

**Discussion paper**  
**WFP Strategic Plan (2022–2026) Results Framework**



**Fifth workshop**

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**World Food Programme**  
**Rome, Italy**

## **1. Background**

1. The WFP Strategic Plan (2017–2021) will come to the end of its cycle at the end of 2021, providing an opportunity for WFP to build on lessons learned and create a more effective framework for its vision.
2. To make the most from this opportunity, the process to develop the Strategic Plan (2022-2026) started in October 2020 through four workstreams: the Context Analysis, the Theory of Change, the Stakeholder Analysis and the Strategic Plan Results Framework, which are feeding the content of the Strategic Plan (2022-2026) to be completed by November 2021.
3. Linking the Strategic Plan (2022-2026) to the Corporate Results Framework (CRF), the Strategic Plan Results Framework establishes the results chain of the organization, from strategic intent to field operations. It serves as the basis for four core strategic processes of the organization:
  - Country strategic plan (CSP) design
  - Donor allocation of funding
  - Reporting to external stakeholders
  - Corporate information technology (IT) systems structure (financial and programmatic).
4. The current Strategic Plan Results Framework was introduced with the WFP Strategic Plan (2017-2021) and has been the basis for the design of all CSPs for at least one “generation” of CSPs. This vast experience generated the valuable findings and recommendations synthesized in the mid-term review of the WFP Strategic Plan (2017–2021).
5. The Strategic Plan Results Framework presented in this document is based on these lessons learned, leveraging the findings and recommendations of the mid-term review and the feedback of WFP staff and stakeholders whose work depends on the Strategic Plan Results Framework, and on the Theory of Change.
6. The Strategic Plan Results Framework aims to:
  - improve the ability to measure WFP’s contribution to the Sustainable Development Goals (SDGs)
  - increase programme integration, while reducing complexity
  - improve ability to track resources to results.

## **2. Context and opportunities for action**

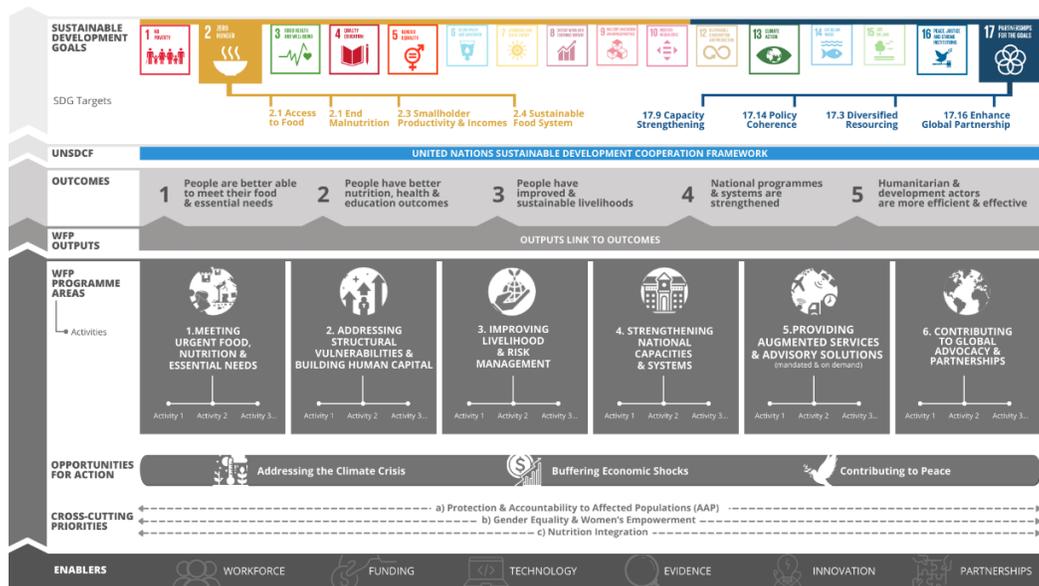
7. Hunger is on the rise. After falling considerably over the new millennium’s first decade, the number of chronically hungry started growing in 2015. By 2019, the world was home to 690 million chronically food insecure, 60 million more than just five years earlier. 155 million people across 55 countries lived in acute food insecurity in 2020, nearly 50 million more than in 2016. Across countries where WFP operates, estimates point to 270 million people in need of urgent food assistance in 2021. A staggering 34 million people are currently at risk of famine. Moreover, with more than one in every five children stunted, nearly 50 million wasted and every other child – as well as 2 billion adults – suffering from micronutrient deficiencies, the global burden of malnutrition remains enormous.

