

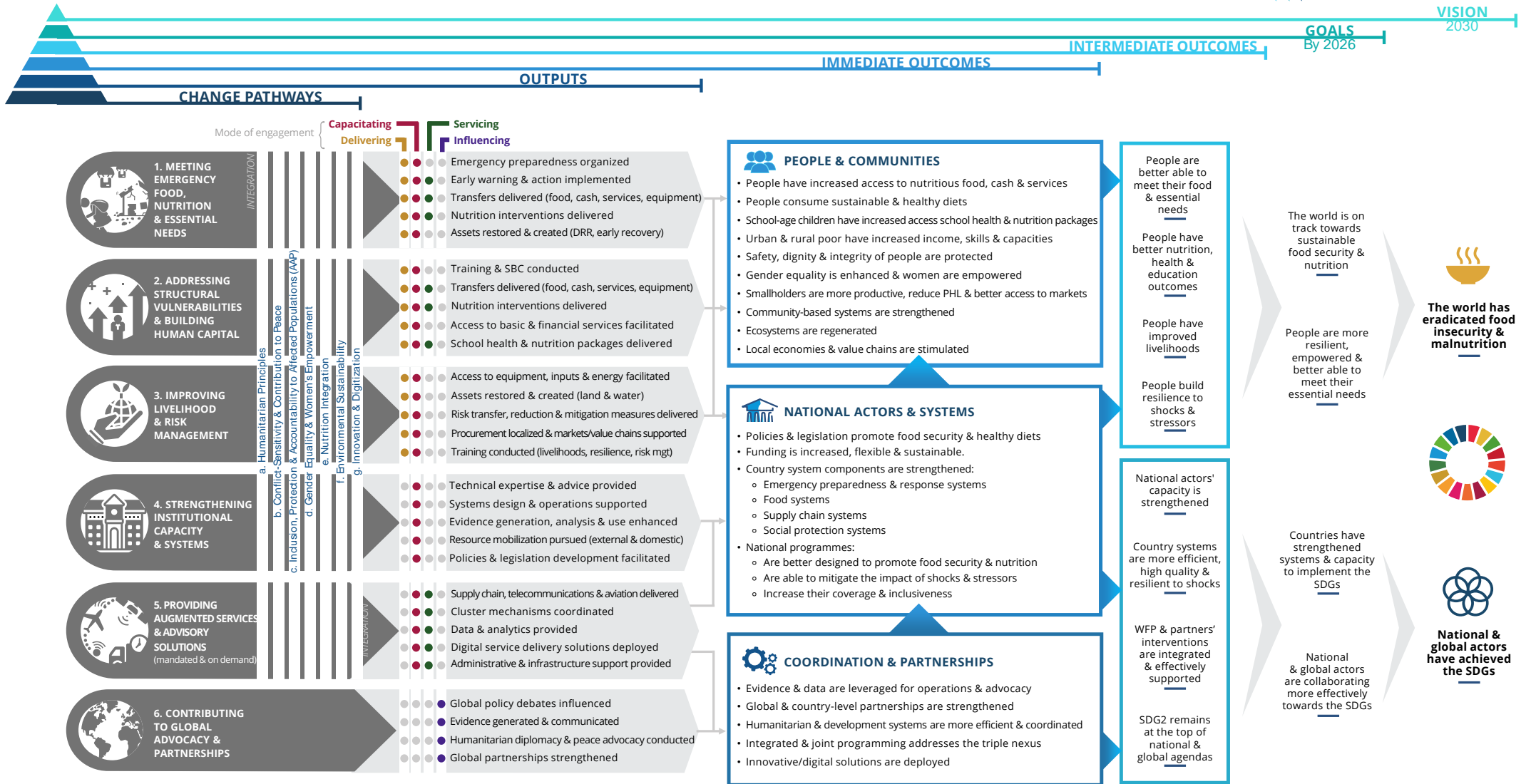
# **Explanatory note: WFP strategic plan Theory of Change**



**Fourth workshop**

**16 April 2021**

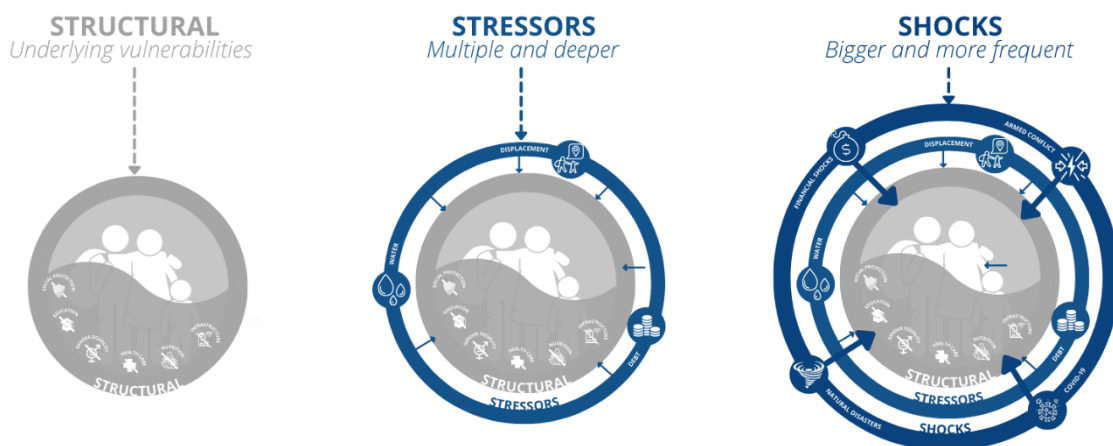
**World Food Programme  
Rome, Italy**





## 1. Vision, goals and intermediate outcomes

1. This Theory of Change (ToC) is a key step towards the development of WFP's new strategic plan for 2022–2026. It describes the context-specific and evidence-based pathways that WFP must take to help save lives and change lives over the next five years. The ToC outlines proven pathways leading to specific outputs, immediate and intermediate outcomes which collectively align to the organizational goals and vision. This entire change process is depicted in a schematic known as a ToC.
2. The main challenge today is that the world is not moving towards but away from zero hunger. Shocks such as armed conflicts, climate hazards and financial turmoil have become bigger and more frequent, and the COVID-19 pandemic has been a shock multiplier, driving and deepening vulnerabilities. Stressors have multiplied and grown, deeper undermining many governments' ability to continue progress towards – or achieve – the Sustainable Development Goals (SDGs). Examples include the increasing number of displaced people, water scarcity or rising debt. Not only do shocks and stressors compound each other, their fallout also unfolds more brutally given persistent structural vulnerabilities, such as limited access to education, health and other basic services, poor rural infrastructure and gender and other inequalities that leave people, communities and nations and entire systems without coping capacity. Taken together, shocks, stressors and structural vulnerabilities increasingly put food security and nutrition at risk.



3. At the same time, national and international actors, including WFP, are falling behind in the effort and investments to meet urgent needs and achieve the SDGs. Constraints are related to funding mechanisms that are not flexible enough; fragmented partnerships; silos and insufficient capacity; limited political will and weak governance; and local communities who lack the necessary support to participate and sustain change. With accelerating needs not met by an equally accelerated response, progress towards zero hunger has not only stalled but reversed.
4. Against this background, the ToC reaffirms the 2030 Agenda for Sustainable Development with a twofold vision that:
  1. the world has eradicated food insecurity and malnutrition; and
  2. national and global actors have achieved the SDGs.

  
The world has eradicated food  
insecurity & malnutrition



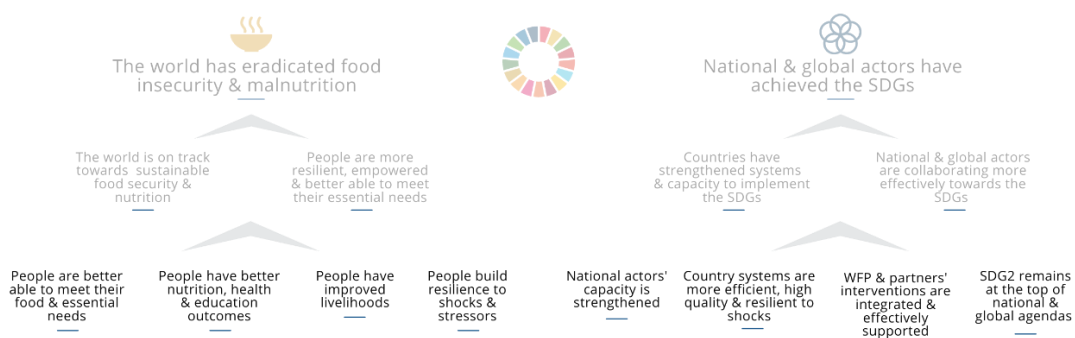
  
National & global actors have  
achieved the SDGs

5. Spelling out the shocks, stressors and structural vulnerabilities that hinder advancing towards zero hunger requires consideration of the deep interlinkages between various SDGs and their indivisible and integrated nature. Recognizing such interconnectedness demands a broader vision with a dedicated focus on SDG 2 and SDG 17 as core goals and as entry points for contributing to other SDGs. The analysis of the current global trend away from zero hunger has further revealed that it is not enough to focus merely on the “what” of accelerating needs, but the “how” and “who” of a response that is falling behind is critical too. Consequently, the accomplishments of national and global actors are dependent on coherent and coordinated partnerships delivering on a common vision for the next decade. In this context, two central tools for allowing the United Nations system to support government targets are the common country analysis (CCA) and the United Nations sustainable development cooperation framework (UNSDCF). In emergency settings, WFP’s operations will continue to be guided by the humanitarian needs overview and the humanitarian response plans (HRP).
6. The ToC puts forward four goals as achievable within the timeframe of the next strategic plan – until 2026 – and critical for this vision to become reality. Eradicating food insecurity and malnutrition is impossible without a sustained reversal of the present trend of increasing hunger and conflict. Moreover, as an ever-greater number of shocks unravel upon increasingly fragile foundations, merely reacting only once the damage is done comes with an ever-greater cost and risk of always being a step behind. With a renewed emphasis by the United Nations development system (UNDS) to ensure that no one is left behind, putting people, especially the most vulnerable, at the centre and in a better place to withstand adversities is key to contain the fallout of shocks. Therefore, the two 5-year goals associated with the first part of WFP’s vision are that:
  - 1.1 the world is on track towards sustainable food security and nutrition; and
  - 1.2 people are more resilient, empowered and better able to meet their essential needs.
7. Meanwhile, attaining the remaining two goals that, within the coming five years, pave the way towards reaching the second part of WFP’s vision:
  - 2.1 countries have strengthened systems and capacity to implement the SDGs; and
  - 2.2 national and global actors are collaborating more effectively towards the SDGs.



