



WFP Stakeholder Analysis: A Contribution

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Contents

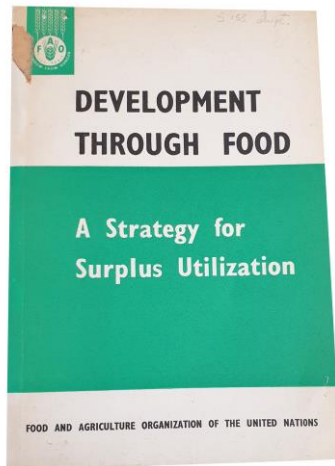
- | | |
|--|-----------------|
| 1. Introduction | Slide 3 |
| 2. Humanitarian / Relief | Slide 14 |
| 3. DRR / Resilience | Slide 18 |
| 4. Food systems | Slide 22 |
| 5. Social Protection | Slide 26 |
| 6. Nutrition | Slide 30 |
| 7. School-based programmes (school feeding) | Slide 34 |
| 8. Conclusion | Slide 38 |

Introduction

WFP is not what it was: schematic shifts and turning points

	“Development”	“Emergency”
Food	1960s-1970s	1980s -
Non-food		2000s -
Money	?	2010s -

1961	WFP established as a joint UN-FAO experimental programme
1983	WFP Emergency Service
1991	Constitutional overhaul
2002	WFP takes the lead on logistics for IASC
2006	WFP becomes IASC cluster lead for logistics
2008	Cash and voucher operations agreed Purchase for Progress scheme established
2010	Innovations in Overcoming Hunger
2011	Global Food Security cluster
2016	Comprehensive Refugee Response Framework
2020	Nobel Prize!

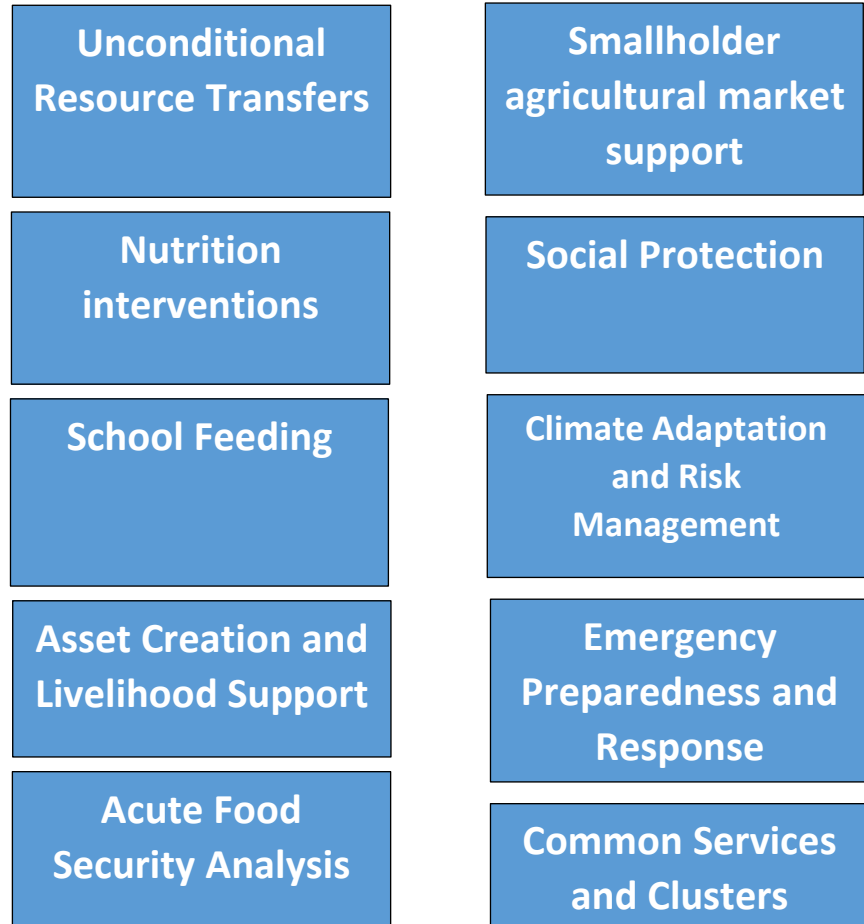


Recurrent topics: *cash; monetisation; local purchase; triangular transactions . . .*

And today . . .

- Reaches over 114 million people
- In 88 countries
- With 4.2 million tons of food and US\$2.1 billion in cash and vouchers
- With 81 country offices
- +20,000 staff
- And a budget of US\$8.9 billion, underwritten by >100 donors

In these thematic areas:

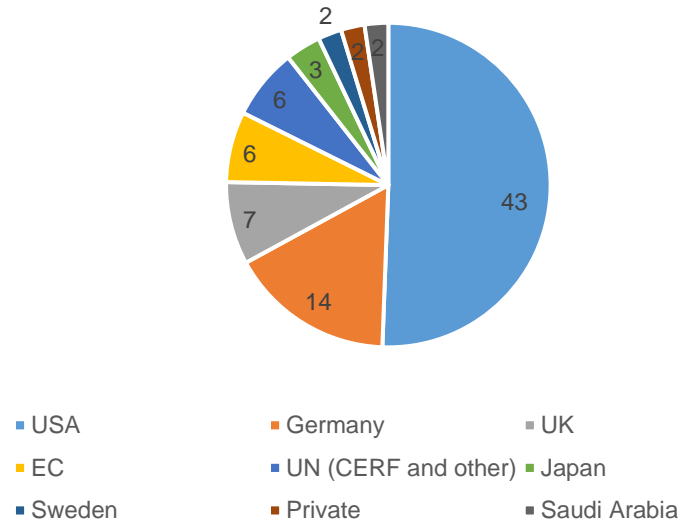


To note:

Donor concentration:

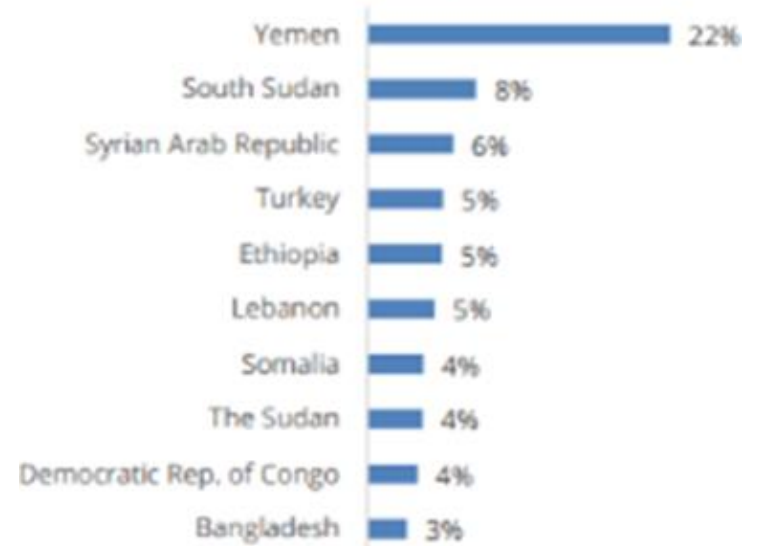
In 2019, 8 donors (plus UN) accounted for +/- 85% of funding (US 43%)