8. As regards key drivers of food insecurity – conflict, climate change and economic downturns – the world has become more divisive since 2016. Global peacefulness, measured by the Global Peace Index, has deteriorated in four of the last five years. As conflict disrupts crop production, drives herders off pasturelands and people out of their homes, keeps trade from flowing and markets from functioning properly, destroys livelihoods and fuels food price increases, it leaves people without enough to eat. In 2020, conflict pushed two out of three acutely hungry into food insecurity. The United Nations Security Council (UNSC) officially recognized the close connection between armed conflict, food insecurity and the threat of famine in 2018, by adopting Resolution 2417.
9. The world is faced with ever more climate disasters. Weather-related disasters have doubled since the early 1990s in low- and middle-income countries, reaching 334 events per year between 2000 and 2019. While drought, storms and floods damage the systems that produce, process and bring food to people’s tables, climatic stressors such as changing seasons or water scarcity weaken these same systems. In addition, climate shocks and variations feed social tensions and conflict by aggravating resource constraints and forcing displacement, thereby intensifying hunger. 2020 saw 30 million internal displacements due to weather-related disasters, the highest in a decade.
10. The COVID-19 pandemic has thrown the global economy in turmoil. It triggered a 3 percent contraction of the global economy in 2020 and the most severe labour market disruptions since the Great Depression of the 1930s. According to ILO an equivalent of 255 million full-time jobs accounting for \$3.7 trillion in household incomes were lost due to the pandemic in 2020 and its effects are expected to linger until at least 2023. Poor countries suffered tremendously as remittances plunged, tourism came to a halt, the value of currencies tumbled, and inflation spiked. Food became unaffordable for millions, prompting a devastating increase in hunger in countries large and small.
11. These key drivers of hunger are also opportunities for renewed action. In the Strategic Plan (2022-2026), WFP intends to frame it’s strengthened engagement, in partnership with others, drawing on its strengths and capabilities, to address these drivers as core to reducing needs and reversing current trends away from Zero Hunger.

### **3. Strategic Plan Results Framework**

12. The following sections describe the various layers of the Strategic Plan Results framework as illustrated in figure 1.

Figure 1: WFP Strategic Plan (2022–2026) Results Framework



(see enlarged image in annex)



### 3.1 Vision (2030)

13. Building on the WFP Strategic Plan (2017–2021), WFP will continue to fully embrace the 2030 Agenda for Sustainable Development. It remains committed to making its contribution to transforming the world, keeping people, the planet, prosperity, peace and collaborative partnership at the centre.
14. The strategic plan for 2022–2026, will reaffirm that SDG 2 (Zero Hunger) and SDG 17 (Partnerships for the Goals) are at the heart of WFP's work. The analysis of the current global trend away from Zero Hunger highlights that it is key to focus both on the "what" of proliferating needs and the "how" and "who" of a response that is falling behind. While this calls for prioritizing SDGs 2 and 17, the drivers behind increasing food insecurity – more frequent shocks preying on persistent vulnerabilities exacerbated by intensifying stressors – underline the deep interconnectedness of these two SDGs with the others. Accordingly, the twofold vision for 2030 underlying the strategic plan for 2022–2026 is that:
  1. the world has eradicated food insecurity and malnutrition; and
  2. national and global actors have achieved the SDGs.
15. Eight targets under SDGs 2 and 17 stand out in their relevance to WFP; these are the same targets as the strategic results in the current Strategic Plan's (2017–2021) results framework. The examination of the channels through which WFP contributes to change highlights the centrality of ensuring access to food (target 2.1), ending all forms of malnutrition (target 2.2), doubling smallholder farmers' productivity and incomes (target 2.3) and ensuring sustainable food systems (target 2.4). Similarly, enhancing targeted capacity building in developing

countries (target 17.9) and policy coherence (target 17.14), mobilizing additional and diversified resources (target 17.3) and strengthening global partnerships (target 17.16) are of prime importance.

### 3.2 Links to other SDGs



16. While two of the 17 SDGs – Zero Hunger and Partnerships for the Goals – are WFP’s focus, the organization’s vision and outcomes are tightly interlinked with several other SDGs. Links run in both directions. Achieving and sustaining WFP’s vision, and in particular SDG 2, relies heavily on progress made towards a variety of SDGs. At the same time, steps towards eradicating food insecurity and malnutrition bring the world closer to attaining some of the remaining SDGs. Most notably, WFP also contributes to advancing towards SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 13 (Climate Action) and SDG 16 (Peace, Justice and Strong Institutions). Eight additional SDGs benefit from WFP’s activities, albeit to a lesser extent.
17. Looking in more detail at the first direction, the dependency of SDG 2 on other SDGs is evident through various dimensions of food security. Reducing poverty (SDG 1) is key to guaranteeing economic access to food. Meanwhile, physical access may depend on reducing inequality (SDG 10). To properly utilize food, good health (SDG 3) and clean water and sanitation (SDG 6) are critical. Without achieving gender equality (SDG 5), food sharing within households might not correspond to women’s nutrition needs, whereas education (SDG 4) is important to ensuring good feeding and care practices. Affordable and clean energy (SDG 7) is fundamental to preparing and storing food properly, keeping it safe and reducing food loss and waste.
18. The same reliance becomes evident through the prime driving forces behind the global rise in hunger. A sustained reversal in this trend requires progress towards a more peaceful world (SDG 16), urgent climate action (SDG 13) and sustained, inclusive and sustainable economic growth (SDG 8). Enabling especially the most vulnerable to withstand economic, conflict- and weather-related shocks without slipping into hunger, in turn, is contingent on developing human capital – that is, on improving health (SDG 3) and education (SDG 4) – and empowering especially women (SDG 5) to attain better livelihoods and build resilience.
19. Focusing on the second direction, WFP’s activities oriented towards SDG 2 further other SDGs. For example, school feeding promotes education (SDG 4) through increased enrolment, attendance and learning; health (SDG 3), when included as part of a broader package of health and nutrition services; and gender equality (SDG 5), when combined with approaches that keep girls in school and reduce early marriages. Food assistance for assets adds to climate action (SDG 13) when, for example, reducing the impact of low rainfall through soil-water conservation structures; and to rehabilitating degraded land (SDG 15). Cash-based transfers contribute to gender equality (SDG 5) when linked to financial inclusion for women; and to economic growth (SDG 8) through the stimulation of local economies.

