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## Update on the implementation of the Changing Lives Transformation Fund

### Executive summary

In its first year of implementation, the Changing Lives Transformation Fund helped to establish a strong foundation for the delivery of transformative, catalytic and sustainable programmes. The focus of the initiative in the past 12 months has been on designing multi-year plans in close cooperation with governments, international financial institutions and other partners; building a robust operational framework for the effective delivery of programmes supported by the fund; and strengthening and formalizing the linkages between those programmes and other in-country initiatives. At the time of drafting this report, the ten WFP country offices that receive funding from the Changing Lives Transformation Fund have successfully attracted additional catalytic funding estimated at USD 343 million. Experience of using the fund has underscored the value of predictable, multi-year, flexible funding; attention to programme implementation; and rigorous evidence generation. It is also set to offer significant learning opportunities for WFP country programmes.

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## First year of the fund

1. In 2023, following a rigorous selection process, the investment selection and learning committee<sup>1</sup> selected proposals from ten country offices<sup>2</sup> for funding from the Changing Lives Transformation Fund (CLTF) based on their potential to be transformative, catalytic and sustainable and to deliver impact at scale. In 2024, attention turned to setting up and planning programmes, starting to implement them and building partnerships.
2. One year into the implementation of the CLTF, its value is evident as investments have driven countries' ownership of programmes, strengthened partnerships with governments and long-term funders, and supported the design and initial implementation of high-quality and context-specific programmes with rigorous plans for generating evidence.
3. Equipped with predictable, multi-year, flexible financial support from the fund, country offices have been invited to participate in strategic dialogues with governments and international financial institutions on the integration of CLTF-funded initiatives into national agendas, helping to establish important pathways towards sustainable and scalable programmes.
4. Together, WFP country offices and national stakeholders are pursuing context-specific programmes and approaches that can achieve transformative change and national food security and nutrition objectives. The country offices that have received CLTF investments are using a diverse range and combination of approaches, from policy advocacy to resilience programmes and systems-strengthening efforts. Their experiences promise to offer valuable learning for WFP. To achieve transformative change, the country offices aim to deliver impact at scale and are committed to reaching the target of 20 million tier 3 beneficiaries through the fund's programme investments and support for the provision of technical assistance and policy advocacy at the national level.
5. Country offices are building teams with relevant skills for ensuring programme quality and supporting evidence generation over long periods, with regular monitoring and impact-focused research plans. In addition, thanks to flexible funding country offices have been able to adjust their programmes to accommodate unforeseen events and shifts or delays in the development and implementation of national policy and programmes, further reinforcing the co-ownership of CLTF-funded programmes with governments and partners.
6. At the end of the CLTF's first year, most participating country offices have reported having helped to generate new catalytic financing<sup>3</sup> from governments, donors and private sector partners that further supports national agendas and programmes. In total, across the ten countries, seed investments of USD 63 million from the fund have helped to unlock an additional USD 343.7 million in catalytic funding which, against a target of USD 266 million over three to four years, represents 129 percent of the target achieved in only one year. Of the total raised, USD 43.4 million was provided directly to approved CLTF-funded programmes and the remaining USD 300.3 million was the result of WFP working with partners to redirect or pool funds towards the objectives of the CLTF.

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<sup>1</sup> The investment selection and learning committee is chaired by the Assistant Executive Director for Partnerships and Innovation. Country offices' proposals were selected for CLTF investments via three funding windows: Transitions from humanitarian assistance towards increased self-sufficiency (Chad, Kenya and the Philippines); Systems strengthening (Bangladesh, Iraq, the Niger and Peru); and Climate change adaptation (Ghana, Nicaragua, and the United Republic of Tanzania).

<sup>2</sup> Bangladesh, Chad, Ghana, Iraq, Kenya, Nicaragua, the Niger, Peru, the Philippines and the United Republic of Tanzania.

<sup>3</sup> The CLTF's mandate was approved by the Executive Board at its annual session in 2022 ([WFP/EB.A/2022/6-D/1](#)). As described in the 2022 "[Update on the Changing Lives Transformation Fund](#)" (WFP/EB.2/2022/5-B/1), catalytic financing comprises any funds – not solely those directed to WFP – that are allocated to expanding or sustaining country-owned programmes initiated with seed investments from the fund.