2019 Contributions over 2% (% of total)

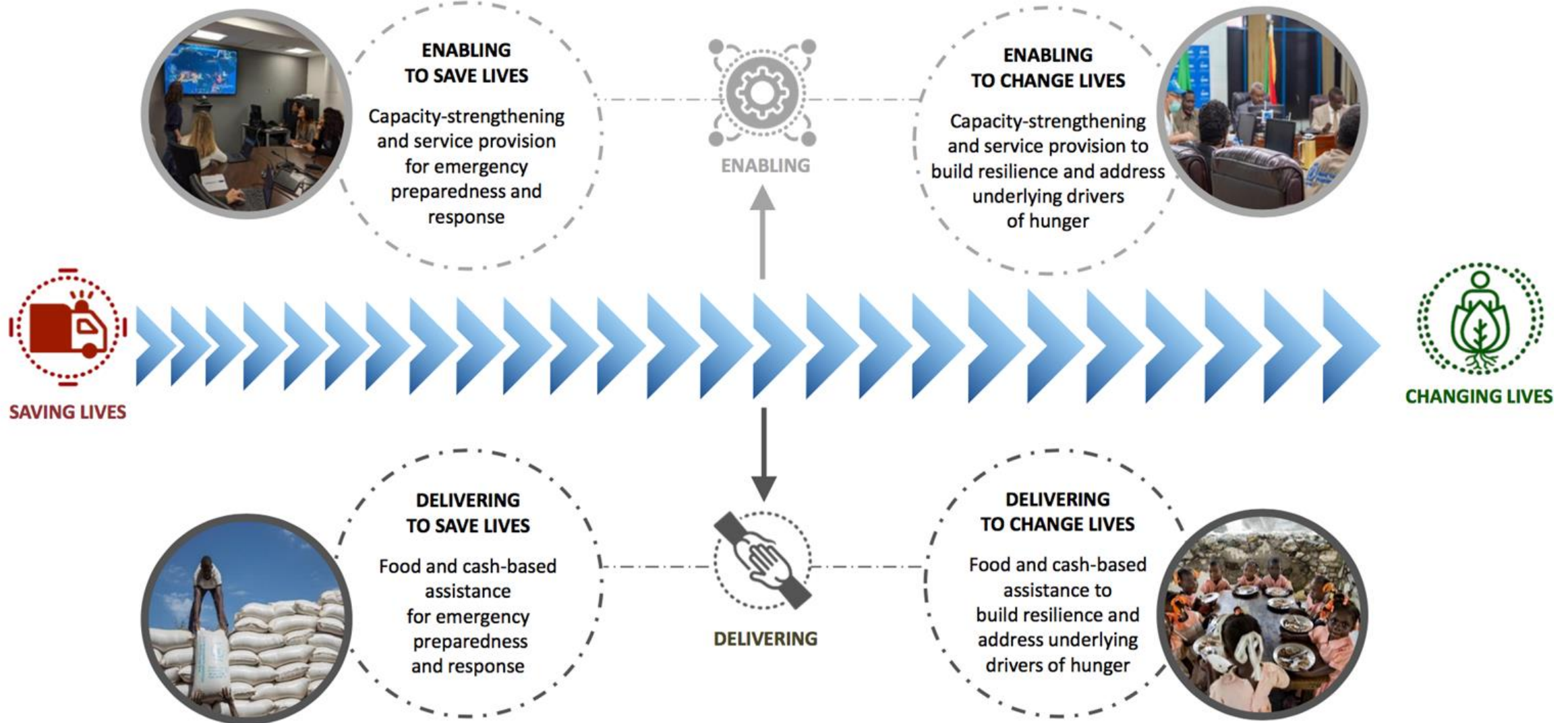


Recipient concentration:

Figure 4. Top 10 countries by revenue distribution

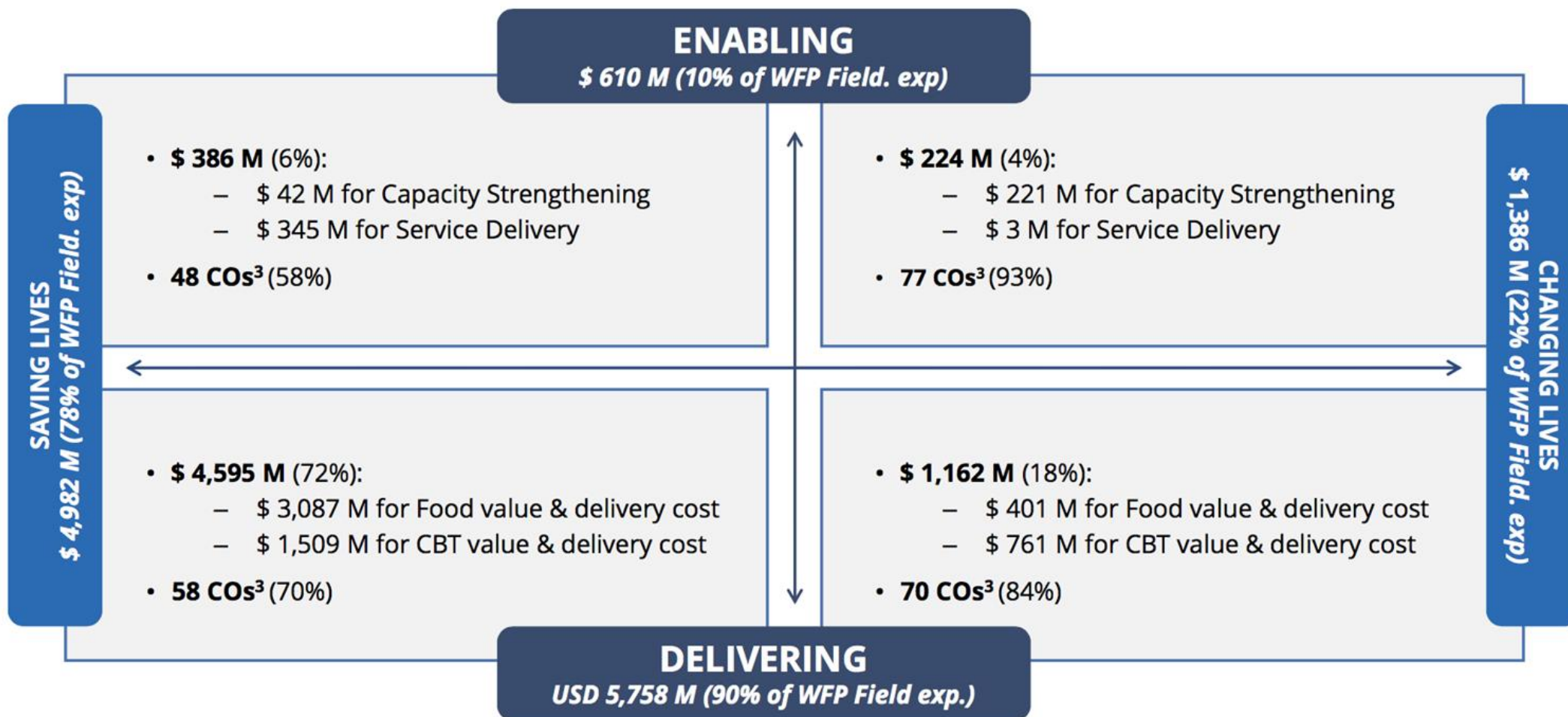


WFP's interventions span across the two axes, simultaneously Delivering and Enabling with the dual objective of Saving Lives and Changing Lives