20. Similarly, SDG 17-related activities may contribute more broadly to the 2030 Agenda. For example, strengthening national capacity to implement social protection systems contributes to reducing poverty (SDG 1). Support for policies that require fortification of food for school feeding operations advances health outcomes (SDG 3). Working with governments to enhance their digital and analytical capacity to assess climate risks reinforces countries' adaptive capacity with regard to climate-related and natural disasters (SDG 13). Through ensuring responsive and inclusive decision making at every level, all of WFP's activities contribute to peace, justice and stronger institutions (SDG 16).

### 3.3 Alignment with United Nations sustainable development cooperation frameworks



21. In the context of the 2030 Agenda, United Nations sustainable development cooperation frameworks (UNSDCFs) will remain the central tools for coordinating collective United Nations development system support for governments, systems and populations. They guide the entire programme cycle, from planning to evaluation, for United Nations development activities at the country level. They may also include regional and cross-border considerations through the involvement of the regional support architecture such as regional collaborative platforms and peer support groups. UNSDCF also place added emphasis on the humanitarian-development-peace nexus. Intervention design is informed by United Nations common country analyses (CCAs), joint situation assessments and analyses outlining progress and gaps in progress towards achievement of the 2030 Agenda and identifying opportunities and bottlenecks. In emergencies and in transition settings where humanitarian response plans (HRPs) are deployed, WFP's humanitarian interventions will continue to be guided by humanitarian needs overviews (HNO) and HRPs. Accordingly, as provided in the Strategic Plan Results Framework structure, WFP's outcomes will aptly link to UNSDCF priorities by allowing country offices to formulate country-specific outcome statements.
22. WFP is actively engaged in United Nations development system reform at all levels. At the global level it participates in inter-agency task teams, while its New York office liaises with the United Nations Development Coordination Office. At the regional level, WFP contributes to framing the new regional inter-agency architecture through the regional collaborative platforms and related mechanisms. At the country level, WFP country offices are involved in CCA and UNSDCF development. WFP has also produced detailed guidance for WFP officers, providing a comprehensive overview of the UNSDCF, its core principles and planning instruments and its implications for WFP's country strategic planning framework.

### 3.4 Outcomes (2026)



23. The draft Strategic Plan for 2022–2026 spells out five outcomes to achieve within its time horizon for this vision to become reality. Three of these 5-year outcomes are associated with the first part of WFP's vision, on eradicating hunger and malnutrition (SDG 2), the other two with its second part, on national and global actors (SDG 17).

24. Reaching Zero Hunger hinges on improving people's access to food and enabling them to better meet essential needs overall. Otherwise competing needs might be prioritized over food purchases. Progress towards meeting essential needs, in turn, reduces structural vulnerabilities through investment in human capital that enables people to improve their livelihoods and subsequently build resilience with regard to shocks and stressors. With number of shocks ever increasing, strengthening the foundations for withstanding them is critical. Reacting once damage is done is increasingly costly and risks always being a step behind as millions continue to become trapped in a downward spiral once disaster strikes. Therefore, realizing the first part of WFP's vision counts on:
- people being better able to meet their food and essential needs;
  - people having better nutrition, health and education outcomes; and
  - people having improved and sustainable livelihoods.
25. Governments are primarily responsible for achieving the SDGs but their national capacity is often limited. Strengthening national programmes and systems is therefore a pre-condition for implementing the 2030 Agenda. Given the agenda's ambition and urgency, this hinges on finding effective ways for national and global actors to work together, leveraging existing know-how and resources to enhance partnerships. A key requirement of effective collaboration to achieve the SDGs is that humanitarian and development actors are efficient and effective and maximize their impact by working together, transcending divides and making critical connections between their areas of expertise to safeguard lives while simultaneously laying the foundation for a more prosperous future. Consequently, the two outcomes associated with the second part of WFP's vision are that:
- national programmes and systems are strengthened; and
  - humanitarian and development actors are more efficient and effective.