## Transformative change

7. A key purpose of the CLTF is to enable WFP to better support governments in improving the lives of poor and food-insecure people and communities. The programmes selected for CLTF funding are those expected to offer the greatest potential for supporting transformative change. They include innovative programmes that can drive impact at scale.
8. *Policy-level engagement:* Several country offices have supported efforts to develop national policy agendas that are in line with the objectives of the CLTF. For example, the country office in Kenya supported the drafting and review of several policies, including the social protection policy of 2023, the social protection bill and the older persons bill. The efforts of the Philippines country office have resulted in an increased national budget<sup>4</sup> for school meal programmes, enabling an increase in the number of feeding days, improved school meals and the implementation of a home-grown school feeding (HGSF) pilot programme in selected locations. The country office is also engaging strategically with the Department of Education and key legislative stakeholders on enhancing laws in order to expand the coverage of national school-based food assistance programmes. In Peru, WFP's success in piloting the delivery of hot meals to two urban schools in Lima in 2024 fostered policy shifts in the national school meal programme, leading to the inclusion of more fresh, locally sourced products. In 2025, the *Qali Warma* national school meal programme will scale up the hot meals model to 200 schools in Lima, and the country office is replicating the model as it expands the programme into peri-urban and rural areas in Cusco, Ayacucho and Piura. The Bangladesh country office's CLTF investment was used to deepen government policymakers' understanding of the adaptability and shock-responsiveness of national social protection programmes. In Chad, CLTF investments were made in the *Haguina* initiative, a joint initiative of WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) that supports the Government in improving the self-reliance and resilience of refugees and host communities. The investments provide direct support for national policies and plans, including the asylum law, the national response plan to the crisis in the east, the national development plan, and the nationally determined contribution under the Paris Agreement on climate change.
9. *Multi-level engagement:* CLTF investments are fostering new partnerships at the national, subnational and local levels of government. In Peru and the Philippines, cooperation on CLTF-funded initiatives includes regional and municipal governments, schools, and communities of smallholder farmers. In the Philippines, to support the implementation of HGSF at pilot sites in Luzon and the Bangsamoro Autonomous Region in Muslim Mindanao, WFP has coordinated capacity-strengthening initiatives for national and subnational government partners, schools, parent-teacher associations and other stakeholders.
10. *Sustainable economic models:* In Ghana, WFP is embarking on innovative carbon credit programming designed to accelerate the inclusive adoption of climate-smart practices in smallholder agriculture. This involves a public-private partnership between the Government of Ghana's economic enclaves project, Acorn Rabobank and Ghana's carbon market institutions. The Ghana country office has made significant progress in securing the agreement of the Kumawu-Sekyere Economic Enclave, overseen by the national service scheme, to provide farmers with access to additional land in agroforestry systems, thereby enabling them to cultivate food crops for immediate income while their tree crops mature. The establishment of a private sector enclave is also under discussion.

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<sup>4</sup> The Department of Education increased the budget for school meal programmes from USD 119 million in 2023 to USD 207 million in 2024, representing an increase of USD 88 million.

11. *Systems strengthening:* In the Niger, WFP is using the CLTF to revolutionize responses to food insecurity during the lean season through a structured, sustainable and scalable social protection model. Working with the Government of the Niger, the World Bank and the United Nations Children's Fund (UNICEF), WFP is developing comprehensive data infrastructure through the unified social register (*registre social unifié*). The aim of this system is to better identify and support vulnerable people and create a financially sustainable framework adapted to the evolving socioeconomic conditions in the Niger. In the United Republic of Tanzania, CLTF investments are supporting the design of the next phase of the national productive social safety net programme to make it more adaptive to shocks. WFP is advocating the integration of anticipatory action into the programme with a view to mitigating the impact of extreme weather events on communities. The country office in Peru is strengthening food systems by fostering linkages between school meal programmes and family farming, supporting local economies and food security.
12. *Pathways from assistance to self-sufficiency for refugees:* The efforts of WFP's country offices in Chad and Kenya to develop innovative models that enable refugees to transition from assistance to self-sufficiency have received strong support from governments and partners. The CLTF investment in Chad has given new momentum to efforts to build long-term resilience among refugee and host communities, including by leveraging financing from the World Bank. The Food and Agriculture Organization of the United Nations (FAO) and the International Organization for Migration (IOM) have joined the initiative, leading to a joint United Nations framework that supports the use of a humanitarian-development-peace nexus approach in areas hosting refugees. In Kenya, WFP, UNHCR and the Government's Department of Refugee Services, together with non-governmental organizations, refugee communities and many other partners, are designing "differentiated assistance" which provides tailored support to 700,000 refugees based on their specific needs, rather than blanket support based solely on their refugee status. Implementation of this initiative will begin in Kenya in 2025.