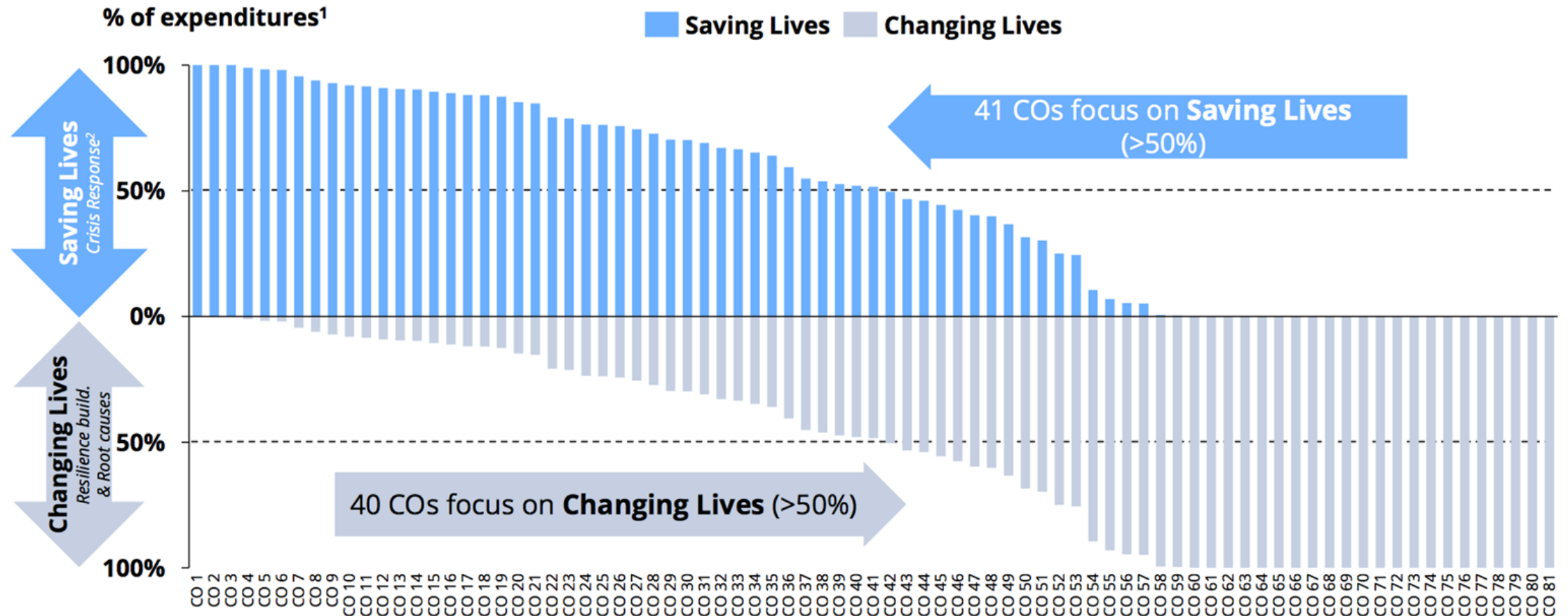
WFP's Interventions through two axes

WFP Field expenditure (excluding DSC¹ and Implementation) by focus area² in 2019



Note: Not including Implementation (IMP) which represents \$ 471 M in 2019 for CO and RB
 1. DSC – Direct Support Costs; 2. “Trust Funds” not included as they account for <1% of field exp.;
 “SOP” included under Crisis Response; 3. Have been excluded from the count RBs and
 countries with no COs Source: WINGS data, excluding special accounts

WFP COs distribution across Saving Lives and Changing Lives



Source: WINGS data, excluding special accounts

1. Not including Direct Support Costs (DSC) and "Trust Funds" 2. "SOP" under Crisis Response
 Note: Panama and Eritrea have only DSC expenditure, hence are not present on this graph
 Note: Not included countries that are not classified as a CO

But there are new challenges, new opportunities and new players – so WFP faces some questions

In a complex, institutionally differentiated and rapidly changing operating environment . . .

- What is WFPs comparative advantage, dynamic comparative advantage, competitive advantage, USP or distinctive competence, across its different themes, and in aggregate?
- How do the answers to that question differ from the current organisation?
- What changes are required?
- And how can they be delivered?

Definitions:

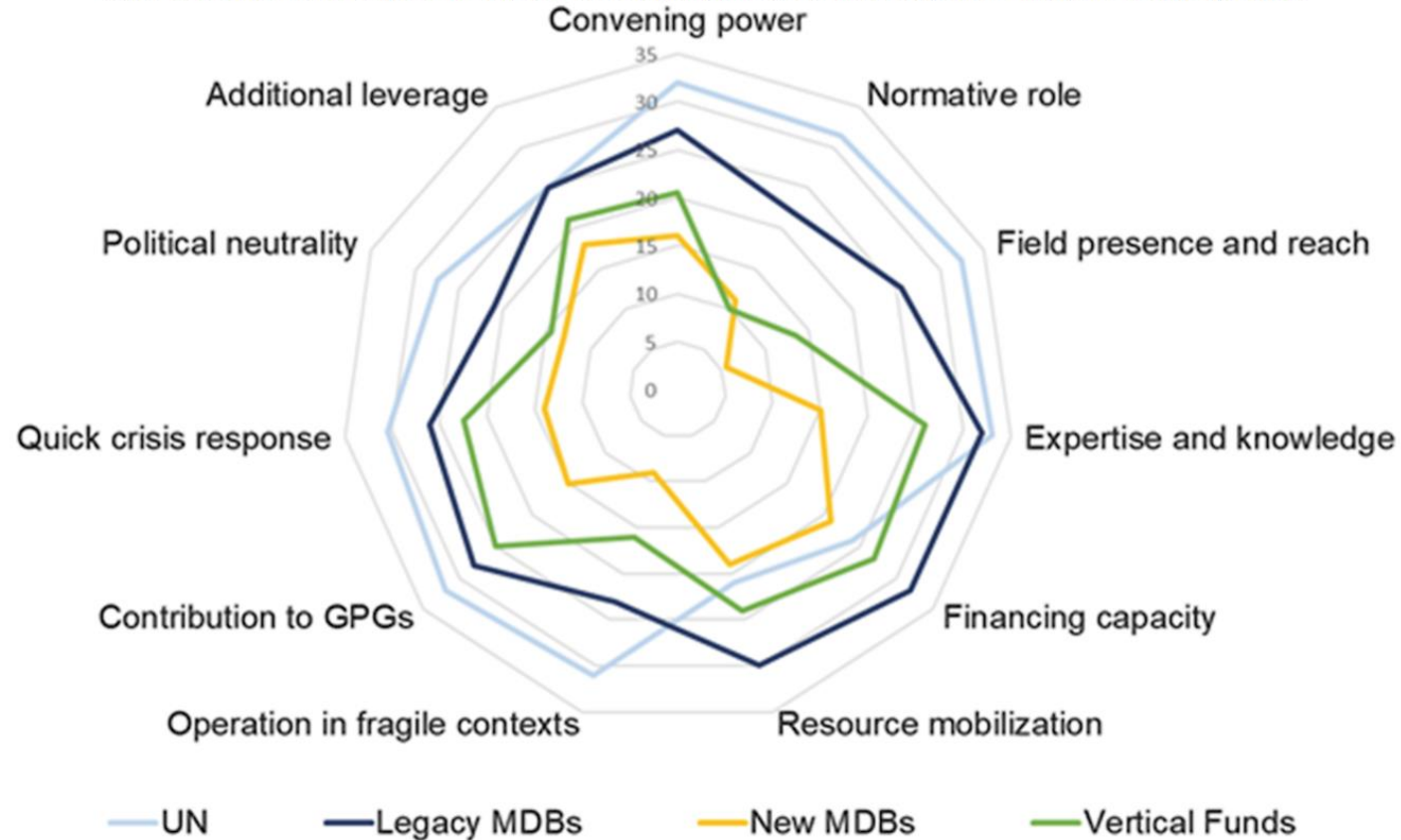
- **Comparative advantage:** an economy's ability to produce a particular good or service at a lower opportunity cost than its trading partners.
- **Dynamic comparative advantage:** a trade-off between specialising according to an existing pattern of comparative advantage (often in low-tech industries) and entering sectors in which they currently lack a comparative advantage, but may acquire such an advantage in the future as a result of the potential for productivity growth.
- **Competitive advantage:** quality, price, location, selection, service and speed/turnaround.
- **Unique selling point (USP) or unique selling proposition:** the essence of what makes your product or service better than competitors.
- **Distinctive competence:** a set of unique capabilities that certain firms possess, allowing them to make inroads into desired markets and to gain advantage over the competition; generally, it is an activity that a firm performs better than its competition.

To consider: factors shaping competitive advantage or USP of aid agencies

- Scale
- Technical expertise
- Efficiency
- Speed
- Finance
- Consultation
- Flexibility
- Transparency
- Cost-effectiveness
- Multiple instruments
- Innovation
- Concessionality
- Conditionality
- Mutual respect
- Orientation to national priorities (alignment)
- Predictability
- Untying
- Bureaucracy
- Accountability
- Field presence
- Engagement with / opportunities for CSOs and other partners

Further considerations: factors cited by DAC member as UN strengths

Figure 1.5. DAC members recognise UN entities for their convening power, standard-setting role and ability to react quickly to crises



Note: The scores shown on the graph correspond to the number of survey respondents indicating that they think multilateral organisations add value vis-à-vis bilateral channels in the specific category.

Source: (OECD, 2020[8]), "Survey on DAC providers' policies and practices vis-a-vis the multilateral development system" (unpublished).

Humanitarian / Relief

Acute food insecurity: fragility & climate drives humanitarian interventions

- 50% world's of the acute food insecure are in fragile/conflict countries (*7-10 countries account for about 2/3 of WFP expenditures*)
- % extreme poor will become more concentrated in fragile countries
- High exposure of fragile states to climate risks (e.g. reliance on rain-fed agriculture)
- Needs increasingly urban – accessible by national social protection/cash
- Hidden 'humanitarian' hunger and 'forgotten emergencies receive less attention — raises equity issues
 - Global Acute Malnutrition: over half of wasted children (25 million) and one third of stunted children living in South Asia
- Coordination and info management – improvements since cluster

HUMANITARIAN FOOD ASSISTANCE: MAJOR STAKEHOLDERS ACROSS THE PROGRAMMING CYCLE

- WFP Internal ME&L / VAM / Needs Assessment
 - External ME&L
 - REACH

ACADEMIC / RESEARCH ORGS / THINK TANKS / EVALUATION SERVICES

GLOBAL NETWORKS:
 - The Cash Learning Partnership (CaLP)

UN / INTERNATIONAL SYSTEM:
 - **WFP (VAM / Needs Assessment)**
 - IASC
 - HCTs
 - FAO
 - UNHCR
 - OCHA, UNDAC
 - ICRC

NATIONAL GOVERNMENTS:
 - National Disaster Management Offices (NDMOs)

EARLY WARNING SYSTEMS:
 - FEWSNET
 - Integrated Phase Classification
 - REACH
 - GIEWS



MONITORING, EVALUATION & LEARNING

ENABLING TRANSFERS

UN / INTERNATIONAL SYSTEM:
 - **WFP (Subcontracting: 75% to NGOs; 25% direct/other)**
 - Food Security Cluster – country level
 - UNHCR
 - UNICEF
 - IOM
 - UNRWA
 - UNDP
 - World Bank
 - ICRC

1000+ NGO PARTNERS:
 - INGOs: e.g., IRC, DRC, World Vision, CARE, Save the Children, etc.
 - 800+ national & local NGOs

NATIONAL GOVERNMENTS:
 - NDMOs / Social Protection Ministries
 - Militaries

171 PRIVATE FINANCIAL SERVICE PROVIDERS

DELIVERING TRANSFERS (in-kind food and CBT)

LOGISTICS (including procurement, pre-positioning, warehousing, response depots):
 - **WFP (Logistics, Food Security Clusters)**
 - UNHRD
 - EU ECHO Humanitarian Procurement Centre (HPC) partners
 - IFRC Regional Response Hubs & Global Logistics Service (GLS)
 - UNICEF logistics/stocks/warehouse
 - UNHCR logistics/stocks/warehouse
 - Palladium, Crown Agents, and other private sector

NATIONAL GOVERNMENTS:
 - NDMOs / Social Protection Ministries
 - Militaries

TELECOMMUNICATIONS:
 - **WFP Emergency Telecommunications Cluster**
 - Ericsson Response, GSMA, MSB Swedish Civil Contingencies, and other private sector