### 3.5 Outputs



26. WFP adheres to definitions and guidance from the United Nations development system as articulated in the UNDSCF guiding principles, which define results at three levels: outputs, outcomes and impact. Outputs capture at a high-level the full range of products and services that WFP will deliver in various country contexts to achieve outcome-level change and, by extension, contribute to related SDG targets. The underlying logic of the Strategic Plan Results Framework and CRF are the corporate and technical theories of change that demonstrate how WFP will achieve expected results through the effective and efficient implementation of interventions.
27. The achievement of corporate outputs and related indicator targets fall within the organization's direct sphere of control and accountability and clearly conveys that its primary focus is to save lives by means of commodity and cash-based transfers while supporting capacity to make a transition to more stable development and, thus, to change lives. Outputs cover key areas such as direct assistance to beneficiaries (to ensure sufficient access to nutritious food, cash assets and services in emergency and non-emergency contexts); capacity strengthening assistance and advocacy with government institutions (to support the management of shocks and food

related crises); and service provision to governments, as well as humanitarian and development partners.

### 3.6 Programme areas and activities



28. A programme area is a pre-defined set of activities carried out by WFP with its partners in a given context to contribute cohesively to the achievement of a programmatic objective. These programme areas reflect the change pathways of the Theory of Change. While they allow for integrated programme design through appropriate intervention packages, they are layered so that they work together, simultaneously or sequentially, to produce the desired outputs and outcomes that contribute to building food security and nutrition. Activities in a given programme area produce results that contribute to appropriate outcomes and SDGs depending on how intended activities are implemented.

#### List of programme areas

- *Meeting urgent food, nutrition and essential needs:* In circumstances dominated by greater and more frequent shocks coupled with multiple and deep stressors, saving lives in emergencies in line with humanitarian principles will remain WFP's priority. During and in the aftermath of an emergency, in coordination with partners, WFP will assist affected populations with urgent unconditional resource transfers (in-kind and cash-based) to meet their essential needs, adapted nutritional support, emergency school feeding programmes, shock-responsive social protection and food assistance for assets (FFA) activities to help construct or rehabilitate assets. Through this programme area WFP will also provide services and strengthen the capacity of governments and first responders to better anticipate and react to shocks, including by investing in early warning tools and platforms for emergency preparedness and early action. WFP's service provision will entail promoting humanitarian access, protection and conflict-sensitive programming. WFP will increase the flexibility and agility of its supply chain, enhancing its ability to respond to unfolding humanitarian emergencies efficiently, moving from a partially reactive to an increasingly proactive approach to operations implementation.
- *Addressing structural vulnerabilities and building human capital:* Structural vulnerabilities undermine households' food security and nutrition and prevent sustainable, equitable growth. This programme area focuses on addressing structural vulnerabilities, including lack of social protection, education, nutrition and gender and other inequalities, mainly by means of activities that support human capital gains. These include support for national social protection programmes and food and cash-based assistance for training (FFT) to help young people develop technical or vocational skills and pursue livelihoods. WFP will improve access to nutritious diets, including fortified-dense foods for women, adolescent girls and young children, while integrating social and behaviour change communication (SBCC) programming. In addition, WFP will support school health and nutrition packages

through well-designed, nutrition-sensitive school feeding programmes. WFP will be strategic about leveraging its programmes as important entry points for integrated interventions and as catalysts to help address vulnerabilities.

- *Improving livelihood and risk management:* This programme area reflects WFP's commitment to improving livelihoods and protecting them from the cascading risks caused by shocks and stressors. This includes both the agricultural-based livelihoods of rural populations and the livelihoods of the urban poor, who are often reliant on informal work such as day labour. Working with communities and governments, WFP's risk-informed and integrated programmes will contribute to improving and, when needed, adapting the livelihoods of the most vulnerable. Through its FFA activities, WFP will help address immediate needs while creating assets that contribute to more resilient livelihoods and promote food security. Through smallholder agricultural market support (SAMS) activities, WFP will help improve smallholder farmer's livelihoods by enabling them to increase production, supply more nutritious food and engage in markets. Finally, WFP will strengthen analysis of existing, recurring and emerging risks to food and nutrition security – including the links between climate and conflict – to inform operational planning and programme design.
- *Strengthening national capacity and systems:* Working through national systems is an increasingly critical role that WFP plays. Changing lives is not only about what WFP does but how it is done, and there has been a strong evolution in how WFP manages emergencies and protracted crises – including by working through systems and strengthening capacities. Through this programme area, WFP will work with national systems (emergency and preparedness, social protection, food systems and supply chains) to strengthen their capacity in areas including but not limited to institutional effectiveness, accountability, policy development, programme design and delivery and assessment and monitoring. WFP will aim to meet needs in a way that strengthens systems for the long term and enhances their ability to respond effectively to future emergencies. As part of the effort to prioritize strengthening systems and capacity, WFP will increase its engagement as a broker of South-South and triangular cooperation (SSTC) through its centres of excellence, regional bureaux and headquarters.
- *Providing augmented services and advisory solutions (mandated and on demand):* Through this programme area WFP will provide critical services to humanitarian partners where gaps exist during crises while strengthening national capacities and systems. WFP's extensive operational field presence and supply chain capacity will enable it to lead the logistics cluster and emergency telecommunications cluster (ETC), and with the Food and Agriculture Organization of the United Nations (FAO) co-lead the food security cluster (FSC). In its service provision role, WFP will also deliver augmented services, including a new generation of on-demand services, and advisory solutions to the humanitarian and development community. WFP's supply chain service provision will include on-demand transport, procurement and storage services and technical advice, and WFP will provide cash-based transfer and associated services to governments and partners. Leveraging its data collection and analytical capacity, from field assessments to near real-time monitoring, machine-based learning predictive analytics, access to satellite imagery and field assessments, WFP will help partners bridge data gaps.