## **Strengthening partnerships**

13. Over the fund's first year, WFP country offices have used CLTF-supported partnerships to lay the groundwork for programme sustainability and catalytic financing. CLTF investments have empowered country offices to pursue multi-year collaboration and new levels of technical cooperation with national and subnational partners in many ministries. The CLTF has enabled WFP to pursue new opportunities with the World Bank and other long-term funders and to strengthen country-level partnerships with other United Nations entities.
14. *Partnerships with governments:* All country offices are implementing their CLTF-funded plans in close cooperation with national partners and often with multiple government ministries. Most country offices, including those in Bangladesh, Chad, Ghana, Iraq, Kenya, the Niger, Peru and the Philippines, have formalized partnerships with their government counterparts by establishing and signing new memorandums of understanding (MoUs) or other agreements that support enabling environments for CLTF-funded plans and interventions. The country offices in Nicaragua and the United Republic of Tanzania are pursuing agreements with national partners in support of CLTF-funded programmes. The formalization of partnerships with governments can offer strategic opportunities for improving the sustainability and national ownership of programmes while also building awareness of WFP's expertise and technical assistance capabilities in new areas.
15. *Memorandums of understanding:* In a comprehensive agreement signed in July 2024, the country office in Iraq formalized its partnership with the Ministry of Labour and Social Affairs on strengthening the ministry's social protection system. The office is also entering new discussions with the ministries responsible for higher education and scientific research and for planning, and with the Prime Minister's office. The country office in Ghana has formalized

partnerships with the Ministry of Food and Agriculture and the national service scheme aimed at ensuring that its projects are aligned with national priorities and climate-smart agriculture policies. In the Philippines, WFP has signed an MoU formalizing its strategic partnership on HGSF with multiple ministries and local government departments involved in education, agriculture, health, social protection and finance. In Bangladesh, the country office's MoU with the Department of Women Affairs in the Ministry of Women and Children Affairs aims to strengthen national capacity to design, implement and scale up social protection programmes for women and children. The Chad country office signed an MoU on establishing annual workplans with the ministries responsible for production, irrigation and agriculture and for livestock, animal production and the environment. The Peru country office's agreement with the Ministry of Development and Social Inclusion supports the development of policies that enable priority CLTF-funded interventions, including in nutrition, school meals, the management of food assistance programmes, logistics and food quality, and evidence generation. The MoU between the Niger country office and the national food crisis prevention and management facility supports social protection work with national partners that include the unified social registry and the social safety net unit. The Kenya country office has established an MoU with the Government in support of its new country strategic plan, which is supported by CLTF investments.

16. *Partnerships with international financial institutions:* Most country offices in receipt of CLTF support are actively engaging with the World Bank or regional development banks. WFP country offices contribute expertise and technical assistance that support the national agendas financed by the banks' investments, encouraging greater alignment between programmes and opening new paths to future coordinated catalytic investments. For example, the Niger country office reports that the structured approach and robust accountability measures of the CLTF have strengthened confidence in WFP among traditional donors and the World Bank. CLTF investments in the United Republic of Tanzania country office have enhanced the office's partnerships with the World Bank, UNICEF and bilateral donors by facilitating the provision of technical assistance to the national productive social safety net programme for anticipatory action, climate-smart public works and adaptive social protection. As mentioned in the following section on catalytic finance, the country office in Kenya is engaging with the World Bank and the Government on strengthening the second Kenyan socioeconomic inclusion programme with a view to unlocking significant financing for targeted food-insecure communities in 2025.
17. *United Nations partnerships:* Several country offices have reported new or strengthened country-level cooperation with other United Nations entities, particularly UNICEF and FAO but also the International Fund for Agricultural Development (IFAD), UNHCR, the International Labour Organization, IOM, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Capital Development Fund, supporting country-level coherence and best practices across the United Nations. For example, in Peru, an inter-agency working group comprising FAO, IFAD and WFP has been established to enhance cooperation on food security, nutrition and public procurement law for family farming. The Chad country office is collaborating extensively with UNHCR on resilience programmes as part of the *Haguina* initiative, which also includes FAO and IOM. In Kenya, WFP is partnering with other United Nations entities on CLTF-funded initiatives, including in joint work with UNICEF on expanding and strengthening social protection systems, with UNESCO on the Lake Turkana programme, and with UNHCR on a programme supporting the integration of refugees and their transition towards differentiated assistance programmes.
18. *South-South technical cooperation:* The CLTF has facilitated opportunities for South-South technical cooperation, such as a visit to the Philippines organized by the Bangladesh country office; the trip offered key officials from the Government of Bangladesh the opportunity to meet with WFP staff and officials from the Government of the Philippines to exchange

