and delivery of food assistance to strengthen community, national and partner capacity to develop, operate, monitor and scale up effective and gender-sensitive nutrition policies and programmes. Through country-led and multi-stakeholder initiatives, it will support governments to analyse food access and dietary intake, address underlying gender inequalities and vulnerabilities, and integrate nutrition into social protection schemes. It will build the capacity of local processors to produce fortified and complementary foods.

50. WFP will help meet the food and nutrition needs of the most vulnerable while promoting quality education, supporting gender equality, and contributing to poverty reduction and economic growth. Leveraging its Centre of Excellence Against Hunger in Brazil, WFP will work to advance South-South and triangular cooperation and strengthen the capacity of communities and countries to organize and operate sustainable national school feeding programmes as part of broader national frameworks. It will work with governments to understand trade-offs, contain costs, build institutional capacity, decentralize procurement and ensure meaningful community participation.

V. HOW WFP Will Do It

Deploy the Right Tool in the Right Place at the Right Time

51. To achieve its Strategic Objectives, WFP will work with governments, communities and regional organizations and partner with others to design and deliver programmes that meet the food and nutrition requirements of the poorest and most vulnerable and strengthen the capacity of communities and countries to manage underlying risks to lives and livelihoods, based on a rigorous analysis of needs and context, beneficiary preferences, operational goals, efficiency and evidence of impact.

52. WFP will select the appropriate tool or mix of tools listed in Table 3⁴³ and described below to carry out those programmes and achieve its Strategic Objectives in particular circumstances. The appropriate tool or mix of tools may differ depending on the context, such as between fragile settings and stable middle-income countries. WFP will seek to scale up and expand the use of tools that have been piloted successfully in particular locations, including cash and vouchers and pro-smallholder procurement. It will continue to innovate and develop new food assistance tools that can enable WFP to contribute further to reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition.

Transfers	Operational Services	Technical Assistance, Partnerships and Advocacy
<p><u>General/Targeted Distribution</u></p> <ul style="list-style-type: none"> • Food, including fortified foods • Cash and vouchers • Specialized nutritional products 	<p><u>Analysis</u></p> <ul style="list-style-type: none"> • Vulnerability analysis and mapping (VAM) • Early warning products and tools • Emergency needs assessments • Context and market analyses • Capacity assessments • Gender, protection and conflict analysis 	<p><u>Technical Assistance</u></p> <ul style="list-style-type: none"> • Policy and programmatic advice • Transition strategies • Pro-smallholder procurement • South-South and triangular cooperation • Weather risk insurance
<p><u>Asset and Human Capital Creation</u></p> <ul style="list-style-type: none"> • Food assistance for assets (including food and cash for work) • School feeding • Food and cash for training • Insurance for assets 	<p><u>Procurement</u></p> <ul style="list-style-type: none"> • International procurement • Local and regional procurement • Warehouse receipt programmes • Forward purchase • Twinning 	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • National and local governments • Regional organizations • United Nations agencies • Cluster leadership (logistics, emergency telecommunications, food security) • International organizations • NGOs and civil society • Private sector

TABLE 3: MAIN TOOLS (continued)		
Transfers	Operational Services	Technical Assistance, Partnerships and Advocacy
<p><u>Nutrition</u></p> <ul style="list-style-type: none"> • Supplementary and complementary feeding • Mother-and-child health and nutrition (MCHN) programmes • Programmes addressing and mitigating HIV and other pandemics 	<p><u>Logistics, ICT, Engineering</u></p> <ul style="list-style-type: none"> • Surface logistics services (sea and land) • Aviation services • Global pre-positioning • Information and communications technology (ICT) • Infrastructure 	<p><u>Advocacy</u></p> <ul style="list-style-type: none"> • Advance food and nutrition objectives with governments and through global and national forums

Main Tools

Transfers

53. To provide access to nutritious food and other benefits for the poorest and most vulnerable while contributing to self-reliance and resilience, WFP will use the following types of transfer:

- **General and targeted distributions** provide essential access to quality nutritious food for vulnerable groups and communities through food, cash or vouchers. Where distributions include fortified foods or specialized nutritional products like fortified blended and ready-to-use foods, high-energy biscuits and micronutrient powders, they can help meet the particular nutritional needs of young children, pregnant and lactating women and those living with HIV and tuberculosis.
- **Asset and human capital creation** provides a means and incentive for beneficiaries to contribute to their own longer-term food security and nutrition. These safety nets provide access to food or other benefits in exchange for attending school, training in new livelihood activities and farming techniques, and building productive community assets like roads, dams and irrigation systems.
- **Nutrition transfers** support programmes run by local communities, governments and partners that are designed to improve the nutritional status of young children and pregnant and lactating women and to provide treatment, care and support to address HIV, tuberculosis and other pandemics. They provide access to supplementary and complementary food that meets particular needs, including through local health clinics and other community-based approaches.

