



World Food Programme

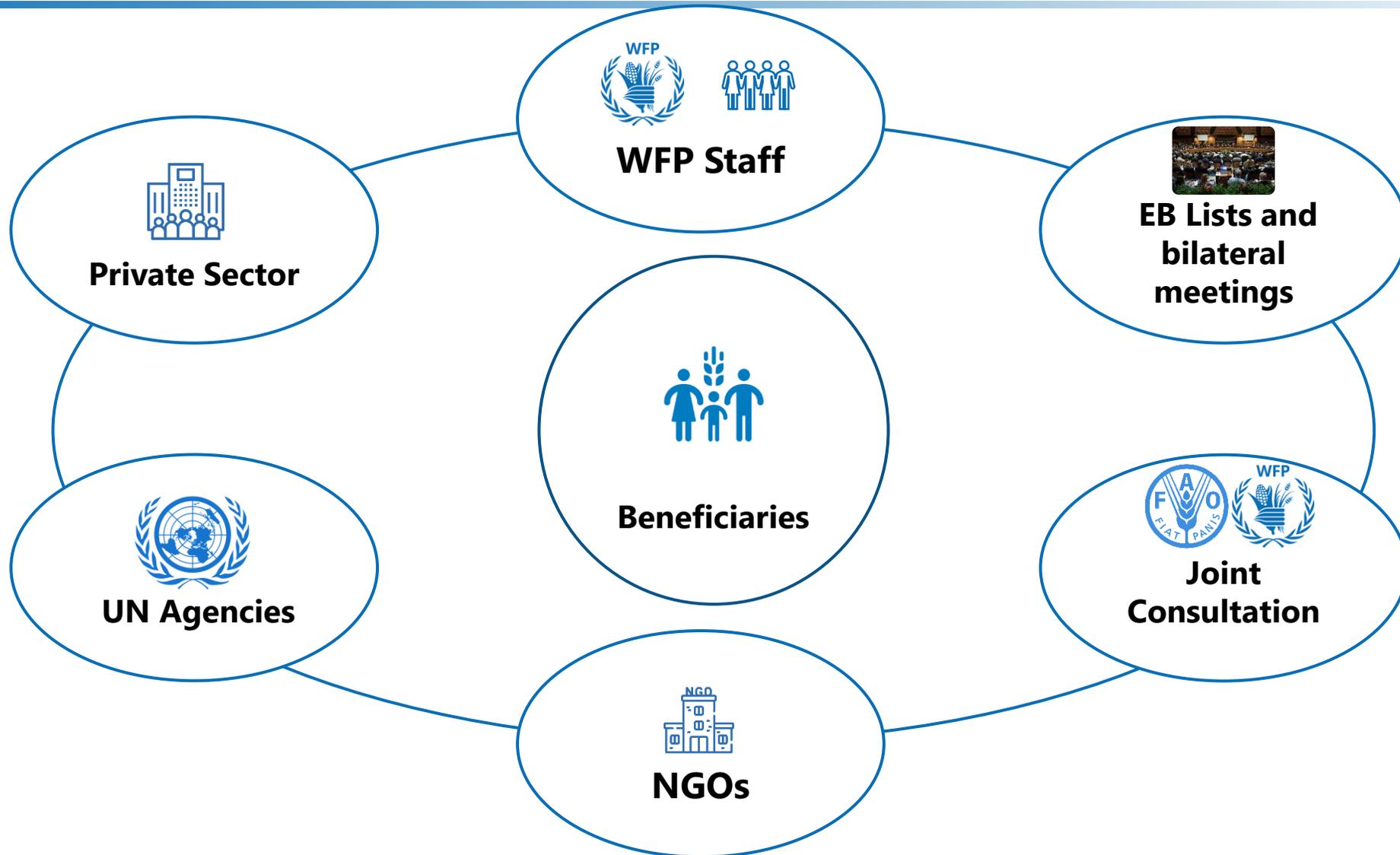
SAVING
LIVES
CHANGING
LIVES

WFP Strategic Plan Consultations

July 1st, 2021



It is all about collective intelligence!