8. Without overcoming the challenges related to the “how” and the “who” constraining progress today – limited capacity at country-level and a lack of effective ways of working together – it will not be possible to achieve the SDGs by 2030.
9. Four intermediate outcomes lay the groundwork for getting back on course towards SDG 2 as well as empowering those left behind – and bring the deeply interwoven nature of the SDGs to the forefront. Clearly, a reversal in hunger trends hinges on people being able to better meet their food needs. However, without a reduction in underlying vulnerabilities – which is necessary for human capital gains and a pre-condition for improved livelihoods, it is hard to see how the most vulnerable can become sufficiently and sustainably resilient. This leads to the intermediate outcomes that:

- people are better able to meet their food and essential needs;
  - people have better nutrition, health and education outcomes;
  - people have improved livelihoods; and
  - people build resilience to shocks and stressors.
10. SDG 2 and SDG 17 remain WFP's main focus, but also interface and provide opportunities to contribute to other SDGs. For instance, *school feeding* also contributes to progress towards poverty reduction (SDG 1) and health (SDG 3) when included as part of a broader package of health and nutrition services; to education (SDG 4) through increased enrolment, attendance and learning; and to gender equality (SDG 5) when combined with approaches to keep girls in school and reduce early marriages. Similarly, *cash-based transfers* contribute to poverty reduction (SDG 1) by enabling people to meet their essential needs; to gender equality (SDG 5) when linked to financial inclusion for women; and to economic growth (SDG 8) through stimulation of local economies. The interconnectedness of SDGs means that advancing on SDG 2 will also depend on progress made on other SDGs, such as making progress on poverty (SDG 1), achieving gender equality (SDG 5), building resilient infrastructure (SDG 9) and reducing inequalities (SDG 10). Some of these key components of other SDGs are reflected alongside elements of SDGs 2 and 17 at the level of intermediate outcomes in the ToC.
11. The ToC also outlines the importance of enhanced country capacity to implement the SDGs and improved collaboration of national and global actors, from the public and private sectors, through an additional four intermediate outcomes, that:
- national actors' capacity is strengthened;
  - country systems are more efficient, high quality and resilient to shocks;
  - WFP and partners' interventions are integrated and effectively supported;
  - SDG 2 remains at the top of national and global agendas.



12. Reaching the first two of these outcomes results in strengthened national systems and capacity to implement the SDGs. Meanwhile, effective collaboration towards the SDGs also involves WFP and its partners coordinating and working better together to leverage resources, capacities and know-how. It is further contingent on SDG 2 – and how it relates to the other SDGs – remaining at the forefront of national and global agendas (i.e., policy, regulatory frameworks, dialogue, etc).



## 2. Change pathways and WFP's outputs

13. WFP's ToC has six change pathways – or groupings of outputs - that define the logical and causal sequence in which outcomes must occur to reach the 5-year goals and long-term vision towards 2030. None of these change pathways or outputs are new to WFP, but rather reflect what WFP is already doing in specific and different country contexts, at the request of governments and in collaboration with partners. The pathways are interdependent with shared immediate and intermediate outcomes. They are also integrated or layered so that they work together, at the same time or sequentially, to arrive at the desired outcomes and contribute to building food security and nutrition.
14. Recognizing that WFP's interventions cannot, in themselves, generate all expected outcomes, WFP will continue to seek mutually reinforcing partnerships based on programmatic and operational complementarities with other actors at the national, regional and global level. As such, while outputs may be more directly attributable to WFP, as the sequencing of the ToC progresses (from left-to-right), the outcomes and goals are ultimately the result of collective efforts, where WFP is only a contributor alongside many others.
15. For each of the six change pathways, WFP has a portfolio of activities and corresponding outputs, which contribute to the outcomes being achieved. The activities (not explicit on the ToC schematic) can be accomplished through four modes of engagement: either delivering, capacitating, servicing, or influencing. While the first three modes of engagement happen within countries, the last mode, influencing, also occurs at the regional and international level. These modes of engagement are described below:
  1. *Delivering*: WFP directly delivers food, cash-based assistance, trainings, equipment and services (e.g. information/financial) to targeted recipients or beneficiaries.
  2. *Capacitating*: WFP provides capacity strengthening through training and/or technical assistance to governments, national and local actors from the public and private sectors, communities and partners.
  3. *Servicing*: WFP provides services and advisory solutions to governments and other aid/development actors,, enabling them to do their work both in and outside emergencies.
  4. *Influencing*: WFP uses its unique international standing and voice to advocate and exert influence over broader systemic issues, including mobilizing support and effective partnerships.
16. National governments are primarily responsible for achieving the SDGs, with WFP positioned to help fill gaps in national response and capacity – whether in terms of assisting to save lives in emergencies or towards achieving zero hunger and the other SDGs. The role of WFP and the international community is to support countries in this effort, in line with their complementary mandates, capacities and resources; recognizing that WFP operates in 83 countries (out of 195) where its presence is requested and justified based on levels of food insecurity and malnutrition.
17. WFP will seek to leverage its global and deep-field footprint, as well as its programmatic and operational versatility, to be a lead actor in the fight against hunger and malnutrition. At country-level, the optimum mode of engagement and portfolio of activities will be context-specific and evidence-driven. In some countries, WFP's role could be concentrated within one or two change pathways of the ToC, while in others it may extend across multiple pathways. For example, in countries with strong national programmes and systems, WFP may only have a capacitating or technical advisory role, while in others, activities may range



23. By maintaining and adapting its operational presence in increasingly complex and localized conflict settings, WFP enables broader humanitarian support, from leading clusters to supporting partners' access and empowering local and national actors with services for emergency responses (see pathway 5). Whether responding directly or enabling partners, WFP must interact with a broad range of actors and consistently invest in preparedness, workforce and technological innovation to effectively respond to these increasingly frequent and complex shocks and stressors. In anticipation of a wide array of crises – from slow to rapid onset emergencies – WFP increasingly requires and uses early warning tools, innovative and flexible no-regrets financing and governance mechanisms, anticipatory, preparedness and early action to efficiently and effectively help people meet their food security, nutrition and other essential needs.

### **WFP's relevance**

24. With an unprecedented increase in food insecurity during the COVID-19 pandemic, WFP's unconditional food assistance programmes reached 83 million people in 2020 (a 36 percent increase since 2019), while adapting programming to different contexts and requirements (e.g. COVID-19 sensitive distributions).
25. WFP increased CBT throughout the pandemic, serving 38 million people in 2020. WFP's cash-based programming has grown from USD 10 million per year (2009) to USD 2.1 billion (2019). In 2020, CBT represented 37 percent of WFP's global programme of work, with unrestricted cash transfers using commercial financial products and services growing the fastest.
26. To meet peoples' rising needs, WFP also increased its food deliveries from 3.5 million mt (2016) to 4.7 million (2020) while leveraging its procurement to support local economies and respond more quickly, purchasing food directly from smallholders and on national markets for its emergency responses.
27. Amidst rising acute malnutrition, in 2020 WFP's malnutrition treatment activities reached 10.1 million people (mostly children under 5 and pregnant and lactating women and girls), a 7 percent increase since 2019, while prevention activities reached 8.6 million people, a 6 percent increase.
28. Approximately one-third or 3 million of WFP's food assistance for assets (FFA) programme beneficiaries are assisted with recovery support following an emergency, including community assets designed to increase resilience.
29. Driven by governments increased capacity to deliver directly, rather than through international partners, 48 country offices in 2019 spent 6 percent of expenditures on crisis response capacity strengthening (USD 42 million) and service provision (USD 345 million), broadening WFP's emergency modalities (enabling role).

### **Outputs**

30. *Emergency preparedness organized:* WFP supports governments and partners to jointly address gaps in emergency response capacities, strengthening shock-responsive social protection systems and national forward food procurement capacity to stabilize markets in the medium and long term. In the short term, risk specific contingency planning enables in-kind or CBT responses via financial or staff mobilization, prepositioning commodities or non-food items, and setting up coordination mechanisms, standard operating procedures and CBT platforms.
31. *Early warning and action executed:* Using forward-looking risk monitoring and scenario analysis (e.g. natural hazards, conflict, economic shocks), WFP coordinates with partners to trigger internal, national and system-wide preparedness actions to anticipate and mitigate impacts while enabling a timely and effective humanitarian response.