Operational services

54. WFP will ensure food and nutrition assistance reaches the most vulnerable populations effectively and efficiently anywhere in the world through the following operational services tools:

- **Analysis** services assess national capacity to meet food and nutrition needs. They help communities anticipate shocks and take swift and informed steps to enhance preparedness and response. When disaster strikes, they provide timely information on the nature, dimension and impact of a shock, and evaluate whether assistance is needed. Through market, gender, conflict and other analyses, they identify where the vulnerable are, the nature and causes of their vulnerabilities and the most appropriate interventions.
- **Procurement** services maintain a global pipeline of food and non-food commodities and products received or purchased locally, regionally and internationally. To cut delivery times and, where possible, lower costs, WFP buys food in advance of need and gives priority to local procurement when this does not conflict with other operational requirements, including through P4P and warehouse receipt programmes that provide market opportunities for smallholder farmers.
- WFP is an operational leader in **logistics, ICT and engineering** services. Whether moving food by land, sea or air, designing and building roads, bridges and other infrastructure necessary to transport life-saving assistance to remote locations, or establishing electronic communications networks to coordinate complex operations and gather, aggregate and share key operational data, WFP supports and works in collaboration with others to ensure food reaches the poorest and most vulnerable quickly, efficiently and accountably.

Technical assistance, partnerships and advocacy

55. WFP will build understanding, transfer skills and contribute to innovative solutions and coherent and well-coordinated responses to food security and nutrition challenges through the following tools:

- **Technical Assistance.** At the request of governments and regional organizations, and in partnership with others, WFP provides policy and programmatic advice that builds capacity in areas related to its core strengths and expertise. Wherever possible and appropriate, it works to transition programmes to local and national control, supports innovative smallholder procurement and risk management programmes and serves as a catalyst for South-South and triangular cooperation for school feeding and other programmes.
- **Partnerships.** WFP provides effective leadership of clusters on logistics, emergency telecommunications and food security. Based on its mission, mandate and core strengths, it works with governments, communities and regional organizations and partners with other United Nations agencies, including the Rome-based agencies (FAO and IFAD), and a range of operational and analytical partners to design and execute coherent programmes that provide access to food and nutrition for the poorest and most vulnerable while building resilience, contributing to self-reliance and strengthening capacity.

- **Advocacy.** Based on its field presence, experience and expertise, WFP advocates for local, national, regional and global policies, programmes and initiatives that promote lasting food security and nutrition for the poorest and most vulnerable. WFP can act as a platform to bridge local concerns and global initiatives, and can provide thought leadership and promote cost-effective investments in emergency preparedness, disaster risk reduction and safety net systems by communities, governments and regional organizations.

Enable Effective and Efficient Implementation

56. WFP will quickly translate this Strategic Plan into action in line with its Fit for Purpose plan for organizational strengthening, which seeks to reinforce a corporate culture of commitment, communication and accountability. Fit for Purpose emphasizes WFP's critical focus on the people it serves and establishes a comprehensive Framework for Action to empower and support country offices and regional bureaux.

57. WFP will promote broad understanding of its Strategic Objectives among staff, governments, partners and beneficiaries worldwide. It will ensure effective and efficient execution of this Strategic Plan through an integrated set of management tools that cascade the Strategic Objectives internally through global Headquarters, country offices and the work of individual staff for all phases of implementation, monitoring and reporting. Specifically, WFP will:

- identify resource requirements and track performance through resource mobilization strategies and annual management plans;
- enable country offices and regional bureaux to advance the Strategic Objectives through enhanced project design and country and regional strategies;
- update existing corporate policies, develop new ones where necessary and disseminate clear guidance to the field;
- hold staff accountable by aligning performance metrics with strategic priorities; and
- measure results and progress toward its Strategic Objectives through the Strategic Results Framework (2014–2017).

58. WFP will strengthen relationships with governments, communities and regional organizations. It will respond to national and regional plans and priorities through country and regional strategies, work to strengthen the capacity of governments, communities and regional organizations and prepare timely and measurable strategies to transition its programmes to national or local control wherever possible and appropriate, giving due regard to potential trade-offs in the appropriateness of tool selection and overall programme quality and impact.

59. WFP will act on the mandates of the QCPR and contribute to United Nations system-wide integration, coordination and coherence, aiming for a clear division of labour with other actors. It will work through mechanisms for collective action,

such as the IASC, the cluster system, Delivering as One, UNDAFs and UNDAPs. It will review and update partnership agreements and seek to develop joint strategies with other United Nations agencies, where necessary and appropriate. It will continue to work with others to explore the potential of common support services, including through national systems, without compromising service quality.

60. WFP will strategically prioritize partnerships with international organizations, NGOs, civil society and the private sector that can deliver complementary knowledge, skills and capacity and have the greatest impact on achieving its Strategic Objectives. It will establish a comprehensive framework and tools to select and facilitate partnerships that can deliver the greatest value. It will work to systematically gather, aggregate, share and, where appropriate, publish key operational data to foster collaboration with partners, provide up-to-date management information and enhance accountability and transparency.