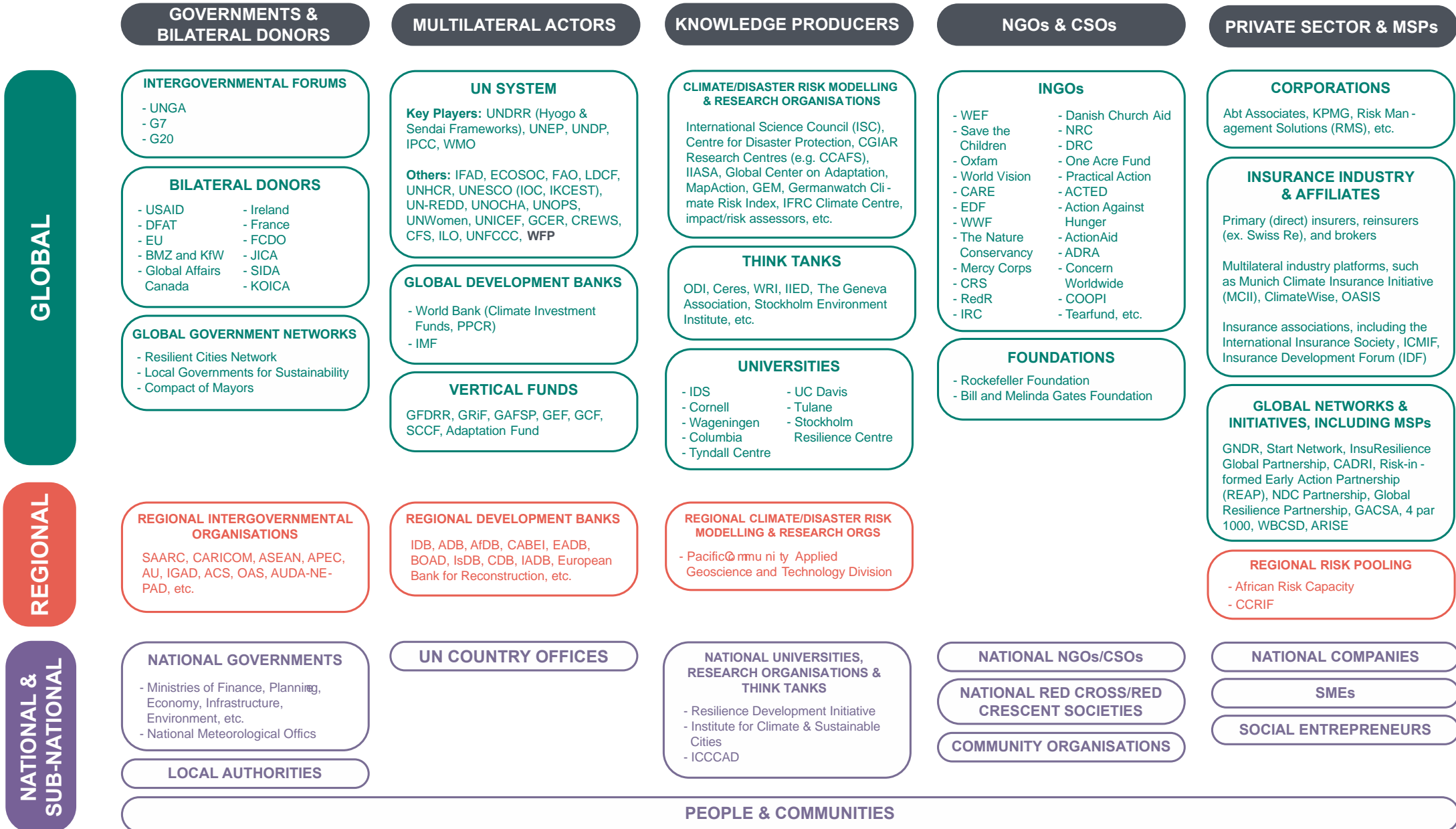
AIR TRANSPORT:
 - **UNHAS/WFP**
 - ECHO Flight

DRR / Resilience

The problem of resilience (inc. DRR, CC)

- Poverty, lack of pro-poor economic growth: causes are deeply structural and political
- Local economies offer limited economic opportunities, often linked to lack of investment (e.g. infrastructure)
- Most businesses highly undercapitalised; high costs of capital, high risks
- Poor health services, lack of social protection
- Fragile livelihoods – often exacerbated by conflict, natural hazards, climate change and variability, economic shocks, pandemic, etc.
- Gender inequality (inequality in claims to resources and in access to economic opportunities)
- Governance at all levels insufficiently dedicated to welfare of poorest
- Short-termism in Government/civil service, households and businesses caused more by lack of resources and incentive structures than by individual capacities

GLOBAL STAKEHOLDER LANDSCAPE FOR DRR & RESILIENCE



Food systems

Food systems: a triple challenge

- Food systems face the enormously complex and layered, 'triple challenge': getting people across the world a 'nutritious' diet; providing livelihoods for farmers and everyone in supply chains; and conserving the environment (extensive use of land and water), adapting to climate change and mitigating emissions.
- Food systems are immensely atomised, diverse, predominantly private, decentralised and involve millions of farmers, hundreds of thousands of small-scale actors (supermarket chains, small-scale traders, input dealers, processors, exporters, wholesalers, etc.) and a few large corporations.

GLOBAL STAKEHOLDER LANDSCAPE FOR AGRICULTURE & RURAL DEVELOPMENT

GLOBAL

GOVERNMENTS & BILATERAL DONORS

INTERGOVERNMENTAL FORUMS

- UNGA
- G7
- G20

BILATERAL DONORS

- OECD-DAC group
- Global Donor Platform for Rural Development
- BRICS & other emerging economy donors

SOUTH-SOUTH COOPERATION

- Embrapa
- China's AgTech Demo Farms

MULTILATERAL ACTORS

UN & OTHER GLOBAL AGENCIES

- WFP
- FAO
- IFAD
- UNEP
- UNDP
- UN-REDD
- UNFCCC
- LDCF
- WTO
- CFS

GLOBAL DEVELOPMENT BANKS

- World Bank (PPCR, Climate Investment Funds)
- IMF

VERTICAL FUNDS

- GAFSP
- GEF
- GCF
- SCCF

KNOWLEDGE PRODUCERS

GLOBAL RESEARCH ORGANISATIONS

CGIAR Research Centres: IITA, IRRI, IWMI, ICARDA, ILRI, Bioversity International, IFPRI, CIP, World Agroforestry Centre, CIAT, CIMMYT

WRI, CIRAD, IIASA

THINK TANKS

ECDPM, Chatham House, IISD, ODI, IIED

For critical perspective:
The Oakland Institute, IATP

UNIVERSITIES

Cornell, Michigan State, IDS, Wageningen, UC Davis, Purdue, Yale, Northwestern, Harvard, Minnesota, Iowa State, Ohio State, Coventry University Centre of Agroecology, Water & Resilience

NGOs & CSOs

FOUNDATIONS

Ford, Mastercard, McKnight, Children's Investment Fund Foundation, Rockefeller, Bill & Melinda Gates Foundation, Margaret A. Cargill Philanthropies, etc.

INGOs

Oxfam, Save the Children, CARE International, Root Capital, Mercy Corps, WWF, World Vision, etc.

SPECIALIST AGRICULTURAL NGOs

Heifer International, ACDI VOCA, One Acre Fund, Technoserve, Agri Pro Focus, SNV, etc.