External consultations



Date: 13 Apr – 26 May 2021

Date: May-June 2021

Date: 6, 18 and 26 May 2021

Date: 28 May 2021

Target:

- Civil Society

Participants:

- IOM
- EOSG
- DCO
- UNFPA
- UNICEF
- UNDP
- FAO
- UNHCR
- WHO
- IFAD
- OCHA

Participants:

See list in appendix

Participants: Existing WFP partners, prospects, thought leaders and ICC members



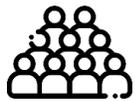
External consultations

Consultation with beneficiaries

Format and participation



Date: May – June 2021



Participants: Beneficiaries and/or their representatives

Methodology

- Consultation with beneficiary took place in person and remotely
- Data collection by country offices and analysis by HQ
- Countries considered : **Central African Republic, Colombia, Guatemala, Malawi, Philippines, and South Sudan, Zimbabwe...**

Questions asked

1. What do you think WFP's role should be in relation to **food** and **nutrition**?
2. **What makes it difficult** for WFP to do this job?
3. What are your **main fears** over obtaining **acceptable food** for you and your family?

External consultations

Key findings



Importance of local context and realities

"Quantities are insufficient to really meet the household food needs (esp. for larger families)."

"WFP should find ways to be transparent with people; now, it feels as though information channels have narrowed, less information about WFP assistance is available, and less people are aware they can benefit."



Engage and communicate more

"More attention should be paid to ensuring household sizes are accurate and respecting these sizes to ensure children are fed. People want a chance to verify their information and register again."

"People would like to see more WFP presence at distributions. There is violence when there is not enough food."



Protection risks

"Assistance is not very timely and beneficiaries are not really informed about delays; WFP can engage better with them with continuous dialogue."

Internal consultations

200+

Interviews, brainstorming sessions and **reviews** with all HQ **divisions** and all **regional bureaux**

4

Regional bureaux meetings with three+hours sessions with **regional bureaux** and **CDs**



All-staff digital consultation in Sparkblue

3

Workshops across HQ Departments

- Two with technical and programme teams
- One with Director

2

Workshops with all **regional bureaux**

Internal consultations

All-staff consultation on Sparkblue

Consultation on next WFP Strategic Plan (2022-2026)

142 members, 0 events, 3 content

Moderators:

- Francesca de Ceglie, CBT Programme Policy Officer
- Ilaria Dettori
- Nynne Warring, Programme Policy Officer (RAM)
- Lena Hohfeld, VAM Officer
- Jutta Neitzel, Senior Programme & Policy Officer, School Based Programmes
- Cecilia Roccato, Programme Policy Officer - Gender
- Rosalie Asis, Programme and Policy Officer (Nutrition)
- John Mazunda

Discussions:

1. Meeting urgent food, nutrition and essential needs
2. Addressing structural vulnerabilities and building human capital
3. Improving livelihoods and risk management

Structured around six pathways & cross-cutting themes from the Theory of Change

Discussion: Adding to the very good points made already: Investment in preparedness to move as much as possible to prevention rather than reaction, and bringing this to key/new partners (not all have the preparedness mindset and mechanisms we have); New and stronger partnerships, e.g. for health emergencies so that we have the capacity, credibility and collaboration to expand when we have to; Investing in our teams and modernizing our core competencies; Expansion and professionalizing our service provision - including for cash based assistance with out of the box solutions for Social Protection as that is where we will achieve scale; Advocacy and influencing much more to address what is causing the emergencies because without collectively addressing the cause of emergencies we can't reverse the curve of shocks and hunger.

Moderator Reply: Hi [User], thanks for your contribution! When you say modernizing our core competencies: Which of these do you think will be most important in the future, and what needs to be done to modernize them?

User Reply: Thank you for these excellent points. Preparedness is certainly absolutely key, both for our investments and in helping our partners. While much of the service provision stream is captured under pathway 5 in this theory of change (including for CBT and social protection solutions), WFP engages with a number of partners specifically on preparedness efforts through the CADRI network, and with an increasingly diverse set of actors, from partners in health to increasingly localized actors. To this effect, WFP is broadening its definition of emergencies to include pandemics (among others), and continue to adapt its regular programming to support complementary outcomes (differentiated assistance strategies to support the Ebola response protocols for example, intervening to optimize the health supply chain, etc).