61. WFP will continue to improve its operational preparedness and performance by further building and maintaining core strengths in VAM, procurement, logistics and ICT, adapting and streamlining finance, human resources and information technology and other business systems and processes, and identifying and addressing risks to effective and efficient implementation of this Strategic Plan (see Annex III). WFP will prioritize actions that can have the greatest impact on achieving its Strategic Objectives, including actions to:

- build on existing capacity to match tools to diverse contexts through gender- and nutrition-sensitive programmes based on timely and accurate data by strengthening context analysis and deepening coverage of sub-regional markets.
- continue to modernize its procurement services to better facilitate and scale up pro-smallholder procurement and strengthen collaboration with governments, the private sector and other actors along agricultural supply chains;
- optimize its supply chain and further ensure timely and accountable delivery of food and nutrition assistance through multiple transfer modalities by scaling up its Logistics Execution Support System;
- facilitate the scale-up and expansion of food and nutrition assistance through cash and vouchers by integrating project design, monitoring and financing platforms to ensure greater cohesion and timeliness of programme delivery; and
- strengthen accountability and transparency, drive improvements in programme quality and impact and share best practices, including through South–South and triangular cooperation, by supporting independent evaluations, investing in knowledge management and partnering with others to strengthen the evidence base for action.

62. WFP will invest in the ability of its people to strengthen relationships with governments, build partnerships with other actors, design and deploy effective programmes, and measure results. It will assess staff skills and capabilities and deploy the right staff to the right locations. Through training, leadership development and performance management, WFP will enhance staff capacity to:

- establish successful working relationships with governments, develop durable partnerships with other partners and strengthen accountability to beneficiaries;
- engage in policy dialogue and formulation with national governments and make strategic choices for WFP's engagement;
- design effective gender- and nutrition-sensitive programmes that support national, local and regional plans and priorities using appropriate tools;
- respond to complex emergencies, strengthen capacity, and transition programmes to national or local ownership and control; and
- evaluate results and demonstrate evidence of impact through monitoring and evaluation against established metrics.

63. As it implements this Strategic Plan and works to achieve its Strategic Objectives, WFP will continue to take account of changes in the global strategic framework for food security and nutrition, including any post-2015 development agenda.

Measure Results

64. WFP is accountable for progress toward the Strategic Objectives described in this Strategic Plan. To assess performance and provide evidence of operational outcomes, the Strategic Results Framework (2014–2017) contains a set of key outcome indicators (KOIs) with quality baseline indicators and corporate targets.

65. WFP will regularly track and contrast achievement values for each indicator with the baseline and target values, thereby providing solid evidence to inform operational adjustments. It will monitor the KOIs to capture accurate, timely and consistent data on the results of its programmes and operations.

66. To further support results measurement for the Strategic Plan, WFP will:

- equip staff and partners in the field with corporate guidance, tools, training, networks and support to ensure best practice monitoring and evaluation and quality reporting for WFP operations;
- target key projects with additional corporate monitoring and evaluation analysis, support and guidance, and provide a comprehensive review of available assessments and systems to ensure efficient, quality indicator reporting against WFP's Strategic Results Framework;
- support independent evaluations and build country office capacity to undertake self-evaluations of programmes for improved project design, implementation and risk management; and
- establish a corporate monitoring and evaluation tool (COMET) that provides WFP with a comprehensive results-based management system that is integrated with other corporate systems and produces information products for field staff, managers and donors.

67. WFP will work to strengthen and align its data collection processes both internally and with external partners, in accordance with the mandates of the QCPR. To contribute to and support reporting on system-wide results, it will exploit technological innovations and harmonize its results reporting formats and outcome and output indicators with key partners whenever possible.

68. WFP will capture and publish accurate, timely and consistent data on the results of its programmes and operations. It will engage research institutions and other partners to learn from and apply the latest advances in monitoring and evaluation methods and technologies and to promote and support independent third-party monitoring.

Annex I: Summary of Lessons Learned

This Strategic Plan (2014–2017) is based on facts, evidence and the results of consultations with a wide array of internal and external stakeholders. It reflects lessons learned from independent evaluations of WFP’s transition from food aid to food assistance, the mid-term review of WFP’s Strategic Plan (2008–2013), an analysis of global trends prepared by the Institute of Development Studies, outreach to WFP staff at all levels and consultations with host governments, regional organizations, other United Nations agencies, international organizations, NGOs, the private sector and outside experts.⁴⁴

While internal and independent evaluations addressed a number of topics and feedback from internal and external stakeholders varied, several key lessons emerged consistently from research and consultations and helped to inform the priorities and design of the Strategic Plan. The lessons were:

1. **Continue WFP's current strategic direction.** WFP staff and partners support WFP’s focus on food assistance. A synthesis of four independent evaluations concluded that WFP's transition from food aid to food assistance is “relevant to ongoing changes in the external context in which WFP operates”. It found “widespread agreement among stakeholders – both external and internal – on the need for WFP to have made adjustments” and “broad support” for new tools and operating principles on which the programme shift is being implemented.⁴⁵ Emerging global trends reinforce the need for WFP to continue to innovate to provide access to food in multiple contexts.
2. **Strengthen partnerships.** Partnerships have long played a critical role in WFP’s ability to achieve its Strategic Objectives, and consultations and research consistently highlighted the need to identify partnerships more strategically by better defining WFP's role and value added in the larger field of actors. Independent evaluations concluded that “new forms of engagement” are required to support WFP’s focus on food assistance, and the mid-term review recommended WFP “enhance and increase partnership at every level” to ensure a “coherent and effective role and to support the scaling up and institutionalization of the changes called for in the Strategic Plan”.⁴⁶
3. **Mainstream gender equality.** WFP’s own experience and interviews with partners and outside experts all underscored the importance of mainstreaming gender in the Strategic Plan, in line with the requirements of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women. The mid-term review recommended “integrating gender into the full scope of WFP’s work”, including key policies and reporting on results relating to gender equality.⁴⁷ The Canadian International Development Agency’s 2012 bilateral review found that, “while programming has been effective, WFP has not been as effective in addressing the cross-cutting theme of gender equality”.⁴⁸

4. **Connect capacity development with WFP's core strengths.** Consultations stressed the critical importance of capacity development in helping to further enable governments and communities to provide access to food for their poor and vulnerable populations. They also identified opportunities for WFP to further define its role and value proposition in capacity development. The mid-term review found that WFP's capacity development work is "sometimes very effective, but it is not always applied systematically across WFP".⁴⁹ Stakeholders suggested that WFP further align capacity development activities with its core strengths and integrate this priority across its Strategic Objectives.
5. **Enable implementation.** Evaluations emphasized the need to define not only what WFP will do in the Strategic Plan, but also how WFP will enable staff at all levels to achieve its Strategic Objectives. According to independent evaluations, the principal constraints to operationalize WFP's Strategic Plan (2008–2013) were "internal and systemic – within WFP's control – and relate[d] largely to how WFP has approached implementation".⁵⁰ Among other things, the evaluations recommended "greater leadership, guidance and support" to country offices and "assertively adapt[ing] human resource development plans and/or partnering strategies".⁵¹
6. **Focus on results.** Stakeholders and evaluations consistently stressed the importance of further prioritizing improvements in monitoring and evaluation, building on work already under way. The mid-term review called on WFP to "improve on reporting impact, efficiency and results". Independent evaluations noted that "although some advances had been made, [WFP's] existing planning, monitoring, and evaluation systems are largely geared to the food aid and project approaches, rather than more complex, strategic programme approaches". It concluded that "monitoring systems need significant re-design to better serve the programme aims ... and to enable outcome level monitoring".
7. **Communicate priorities.** Independent evaluations recommended WFP "improve the roll-out, communications, change processes and accountability framework in the next Strategic Plan".⁵² While it was "widely known that the Strategic Plan [2008–2013] called for change", there was "insufficient clarity" on what the new strategy meant for WFP staff and traditional partnerships. The mid-term review found that "communications about core elements of the Strategic Plan was uneven" and recommended that WFP "develop an internal and external communications strategy"⁵³ to improve the development and implementation of the next Strategic Plan.

Annex II: Humanitarian Principles

WFP is driven by the need to respond to human suffering and assist fellow human beings when they have nowhere else to turn. WFP will use food and related assistance to meet immediate needs and improve food security and nutrition. It is committed to the purposes and principles of the United Nations Charter and to the values and principles expressed in the Millennium Declaration. WFP will not use food assistance, at any time or under any circumstances, as a means of applying political or economic pressure. WFP will adhere to the core humanitarian principles⁵⁴ set out below when providing food assistance and other support in response to humanitarian needs.⁵⁵

CORE HUMANITARIAN PRINCIPLES	
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. In a country, assistance will be targeted to those most at risk, following a sound assessment that considers the different needs and vulnerabilities of women, men and children.
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.