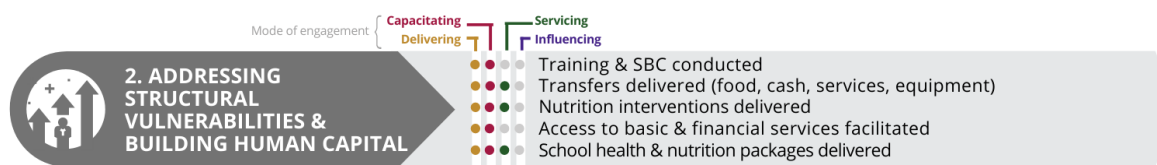
32. *Transfers delivered (food, cash, services, equipment):* Leveraging its operational capacity, WFP delivers assistance, in coordination with partners, ranging from in-kind food, CBTs, equipment and services. WFP provides this assistance as part of its own emergency responses or supports governments and partner capacity to deliver their own assistance, helping in design and implementation or enabling them by way of service provision and use of common platforms and supply chain systems. This includes assisting the delivery of emergency responses through shock-responsive social protection approaches.
33. *Nutrition interventions delivered:* Beyond ensuring transfers meet the needs of recipients, as per the 2018 Sphere standards, WFP provides specialized nutritious foods to people at high risk of, or suffering from, malnutrition, complemented by targeted messaging on diets, hygiene and health practices. Whether delivered as WFP programmes or supported through capacity strengthening and service provision, these interventions enable the treatment and prevention of acute malnutrition, stunting and micronutrient deficiencies.
34. *Assets restored and created (disaster risk reduction, early recovery):* Even in emergencies, WFP uses food assistance to support communities to protect, restore and enhance key assets and basic infrastructure with a view to mitigate the impact of shocks and help households recover.

### **Strategic partnerships**

35. The highest-level humanitarian coordination forum, the Inter-Agency Standing Committee, brings together 18 of the main global partners, including the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the International Committee of the Red Cross and the Red Cross. By leading the early warning, early action and readiness group, and leveraging specialized technical partnerships with the International Crisis Group, the Capacity for Disaster Reduction Initiative and others, WFP helps catalyse system-wide preparedness and early action. At country-level, these are reflected through engagement with sectors, clusters and the humanitarian country team/United Nations country team.
36. In 2018, WFP and Education Cannot Wait embarked on a strategic partnership to ensure children and youth in emergencies do not miss out on school meals and education opportunities that will shape their futures.
37. As part of the United Nations Common Cash Statement, UNICEF, OCHA, UNHCR and WFP have agreed to collaborate on common CBT deliveries, wherever possible, facilitating harmonized coverage of the essential needs of beneficiaries by collaborating on procurement of financial services, interoperability of systems and coordinated programming with a global level action and seven focus countries.
38. WFP and UNHCR have established a 'Joint Programme Excellence and Targeting Hub' that supports country offices to strengthen joint assessment, analysis, targeting, prioritization and programme design focused on livelihood support, with the overall aim to ensure assistance is targeted to better meet basic needs, promote refugee self-reliance and enhance the overall protection and accountability towards affected populations.
39. In contexts of high insecurity, coordination with military commands using a principled approach may help secure access to affected populations, while in natural hazard settings their logistics assets and capacity can resolve operational bottlenecks.
40. The localization of emergency contexts, where national and local authorities and civil society play an increasingly active role, offers new avenues for WFP to increasingly leverage technical assistance and capacity strengthening modalities in support of emergency responses and disaster risk management.

41. Coordinated emergency nutrition interventions with UNICEF can ensure specialized attention to people suffering from wasting.
42. Building on the COVID-19 experience, existing and new private sector partners, as well as individual giving, represent additional sources of support (financial and non-financial) to mobilize for emergency responses.

## 2.2 Addressing structural vulnerabilities and building human capital



43. Structural vulnerabilities that undermine food security and nutrition include lack of education, nutrition, healthcare and social protection, as well as gender inequality. Addressing these structural vulnerabilities is essential for lifting households out of food insecurity and malnutrition and achieving sustained and equitable growth. Progress on these key dimensions also determines how shocks – conflict, climate or economic – impact people and future trends unfold. For example, a shock-responsive and inclusive national social protection system affords people greater means to build their resilience to reduce or better manage risks and shocks, thus experiencing fewer negative impacts.
44. Human capital – the sum of a population’s health, skills, knowledge and experience – is foundational for people, economies, societies and global stability. Building human capital relies on high quality education, good health and nutrition throughout the lifecycle, as well as gender equality and women’s empowerment (GEWE). These enable people to thrive and develop to their full potential, thus transforming their lives and those of future generations. Human capital also strengthens community cohesion, stability and productivity, and helps make people and societies more resilient in a rapidly changing world. When countries fail to invest in human capital, the costs are enormous, especially for the poorest and most vulnerable people. A well-nourished, healthy and educated population is the foundation for growth and economic development.
45. WFP aims to support human capital gains by contributing to improved nutrition, health, education and equality. For example, nutritious school meals and social and behaviour change communication (SBCC) that includes nutrition and gender equality sensitization can increase the health of schoolchildren, enabling them to concentrate in class, not to miss school due to illness and to maximize learning outcomes. Additionally, school health and nutrition packages can incentivize families to send their children to school and enable girls to stay longer in school, avoiding early marriage and adolescent pregnancy, thereby ensuring that girls also benefit from increased access to education.

### **WFP’s relevance**

46. In 2020, WFP contributed to strengthening national social protection systems and programmes in 78 countries. In 65 of these, WFP supported governments to introduce, scale-up or adapt social protection to respond to the COVID-19 pandemic and its socioeconomic consequences.
47. In 2020, 74 percent of unconditional resource transfer programmes, 70 percent of school-based programmes, 67 percent of asset creation and livelihood programmes, and 79 percent of smallholder agricultural market support (SAMS) activities were part of a nutrition-sensitive strategic outcome.

48. In 2020, 11.7 million children and 5.6 million women received specialized nutritious foods for the treatment/prevention of moderate acute malnutrition or stunting and 0.5 million people affected by HIV and AIDS received WFP food assistance.
49. WFP implements or supports school feeding programmes in 74 countries, where WFP's technical and policy support to national governments could positively influence the quality of life of 155 million children who receive school meals through national school feeding programmes.
50. In 2020, 14.7 million schoolchildren received school meals/take-home rations, of which 50 percent were girls. WFP's annual budget for school feeding is USD 740 million, making it one of the largest contributors to education efforts in low-income countries and the global leader in school health and nutrition.
51. Evidence is growing that the impact of cash transfers can be higher when programmes are designed to equip people (especially women) with their own money accounts and information for receiving and using digital money, without converting it to cash.

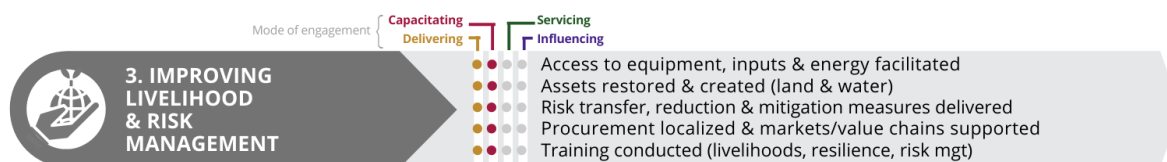
### **Outputs**

52. *Training, SBCC conducted:* WFP provides trainings, financial, business or job skills, as well as support to link trainees with employment opportunities. SBCC is integrated in WFP's programming and addresses behaviours linked to diets, food positioning by retailers, hygiene practices, accessing health services and reducing gender inequalities. WFP also works with ministries of labour, education, social affairs or finance to strengthen policy and legal frameworks and services for developing human capital and access to financial services.
53. *Transfers delivered (food, cash, services, equipment):* In addition to in-kind food, cash programmes are designed to provide people, especially women, with the right services (bank or mobile money account) to help meet their essential needs. WFP also delivers equipment such as modern cooking devices to avoid the negative health, environmental and nutritional impacts of cooking with biomass. Transfers are often delivered through inclusive, food security or nutrition-sensitive, national social protection programmes.
54. *Nutrition interventions delivered:* WFP works to address the underlying causes of multiple forms of malnutrition, including underweight and obesity, and improve diets across food, health, social protection and education systems. Ensuring access to nutritious diets, including where necessary the provision of fortified complementary foods for women and young children, is part of WFP's contribution to identifying and supporting good behaviours.
55. *School health and nutrition packages delivered:* Working with the global education and nutrition clusters, WFP promotes stronger embedding of school health and nutrition in national education, health and social protection sector plans, as well as strengthens systems through policy advocacy and technical support. In addition, WFP supports the delivery of an integrated package of school health and nutrition, which can include deworming, supplementation, vaccination, vision screening, malaria control, menstrual hygiene management, nutrition education, water, sanitation and hygiene (WASH) and oral health.
56. *Access to basic and financial services facilitated:* WFP can support, in complementarity with other partners, the coverage, continuity, quality and inclusiveness of additional basic services, including maternal and child health, WASH and healthcare. Through cash-based programmes and their engagement with governments, regulators (central banks), ministries of finance and fintech actors, WFP can facilitate financial inclusion, including access to and use of affordable digital financial products and services (e.g. payments, savings, loans, insurance).