With respect to advocacy on the causes of emergencies, we seek to continue highlighting the role of conflict as a major factor in food insecurity, leveraging the recognition gained with the award of the Nobel Peace Prize.

Internal consultations

All-staff consultation on Sparkblue – a wide scope of findings



Thinking beyond relief

Ensure generation of long-term benefits in conflict-affected settings



Nutrition and systems integration

Ensure integration across various systems (health, food, agriculture, education, etc.)



Expanding programme portfolio to address urban food insecurity

Need for innovative approaches to address challenges posed by the increasing rate of urbanization



Cash-based transfer delivery in emergency response

A service provision lens to cash-based assistance is needed to strengthen market operations, preparedness and the delivery of cash in emergencies



Quality nutritious foods

WFP should advocate for improved access to quality nutritious foods to prevent “**hidden hunger**” (i.e., when the quality of food consumed does not meet the nutrient requirements and malnutrition prevails)



WFP’s South-South and triangular cooperation

Engage country offices in the identification of opportunities in the host governments in a more bottom-up mapping of country capacity strengthening (CCS) needs

All consultations

Recurrent themes



Partnerships



People-centred approach



WFP's Strategic direction



Humanitarian-Development-Peace (HDP) Nexus



Silos and funding



Innovation and technology



Evidence

Why partnerships matter?



Partnerships (and mandate)

Key take away: Nothing can be done by WFP alone

How will we strengthen partnerships?

- Engage in mutually reinforcing partnerships, rather than replicating capacities - Niche vs Lead
- Advocate for the delivery of complimentary programming to meet holistic needs (including RBA)

Some options to consider...

- Strengthen partners' capacity to identify needs and generate immediate changes and long-term sustainability
- Share best practices (e.g. on supply chains, data analysis, digitalization, fortification, emergency and preparedness, etc.)
- Invest in open source technologies and enable governments and country-based stakeholders to use these systems
- Make data available to partners as a public good, leading to increased system integration and a uniform data environment
- Create sustainable business models and facilitate widespread access to nutrition leveraging advocacy from the public sector

What means “putting people at the center of programme”?



People-centred approach

Why does it matter?

- Communities express their needs and preferences
- Localization enables more agility
- Interventions are tailored to people's needs, sustainable and promote ownership
- Standards on protection, gender equality and inclusion of vulnerable groups, including disabled people, are applied to programme design and operational response
- Communities are empowered to continue programmes on their own

How will WFP put people at the centre?

- Collaborate with NGOs, who understand better community power and social dynamics
- Prioritize protection and manage protection risks
- Strengthen WFP's staff and partner's capacity on protection and set standards for safeguarding sensitive data
- Ensure Accountability to Affected Populations (AAP) through two-way communication, including information-sharing on WFP's assistance and use of feedback mechanisms
- Improve vulnerable people identification and inclusion
- Provide context-specific assistance modalities and responses

What matters most? Is there a balance ? Are there trade-offs??



WFP's Strategic direction and prioritization

What should WFP's strategic direction be?

- Integrated programming and layering of activities to meet needs while strengthening longer-term resilience
- The limits of the core business and dual mandate
- The Tiger and the Elephant
- WFP and emergencies

How are these decisions made?

- WFP's comparative advantage is a variable of context
- Partners presence/capacity and time factor
- Situation awareness, judgement and evidence

How will WFP calibrate?

- The importance of situation awareness and partners engagement upstream
- Strategy design and Implementation tactics
- More integration: cross-divisional collaboration to improve intervention effectiveness
- Embrace a multi-system approach to realize nutrition-integration
- Address environmental and health dimensions at early stages of emergency responses

How to operationalize the Nexus narrative?



Humanitarian-Development-Peace Nexus

Are there synergies between WFP's mandate and the Nexus?

- Building resilience and addressing the root causes of hunger and malnutrition is necessary to break down the silos between 'saving lives' and 'changing lives'. The holistic approach
- The need to save lives in many places will remain a recurrent fixture unless lives are changed
- Long-term sustainability as a key feature of programmes to ensure their long-term effectiveness and efficiency
- Early partner engagement in programme design and investments is encouraged in infrastructure and tools that enable resilience-building

How will WFP improve operationalization of the HDP Nexus?