ANNEX III: Risk Matrix for the Strategic Plan (2014–2017)

	Description	Causes	Effects	Mitigation actions currently in place	Mitigation actions planned
Institutional	<p>#1. Inability to fully align with national food security and nutrition priorities and support national programmes and systems</p>	<ul style="list-style-type: none"> • Funding model • Short project duration • Insufficient staff expertise and skill-set 	<ul style="list-style-type: none"> • Governments may not view WFP as a relevant partner to support national food security and nutrition strategies and programmes • Diminished sustainability of programmes that are not aligned with or supported by government or United Nations partners • More limited ability to transition WFP programmes to national ownership and control 	<ul style="list-style-type: none"> • Rolling out country strategy process in many countries, further aligning WFP programming with national and United Nations priorities • Changed financial framework from tonnage based to value-based programming • Continuing to advocate for more flexible long-term funding • Deployment of toolkits and guidance to support stronger partnership and capacity development • Identifying corporate staff skill-set • Investing in South–South cooperation and triangular cooperation initiatives to share best practices of national plans and strategies to meet food and nutrition needs 	<ul style="list-style-type: none"> • Continue advocating for more flexible and longer-term funding • Continue country strategy process to define WFP's role and programme response in closer collaboration with partners • Development of new human resources (HR) strategy

ANNEX III: Risk Matrix for the Strategic Plan (2014–2017)

	Description	Causes	Effects	Mitigation actions currently in place	Mitigation actions planned
Institutional	<p>#2. Inability to demonstrate WFP results consistently and drive continuous improvements in programme quality and impact</p>	<ul style="list-style-type: none"> • Planning, monitoring and evaluation systems largely geared toward food aid and project approach • Insufficient human and financial resources for robust monitoring and evaluation (M&E) • Lack of training to help managers enact strong performance management systems • Lack of systematic documentation, dissemination and application of lessons learned 	<ul style="list-style-type: none"> • WFP may be unable to demonstrate that it is consistently meeting its objectives in a cost-efficient and cost-effective manner, affecting donor willingness to fund WFP activities • Reduced opportunity to learn and improve the quality of programmes 	<ul style="list-style-type: none"> • Scaling-up of M&E staffing and funding at regional bureaux and Headquarters levels • Putting in place performance and risk management frameworks • Adoption and implementation of International Public Sector Accounting Standards (IPSAS) • Creation of a single repository of WFP data 	<ul style="list-style-type: none"> • Roll-out COMET (the corporate output and outcome data management system) • Implement corporate M&E strategy, including outcome measurement strategy and guidelines, M&E budgeting and capacity development activities in 2013–15 • Roll out Performance and Risk Management System (PROMIS) in 2013–15 • Roll out Global Reporter platform to reconcile data and create information products in 2013–2015 • Establish data validation processes prior to standardized project report (SPR)/Annual Performance Report (APR) publication • Harmonize United Nations and inter-agency results approaches and reporting

ANNEX III: Risk Matrix for the Strategic Plan (2014–2017)

	Description	Causes	Effects	Mitigation actions currently in place	Mitigation actions planned
Programmatic	<p>#3. Inability to appropriately match tools to context</p>	<ul style="list-style-type: none"> • In response to the changing geography of hunger, WFP will need to work across diverse contexts • Some tools remain in pilot phase and may not be available in all country offices • Staff may not have the skills and guidance necessary to determine the most effective response for a given context • Project-oriented analytical processes may not be adequate to capture context necessary for effective interventions • Most effective tool for context may not align with available resources for programming due to funding constraints 	<ul style="list-style-type: none"> • Most appropriate tool not always deployed • WFP's ability to deliver the right programme response in a country in transition—from low income country to middle income country, or between fragile to non-fragile context—may be compromised 	<ul style="list-style-type: none"> • Rolling out country strategy process to strengthen country-specific context and stakeholder analysis and to facilitate high-level consultations on the most appropriate programme response based on comparative advantages • Finalized cost-effectiveness models to inform choice of transfers • Strengthening VAM capacity, streamlining response analysis, and improving context and gender analysis • Implementing cash for change road map and integrating P4P in WFP's programme response portfolio 	<ul style="list-style-type: none"> • Review WFP's country presence and financing model, and develop a strategy to determine its country presence and appropriate response in different national contexts • Formulate a knowledge management strategy to leverage corporate learning, innovations and good practices

ANNEX III: Risk Matrix for the Strategic Plan (2014–2017)

	Description	Causes	Effects	Mitigation actions currently in place	Mitigation actions planned
Programmatic	#4. Insufficient staff expertise and skill-sets	<ul style="list-style-type: none"> HR function set-up towards managing traditional personnel functions with less attention to strategic workforce planning Recruitment process, career and talent management not geared to building human resource capacity to programme and deliver food assistance 	<ul style="list-style-type: none"> Programmes and tools may not be designed or implemented optimally WFP management and control structures may be unable to keep pace with demands, leading to sub-optimal results and less efficient use of resources 	<ul style="list-style-type: none"> Identifying corporate staff skill-set 	<ul style="list-style-type: none"> Develop new HR strategy with focus on developing long-term workforce strategies; managing the workforce planning integrated with the strategizing and budget process; developing the workforce to correspond to WFP's current and future requirements
Programmatic	#5. Inability to partner strategically in environment where WFP is dependent on others to achieve its Strategic Objectives	<ul style="list-style-type: none"> The growing number and diversity of actors with different agendas, programmes, operating modalities Staff may not have the skills and guidance necessary to strategically identify and maintain successful partnerships Failure to communicate core strengths and value as a partner Reactive in terms of forging partnerships and pursuing clear division of labour rather than strategic in looking at complementary partnerships 	<ul style="list-style-type: none"> Reduced ability to meet WFP Strategic Objectives Without greater alignment around broader objectives, programmes may demonstrate strong results individually but fail to solve larger problems High transaction costs relative to value delivered Inefficiencies – gaps and overlaps 	<ul style="list-style-type: none"> Continuing to promote better division of labour within the United Nations system at the country level Building on best practices and lessons learned in implementing “Delivering as One” 	<ul style="list-style-type: none"> Roll out the country strategy process to all country offices to systematically identify and prioritize strategic partnership opportunities Develop and implement private-sector strategy Development of new HR strategy