GINGER GROUPS

Via Campesina
International Land Coalition

PRIVATE SECTOR & MSPs

CORPORATIONS

Bunge, ADM, Vargill, L Dreyfus, Unilever, DuPont, Pioneer, Nestle, Kellogg's, OLAM, Mars, Coca-Cola, Pepsi, Syngenta, Monsanto, Bayer

PRIVATE-PUBLIC FORA & CONSORTIA

- GrowAfrica
- GrowAsia
- African Orphan Crops Consortium
- Roundtables on sustainable practices: sugar, soya, palm oil, etc.

REGIONAL

REGIONAL INTERGOVERNMENTAL ORGANISATIONS & INITIATIVES

- African Union
- AUDA-NEPAD
- CAADP
- AGRA
- ECOWAS
- COMESA
- EAC
- CILSS
- ACET
- SADC

REGIONAL DEVELOPMENT BANKS

- IDB
- ADB
- AfDB
- CABEI
- EADB
- BOAD
- IsDB

REGIONAL RESEARCH ORGANISATIONS

- APAARI
- FANRPAN
- FARA
- IICA
- CACAARI

FEDERATIONS OF FARMERS & FARMERS ORGANIZATIONS

REGIONAL RISK POOLING

- African Risk Capacity
- CCRIF

NATIONAL & SUB-NATIONAL

NATIONAL GOVERNMENTS

- Ministries of Agriculture, Livestock, Food, Irrigation, Environment, etc.
- Parastatals
- River basin authorities
- Public and development banks

NATIONAL AGRICULTURAL RESEARCH SYSTEMS / INSTITUTES (NARS/NARI)

- National universities
- National think tanks

NATIONAL NGOs

FARMERS & FARMERS ORGANISATIONS

LOCAL PRIVATE SECTOR

PRIVATE BANKS

SOCIAL ENTREPRENEURS

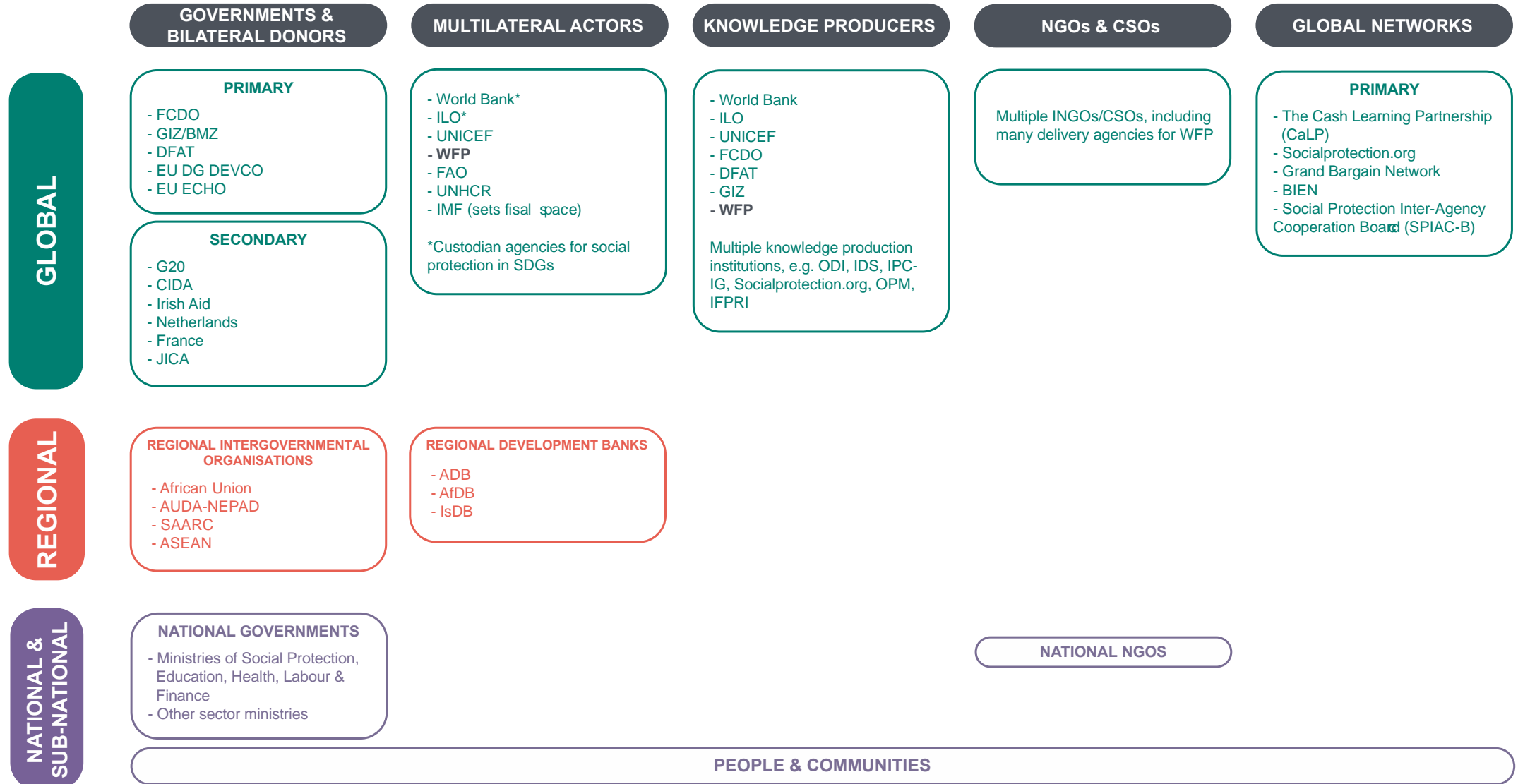
PEOPLE & COMMUNITIES

Social Protection

Social protection: problems to be solved

- Increasing absolute numbers of people living in or at risk of poverty in many LICs, and increasingly concentrated in fragile and conflict-affected contexts.
 - Inadequate household incomes driven by structural issues, including inability of labour markets to absorb sufficient labour, and social and geographical inequalities.
 - Situation exacerbated by shocks and stressors such as climate change, patterns of economic growth, conflict and C-19.
- Need for redistributive function outside the market to prevent economic / social instability and improve food security.
- Social protection (SP) identified as tool to address this challenge (Social Protection Floor, SDGs) but systems are limited in LICs & MICs.
- Government investments in social protection in LICs & MICs have been gradually rising for decades, yet major constraints remain in social protection system development in terms of political interest, financing (domestic/international), institutions and infrastructure.