## Strategic partnerships

57. WFP has a long-standing collaboration with UNICEF, is engaged in the Committee on World Food Security, is committed to the United Nations Decade of Action on Nutrition with the Food and Agriculture Organization of the United Nations (FAO), WHO, UNICEF and is an active member of the Scaling Up Nutrition movement (SUN), notably through the United Nations network and in the SUN business network. WFP also works with many international non-governmental organizations (NGOs) and organizations such as the Global Alliance for Improved Nutrition and the International Food Policy Research Institute.
58. Among many regional and global partnerships in social protection, WFP is a member of the universal social protection 2030 partnership, participates in the Social Protection Inter-agency Cooperation Board and co-convenes the Joint United Nations Programme on HIV/AIDS interagency task team on HIV-sensitive social protection together with the International Labour Organization.
59. WFP has supported the establishment of an inter-agency group, including FAO, the Global Partnership for Education, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF, United Nations System Standing Committee on Nutrition, the World Bank and WHO, that aligns efforts to respond to children's learning and growth needs. In addition, WFP and UNICEF are working together to deliver integrated school health, nutrition and education programmes in more than 40 countries, while WFP and FAO have established a partnership on nutrition standards for school feeding. WFP has also joined the Executive Boards of the two largest funds for education, the Global Partnership for Education and Education Cannot Wait. Finally, in 2021, WFP and UNESCO signed a memorandum of understanding focused on strengthening the links and promoting integrated approaches between the education, food, nutrition and health sectors.
60. WFP is part of two multi-country joint programmes that directly tackle hunger and gender inequality: "JPRWEE - Accelerating Progress Towards the Economic Empowerment of Rural Women" with FAO, the International Fund for Agricultural Development (IFAD); and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); and "Taking gender transformative approaches to scale for impact on SDG 2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture" with FAO and IFAD.
61. WFP has a strategic partnership with the Bill and Melinda Gates Foundation for digital financial inclusion and women's economic empowerment through cash programmes. This is a multi-year initiative (2020–2023) with a global level action and seven focus countries.
62. Private sector partnerships have been leveraged for nutrition-related SBCC, social protection and to provide unrestricted cash and in-kind expertise for school-based programming.

## 2.3 Improving livelihoods and risk management



63. WFP is committed to improving both the agricultural-based livelihoods of rural populations, as well as the livelihoods of urban poor, who are often reliant on informal work such as day labour. While most poor, food-insecure people in developing countries live in rural areas, poverty is increasingly an urban phenomenon, as the complexity of urban food systems creates unprecedented challenges and vulnerabilities. Smallholder farmers and value chain actors in developing countries suffer disproportionately from food and nutrition insecurity. Through SAMS activities, WFP leverages pre-identified demand from WFP or other

institutional or private buyers to strengthen local value chains and improve smallholders' market opportunities and livelihoods. When integrated with other initiatives, SAMS can transform value chains to become more inclusive, nutrition-sensitive or climate-resilient. In addition to providing a reliable and remunerative market outlet, WFP addresses post-harvest losses and financial management, enabling smallholders to transition from recipients of food assistance to self-reliance.

64. Shocks and stressors have substantial negative effects on people's state of well-being, assets, livelihoods, safety and ability to withstand future shocks. For example, the rapid spread of COVID-19 and measures to contain the pandemic have resulted in job and remittance losses that directly impact on the livelihoods of the most vulnerable. In response, WFP aims to improve resilience by enhancing capacities of households and communities to better absorb and adapt to idiosyncratic or covariate shocks. To ensure the sustainability of resilience outcomes, WFP and partners also aim at transforming food systems and other systems by strengthening the capacities of stakeholders to improve the enabling environment.
65. One of the ways WFP is trying to prevent predictable food crises is to build people's ability to prepare for and withstand shocks and stressors. WFP implements integrated resilience approaches which combine activities that reduce farmers' vulnerability to shocks, such as the restoration of degraded soils and the establishment of water conservation infrastructure, with weather index insurance and risk reserves. Trainings also support individuals and households to adapt livelihood strategies and diversify their income to withstand shocks and meet essential needs. Resilience capacities can be further strengthened by access to early warning and climate information systems, as well as pre-positioned financing that can be released ahead of impending climate impacts.

#### ***WFP's relevance***

66. In 2020, WFP and partners trained 115,000 farmer organization leaders and farmers on agricultural, warehouse management and post-harvest handling practices and marketing/business skills. Around 375,000 farmers received support in the form of agricultural equipment or linkages to financial institutions or market opportunities. Overall, in 30 countries, smallholders sold 361,700 mt of food, valued at almost USD 40 million, through aggregation systems supported by WFP.
67. Between 2015 and 2020, WFP reached over 10 million people per year with WFP food assistance to cover immediate food shortfalls while they received training and constructed productive assets to strengthen their ability to adapt to and absorb shocks and stressors and build productive livelihoods. From 2014 to 2019, WFP-supported communities rehabilitated over 1.5 million hectares of land, built or repaired 79,000 km of roads, and constructed or restored over 53,000 ponds, wells or reservoirs worldwide.
68. Through FFA and the creation of water infrastructure (e.g. water catchments, rainwater harvesting, soil and water conservation/watershed management) WFP and communities have improved availability of water during dry seasons. Between 2017 and 2019, WFP and communities constructed 2,775 km of irrigation canals and 160 water tanks/towers.
69. In 2020, WFP implemented one or more climate risk management solutions benefitting more than 6 million people in 28 countries. Of these, 2.4 million have received over USD 16.5 million in CBTs. In 2020, WFP also enabled the protection of 2 million people in 14 countries with tailored climate risk insurance solutions and reached 394,000 people in five countries with forecast-based financing ahead of looming climate hazards. In addition, over 1.6 million beneficiaries received weather forecasts and climate information services tailored to their specific needs.

70. With a focus on micro insurance solutions, which empower smallholders with access to climate risk insurance, savings and credit, during the 2019–2020 agricultural season, the R4 Rural Resilience Initiative reached over 93,000 farmers, of which 60 percent were women, across Burkina Faso, Ethiopia, Kenya, Malawi, Senegal, Zambia and Zimbabwe.

### **Outputs**

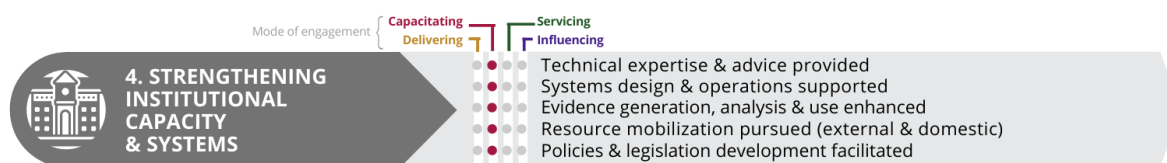
71. *Access to equipment, inputs and energy facilitated:* WFP facilitates access to equipment (e.g. scales, storage, post-harvest handling and energy equipment) and inputs (e.g. seeds, tools) to aggregators or smallholders for productive use and to improve livelihoods. WFP also ensures access to renewable energy solutions for temperature-controlled (cold) supply chains, preservation methods and sustainable energy for food consumption, production and communication.
72. *Assets restored and created (land and water):* WFP helps households and communities restore or create natural and physical assets, including soil and water conservation structures, water storage and irrigation infrastructure (e.g. micro-dams, ponds, channels or micro-irrigation) that enhance the supply of water during dry spells or erratic rainfall, as well as storage, transportation and marketing assets (e.g. warehouses, silos, access roads and marketplaces) that reduce post-harvest loss and enhance opportunities for marketing produce.
73. *Risk transfer, reduction and mitigation measures delivered:* Risk reduction is achieved through the creation or rehabilitation of assets and infrastructure that mitigate the impacts of hazards (e.g. flood protection, improved drainage, water storage). Risk mitigation involves the provision of reliable, timely and actionable climate information, early warning and forecast-based financing services, which enable households to anticipate shocks and reduce losses and damages. Risk transfer options include insurance and contingency financing solutions at household or government level, which help people affected by a shock cope and recover, without relying exclusively on humanitarian aid.
74. *Procurement localized and markets/value chains supported:* In line with the 2019 local and regional food procurement policy, WFP aims to boost its local, regional and pro-smallholder procurement to strengthen local value chains and improve smallholders' livelihoods. In addition, WFP is leveraging its pro-smallholder procurement expertise to enable governments, schools and local private sector (e.g. retailers, brewers, large traders) to link their procurement footprint to value chain development objectives. Through home-grown school feeding, WFP contributes to job creation through processing, catering, packaging and transport services, and schoolchildren benefit from consumption of local, fresh and diverse nutritious meals.
75. *Training conducted (livelihoods, resilience, risk management):* WFP delivers food and cash-based assistance for training (FFT) to help individuals (including youth and young adults) develop technical or vocational skills and pursue livelihoods. Through SAMS, smallholders, farmer organizations, women's groups, pastoralists and rural populations receive training to enhance skills for production, adoption of new varieties/crops, post-harvest loss and livestock rearing. Through FFA skills' training, households and communities develop knowledge to sustainably maintain and expand soil and water assets. WFP provides financial education and training on credit, savings and loans to assist people in making prudent choices and manage risk, and trains governments and partners on how to work with climate finance instruments.