ANNEX III: Risk Matrix for the Strategic Plan (2014–2017)

	Description	Causes	Effects	Mitigation actions currently in place	Mitigation actions planned
Contextual	<p>#6. Challenging funding environment</p>	<ul style="list-style-type: none"> • Donations from traditional sources may decrease or be difficult to sustain • WFP may not be capitalizing on or attracting new donors/funds • Need for flexible funding for strategic priority areas may not be conveyed 	<ul style="list-style-type: none"> • WFP's ability to respond to needs and requests in a timely manner could be constrained • Implementation of activities with potential for scale-up/strategic priority areas may be hindered 	<ul style="list-style-type: none"> • Implemented the six pillars in WFP's corporate resourcing strategy • Pursuing local resource mobilization strategies • Demonstrating clear results/impact and value of donor investments in WFP • Continuing to use advance financing/forward purchasing as they demonstrate ability to improve efficiency and effectiveness and potentially cut costs • Increased number of strategic partnership agreements with donors 	<ul style="list-style-type: none"> • Demonstrate transparent methodology of resource allocation and value for money • Perform risk analysis of operational requirements and resourcing • Develop and Implement Resource Mobilization Strategy (2014–2017) • Seek opportunities for cost savings through shared services across the United Nations system.

List of Acronyms

COMET	corporate monitoring and evaluation tool
FAO	Food and Agriculture Organization of the United Nations
HR	human resources
IASC	Inter-Agency Standing Committee
ICT	information and communications technology
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IPSAS	International Public Sector Accounting Standards
KOI	key outcome indicator
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PROMIS	Performance and Risk Management System
P4P	Purchase for Progress
QCPR	Quadrennial Comprehensive Policy Review
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNW	United Nations Entity for Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping
WHO	World Health Organization

Endnotes

¹ WFP recognizes that the Committee on World Food Security (CFS) is discussing, but has not yet reached consensus on, use of the terms “food and nutrition security” and “food security and nutrition”. For simplicity, this draft uses the term “food security and nutrition.” However, WFP will align the text of the final draft with any CFS decision on the terminology.

² Food assistance improves access to, and consumption of, safe and nutritious food. It saves lives, protects livelihoods and enhances health and education by addressing the acute and chronic food and nutrition needs of the poorest and most vulnerable. It is provided through targeted transfers, such as in-kind transfers, cash and vouchers, and effective, efficient and needs-based general distribution, asset-creation, school feeding and nutrition programmes. It supports local markets, builds self-reliance and resilience, and strengthens community and national capacity to improve food production, access and utilization and to assess and respond to threats to food security and nutrition. It is monitored and evaluated on a regular and transparent basis to maximize and improve programme quality and impact.

³ See [2012 Quadrennial Comprehensive Policy Review \(QCPR\)](#)

⁴ See [WFP Mission Statement](#).

⁵ For purposes of WFP emergency projects, “Definition of Emergencies” (WFP/EB.1/2005/4-A/Rev.1) defines “emergencies” as urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale. The event or series of events may comprise one or a combination of the following: a) sudden calamities such as earthquakes, floods, locust infestations and similar unforeseen disasters; b) human-made emergencies resulting in an influx of refugees or the internal displacement of populations or in the suffering of otherwise affected populations; c) food scarcity conditions owing to slow-onset events such as drought, crop failures, pests, and diseases that result in an erosion of communities and vulnerable populations’ capacity to meet their food needs; d) severe food access or availability conditions resulting from sudden economic shocks, market failure, or economic collapse – and that result in an erosion of communities’ and vulnerable populations’ capacity to meet their food needs; and e) a complex emergency for which the government of the affected country or the Secretary-General of the United Nations has requested the support of WFP. WFP’s emergency interventions will continue to be based on assessed needs, also taking into account any other considerations or criteria that may be decided upon by [WFP’s] Executive Board consistent with the organization’s rules, regulations and mandate.

⁶ See CFS. 2012. [Global Strategic Framework for Food Security and Nutrition](#).

⁷ See [Mid-Term Review of the WFP Strategic Plan \(2008–2013\)](#). (WFP/EB.A/2012/5-B).

⁸ See [Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis \(2012/007\)](#).