GLOBAL STAKEHOLDER LANDSCAPE FOR SOCIAL PROTECTION



Nutrition

Nutrition: the problems

- Data on global hunger, diets and malnutrition does not add up to a good news story
- The world is not on track to meet the SDGs or even the WHA targets for nutrition
- WFP correctly recognizes that *'despite significant progress over recent decades, poor nutrition remains a colossal and universal problem'*
- Stunting reduction is slowing (numbers of stunted children are now even increasing in Africa), wasting is projected to rise (undernutrition leading to the deaths of millions of children before they reach 5), and acceleration of overweight and obesity continues
- (considering huge data gaps) Evidence suggests 50% of global population has one or more forms of malnutrition – that is pre-COVID-19
- 3 billion people (generally majority of people in LMICs) are unable to afford a healthy diet
- Burden of diet related disease (e.g. diabetes) is highest in LMICs
- If Food Based Dietary Guidelines were redesigned and fully adopted, the economic value of reduced mortality is est. to be US\$7.2 – US\$8.9 trillion (10-15% GDP)

GLOBAL STAKEHOLDER LANDSCAPE FOR NUTRITION

GLOBAL

REGIONAL

NATIONAL & SUB-NATIONAL

GOVERNMENTS & BILATERAL DONORS

BILATERAL DONORS

- USAID
- CIDA
- DFAT
- EU
- Netherlands
- GIZ and KfW
- Ireland
- France
- FCDO
- JICA
- SIDA
- OE CD-DAC

MULTILATERAL ACTORS

UN SYSTEM

- UN Nutrition
- UNICEF
- WFP
- WHO
- IFAD
- FAO
- UNSCN
- UNHCR
- UN Women
- UNFPA
- UNFSS
- CFS
- UNOCHA
- Food Security & Global Nutrition Clusters
- UNIATF
- UNAIDS
- UN NCD Task force
- UN H6+ Technical Working Group on Adolescent Health & Well-Being

WORLD BANK

KNOWLEDGE PRODUCERS

GLOBAL RESEARCH ORGANISATIONS

- Emergency Nutrition Network (ENN)
- Global Nutrition Report (GNR)
- R4D
- Harvest Plus
- Icdrr-b
- Alive and Thrive

THINK TANKS

- ODI
- Brookings Institute
- Centre for Global Development

UNIVERSITIES

- Johns Hopkins
- City University of London
- Cornell
- Partnership for Child Development
- IDS
- Tufts
- Wageningen
- London School of Hygiene and Tropical Medicine

NGOs & CSOs

INGOs

1000 Days, ACF, BRAC, CARE, World Vision, HKI, SNV, ADRA, AM, Save the Children, Concern Worldwide, Plan International, Welthungerhilfe, ZOA International, LDS Charities

FOUNDATIONS

- Global Child Nutrition Foundation
- Children's Investment Fund Foundation
- Bill & Melinda Gates Foundation
- Power of Nutrition

CML SOCIETY & INDIGENOUS PEOPLE'S MECHANISM (CSM)

PRIVATE SECTOR & MSPs

CORPORATIONS

- DSM
- Cargill
- PepsiCo
- Mars
- Unilever
- VALID Nutrition
- Nutriset
- Syngenta
- Kellogg's

GLOBAL NETWORKS, INITIATIVES & MSPs

N4G Summit, IBFAN, Alliance Against Hunger & Malnutrition, IATT HIVE, UN Food Systems Summit, GAIN, GLOPAN, Initiative for Food Security and Nutrition in Africa (IFNA), Global Investment Framework for Nutrition, The Global Fund, SUN Movement

REGIONAL INTERGOVERNMENTAL ORGANISATIONS & INITIATIVES

SAARC, ASEAN, AU, AUJDA-NEP AD CAADP

REGIONAL DEVELOPMENT BANKS

IDB, ADB, AfDB, CABI, EADB, BOAD, IsDB

REGIONAL RESEARCH ORGANISATIONS

- WFP Centres of Excellence against Hunger in Brazil & Côte d'Ivoire
- African Nutrition Society

NATIONAL GOVERNMENTS

- Parliaments
- Ministries of Health, Finance, Social Protection, Agriculture & Education
- NPAN Coordination Mechanisms
- SUN Government Focal Points

NATIONAL NUTRITION CLUSTER HUBS

NATIONAL UNIVERSITIES, RESEARCH ORGANISATIONS & THINK TANKS

NATIONAL NGOs/CSOs

SUN CIVIL SOCIETY & DONOR NETWORKS

COMMUNITY ORGANISATIONS

NATIONAL COMPANIES & SMEs

NATIONAL NETWORKS

- SUN Business Network

SOCIAL ENTREPRENEURS

COOPERATIVES

LOCAL AUTHORITIES

PEOPLE & COMMUNITIES

School-based programmes

School-based Programmes: challenges

Hunger, poor health and food insecurity among school children exacerbates undernutrition, overweight and obesity, and increases anaemia, parasitic infections and other diseases.

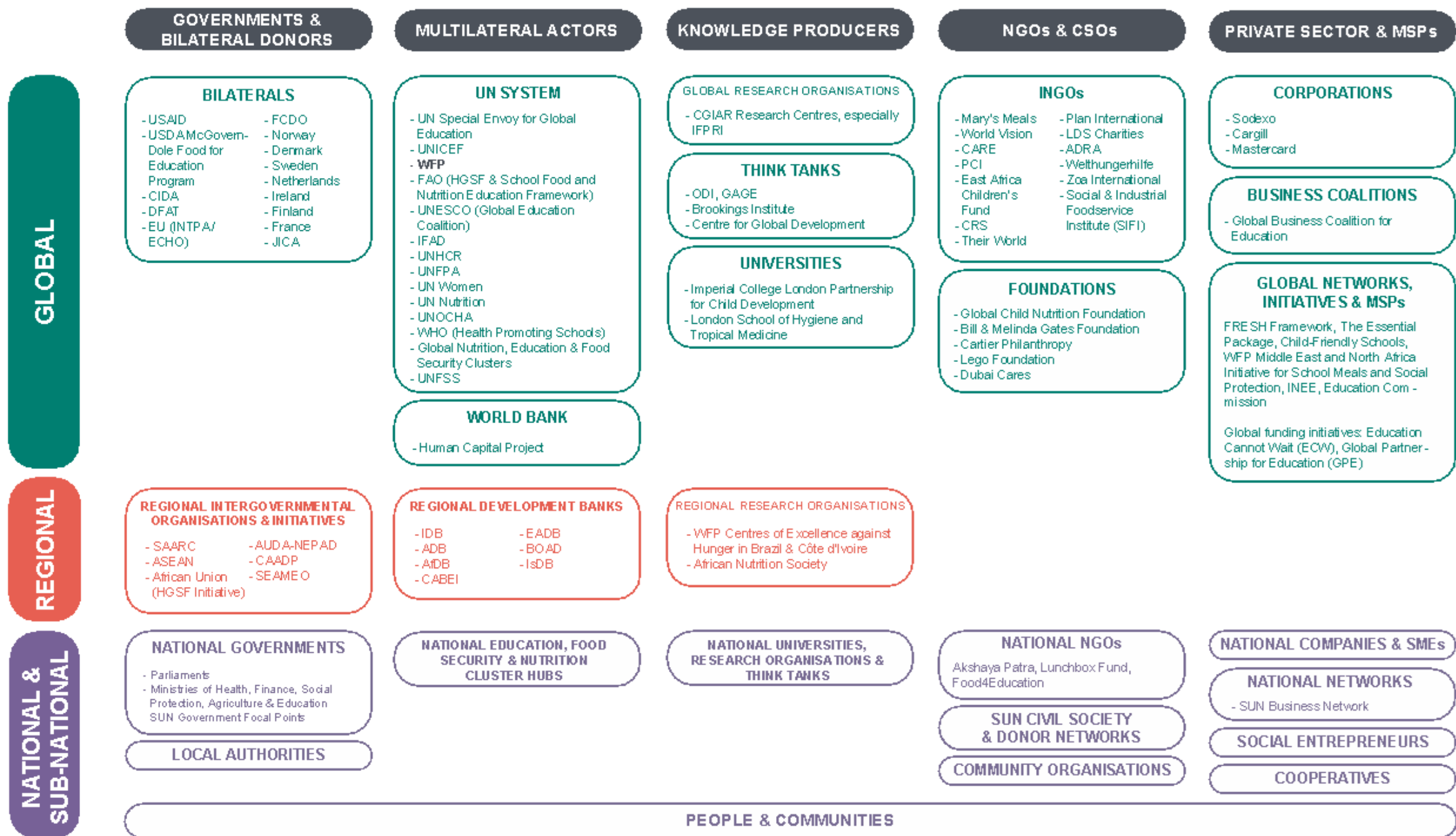
These conditions translate into the equivalent of between 200 million and 500 million schooldays lost because of ill health each year.