experience in relation to adaptive and shock-responsive social protection programmes. The Kenya country office has supported South–South dialogue between Kenya and Uganda on strengthening national safety net and social protection programmes with economic inclusion and transition models for refugees.

19. *Private sector*: CLTF investments are also triggering innovative partnerships with private sector partners. For example, the Peru country office’s CLTF-funded project has catalysed interest and financing from the private sector extractive company, FOSPIBAY,<sup>5</sup> for a project in Sechura province, with strategic activities and outcomes closely aligned with the CLTF-funded project.

## Catalytic financing

20. Seed funding from the CLTF is intended to help country offices to attract new financing from governments and long-term funders. A major achievement in the first year of the fund’s implementation was country offices’ use of the CLTF to strengthen engagement and trust among governments and partners. In several countries, this has already yielded additional multi-year funding for CLTF-funded programmes.
21. “Catalytic financing” refers to additional funds whose acquisition can reasonably be attributed to initial CLTF investments. A unique feature of the catalytic funds attributed to the CLTF is that they include not only the funds directed to WFP, but also any additional resources that sustain or expand country-owned programmes that are aligned with the initial CLTF investment. Therefore, catalytic funding from the CLTF does not necessarily reflect WFP’s traditional resource mobilization agenda. The purpose of the CLTF is to drive collective funding and actions that support nationally driven policies and programmes in achieving scale and impact.
22. The two categories of catalytic funding reported by country offices are defined in table 1.

<b>Category</b>	<b>Definition</b>	<b>Total raised (USD million)</b>	<b>Examples</b>
A	New funds that are <i>raised directly</i> as a result of CLTF investments and that can reasonably be attributed to CLTF-funded plans. They fund, sustain and/or expand CLTF programmes in accordance with CLTF-approved country-level implementation plans, and support the same or new geographical areas and targeted population groups.	<b>43.4</b>	Nicaragua (USD 10 million) Peru (USD 27 million) Philippines (USD 6.3 million)
B	Funds that were committed – or under discussion – prior to the CLTF investment, which have since been <i>redirected or pooled</i> to support CLTF-funded programmes, and can reasonably be attributed to CLTF-funded plans. They fund, sustain and/or expand CLTF-funded programmes, in accordance with CLTF-approved country-level implementation plans.	<b>300.3</b>	Bangladesh (USD 218 million) Chad (USD 53 million) Iraq (USD 8 million) Kenya (USD 10 million) Niger (USD 8 million) United Republic of Tanzania (USD 2.7 million)

<sup>5</sup> Fondo Social del Proyecto Integral Bayovar.