### **Strategic partnerships**

76. Farm to Market Alliance, a public-private sector consortium of six organizations, including WFP, empowers smallholders to become reliable market players. Since 2015, Farm to Market Alliance has mobilized over USD 30 million in smallholder crop sales and involved over 65 local private sector players, significantly increasing transactions between smallholders and formal commercial markets.

77. Private sector partners ensure SAMS is context-specific and targeted (e.g. Cartier Philanthropy supporting post-harvest loss in Mozambique, Louis Dreyfus Foundation working with Côte d'Ivoire on resourcing on smallholder farmer portfolio).
78. Under Purchase from Africans for Africa, run in partnership with FAO, home-grown school feeding matches demand from the continent's public institutions with the offer of local smallholders and farming associations.
79. WFP works with partners including FAO, IFAD, UNICEF, the United Nations Department of Political Affairs, the United Nations Population Fund, among others, on joint-resilience programming related to strengthening rural and urban resilience. WFP also works with agricultural extension workers (FFA), technical colleges (FFT) and agronomy/ecology institutes (FFA).
80. WFP works with UNHCR to advocate refugees' right to work and access financial services through EMPACT, a tailored vocational training programme.
81. Key partnerships to enable and scale up climate risk management include the Risk-Informed Early Action Partnership, the InsuResilience Global Partnership, the African Risk Capacity and climate finance mechanisms such as the Green Climate Fund and Adaptation Fund.
82. WFP is working with FAO, IFAD and UN-Women on gender transformative approaches and economic empowerment of rural women. WFP seeks to increase partnerships with women's rights organizations and women-led organizations to advance GEWE and human rights.

## 2.4 Strengthening institutional capacity and systems



83. Strong institutional capacities and systems within countries are essential for addressing people's food security and nutrition needs, and for making progress towards national development and SDG targets more generally. Furthermore, strengthening national institutions and systems is often recognized as having the most sustainable impact and greater results in the mid- to long term. As countries continue to enhance their capacities, partners like WFP can leverage expertise, experience and knowledge in support of national objectives. This could include responding to requests for support for institutions and systems or implementing national programmes using WFP's platforms. It can also encompass technical assistance on upstream work to embed considerations of food insecurity, malnutrition, shock-response and resilience-building into national policies, legislation, digital capacitation and budgets, with other food and nutrition security actors. Supporting the development of human resource capacities, platforms and infrastructure are other important contributions.
84. WFP's close collaboration with national institutions and local actors, its extensive field presence and understanding of humanitarian and development contexts, deep operational/technical experience, broad knowledge of systems and wide offer of support options position it as a strong partner to contribute to institutional and system strengthening. WFP seeks to provide this assistance across several domains – including but not limited to institutional effectiveness, accountability, policy development, programme design and delivery. WFP also supports strengthened coordination mechanisms or enhanced information management and dissemination systems for institutions.

85. The reference to systems in this pathway relates to four broad and interlinked national systems – food systems, supply chain systems, social protection systems and emergency preparedness and response systems. WFP has extensive experience and strengths with respect to all four, and its contributions seek to capture and reflect what WFP can provide across all these systems. It should be noted WFP’s contributions to institutional and capacity strengthening can seek to improve the coverage, inclusivity and equity of national systems and services as well, thereby helping to reach those most at risk of being ‘left behind’ or not. Improving supply chain systems and influencing systemic change in food systems “from farm to fork”, help ensure that nutritious food is accessible to people, in sufficient quantities, in good quality and at affordable prices.

### **WFP’s relevance**

86. Country capacity strengthening support to governments and national systems has increased in recent years. WFP invested USD 165 million in capacity strengthening as a specific activity in 2020, representing a 45 percent growth from 2019, possibly linked to additional demand for capacity strengthening as part of enabling responses to the COVID-19 crisis.
87. In 2020, WFP also invested USD 285 million into capacity strengthening as a transfer modality, which is 4 percent of WFP’s total activity expenditure. This reflects capacity strengthening across all of WFP’s activity categories, such as assets and livelihoods, smallholder agriculture market support, and school-based programmes.
88. While capacity strengthening activities in countries are wide-ranging, a significant common thread in recent years is the active engagement to support the establishment and strengthening of national systems (e.g. school feeding, food systems and social protection). This includes technical advice and support to governments across policy and legislation, institutional effectiveness, strategic planning/financing, assessments and targeting, programme design and delivery, as well as monitoring and evaluation.
89. To date, 44 countries are operating national school feeding programmes that began with WFP support decades ago, illustrating the strong WFP legacy in this area. Between 2013 and 2020, low-income countries made great strides in policy and funding for school feeding. The proportion of countries that have a school feeding policy increased from 20 percent to 75 percent. Over the same period, low-income country governments have also increased their budgets: the share of domestic funding in overall spending for school feeding increased from 17 percent to 28 percent, reducing reliance on international donors.
90. WFP’s facilitator role, convening different sectors and partners, from ministries to IFIs and the private sector, can spur investments along the value chain to deliver tangible impacts through more effective and efficient national systems.

### **Outputs**

91. *Technical expertise and advice provided:* WFP provides technical expertise and advice through a variety of knowledge transfer modalities, drawing on WFP’s vast field expertise, and helps operationalize them in remote and hard-to-reach places. This includes technical advice on best practices in supply chain operations, assessments and targeting, as well as beneficiary management and transfer mechanisms.
92. *Systems design and operations supported:* Leveraging its know-how, WFP works with stakeholders on the design of national systems and programmes. For example, WFP supports the design of food-based and cash-based social protection programmes for enhanced food security, nutritional, health and education. WFP also supports operationalization of government-led programmes in emergency and non-emergency settings.



93. *Evidence generation, analysis and use enhanced:* Population-based and programme-level data collection, analysis and use is a core capability of WFP, which is increasingly transferred to governments to strengthen their systems for improved targeting, inclusiveness and coverage of national programmes.
94. *Resource mobilization pursued (external and domestic):* WFP can provide support in proposal development and resource mobilization to assist governments to access external financing from bilateral/multilateral funding mechanisms and IFIs. WFP also advocates and facilitates the transfer of externally funded social programmes to national budgets (e.g. school meals).
95. *Policies and legislation development facilitated:* WFP facilitates legislative and regulatory processes, as well as policy frameworks, that promote food security and healthy diets. These can be in the areas of food fortification, national school feeding programmes, local food supply chains or private sector's support for farmers to invest in specific commodities.

### **Strategic partnerships**

96. With other United Nations agencies, particularly FAO and IFAD, and its network of private sector partners, WFP leverages its experience across many segments of the dynamic food system landscape.
97. WFP is developing strategic partnerships to support the establishment, scale-up and transition of national school feeding programmes. Through its partnership with the United States Department of Agriculture McGovern-Dole, the World Bank, the Global Partnership for Education, UNESCO and the Education Commission, WFP is working to increase development financing and technical assistance, to help transition school feeding programmes to national governments.
98. WFP is committed to joint social protection programming, including collaboration with IFIs and international agencies, including the SDG Fund and other United Nations joint programmes. WFP facilitates alignment among social protection actors as well as across sectors, offering a bridge to agencies working in disaster risk management, emergency response, food security and nutrition, as part of a nexus approach.
99. Partnerships with the private sector can provide flexible resources to support WFP's own work or to augment its offering to national governments. Such private sector support was leveraged, for example, to develop the Supply Chain Operations Division's Optimus tool aimed at enhancing visibility and opportunities for optimization. Other private sector contributions have been in the areas of reducing post-harvest losses, connecting dairy farmers to markets or supporting smallholder farmer's portfolios.

## **2.5 Providing augmented services and advisory solutions (mandated and on demand)**



100. Increasingly complex operational settings and unprecedented needs risk jeopardizing humanitarian and development outcomes; to safeguard and achieve these, WFP must continue to enhance and broaden its capacity to serve as a partner of choice, supporting and enabling others to deliver on their mandates. Leveraging its strategic alignment to the 2030 Agenda, engagement in the United Nations reform, as well as its expertise and comparative advantage in operational support, WFP provides services and technical assistance to partners and governments benefitting both humanitarian and development responses, reducing duplication and fragmentation while freeing up resources to better and more efficiently serve the needs of populations.

101. The need for predictability, accountability and partnerships has seen the humanitarian system task agencies with providing coordination and mandated service delivery platforms. Leveraging its unique comparative advantage, derived from its extensive operational field presence and supply chain capacity, WFP leads or co-leads the logistics, emergency telecommunications and food security clusters. In doing so, it provides critical services to humanitarian partners, especially where gaps exist during crises, while also strengthening national capacities and systems in these areas as a partner of choice. Common services also include the United Nations Humanitarian Air Service and the United Nations Humanitarian Response Depot which significantly scaled up upstream operations with end-to-end management and data analytics during the COVID-19 emergency.
102. The scope and scale of WFP operations, along with investments in cutting-edge tools, technologies and systems, have enabled a new generation of on-demand services, supporting governments and partners with digital solutions and data analytics beyond emergencies, clusters and WFP's own programmatic objectives. Recent experiences range from tailored support to optimize supply chain systems, including food procurement on behalf of governments and services to the health sector, to providing common administrative and field support services, while also offering digital payments and public goods such as open data platforms. Harnessing innovative digital solutions, these platforms can help partners monitor and analyse SDG 2 and other relevant vulnerability data in real time, informing operational decision making and enabling programme assurances.