- *Contributing to global advocacy and partnerships:* This programme area captures how WFP will leverage its unique international standing to advocate Zero Hunger and contribute to the development of global policy designed to integrate the point of view of those furthest behind. WFP will strengthen its research capacity, thus strengthening the ability to underpin advocacy with evidence and reinforce its thought leadership on better understanding hunger and contributing to more effective and innovative ways to achieve Zero Hunger. WFP will continue to support global stakeholders – including other United Nations entities, regional bodies, international financial institutions and the private sector – in joining collective action to achieve the SDGs, including through contributions to sustaining peace, strengthening such partnerships through the sharing of knowledge, data and guidance.

### 3.7 Cross-cutting priorities



29. Crucial cross-cutting priorities are integrated across WFP's results chain relating to principles and standards applied to the design and implementation of activities, as well as means to maximize the efficiency and effectiveness of operations and programmes.
- *Protection and accountability to affected populations:* WFP's approach to programming will put people at the centre in all contexts. Protection and accountability to affected populations (AAP) are essential to achieving SDG 2 and its requirements under the United Nations foundational pillars of human rights, sustaining peace and reaching the furthest behind through inclusive development. WFP will focus on identifying the barriers to access food and nutrition assistance as well as the risks to which affected populations are exposed. WFP will also strengthen its targeting to be more inclusive. This implies conducting better and more frequent analyses of local circumstances, with more detailed data.
  - *Gender equality and women's empowerment:* Gender equality is essential for all women, men, girls and boys to achieve Zero Hunger. WFP will therefore promote a gender transformative approach, recognizing that gender inequality is a root cause of food insecurity. WFP will ensure that any assessment, survey or study collects and analyses data that is disaggregated by sex, age and disability and that gender analyses inform the design of programmes and CSPs. Putting people at the centre of programming will be done by ensuring that women and men equitably participate in the design, implementation, monitoring and evaluation of programmes and policies.
  - *Nutrition integration:* WFP aims to integrate nutrition at scale effectively. Achieving this will rely on investing in programmes, operations and platforms that tackle both underlying and immediate drivers of poor diets and malnutrition. A focus will be on engaging and strengthening systems – health, education, social protection and food systems – as well as on capacity building for national governments and stakeholders. As a cross-cutting approach, nutrition integration will form an integral part of various phases of the programme cycle. Nutrition will also be more effectively integrated into supply chains, data and analytics, global policy, advocacy and partnerships.

### 3.8 Enablers

ENABLERS



WORKFORCE



FUNDING



TECHNOLOGY



EVIDENCE



INNOVATION



PARTNERSHIPS

30. The draft Strategic Plan for (2022–2026) lays out six enablers that will increase WFP's ability to achieve results in the eradication of food insecurity and malnutrition and to achieve value for the funds that donors entrust to WFP by building on its internal strengths.
- *Partnerships*: WFP's activities alone will not be able to cover the range of sectors required for a holistic approach, making it essential for WFP to engage in multi-faceted and cross-sectoral partnerships. WFP will use its programmes as entry points for cohesive interventions that complement the work of its partners. WFP will enhance its partnerships and strongly advocate the delivery of complimentary programming by mandated organizations, expanding its operational partnerships and synergies within the United Nations system, joining collective action aimed at achievement of the SDGs. WFP's knowledge, capability and resources will support and amplify the efforts of others and contribute to effective country-level partnerships that position it to reach the most vulnerable populations.
  - *Workforce*: The WFP People Policy shapes the workforce necessary to accomplish its mission by ensuring proactivity of workforce management and recognizing that WFP's people are its greatest asset. The people policy provides a coherent framework for excellence in people management and establishes mutual accountability between the organization, its managers and its employees to achieve the highest ethical workplace standards. WFP has identified four priority areas for people management, under which key initiatives will be implemented (strategic workforce planning, performance and capability enhancement, diversity and inclusion and occupational safety, health and well-being).
  - *Funding*: Multilateral and predictable resources will remain central for WFP when responding to calls for intervention in various areas. Like other humanitarian actors, multi-year planning and the allocation of resources to organizational priorities of strategic importance will allow it to meet urgent needs and increase efficiency. In an environment of increasingly complex dialogue and decision-making processes at the local, national and global levels, WFP will leverage the advantages of its programmatic offering to secure funding for saving lives and changing lives. Where possible WFP will consider innovative funding instruments such as risk financing, weather-triggered funds and shock-responsive social protection financing mechanisms.
  - *Technology*: Technologies developed and deployed for use by beneficiaries will ensure equitable access, protection and human rights. Continuous improvements in the systems and data required to assist beneficiaries, underpinned by solid architecture, will aim to ensure that the right people get the right assistance at the right time, to offer choice and to reinforce agency. At the same time, the deployment of technology will enhance WFP's accountability and assurance. WFP will also develop a service offering to support governments' own digitally-enabled strategies and solutions for supporting their people. WFP will consolidate and expand its position as a trusted provider of operational technology solutions and advice.