23. At the outset, seed investments of USD 63 million from the CLTF were expected to catalyse USD 266 million in new funds over three to four years – representing USD 4.27 generated for every USD 1 invested. In the first year of CLTF implementation, participating country offices reported catalytic funding totalling USD 343.7 million – representing 129 percent of the original target. Of that total, CLTF investments unlocked USD 43.4 million directly (category A in table 1) as new funds catalysed by the implementation of CLTF plans, while approximately USD 300.3 million (category B) was redirected to support CLTF-funded programmes from funds committed, or under discussion, prior to the CLTF investment.
24. As an example of direct catalytic funding (category A), in Nicaragua the country office leveraged a CLTF investment to help national partners secure additional resources from the World Bank's Adaptation Fund. The collective funding will be used to test innovative financing mechanisms for sustainable "payment for ecosystem services" schemes, promoting the long-term adoption of climate-smart agricultural practices. In Peru, the country office advocated with the national and regional governments for their support in raising new catalytic financing based on the CLTF investment. As a result, the Ministry of Development and Social Inclusion has allocated an initial USD 15.9 million to implementing the new *Wasi Mikuna* school meal programme, which introduces the transfer of subsidies to parents, enabling them to procure food locally, primarily from family farming. In addition, the Cusco Regional Government allocated USD 6.5 million to the provision of financial incentives to local governments for registering and certifying smallholder farmers. A private sector contribution for implementing a similar project in coastal areas of Sechura province, an additional USD 3.75 million raised by Piura region, and contributions from the Swiss Agency for Development and Cooperation and the WFP Innovation Accelerator bring the total new funding in Peru to USD 27 million.
25. In the Philippines, the country office attracted supplementary funding from the Government and bilateral donors for the CLTF-funded HGSP programme; the Government of Japan provided USD 5 million for a "farm-to-school meals" project in Bangsamoro Autonomous Region in Muslim Mindanao, benefiting 10,000 children and 5,000 farmers; the Government of France contributed USD 212,540 to advance the agenda of the School Meals Coalition; the Government of the Philippines provided an additional USD 240,000 to pilot HGSP in ten schools; and the Government of Spain contributed USD 800,000 to promote equal opportunities for women in leadership roles, empowering them to engage in and advance nutrition-sensitive food production and facilitating the involvement of Indigenous women's groups in the Government's school meal programme, including HGSP.
26. Examples of redirected or pooled financing from previously committed funds (category B catalytic financing) are reported by the country offices of Bangladesh, Chad, Iraq, Kenya, the Niger and the United Republic of Tanzania, showing the momentum behind and interest of national stakeholders in the approach and country-level agenda of the CLTF.
27. Most significantly, the Bangladesh country office brought together USD 218 million from the World Bank and the European Union to support the national mother and child benefit programme. WFP's provision of technical assistance was critical in enabling the Government to accept the bank's financing for scaling up the programme. This work included implementing the programme in eight "learning hubs", estimating beneficiary transfer allocation nationwide, enrolling beneficiaries by June 2024, and determining scale-up targets, implementation directives, benefit amounts and the required human resources.

28. Building on its ongoing resilience initiative, the country office in Chad invested CLTF funds in launching the *Haguina* initiative in partnership with the Government of Chad, UNHCR and FAO. Complementing the Government's contribution of land for targeted households, WFP's initiative has strengthened the resilience of host and refugee populations and attracted significant interest from donors. In particular, a World Bank investment of USD 53 million for the Government, comprising USD 25 million for the ProAgri programme and USD 28 million for the RésiTchad initiative, aims to align with the resilience approach of CLTF-funded initiatives. The *Haguina* initiative may attract an additional USD 32 million in funding in 2026.
29. The CLTF provided complementary investments in the Niger for supporting evidence generation and systems strengthening in a multi-year, adaptative social protection initiative implemented by WFP and UNICEF and funded by Germany's development bank, KfW, exemplifying the fund's ability to bring together financing in support of programme quality. The country office in the United Republic of Tanzania is leveraging funds from the CLTF and the Government of Norway to promote a more comprehensive approach to disaster risk management, preparedness and response by integrating anticipatory action into social protection systems.
30. In Kenya, CLTF investments were combined with a USD 10 million investment from the Government of the Netherlands – of which USD 5 million was directed to WFP – for supporting climate-resilient food systems in the Lake Turkana region. CLTF-funded “green value chain” initiatives have opened new opportunities for partnerships with the World Bank and the Government of Kenya on strengthening Kenya's socioeconomic inclusion programme. A proposed USD 120 million<sup>6</sup> from the bank's USD 200 million investment in the programme in 2025 will cover the areas targeted by the CLTF-funded programme in the most food-insecure arid and semi-arid counties, including Turkana and Garissa.
31. It is clear that the CLTF offers opportunities for a new approach to rallying governments and partners and including their priorities and investments in WFP's long-term objectives. Country offices' use of the CLTF to fund the establishment of solid approaches to tackling food insecurity attracts donors' attention, enabling the growth of high-quality programmes. This catalytic approach is a significant evolution in WFP's operational thinking, with the CLTF serving as a key enabler of long-term strategic planning and implementation.