#### ***WFP's relevance***

103. In 2020, WFP procured 533,000 mt of commodities on behalf of national governments valued at almost USD 200 million, doubling 2019 quantities, by leveraging the Global Commodity Management Facility to purchase food at favourable prices, thereby enabling governments to reach beneficiaries more quickly and efficiently.
104. Revamped global common services to support pandemic relief have included the transportation of 148,650 cubic metres of cargo to 173 countries on behalf of 72 partners. WFP also operated 1,540 common service flights, transported 28,710 passengers to 68 destinations and completed 126 medical evacuations.
105. In 2020, the United Nations Humanitarian Air Service flights supported 21 operations, serving over 400 regular destinations and transporting 248,000 passengers and 3,726 mt of cargo, while the emergency telecommunications cluster served over 12,420 humanitarians from 450 organizations in eight emergency operations.
106. The United Nations Humanitarian Response Depot network has dispatched 1,700 consignments valued at USD 135.7 million in 2020 to 164 countries for a total of 44 partners (the services provided accounted for USD 72.3 million).
107. In 2020, WFP provided over USD 321 million of on-demand services to 88 partners across 23 countries, including 353,000 clients for the Humanitarian Booking Hub's growing services (e.g. pooled accommodations, clinics, centralized COVID-19 tests).
108. WFP provides expertise and services to 37 governments for their government-to-person payments, which ensure money is transferred to citizens easily and securely. WFP partnered with IFIs (World Bank, International Monetary Fund, Inter-American Development Bank) in seven countries to implement cash transfer programmes for the government, and discussions are ongoing in 13 more countries.

109. WFP's real time open data initiatives include Earth observations of operations covering the onset, extent and intensity of hazard events; as well as the [HungerMap Live](#), a new monitoring system that provides near real-time information on acute food insecurity in over 90 countries.<sup>1</sup>

### **Outputs**

110. *Supply chain, telecommunications and aviation delivered:* In line with the humanitarian architecture, WFP provides service delivery platforms to overcome gaps in emergency telecommunications and logistics, supplemented with the United Nations Humanitarian Air Service and the United Nations Humanitarian Response Depot services. Traditionally mandated as free services to partners exclusively during emergencies, WFP increasingly provides complementary advisory services and technical assistance to humanitarian and development actors.
111. *Cluster mechanisms coordinated:* Clusters or sectors (in government-led contexts) ensure effective coordination among responding partners, informing humanitarian country team decision making, carrying out assessments, gap analyses and prioritization for contingency planning, along with joint advocacy efforts.
112. *Data and analytics provided:* Leveraging its data gathering and analytical capacity, from near real-time monitoring to machine learning-based predictive analytics, access to satellite imagery, to field assessments and CBT assurance, WFP can help partners bridge data gaps regarding vulnerability analysis, market prices, seasonal monitoring and the impact of shocks, as well as operational tracking to support decision making.
113. *Digital service delivery solutions deployed:* WFP provides digital solutions to support partners' programmes, enhancing efficiency and user experience through joint beneficiary registration and management platforms and cash transfer mechanisms. Where national systems are established, WFP's technical assistance and CBT services support government-to-person payment systems, adapting them to meet shifting needs and minimum standards, including in the context of emergencies and regular social protection.
114. *Administrative and infrastructure support provided:* WFP's field presence enables it to support more efficient, effective and coordinated interventions in and outside of emergencies by enabling operational excellence and helping partners overcome physical access issues and local capacity gaps. These include engineering services for infrastructure as well as administrative and office support from common premises.

### **Strategic partnerships**

115. National and local authorities and civil society are active partners in disaster risk management, leading WFP to balance its service delivery with advisory services and technical assistance to improve and adapt emergency responses, and leverage its field presence and expertise to collaborate with IFIs on systemic and transformative initiatives.
116. WFP is part of key communities of practice in the space sector, including [Group on Earth Observations](#) (GEO), a member of the Executive Committee of its flagship initiative GEO Global Agricultural Monitoring (GEOGLAM) and is a stakeholder and Steering Committee member at major European space agency initiatives (Sen2Agri, Global Rangeland Monitoring) and [NASA projects](#).

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<sup>1</sup> Data comes from WFP's near real-time food security monitoring systems, which are informed by more than 60,000 surveys per month and supplying data in 35 countries, alongside predictive analytics, which is used to estimate the food security situation in areas where data is limited – currently in 58 countries.

117. The private sector, academia and civil society are helping develop cutting-edge digital solutions, such as near real-time monitoring and predictive analytics to track food insecurity, and revamped two-way communication platforms and chatbots to enhance accountability to affected populations.
118. Pre-existing arrangements make standby partners (from the private and public sectors) essential contributors to common services in emergency contexts, from provision of equipment and expertise to financial contributions. The logistics cluster and the emergency telecommunications cluster leverage support from Logistics Emergency Team partners (including four large logistics companies) and telecommunications companies in the immediate aftermath of disasters. In select contexts, these may be supplemented by military commands for asset use and additional collaboration.
119. Under the United Nations Common Cash Statement, WFP collaborates on common CBT deliveries, from financial service procurement to interoperability of systems and innovations for transfers in difficult contexts.
120. With added impetus from the United Nations reform for greater efficiency and effectiveness, WFP has been taking a growing role as a system-wide service provider outside its cluster responsibilities (administrative, accommodations, engineering, etc.) to support better collaboration, including the Business Innovations Group, the High-Level Committee on Management, task team on common premises, business operating strategy and common back office.

## 2.6 Global advocacy and collaboration



121. National leadership and ownership are central to the SDGs and the sustaining peace agenda and reside at the centre of global development frameworks. At the same time, collaboration and partnerships are critically important to achieve and sustain progress towards national and international targets, including SDG 2. Indeed, this is the intent of SDG 17 on strengthening means of implementation for achieving 2030 Agenda and revitalizing global partnership for sustainable development and peace.
122. This pathway captures WFP's global role in terms of advocating zero hunger, sustainable development and peace, as well as leveraging its position and capabilities to strengthen collaboration and partnerships for the SDGs. While advocating and collaborating for the SDGs can take many forms, the emphasis is on promoting strategic communications on SDG 2 and fostering a broad enabling environment of working together to support the SDGs, as well as enabling peace. In addition to its engagement with governments, WFP will strengthen its collaboration with other United Nations agencies, the private sector, financial institutions, and leverage South-South and triangular cooperation.
123. A key aspect is WFP's role in supporting national government priorities and objectives, as well as through the products of UNDS reform – namely, the CCA and the UNSDCF. The UNSDCF is the centre piece of a renewed relationship between the United Nations and host governments and the central instrument for planning and implementation of United Nations development activities at country-level. WFP will continue to play a significant role with respect to positioning the CCA and UNSDCF as instruments that reflect SDG 2 needs and support national development plan priorities.

## **WFP's relevance**

124. WFP has been actively engaged in the UNDS reform, creating additional capacity in its New York office and regional bureaux to better coordinate its engagement and keep the organization updated. WFP mainstreams UNDS reform policies through six cross-cutting internal workstreams chaired by senior managers across the organization. Externally, WFP experts are actively involved through the United Nations Sustainable Development Group's task teams supporting implementation of the UNDS reform.
125. At country-level, the UNSDCF is central to the design of WFP's country strategic plans and a way in which WFP pursues common objectives, complementarity among agencies and strategic partnerships, while ensuring alignment with the national development goals.
126. More than 80 percent of WFP's country offices engaged in South-South cooperation activities in 2019.
127. WFP has convened a global coalition to advocate sustainable and innovative funding sources for school feeding programmes, strengthen evidence and best practices, and bring together multiple sectors to achieve better outcomes for school children globally. It is led by Member States and follows a big tent approach where all stakeholders can converge, including development agencies, donors, the private sector and civil society. More than 25 partners have already committed to the coalition, which is expected to further grow in 2021. WFP serves as the Secretariat and will support the launch of the coalition at the United Nations food systems summit.

## **Outputs**

128. *Global policy debates influenced:* WFP actively contributes to dialogues related to SDG 2 relevant goals and/or targets, resilient global trade and food systems, and key areas of policy and programmatic linkages between SDG 2 and other SDGs. Support is mobilized to ensure that SDG 2, the inter-relatedness of 2030 Agenda and the triple nexus remain at the top of the global policy agenda.
129. *Evidence generated and communicated:* Data and evidence related to food insecurity and malnutrition, other vulnerabilities and inequalities, as well as supply chains and infrastructure, is collected, analysed and shared by WFP with governments, regional bodies and international institutions to inform global policy debates and respond to crises, such as recently with the COVID-19 pandemic.
130. *Humanitarian diplomacy and peace advocacy conducted:* WFP contributes, where possible and appropriate, to bettering conditions for peace, including through humanitarian diplomacy and peace advocacy. WFP uses its knowledge and experience working with conflict-affected people to serve as the 'operational voice' on hunger and conflict and to mobilize support for food assistance and famine prevention.
131. *Global partnerships strengthened:* WFP supports global stakeholders, including United Nations agencies, regional bodies and the private sector, in joining collective action towards the SDGs. Global partnerships are strengthened via WFP's expertise, through sharing knowledge, data, advice and guidance with governments, partners – also capacitating them to deliver – and building broad coalitions based on technical, functional, operational and programming know-how and expertise.

## **Strategic partnerships**

132. National government objectives guide the establishment of United Nations cooperation frameworks and WFP's potential contributions to national goals. As a strategic partner for the government, WFP can leverage its operational and technical skills to help deliver on a common agenda. This includes working with IFIs, particularly the World Bank, the International Monetary Fund, the African Development Bank, the Asian Development Bank, the Inter-American Development Bank, and the Islamic Development Bank, among others.

133. A strategic partnership with Dubai Cares is allowing WFP to establish a new research consortium for school health and nutrition in partnership with the London School of Hygiene and Tropical Medicine. The research consortium will set a new 10-year research agenda in partnership with Oxford University, Harvard University, the International Food Policy Research Institute and others. The research consortium is one component of a broader global coalition for school feeding, comprised of member states, United Nations agencies, NGOs, and the private sector.
134. WFP aligns and coordinates its support on social protection with partners through the Social Protection Inter-agency Cooperation Board, universal social protection (USP 2030) and the social protection floor initiative. These forums promote coordination among actors, allowing for the opportunity to identify common positions or differentiate messages and approaches. Specifically, as a partner in USP 2030, WFP works with others to engage in joint advocacy and build support for the international multi-year and national financing required to expand national coverage.
135. As part of its global policy contributions, WFP engages with SDG-wide fora and bodies such as the Joint Steering Committee on Humanitarian Development Peace Collaboration, the United Nations Sustainable Development Group, the PCA Secretariat, the Operational Policy and Advocacy Group and the Humanitarian Programme Cycle.
136. WFP leverages partnerships with leading global private sector actors, with a growing level of financial and non-financial contributions. Support includes cash, expertise, capacity and assets – all aimed at improving WFP's operations and programmes, thereby supporting national priorities and contributing to SDG 2. Private sector partners also enable advocacy efforts; through carefully positioned messaging, they help reach previously untapped audiences.

### 3. Immediate outcomes



137. The layer of immediate outcomes in the ToC is crucial from a causal point of view: they are the result of the outputs of WFP's activities, in a joint, collective effort with governments and partners, and must be realized to achieve the intermediate outcomes and longer-term goals and vision.
138. The time necessary for each immediate outcome to materialize varies, therefore there is no determined timeframe for when they should be all completed. For example, people have increased access to nutritious food, cash and services is an immediate consequence of delivering transfers, while global and country-level partnerships are strengthened is the result of an iterative process that takes more time.
139. The immediate outcomes are classified at the following three levels:
- People and communities:* Individuals, households and groups/communities.
  - National actors and systems:* Governments and subnational authorities; civil society and private sector actors; regional or national systems (emergency preparedness and response systems, food systems, supply chain systems, social protection systems).
  - Coordination and partnerships:* Coordination and strategic global and country-level partnerships with the humanitarian and development sectors, including private and public actors.
140. The ToC aims to communicate that while the immediate outcomes occur at multiple levels, the ultimate result should be that that national actors, partners and systems serve people first – starting with the furthest behind.

#### 3.1 People and communities

141. *People have increased access to nutritious food, cash and services:* People have physical, social and economic access to safe, diverse and nutritious food, either directly, or through increased purchasing power. People access cash-based assistance, including through social protection, that allows them to meet their essential needs, including food that meets all their nutritious needs. Through cash assistance, people (especially women) access affordable digital financial services (e.g. payments, savings, loans, insurance).
142. *People consume sustainable and healthy diets:* Producers, retailers and consumers have improved behaviours and healthier dietary choices that enable them to access and consume a nutritious diet. Increased demand and consumption of healthier diets stimulates production of healthy foods and the development of food environments that makes healthy foods more available, affordable and preferred over non-nutritious foods.

143. *School-age children have increased access to school health and nutrition packages:* School-age children have increased access to a health and nutrition package that maintains and improves their educational and nutritional status, including contributing to enhanced dietary diversity, reduced short-term hunger and improved health behaviours. It also helps prevent or treat malnutrition among nutritionally vulnerable boys and girls.
144. *Urban and rural poor have increased incomes, skills and capacities:* Urban and rural poor increase, diversify or stabilize their income through improved livelihoods, access to jobs or an apprenticeship. They also have improved technical skills or assets that enable them to add value to existing services or products or provide a new service or product that generates income. Increased income could also result from inclusion in social protection programmes, which has the potential to enhance households' economic capacities.
145. *Safety, dignity and integrity of people is protected:* Food assistance activities reduce the protection risks faced by crisis-affected populations receiving assistance. The safety, appropriateness and dignity of food and nutrition assistance is ensured, and affected populations have representative participation in decision making processes to ensure the relevance and acceptability of programmes.
146. *Gender equality is enhanced and women are empowered:* The equal exercise of rights, opportunities, resources and rewards by women, men, girl and boys is enhanced. Women obtain and exercise agency, with equal access with men to resources, opportunities and power. This includes more equitable household decision making, sharing of workload and resources, women's mobility, women's economic empowerment, women and girls' work and women's leadership and representation in committees.
147. *Smallholders are more productive, reduce post-harvest loss and better access to markets:* Smallholders increase yield of target crops and use improved on-farm handling and storage practices to reduce post-harvest loss . They also have increased access to market services, retailers and information, including through aggregators, which leads to better prices, availability and product quality. Home-grown school feeding incentivizes production, increases smallholder incomes and savings, and provides a predictable market for their agricultural produce.
148. *Community-based systems are strengthened:* Community organizations and networks, cooperatives and private-sector actors are strengthened to play a full and effective role in the design and delivery of food security and nutrition-related services and activities. This is done through community engagement and advocacy, strengthening community networks, capacity building and improving financial/human resources, among others.
149. *Ecosystems are regenerated:* Degraded ecosystems are restored, including the bolstering of agroecological productivity, reduced loss of biodiversity and rehabilitation of irrigation schemes. This in turn results in the availability of clean water sources for domestic use, better public health and reduce hardship in general.
150. *Local economies and value chains are stimulated:* Local and institutional markets and procurement are stimulated, through increased localized procurements and CBTs; they adequately supply the essential needs of local populations and generate increased trade and activity, benefitting the livelihoods of people along the value chain.

### **3.2 National actors and systems**

151. *Policies and legislation promote food security and healthy diets:* Legislation and policies are coordinated to enable and favour the availability, access, utilization and stability of healthy foods year-round, including differentiated products according to lifestyle-related nutritional needs.
152. *Funding is increased, flexible and sustainable:* Systemic investments by governments, donors, IFIs, the private sector and other stakeholders are increased and become more flexible and sustainable.



153. *Country system components are strengthened:*

- Emergency preparedness and response systems have increased capacity to effectively prepare and respond to shocks, addressing the needs of affected populations.
- Food systems reduce losses and can effectively and consistently supply adequate quantities, variety and quality of food at the right time and at affordable prices for local populations.
- Supply chain systems can effectively and sustainably deliver essential goods and services to people despite shocks, while equitably redistributing benefits in the local economy and supporting related livelihoods along the value chain.
- Social protection systems are inclusive, shock-responsive and nutrition-sensitive; they meet the differentiated nutritional needs of targeted populations; are equipped to expand their targeting and benefits; and enable governments to transfer cash to their citizens.

154. *National programmes:*

- are better designed to promote food security and nutrition, for example by using SBCC to guide nutritious choices in relation to cash transfers.
- can mitigate the impact of shocks and stressors, for example from climate change, by helping prevent or mitigate some of their effects on populations (e.g. resilient infrastructure, early warning) or transferring risks (e.g. insurance schemes) and adapting their livelihoods.
- increase their coverage/inclusiveness, for example to reduce social, political, economic and gender inequalities that contribute to structural vulnerability and poverty.

### **3.3 Coordination and partnerships**

155. *Evidence and data are leveraged for operations and advocacy:* Evidence and data generated by WFP and its partners informs national, regional and global operations and advocacy. Analytical products not only support WFP's operation, but are also a means of enabling others to work (together) towards the SDGs.

156. *Global and country-level partnerships are strengthened:* WFP strengthens collaboration, coherence and synergies with its partners across the humanitarian and development sectors at global and country levels. This includes partnerships with other United Nations agencies and governments, private sector entities, as well as NGOs and civil society.

157. *Humanitarian and development systems are more efficient and coordinated:* Humanitarian and development systems, including partners, are better coordinated and enabled by WFP to be more effective through provision of knowledge, expertise, technology, services and other resources. CCA, UNSDCF and HRP planning processes and implementation are strengthened via WFP's expertise and inputs.

158. *Integrated and joint programming addresses the triple nexus:* WFP and partners jointly design and implement integrated programmes across the humanitarian-development-peace nexus to leverage complementarities, strengthen coherence and achieve joint outcomes.

159. *Innovative/digital solutions are deployed:* Innovations, technologies and other new, more efficient solutions are developed and scaled up to help accelerate progress towards SDG 2 and other SDGs.

## 4. Integration

160. Crucial, cross-cutting elements are integrated across WFP's pathways relating to principles and standards applied to the design and implementation of activities, as well as means to maximize efficiency and effectiveness of operations and programmes.

<i>a. Humanitarian Principles</i>
<i>b. Conflict-Sensitivity &amp; Contribution to Peace</i>
<i>c. Inclusion, Protection &amp; Accountability to Affected Populations (AAP)</i>
<i>d. Gender Equality &amp; Women's Empowerment</i>
<i>e. Nutrition Integration</i>
<i>f. Environmental Sustainability</i>
<i>g. Innovation &amp; Digitization</i>

### 4.1 Humanitarian principles

161. WFP's response is rooted in the core humanitarian principles of humanity, neutrality, impartiality and operational independence:

- *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.
- *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.
- *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.
- *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.

162. These norms are vital for WFP to effectively reach the individuals and communities it serves and are central to WFP's operations in all contexts. Reinforcing and adhering to these core principles is especially important in protracted crisis or complex political emergencies, where armed groups control different territories and humanitarian assistance can be deliberately manipulated or withheld.

### 4.2 Conflict-sensitivity and contribution to peace

163. In eight out of ten global food crises, conflict and insecurity are among the main drivers of acute hunger. In turn, around two-thirds of WFP's food assistance goes to people facing severe food crises – most of them caused by conflict. These statistics highlight the central role conflict plays in driving hunger, and present both the need to ensure WFP assistance is conflict sensitive and supports peace.
164. In 2020, WFP was awarded the Nobel Peace Prize for its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict.
165. WFP's role in Peacebuilding in Transition Settings (2013) recognized WFP's role in contributing to peace through its operational presence and range of interventions, laying out key principles to guide WFP's action. These included, among others, the importance of understanding the context, being responsive to a dynamic environment, ensuring inclusivity and equity and supporting United Nations coherence. A planned evaluation of the policy during 2021 will inform further updates.

### 4.3 Inclusion, protection and accountability to affected populations

166. The recently updated and approved [protection and accountability policy](#) (2020) supports a people-centred, needs-driven approach that engages with and benefits from the views, preferences, and priorities of affected populations. Specifically, the policy is based on the following principles:
- *Prioritize safety, dignity and avoid doing harm*: minimizing the unintended effects of interventions that increase risks to people or creates tensions and conflict between population groups that compound vulnerability and exclusion;
  - *Meaningful access*: facilitating people's access to services and assistance in proportion to needs and without any barriers;
  - *Accountability*: establishing appropriate approaches, processes and mechanisms through which affected populations can measure the adequacy and relevance of interventions, influence decision making, and make informed decisions; and
  - *Participation and empowerment*: support and enable affected populations to exercise their agency and claim their rights.
167. Through this policy, WFP acknowledges that it is required to prevent and respond to protection risks associated with hunger and WFP programmes in all contexts, and to craft successful protection outcomes for affected populations. Accountability to affected populations is a necessary condition for attaining this objective and for its efforts to achieve SDG 2.
168. Systematic engagement with affected populations, internal and external accountability measures and inclusion means ensuring that affected communities, especially individuals most at risk, have a role in shaping and informing humanitarian and development action and that WFP's approach to programming puts people at the centre. Protection and accountability, therefore, are essential to meeting WFP's strategic objectives and its requirements under the United Nations foundational pillars of human rights, sustaining peace, and reaching the furthest behind through inclusive development.

### 4.4 Gender equality and women's empowerment

169. Progress towards GEWE is being eroded by the 3Cs: conflicts, climate change and COVID-19 pandemic. Gender equality is essential to ending hunger since gender inequalities and food insecurity are connected: empowerment reduces the probability of a person being food insecure. Gender equality is essential for a world of zero hunger; where all women, men, girls and boys can exercise their human rights, including the right to adequate food.
170. The pursuit of GEWE is central to fulfilling WFP's mandate. WFP is committed to advancing gender equality, both as a stand-alone goal and as a necessary condition to realizing a world of zero hunger, along with the broader implementation of the 2030 Agenda; specifically, gender mainstreaming is fundamental to WFP's enabling role (for SDGs 2 and 17). WFP can only deliver on its mandate and strategic goals and objectives, if gender is integrated in the entirety of its work.
171. WFP's [Gender Policy](#) (2015–2020) recognizes that a world with zero hunger can only be achieved when every woman, man, girl and boy has equal opportunities, equal access to resources and equal voice in the decisions that shape their households, communities and societies.
172. The policy has four objectives:
- i) Food assistance adapted to different needs of women, men, girls and boys;
  - ii) Equal participation of women and men in WFP's programmes and operations;
  - iii) Decision making by women and girls enhanced; and

- iv) Gender and protection, whereby food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys.
173. Donor countries, multilateral funds and private entities are strongly requesting that any development intervention ensures equal participation of women and men and promotes gender equality. WFP can and should leverage its unique position in the field to establish itself as a key partner to pursue gender equality across the humanitarian-development-peace nexus.

#### **4.5 Nutrition integration**

174. An estimated 3 billion people across the globe cannot afford a healthy diet (The state of food insecurity in the world (SOFI) report 2020). Undernutrition is the underlying cause of nearly half (45 percent) of all deaths among children under the age of 5 and contributes to 20 percent of maternal mortality (Black et al., 2013). Simultaneously more than 25 percent of preventable deaths globally are attributed to imbalanced diets, mostly from diet-related chronic diseases. Combined, these problems result in long-lasting consequences for human capital development and economic growth. Addressing this high burden of malnutrition requires innovative and concerted efforts across multiple systems and sectors if governments are to achieve SDGs 2 and 3.
175. Since 2017, WFP has led a transformative agenda to establish and sustain effective integration of nutrition into multiple systems and sectors to improve diets and address the underlying causes of malnutrition, while ensuring no adverse effects on the primary outcomes of the programmes and policies in these respective sectors/systems. WFP has developed and applies guidance and tools that establish minimum requirements and opportunities for integrating nutrition and promoted assessment/evidence-based analysis (Fill the Nutrient Gap) and monitoring and evaluation for nutrition integration. Gender equality was mainstreamed along with nutrition integration throughout systems. As a result, there is a stronger nutrition focus of WFP's delivery and enabling work within general food and cash assistance, social protection, food systems (smallholder farmers, livelihoods and assets creation), climate, resilience and school health and nutrition.
176. This cross-cutting approach requires that nutrition is an integral part of analysis and planning across all elements within each of the systems/sectors such as design and delivery, capacity and workforce, governance, information systems, technology and finance. WFP's contribution to nutrition outcomes through this nutrition integration approach should contribute to healthy diets and good nutrition for millions of vulnerable households.

#### **4.6 Environmental sustainability**

177. Environmental emergencies such as biodiversity loss, pollution and global warming are undermining the world's chances to achieve the SDGs, and in particular the goal to eradicate food insecurity and malnutrition (SDG 2). One million of the world's estimated eight million species of plants and animals are threatened with extinction, which puts the natural capital and diversity that lies at the heart of sustainable food systems at risk. Human-induced global warming is aggravating climate shocks and stresses, and almost a quarter of all deaths worldwide are attributable to environmental degradation.
178. To reduce the impact of WFP programmes and operations on the environment, WFP is committed to i) identifying and managing the potential harm its programme activities and support operations may cause to the environment; ii) progressively enhancing the environmental sustainability of its programme activities and support operations; iii) increasing resource efficiency and minimizing its environmental footprint; iv) aligning its actions with global standards for environmental sustainability; and v) strengthening the capacity of partners, including governments, to plan and implement environmentally sound activities for food security and nutrition.

179. Towards this end, WFP has developed an environmental and social sustainability framework to operationalize the commitments made in its [Environmental policy](#) (2017). These commitments are to establish and maintain a set of core environmental standards; a process for screening and categorizing environmental risk; and an environmental management system for WFP operations. The environmental and social sustainability framework is designed to limit the potentially negative impacts WFP may have on the environment, people, or communities, stemming from its programme activities and support operations (such as facilities, administration, procurement, logistics, information technology management, travel) and progressively increase the environmental and social sustainability of WFP.

#### **4.7 Innovation and digitization**

180. WFP will continue to embrace innovation, digitalization and data analytics to underpin operations and contribute to the goals of its strategic plan. WFP will engage with governments, United Nations entities and other multilateral organizations, the private sector, academia and civil society to identify cutting-edge, operational and scalable digital solutions and data analytics to serve more beneficiaries in a better way and impact hunger worldwide.

- In a world constrained by limited resources and an increasing number of shocks, innovation is increasingly critical to WFP's operations in emergency and non-emergency settings. WFP constantly identifies, supports and scales-up high-potential innovations to end hunger, by:
  - Increasing efficiency, especially for humanitarian operations, as the needs surmount the available resources;
  - Scaling up high impact innovations to change beneficiaries' lives; and
  - Designing solutions that instil greater accountability to affected populations, donors and partners, and to measure organizational performance to increase efficiency, assurance and transparency.
- *Scaling digitalization and data analytics* of WFP's programmes will allow for real-time data to inform WFP's understanding of risk and vulnerability, help track participation in WFP programmes and provide insights on their impact, allowing individual targeting and follow-up with participants to ensure no one is left behind. New mobile-based tools will help WFP empower people with knowledge about food and nutrition. Through capacity building and partnerships, WFP will seek to connect communities to the opportunities of the digital economy, such as e-commerce and digital livelihoods.

## Acronyms

CBT	cash-based transfer
CCA	common country analysis
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FFT	food assistance for training
GEWE	gender equality and women's empowerment
HRP	humanitarian response plans
IFAD	International Fund for Agricultural Development
IFIs	international financial institutions
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
SAMS	smallholder agricultural market support
SBCC	social and behaviour change communication
SDGs	Sustainable Development Goals
SUN	Scaling Up Nutrition
ToC	Theory of Change
UNDS	United Nations development system
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	water, sanitation and hygiene
WHO	World Health Organization