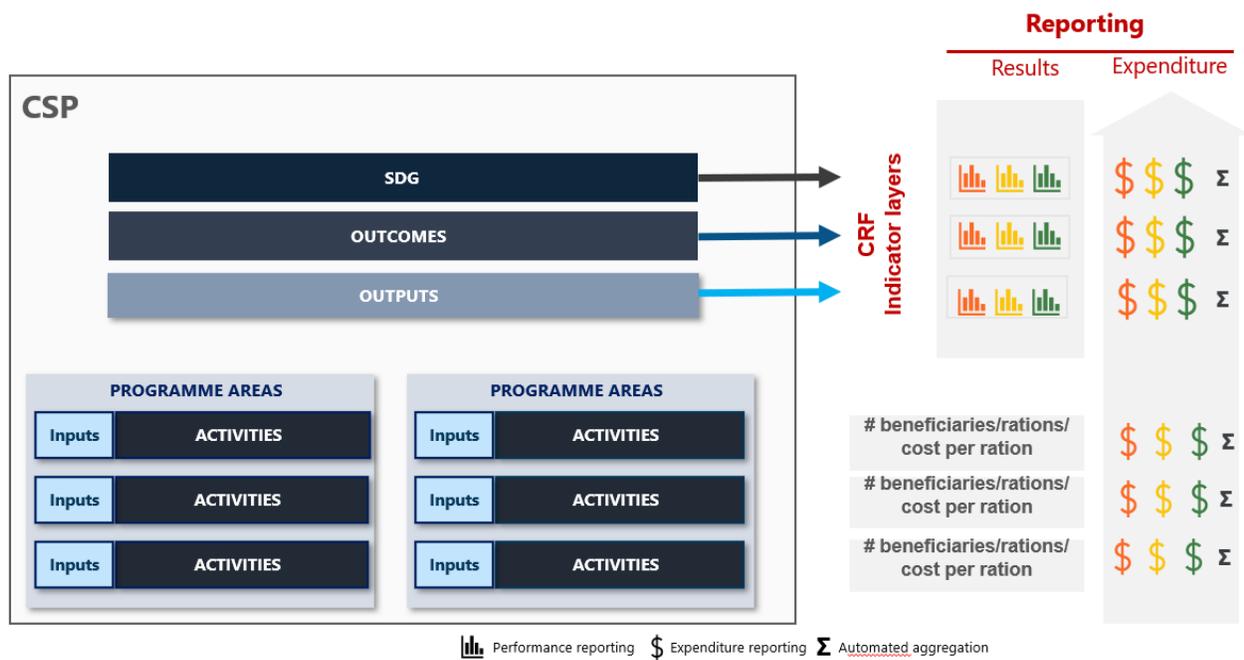
- *Evidence*: WFP will prioritize demonstrating impact and use it to orient its strategic direction. The organization will strive for ever more robust, timely and relevant evidence and optimize its use throughout the programme cycle by ensuring causal links between outputs, outcomes and SDGs. WFP will facilitate data collection, management and analysis, both within and outside the organization. It will work with governments to build their capacity by sharing common, open and interoperable platforms, practices and protocols and it will make data and evidence available as global public goods, including near real-time information from its global hunger monitoring system.
- *Innovation*: WFP has a longstanding culture of innovation and has in place the preconditions for scaling the innovations that will help those furthest behind. Piloting, implementing and scaling new ideas lie at the heart of WFP's innovation work, which spans its footprint and operations and ranges from predictive analytics, supply chain, food systems, support for smallholder farmers, cash-based transfers and innovative financing to change lives. WFP will work with national actors to strengthen their capacity by mainstreaming innovative products and services into the systems and processes of national governments and to their citizens. WFP will also provide innovative services to the wider United Nations system and external partners, driving progress holistically towards the SDGs.