⁹ See Heltberg, R., Hossain, N. and Reva, A. 2012. [Living through Crises: How the Food, Fuel, and Financial Shocks Affect the Poor](#). Washington, DC. World Bank, and World Bank. 2010. [World Development Report 2010: Development and Climate Change](#). Washington, DC.

¹⁰ See World Bank. 2010. [World Development Report 2010: Development and Climate Change](#). Washington, DC.

¹¹ See High-Level Task Force (HLTF). 2008. [High-Level Task Force on the Global Food Crisis. Comprehensive Framework for Action](#). p. 9: “Over 80% of the world’s population lacks access to social protection systems of any form.”

¹² See World Bank. 2011. [World Development Report 2011: Conflict, Security and Development](#). Washington, DC., and UNDP. 2012. [Governance for Peace. Securing the Social Contract](#). New York.

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- ¹³ See Alinovi, L., Mane, E. and Romano, D. 2009. [Measuring Household Resilience to Food Insecurity: Application to Palestinian Households](#). FAO Working Paper. Rome.
- ¹⁴ See Geleta, B., Ameri, G., Amdemariam, K., Fan, S., Stein, A.J. and Olofinbiyi, T. 2012. [Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations](#). International Food Policy Research Institute (IFPRI) and International Federation of Red Cross and Red Crescent Societies (IFRC).
- ¹⁵ See the United Nations Office for Disaster Risk Reduction (UNISDR). 2007. [Hyogo Framework for Action 2005–2015: Building the Resilience of Nations and Communities to Disasters](#). This Strategic Plan uses the definition of “resilience” found in the *Hyogo Framework for Action*, p. 4: “The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase this capacity for learning from past disasters for better future protection and to improve risk reduction measures.”
- ¹⁶ See Fulton, K., Kasper, G. and Kibbe, B. 2010. [What’s next for Philanthropy: Acting Bigger and Adapting Better in a Networked World](#). Monitor Institute. p. 3: “In the United States alone, more than eight new foundations and more than 160 new non-profits were created every day between 2007 and 2008”.
- ¹⁷ See Chandy, L. and Getz, G. 2011. [Poverty in Numbers: The Changing State of Global Poverty from 2005 to 2015](#). Washington, DC. Brookings Institute.
- ¹⁸ See Hoddinott, J., Maluccio, J., Behrman, J.R., Martorell, R., Melgar, P., Quisumbing, A.R., Ramirez-Zea, M., Stein, A.D. and Yount, K.M. 2011. [The Consequences of Early Childhood Growth Failure over the Life Course](#). IFPRI Discussion Paper 01073.
- ¹⁹ See Crisp, J., Morris, T. and Refstie, H. 2012. [Displacement in urban areas: new challenges, new partnerships](#). *Disasters*, 36: S23–S42.
- ²⁰ See Department for International Development (United Kingdom) (DFID). 2011. [Multilateral Aid Review. Taking Forward the Findings of the UK Multilateral Aid Review](#), and [The Paris Declaration on Aid Effectiveness \(2005\) and the Accra Agenda for Action \(2008\)](#).
- ²¹ See Birdsall, N. and Savedoff, W. 2011. [Cash on Delivery: A New Approach to Foreign Aid](#). Center for Global Development, and Center for Global Development (2012). [Development Impact Bonds](#). Working Group Briefing Note.
- ²² The “Transformative Agenda Protocols” are the [Transformative Agenda Protocols](#) agreed by Inter-Agency Standing Committee principals in December 2012.
- ²³ See [Busan Partnership for Effective Development Cooperation](#).
- ²⁴ See [The Lancet. Maternal and Child Undernutrition](#).
- ²⁵ See [Food Assistance Convention](#).
- ²⁶ See Haddad, L. 2012. [White Paper on Global Factors and Trends That May Shape WFP’s Future External Operating Environment](#). Sussex. United Kingdom. Institute of Development Studies (IDS).
- ²⁷ See [WFP Security Management Policy](#). Executive Director’s Circular (EDD2011/011).

²⁸ “School feeding” is defined as the provision of food to schoolchildren. There are as many types of programmes as there are countries, but they can be classified into two main groups based on their modalities: in-school feeding, where children are fed in school; and take-home rations, where families are given food if their children attend school. In-school feeding can, in turn, be divided into two common categories: programmes that provide meals, and programmes that provide high-energy biscuits or snacks. In some countries, in-school meals are combined with take-home rations for particularly vulnerable students, including girls and children affected by HIV, to generate greater impacts on school enrolment and retention rates, and reduce gender and social gaps. See Bundy, D., Burbano C. et al., *Rethinking School Feeding: Social Safety Nets, Child Development, and the Educational Sector*. World Bank. 2009. pp. 9-10; and see WFP School Feeding Policy. WFP/EB.2/2009/4-A.