This affects the wellbeing of children, access and quality of education and the development of human capital, along with a wide range of other problems including:

- Poor education enrolment and attendance
- Household food insecurity
- Gender inequality
- Child malnutrition
- Weak rural markets, low incomes and livelihood insecurity

WFP's strategy 2020 – 2030 “A Chance for Every School Child” situates as a ‘pillar of an integrated school health and nutrition response’ within the context of a new ‘partnership for human capital’ with UNICEF and other partners”.

GLOBAL STAKEHOLDER LANDSCAPE FOR SCHOOL FEEDING



Conclusion

Some common themes (1)

- Each of these areas is highly complex, rapidly changing, and with many different stakeholders.
- The move to cash rather than commodities is a major driver of change.
- At least in non-conflict situations, the priority is to recognise Government ownership and leadership, to use or integrate into Government systems wherever possible and to help build long-term sustainability into programmes.
- In emergency situations, different rules may apply with WFP required to abide by humanitarian principles, for example in maintaining neutrality as between parties in conflict. It remains, however, an inter-governmental organisation.

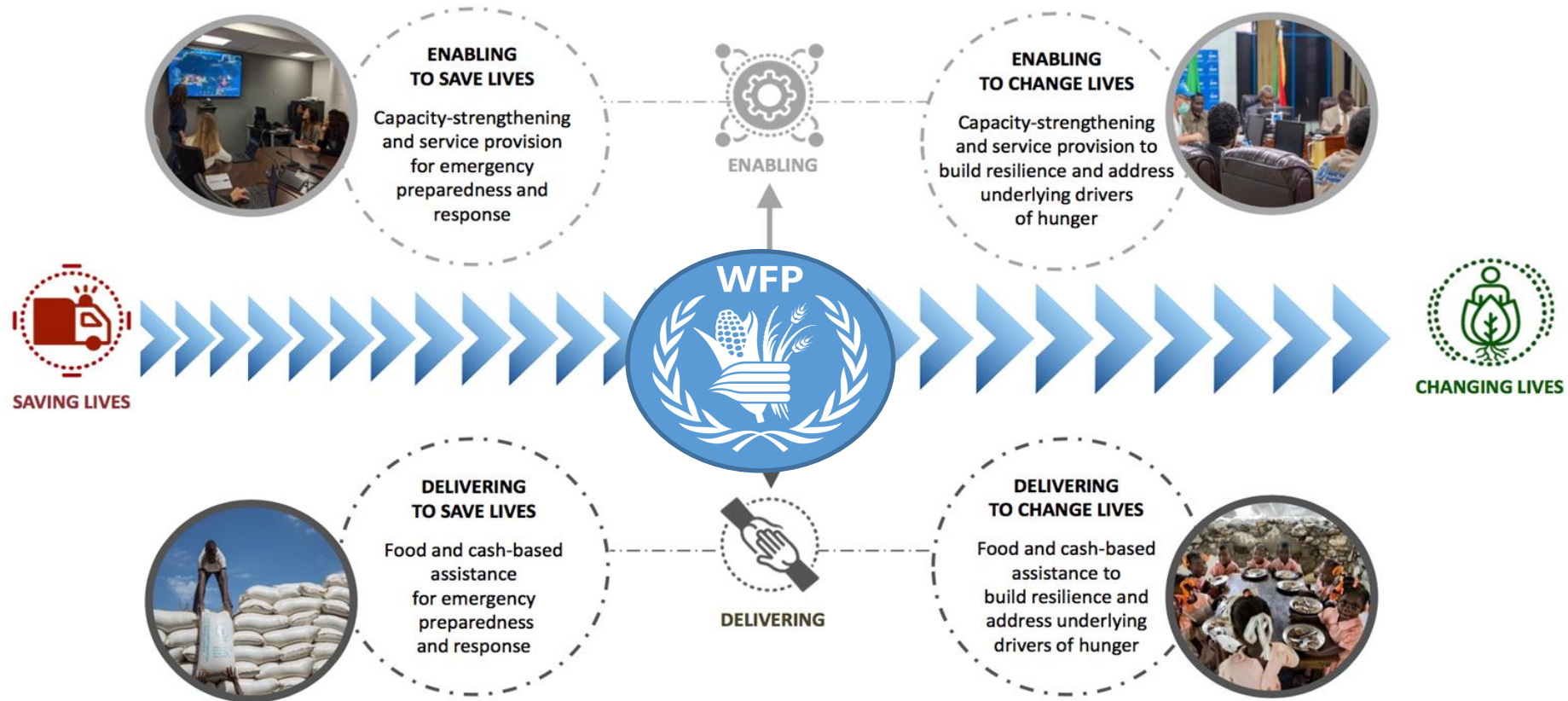
Some common themes (2)

- Globally, WFP is a major player in food assistance, supply chains, ETC and analytics.
- But otherwise, WFP is a niche player in any individual area, and is seen as such. However, the best course of action at country level is driven by the context.
- Given its resource envelope, expertise and generally short-term or temporary time horizon, WFP is rarely the lead agency in-country on the totality of thematic topics which require long-term investment and systems development.

Some common themes (3)

- WFP can be a valuable partner, to Governments and other donor agencies and a catalyst. It leverages its country office network as an interlocutor with Governments. It deploys both food and non-food resources, as well as technical expertise and logistics support.
- If WFP wishes to strengthen its positioning in areas where WFP is not a major player, it will need organisational change, to increase technical capacity, and in many cases to adjust its approach.
- It will also need more flexible, more predictable, and in some cases just more abundant resources.

WFP's distinctive Unique Selling Point, compared to other stakeholders, may lie at the intersection of the two axes of the quadrant.



For the organisation as a whole, distinctive competence results from the adding up of the thematic or sectoral case, but also from the idea that the whole is or can be made to be greater than the sum of the parts.