## **4. Results reporting and high-level implications**

### **4.1 Results reporting**

31. Linking the Strategic Plan Results Framework with results reporting, the CRF will support the alignment of resources with results at the programmatic levels of the framework – namely SDGs (impact), outcomes and outputs. In parallel the framework will enable improved performance reporting by aligning financial reporting with these same levels (see figure 2). It is important to highlight that activities and programme areas are not results layers (i.e., they will not be associated with CRF indicators). Activities will include performance (number of beneficiaries, number of rations, etc.) and financial reporting.
32. In addition to the results layers mentioned above, key performance indicators will also be reported on for programmatic cross-cutting areas as well as management dimensions of the CRF. More information on results reporting and indicators will be presented in a separate explanatory note on the CRF after the first informal consultation on the Strategic Plan Results Framework.

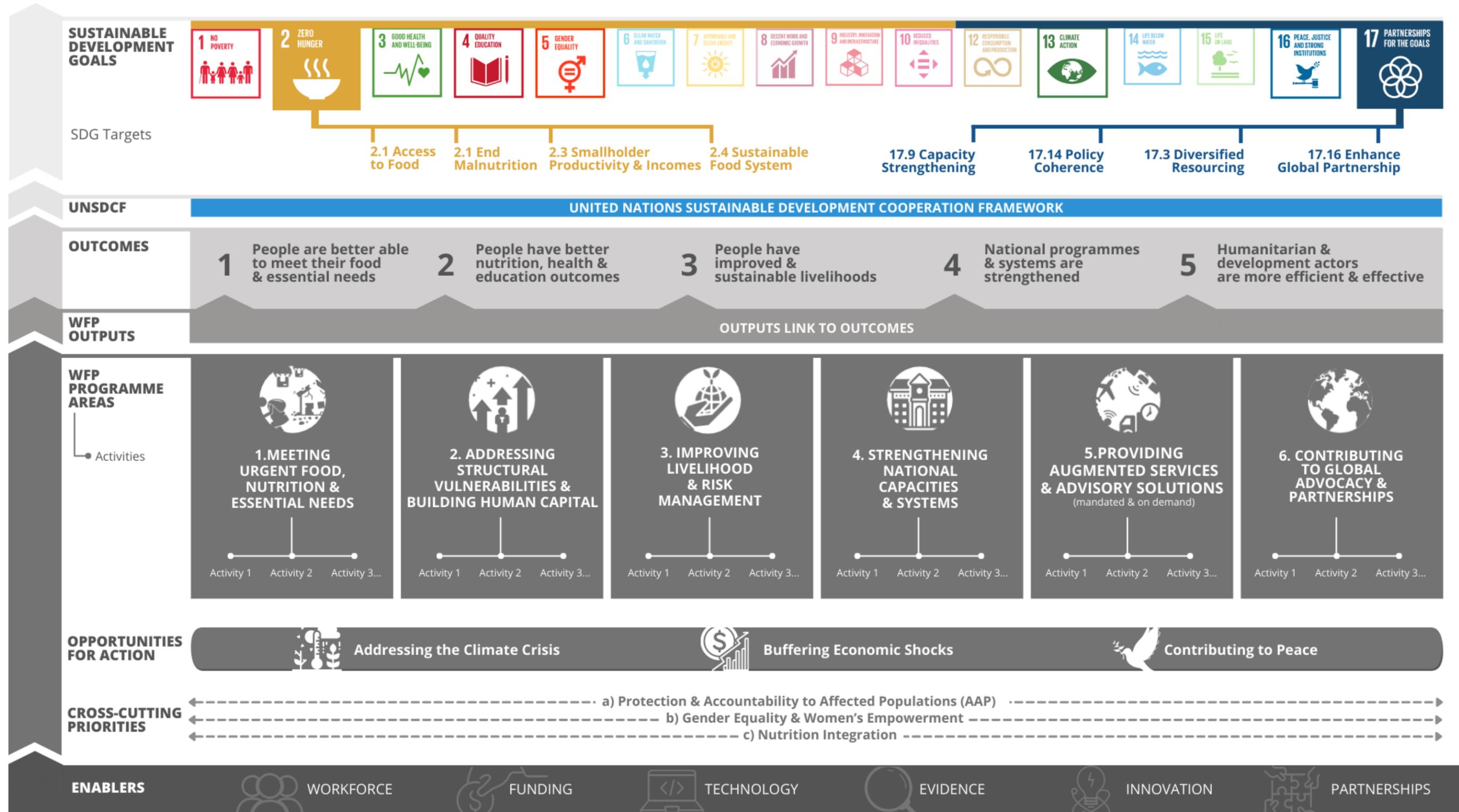
Figure 2: Measuring performance, and reporting on results and financial expenditures



#### 4.2 High-level implications and next steps

33. To live up to its full potential, this Strategic Plan Results Framework will take into consideration funding vehicles at the programme area level. This will require a detailed analysis of the implications for WFP's financial framework and thorough system and process updates if relevant.
34. Management will continue to engage with the Executive Board on the overall change management, cost implications and transition timelines as part of the follow-up conversations.