## Learning and evidence generation

32. WFP has established a rigorous approach to impact assessment and evaluation for the CLTF, marking the first time that a comprehensive, multi-country research agenda has been developed from the start of an initiative. This work began with the creation of three research agendas, referred to as “CLTF windows”, to capture learning systematically. WFP continues to refine the research focus of the CLTF, in close collaboration with the Centre for Evaluation and Development in Mannheim, Germany, with which WFP has a long-term agreement. The Office of Evaluation's impact evaluation unit and the World Bank's Development Impact Group are also engaging with country offices to strengthen the evidence base for CLTF-funded programmes. This careful preparation has resulted in six detailed pre-analysis plans that document the feasibility of evaluations, and their research questions, methodologies, analysis frameworks and risk mitigation strategies.

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<sup>6</sup> These catalytic funds from the World Bank will be released in 2025 on finalization of the agreement between the Kenya country office and the World Bank.



33. Significant progress has been made in data collection, with baselines completed for the Peru country office and under development in Chad. WFP expects to complete three additional baselines for CLTF-funded programmes by the end of the second quarter of 2025, working towards the goal of establishing comprehensive research agendas and baselines for all ten country offices by the end of the second year of CLTF implementation.
34. The research methodology is comprehensive and innovative, incorporating the use of mixed methods or approaches to ensure robust analysis. The research questions have been designed to uncover the information needed to make sure that activities are scalable. Impact assessments include counterfactual analysis and take into consideration the situation on the ground and ethical standards. They are complemented by the analysis of process monitoring data as well as qualitative data that includes capturing variations in life trajectories, an assessment of intended and unintended outcomes, and an analysis of WFP's contributions to the observed changes.
35. Country offices have committed to carrying out further evaluations that enhance the breadth and depth of the research agenda. The country office in Kenya is evaluating the effectiveness of its hub approach in integrating food system perspectives into value chain development. In Bangladesh, the country office is assessing the impacts of social and behaviour change communication interventions on post-natal practices, including exclusive breastfeeding, and on cognitive development, while the Peru country office will review the acceptability to schoolchildren of school meals that use foods obtained through procurement from smallholder farmers.

### **Incorporating cross-cutting priorities**

36. CLTF investments are also used to address cross-cutting corporate priorities in diverse country settings, contributing further to the learning agenda. When selecting proposals from country offices, the investment selection and learning committee also considered their inclusion of cross-cutting priorities such as protection and accountability to affected people, gender equality and women's empowerment, nutrition and environmental sustainability.
37. In the first year of CLTF implementation, many WFP programmes<sup>7</sup> have screened for environmental and social safeguards and provided relevant training. Other initiatives have demonstrated country offices' strong commitment to supporting inclusive and people-centred approaches in accordance with WFP's policies on gender and on protection and accountability to affected people.
38. In Peru, the CLTF-supported programme – developed through thorough community consultation processes – has taken a comprehensive approach, incorporating environmental and social safeguards, and proactively considering gender and inclusion aspects.
39. The country office in Iraq is developing a strategic partnership with the United Nations Entity for Gender Equality and the Empowerment of Women, focusing on gender mainstreaming and the inclusion of persons with disabilities. Pilot implementation of the CLTF-funded initiative incorporates gender-sensitive evaluation approaches that can capture the gender-differentiated experiences of beneficiaries as they move towards graduation from CLTF-funded programmes.

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<sup>7</sup> Including in Bangladesh, Chad, the Niger, Peru and the United Republic of Tanzania.

40. In Nicaragua, WFP has provided training in gender issues for assisted farmers and is exploring the establishment of a revolving fund to support women in enshrining their right to own or rent land in law – addressing a barrier that often prevents women from participating in payment for ecosystem services programmes and limits their opportunities for taking part in initiatives that build resilience to climate change.
41. In the United Republic of Tanzania, a comprehensive analysis of gender issues, protection and inclusion in anticipatory action programming commenced in October 2024, conducted by the University of the Witwatersrand, Johannesburg, with catalytic funding from the Norwegian Agency for Development Cooperation.
42. The CLTF's focus on cross-cutting priorities will increase in coordination with experts from across WFP to ensure programme quality and impact, including consideration of opportunities to strengthen the integration of gender, protection, inclusion and nutrition approaches.