²⁹ See Sumner, A. 2012. [Where Do the World’s Poor Live? A New Update](#). Institute of Development Studies (IDS) Working Paper Volume 2012, No. 393: “Of the 1.2 billion people on earth living on less than \$1.25 a day, only 90 million live in low-income countries that are not fragile or conflict-affected.”

³⁰ See World Bank. 2011. [World Development Report 2011: Conflict, Security and Development](#). Washington, DC.

³¹ See Organisation for Economic Co-operation and Development (OECD). 2007. [Principles for good international engagement in fragile states and situations](#). Paris.

³² See World Bank. 2011 ‘Table 1.3 -The gender-disaggregated impacts of violent conflict (p. 61)’ in [World Development Report 2011: Conflict, Security and Development](#). Washington, DC., and Neumayer, E. and Plümper, T. 2007. [The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002](#). *Annals of the American Association of Geographers* 97 (3): 551–566.

³³ See World Bank. 2012. ‘Chapter 4: Promoting Women’s Agency’ in [World Development Report 2012: Gender Equality and Development](#). Washington, DC, and FAO. 2010. [The State of Food Insecurity in the World 2010: Addressing food insecurity in protracted crises](#). Rome. FAO.

³⁴ See FAO. 2010. [Growing Greener Cities](#). Rome.

³⁵ See HLTF. 2008. [High-Level Task Force on the Global Food Crisis: Comprehensive Framework for Action](#): “Over 80% of the world’s population lacks access to social protection systems of any form.”

³⁶ See (2011) [Cannes Summit Final Declaration](#), p. 16; (2010) [Seoul Development Consensus for Shared Growth](#), p. 7 Annex II; and (2011) [Busan Partnership for Effective Development Cooperation](#), Outcome Document, p. 8.

³⁷ See Geleta, B., Ameri, G., Amdemariam, K., Fan, S., Stein, A.J. and Olofinbiyi, T. 2012 [Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations](#). IFPRI and IFRC.

³⁸ See FAO. 2011. [The State of Food and Agriculture 2010–2011: women in agriculture: closing the gender gap for development](#). Rome.

³⁹ See Mason, A.D. and King, E.M. 2001. [Engendering Development. Through Gender Equality In Rights, Resources, and Voice](#). Policy research report. Washington, DC. World Bank.

⁴⁰ See [The Lancet. Maternal and Child Undernutrition](#).

⁴¹ See Sawaya, A.L. and Roberts, S. 2003. [Stunting and future risk of obesity: principal physiological mechanisms](#). *Cad Saude Publica* 19: Suppl, 1 S21-S28.

⁴² For example, in areas where obesity rates are high, WFP will consider this when determining the content of daily and supplementary rations, including the appropriate mix of ingredients such as sugar and oil.

⁴³ Table 3 lists principal means by which WFP will pursue its Strategic Objectives under the general heading of “main tools.” These main tools include important relationships, as well as specific programmes and capacities to perform actions and provide goods and services. For ease of presentation only, the Table arrays WFP’s main tools in six broad categories. The Table does not provide a definitive classification or typology of tools used by WFP or any other organization. It is not intended to illustrate the potential relationship between tools or to guide or limit their appropriate use based on a rigorous analysis of needs and context, beneficiary preferences, operational goals, efficiency and evidence of impact.

⁴⁴ WFP consulted with a representative group of ten host governments and six regional organizations in Africa, Asia, Latin America and the Middle East and with more than a dozen United Nations agencies, including the Rome-based agencies (FAO and IFAD), the Department of Economic and Social Affairs, the Secretary-General’s High-Level Task Force on the Global Food Security Crisis, the International Strategy for Disaster Reduction, OCHA, UNAIDS, UNDP, the United Nations Population Fund, UNHCR, UNICEF, UNW and WHO. It consulted with international organizations, including the World Bank, the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies and the International Organization for Migration, as well as more than 30 NGOs and private sector businesses.

⁴⁵ See [“Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis,”](#) 27 March 2012.

⁴⁶ See [“Mid-Term Review of the WFP Strategic Plan \(2008–2013\),”](#) WFP/EB.A/2012/5-B.

⁴⁷ Ibid.

⁴⁸ See Canadian International Development Agency (CIDA) (2012) [“Review of the World Food Programme’s Humanitarian and Development Effectiveness”](#).

⁴⁹ Ibid.

⁵⁰ See [“Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis,”](#) 27 March 2012.

⁵¹ See [“Mid-Term Review of the WFP Strategic Plan \(2008–2013\),”](#) WFP/EB.A/2012/5-B and [“Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis,”](#) 27 March 2012.

⁵² See [“Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis,”](#) 27 March 2012.

⁵³ See [“Mid-Term Review of the WFP Strategic Plan \(2008–2013\),”](#) WFP/EB.A/2012/5-B.

⁵⁴ 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 independence was added in 2004 under Resolution 58/114.

⁵⁵ See also “Humanitarian Principles” ([WFP/EB.A/2004/5-C](#)).