# Annex 1: WFP Strategic Plan Results Framework (2022-2026)



## Annex 2: Illustrative SDG linkage

SDGs	SDG Targets	Illustrative set of WFP activities								
		1.1 Emergency preparedness and early action	1.2 Unconditional resource transfer	1.3 Malnutrition prevention programme	1.4 Malnutrition treatment programme	1.5 School based programmes	1.6 Community and household asset creation	1.7 Household and individual skill and livelihood creation	1.8 Smallholder agricultural market support programmes	1.9 Actions to protect against climate shocks
1. No poverty	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day		✓				✓	✓	✓	✓
	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions		✓			✓	✓	✓	✓	
	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	✓	✓			✓	✓	✓		✓
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance		✓				✓	✓	✓	
	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters		✓			✓	✓	✓	✓	✓
	1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions		✓			✓	✓			

## Annex 2: Illustrative SDG linkage

### Illustrative set of WFP activities

SDGs	SDG Targets	1.1 Emergency preparedness and early action	1.2 Unconditional Resource Transfer	1.3 Malnutrition prevention programme	1.4 Malnutrition treatment programme	1.5 School Based Programmes	1.6 Community and Household Asset Creation	1.7 Household and individual Skill and Livelihood Creation	1.8 Smallholder agricultural market support programmes	1.9 Actions to protect against climate shocks	
2. Zero hunger	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	✓	✓	✓	✓	✓				✓	
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment		✓				✓	✓	✓	✓	✓
	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality		✓					✓	✓	✓	✓
3. Good health and well being	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births			✓	✓						
	3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births			✓	✓						
	3.3. by 2030, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases		✓		✓	✓					
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all			✓	✓	✓					

## Annex 2: Illustrative SDG linkage

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SDGs	SDG Target	1.1 Emergency preparedness and early action	1.2 Unconditional Resource Transfer	1.3 Malnutrition prevention programme	1.4 Malnutrition treatment programme	1.5 School Based Programmes	1.6 Community and Household Asset Creation	1.7 Household and individual Skill and Livelihood Creation	1.8 Smallholder agricultural market support programmes	1.9 Actions to protect against climate shocks
4. Quality school	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes		✓			✓				
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university					✓		✓	✓	
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship					✓		✓	✓	
	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations					✓		✓	✓	
	4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy					✓				
	4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all					✓	✓			
	5.1 End all forms of discrimination against all women and girls everywhere		✓	✓	✓	✓	✓	✓	✓	✓
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation		✓	✓	✓	✓	✓	✓		✓	
5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation		✓			✓		✓			
5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate				✓	✓	✓	✓	✓	✓	
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life						✓	✓	✓	✓	
5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws			✓			✓	✓	✓	✓	
5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women			✓					✓	✓	✓
5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels						✓		✓	✓	

## Annex 2: Illustrative SDG linkage

SDGs	SDG Target	Illustrative set of WFP activities								
		1.1 Emergency preparedness and early action	1.2 Unconditional Resource Transfer	1.3 Malnutrition prevention programme	1.4 Malnutrition treatment programme	1.5 School Based Programmes	1.6 Community and Household Asset Creation	1.7 Household and individual Skill and Livelihood Creation	1.8 Smallholder agricultural market support programmes	1.9 Actions to protect against climate shocks
6. Clean water and sanitation	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all						✓			
7. Affordable and clean energy	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services						✓		✓	✓
8. Decent work and economic growth	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training					✓		✓	✓	
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all									✓
9. Industry, innovation and infrastructure	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all						✓			
	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020									
10. Reduced inequalities	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average								✓	✓
	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status		✓			✓			✓	✓
11. Sustainable cities and communities	11.5 Reduce the adverse effects of natural disasters	✓					✓			
	11.B Implement policies for inclusion, resource efficiency and disaster risk reduction	✓	✓							
12. Responsible consumption and production	12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses								✓	
13. Climate action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries		✓						✓	✓
	13.2 Integrate climate change measures into national policies, strategies and planning									✓
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning						✓	✓	✓	✓
	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible							✓		✓

## Annex 2: Illustrative SDG linkage

### Illustrative set of WFP activities

SDGs	SDG Target	1.1 Emergency preparedness and early action	1.2 Unconditional Resource Transfer	1.3 Malnutrition prevention programme	1.4 Malnutrition treatment programme	1.5 School Based Programmes	1.6 Community and Household Asset Creation	1.7 Household and individual Skill and Livelihood Creation	1.8 Smallholder agricultural market support programmes	1.9 Actions to protect against climate shocks
15. Life on land	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements							✓	✓	
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world						✓	✓	✓	
16. Peace, justice and strong institutions	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	✓	✓	✓	✓	✓	✓	✓	✓	✓
17. Partnerships for the goals	17.3 Mobilize additional financial resources for developing countries from multiple sources	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17.14 Enhance policy coherence for sustainable development	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	✓	✓	✓	✓	✓	✓	✓	✓	✓