- Through complementary resources and knowledge partnerships
- Together with UNDP, operationalize the nexus through Common Country Analysis (CCA), long-term investments in communities CCA and resilience
- Optimal country-level structuring and long-term funding stability
- Sustainability of food assistance through localization, community engagement and local food production

How to reconcile the imperatives of long-term and integrated approaches within the funding landscape?

Silos and funding

What type of funding is needed and why?

Since funding pattern is the reflexion of an operational reality:

- Short-term, at scale for surge and support in crisis
- Flexible and multi-year funding is necessary to
 - Meet immediate food security, nutrition and essential needs
 - Better respond to rapidly changing contexts
 - Contribute to more sustainable community outcomes

How can WFP better finance its non-emergency work?

- Pursue diversified or non-traditional funding sources {e.g. International Financial Institutions (IFIs), foundations, private sector, etc.}
- Build confidence and trust with donors to ensure non-earmarked funding
- Pursue resource mobilization from IFIs and donors on behalf of the private sector

How to leverage Innovation and technology to (i) reach more people faster? (ii) design and adjust interventions faster?



Innovation and technology

How can WFP leverage innovation to accomplish its mission?

- Integrate new technology in WFP's operating systems to strengthen operations
- Perform near real-time monitoring and programme adjustments as required
- Pursue the objective to reach more people faster and more transparently

What will make WFP a digitally enabled and data-driven organization?

- Investments in data, technology, mapping, statistical modelling and forecasting software
- Big data tools to predict future trends (e.g. prices for specific crops)
- Open data and transparency
- Who owns the data ? How is it shared with partners?
- Increased digitalization to ensure effective delivery of assistance, including Cash-Based Transfers, and linking beneficiary data to government digital identifications

How can evidence better inform projects ?

Rethinking evidence beyond reporting

Evidence

How can WFP improve evidence generation?

- Strengthen research & evidence generation on outcomes and impacts of interventions, especially in resilience and nutrition integration programme areas
- Collect more granular, individual level data to improve targeting

How can WFP streamline efficient quality data collection?

- Capacitate WFP staff with data skills
- Conduct frequent, high-quality context analysis
- Strengthen monitoring and evaluation by investing in near real-time monitoring

How can WFP capitalize on data collected?

- Use data for designing and implementing quality programmes
- Establish internal escalation processes that hold staff accountable for taking actions on data findings
- Use data to prepare for emergencies, especially climate induced ones, via anticipatory risk analysis and action
- Ensure that lessons learned, and best practices are documented, shared with stakeholders, replicated when relevant and used for advocacy

How is this feeding our reflexion?

The consultations' emerging themes reflect some key elements of the Theory of Change

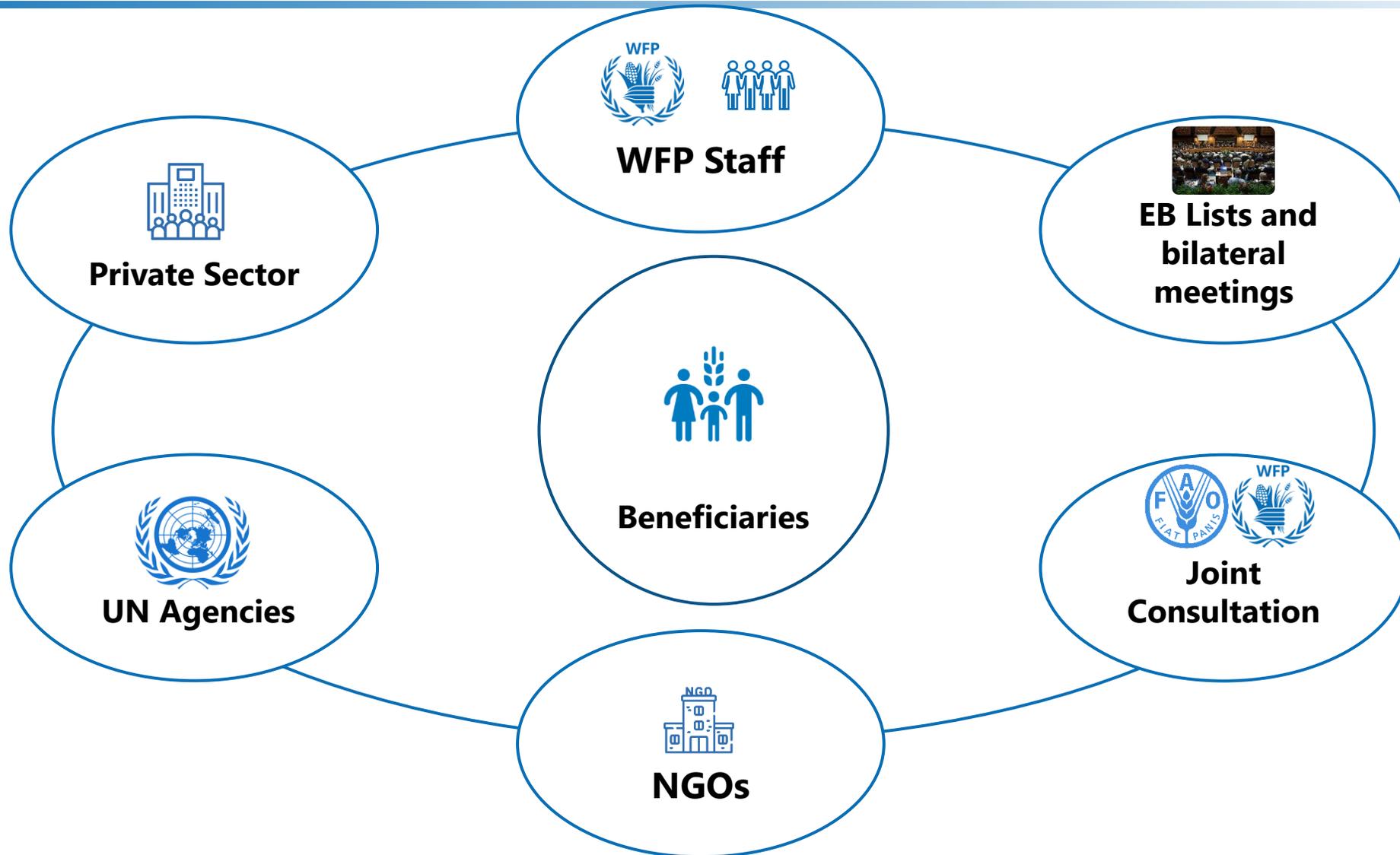


Insights from the consultations will be nested in the Strategic Plan with two threads on Partnerships and People at the Centre



The outcome of the exercise and the Strategic Plan will be shared with participants

Partners and People



Questions

Annexes

Joint Consultations with FAO reveal...



Consultation overview



Agenda

New Strategic Plan (2022-2026)

2030 Agenda for Sustainable Development



Audience

UN Agencies, Private Sector Academia and Civil Society Partners



Period

13 April – 26 May 2021

Key Insights

- Reinforce asset creation between FAO and WFP
- Increase response effectiveness and resilience through technology
- Precise data management for decision-making
- Support communities with long-term and resilient food systems
- Make available funding in case of global crises
- Encourage the use of innovation and technology
- Joint advocacy efforts around peace
- Need for more joint coherent strategy documents, funding approaches and sharing of staff and assets

Consultations with Beneficiaries reveal...



Consultation overview



Agenda

WFP protection and accountability policy

New Strategic Plan (2022-2026)



Audience

430 members of affected populations and/or their representatives in 13 countries



Period

May 2021

Key Insights

- Need to conduct better and frequent analysis of local context, with better, disaggregated data
- Aid modalities and responses need to be more localized to respond to local realities
- Interventions need to be sensitive to beneficiaries intersectional identities, ensuring that safe mechanisms are in place for beneficiaries to express their needs and preferences
- Need for improved, continuous engagement and communication between WFP and the communities we serve
- Need to take better account of protection risks

Consultations with WFP Staff reveal...



Consultation overview



Agenda



Audience



Period

New Strategic Plan (2022-2026)

All WFP staff worldwide

3 May – 23 May 2021

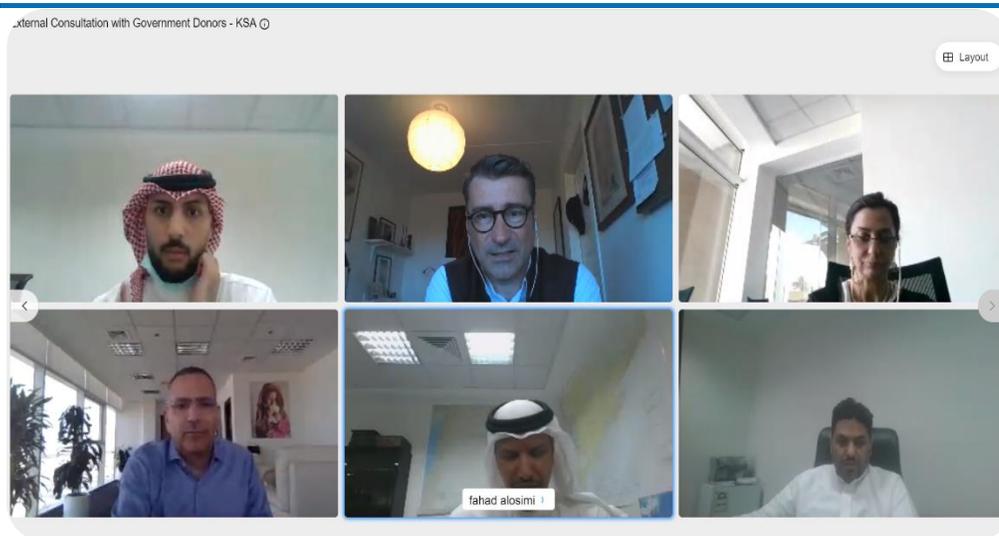
Key Insights

- Collaborate with stakeholders and partners on nutrition-sensitive value chains, nutrition policy coordination, regulations and compliance to food safety and quality assurance
- Ensure that appropriate indicators are included in the Corporate Results Framework (CRF) particularly for measuring risk and resilience
- Invest in real-time technology to support decision-making and reduce operational costs and fragmented data
- Make use of available data to design quality programmes
- Strengthen staff data management skills
- Ensure that WFP programmes generate sustainable benefits in conflict-affected settings.
- Ensure that nutrition is integrated across various systems
- Promote strategic linkages between nutrition-specific and nutrition-sensitive interventions to address underlying causes

Consultations with Donors / EB list reveal...



Consultation overview



Agenda

New Strategic Plan (2022-2026)



Audience

Canada, Germany, European Commission, Japan, Republic of Korea, Sweden, UAE, KSA, United Kingdom, KOICA, EB list countries



Period

19 April – June 2021

Key Insights

- WFP needs to strengthen its partnerships with local partners, NGOs and the private sector and enhance coordination with other United Nations agencies
- More cooperation needed in the areas of HDP nexus, innovation, climate change and adaptation
- Improvement needed in the areas of: monitoring and reporting, performance measurement, information sharing and evidence generation
- Need to highlight on the complementarity between WFP and its sister agencies (e.g. FAO)
- Increased funding from diversified sources for early prevention of food insecurity situations
- WFP needs to invest and use anticipatory risk analysis and action, emergency preparedness and early warning tools (i.e. forecast-based financing)

Consultations with United Nations Agencies reveal...



Consultation overview



Agenda

New Strategic Plan (2022-2026)



Audience

IOM, EOSG, DCO, UNFPA, UNICEF, UNDP, FAO, UNHCR, WHO, IFAD



Period

May 2021– June 2021

Key Insights

- More formalized partnership with IOM desired to make use of complementarities (climate change, urban programming, localization, social protection are areas for mutual benefit)
- Prioritize building capacity of local partners
- UNFPA proposes a Strategic Investment Facility
- WFP and UNDP should build a joint plan on Climate Change Adaptation, resilience, prevention and long-term investment
- Importance of data for decision-making

Consultations with NGOs reveal...



Consultation overview



Agenda

New Strategic Plan (2022-2026)

2030 Agenda for Sustainable Development



Audience

NGO Cooperating Partners



Period

6 May, 18 May, 26 May 2021

Key Insights

The consultations highlighted the need to focus on:

- Strategic dialogue at HQ, regional and country levels, acknowledging that we are all part of the same humanitarian system
- Sustainability, which includes investing in capacity building, multi-year Field Level Agreements (FLAs) and long-term planning
- Innovation and technology
- Holistic programmes that break down the silos between sectors to better address the needs of our beneficiaries

Consultations with Private Sector reveal...



Consultation overview



Agenda

New Strategic Plan (2022-2026)

2030 Agenda for Sustainable Development



Audience

Existing WFP partners, prospects, thought leaders and ICC members



Period

28 May 2021

Key Insights

- Emphasis on the importance of looking to the private sector for expertise and co-creation, not just for raising funds
- Jointly develop creative and strategic solutions that address business needs and increase business opportunities

Previous Feedback from the Informal EB Consultations and List Meetings (December 2020 to May 2021)

Member States request that the Strategic Plan be used to:

- 1 Reflect on WFP's **contribution** to **Sustainable Development Goals** (SDGs) beyond SDGs 2 and 17 and clearly **show such links** in the **corporate results framework**
- 2 Affirm the **centrality of people**, especially the most vulnerable and those left furthest behind
- 3 **Break down** the **silos** between **saving lives and changing lives** and across the HDP nexus, recognizing the need to **address the root causes** of hunger and malnutrition
- 4 Clarify and find ways to **measure WFP's contribution to peace** in collaboration with others
- 5 **Prioritize emergency response**, given the increase in the number of shocks and global resource constraints
- 6 Outline WFP's trajectory for **partnering with other actors** to achieve better outcomes, including to clarify where WFP is a **leading versus supporting actor**
- 7 Strengthen the **integration of cross-cutting issues** e.g. protection and inclusion, accountability, humanitarian principles, gender equality, conflict sensitivity and environmental sustainability
- 8 **Highlight evidence of and lessons learned** from successes and failures, notably from research and evaluations
- 9 Demonstrate **links between resources and results** and the causal links between **outputs, outcomes and SDGs**
- 10 Enable **diversified and innovative financing strategies** for leveraging funding from **non-traditional donors** which is paramount for reducing the **gap** between assessed **needs and funding available**

Annex: Exhaustive list of participants (1/2)

United Nations Agencies

- DCO: United Nations Development Coordination Office
- EOSG: Executive Office of the Secretary General
- FAO: Food and Agriculture Organization
- IFAD: International Fund for Agricultural Development (*To be completed*)
- IOM: International Organization for Migration
- UNDP: United Nations Development Programme
- UNFPA: United Nations Population Fund
- UNHCR: United Nations High Commissioner for Refugees
- UNICEF: United Nations International Children's Fund
- WHO: World Health Organization (*To be completed*)
- ICRC: International Committee of the Red Cross*

Government donors and IFIs

- Canada
- Germany – BMZ: German Federal Ministry for Economic Cooperation and Development
- Germany – GFFO: German Federal Foreign Office
- European Commission – ECHO: European Civil Protection and Humanitarian Aid Operations
- European Commission – INTPA: Directorate General for International Partnerships
- Japan
- Republic of Korea - Ministry of Foreign Affairs
- Republic of Korea – KOICA
- Sweden
- UAE: United Arab Emirates
- KSA: Saudi Arabia

Annex: Exhaustive list of participants (2/2)

NGOs

- Action against Hunger
- ADRA: Adventist Development and Relief Agency
- AFI: Andre Foods International
- Association Vision Action Développement
- AVSI Foundation
- CRS: Catholic Relief Services
- CCDRN: Centre for Community Development & Research Network
- Centre of Excellence for Rural Development
- FINDEF: Finpact Development Foundation
- FONKOZE: Fondasyon Kole Zepòl
- HIAS
- InterAction
- International Lifeline Fund
- Islamic Relief Worldwide
- Mercy-USA for Aid and Development
- MDTC: Mwenezi Development Training Centre
- NRC: Norwegian Refugee Council
- Oxfam Great Britain
- Samaritan's Purse International Relief
- SAPPROS Nepal
- Save the Children
- SERACOM
- SHPOUL: Sound Humanitarian, Participatory & Organizational Uplift
- Tanzania Red Cross
- Welthungerhilfe
- World Education
- World Vision International