### **Programme implementation**

43. Under the leadership of the Assistant Executive Director for Programme Operations, the CLTF team in Rome provides guidance and operational support for all country-level CLTF investments. In 2024, this work included creating a programme reference group that brings together technical support from across WFP's global headquarters.
44. During the first year of implementation, country offices utilized CLTF funding to establish their project management teams and identify and recruit the expertise needed to conduct the work. Nearly 76 positions are fully or partially funded by the CLTF across the ten participating country offices, with approximately 62 percent of that funding allocated to fixed-term posts comprising professional, national officer and general service contracts. The recruitment encompassed generalists, project management roles and specialist positions such as in nutrition, food systems and research.
45. By the end of December 2024, the CLTF had disbursed USD 22.7 million to country offices, representing roughly a third of its total capacity of USD 65 million. Funds are disbursed annually based on performance and actual expenditure, ensuring accountability while maintaining flexibility in implementation.
46. During the first year of operations, some country offices focused on setting up foundational partnerships with governments and other stakeholders, while others needed to navigate changes in government and other events beyond their control. All country offices dedicated substantial time – more than anticipated in the implementation plans – to establishing their baseline research frameworks. Several country offices experienced leadership changes, including the reassignment of country directors, in 2024, which required additional engagement from the CLTF team to bring new leaders on board.
47. Some country offices also experienced exogeneous challenges, such as implementation delays due to political disruption, changes in senior government officials, or lengthy processes for approving national policy or legal frameworks, or for securing stakeholders' support for CLTF objectives. The CLTF team at central headquarters has adopted a flexible approach to allow sufficient time to address the exogeneous challenges, in the understanding that extra time will allow WFP to establish better foundations for a successful CLTF.

## Outlook

48. In this first year, use of the CLTF is already producing valuable WFP-wide insights into programme quality, generating investment returns from flexible and multi-year funding, and providing strategic opportunities to support national agendas and achieve impact at scale by driving collective action and investment.
49. The CLTF has enabled country offices to engage in long-term strategic planning, ensured dedicated staffing and supported high-quality programmes with transformative potential and rigorous evidence-generation agendas. Notably, several country offices have already leveraged seed financing from the CLTF to unlock significant multi-year financing in support of national programmes and policies.
50. As highlighted in the mid-term evaluation of the strategic plan for 2022–2025,<sup>8</sup> there is significant demand across WFP country offices for predictable, flexible, multi-year funding. The CLTF model is particularly attractive to country offices seeking to enhance the quality and strategic impact of their programming through the “innovative pilot to scale” model used by the fund. This growing interest calls for further discussions on how to scale up the CLTF model to meet organizational demand while maintaining its core features in relation to high quality programming.
51. The CLTF represents a new business model aligned with WFP’s changing lives agenda and characterized by strong partnerships and sustainable, high-quality programmes. Transformative, catalytic and sustainable programmes that have impact at scale are a cornerstone of the approach.
52. Looking ahead to the second year of CLTF implementation, all participating country offices will establish comprehensive baselines, start or expand the implementation of CLTF-funded programmes, and continue to strengthen partnerships. Building on successful experience from the first year, there will be a continued focus on strategic planning to facilitate further catalytic funding, and the emphasis on learning will deepen as country offices progress with their implementation of CLTF-funded initiatives. Meanwhile, the membership of the investment selection and learning committee will expand to include regional and country-level representation, facilitating cross-learning opportunities.
53. Board members are invited to engage directly with the CLTF team and the selected country offices to follow the progress of this new funding model. This direct engagement will provide Board members with valuable insights into the practical implementation and results of the CLTF. The Board may also wish to consider including a visit to a CLTF-supported country in its official mission schedule for 2025 or 2026.

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<sup>8</sup> [“Summary evaluation report on the mid-term evaluation of the WFP strategic plan \(2022–2025\)” \(WFP/EB.2/2024/6-A\)](#).

**Acronyms**

CLTF	Changing Lives Transformation Fund
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
MoU	memorandum of understanding
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund