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

### Executive summary

Launched in 2023, the Changing Lives Transformation Fund seeks to strengthen WFP's support for governments in delivering nationally led food security and nutrition programmes that are transformative, catalytic and sustainable, and that have the potential to drive impact at scale. With a budget of USD 65 million – USD 55 million from WFP's General Fund and USD 10 million from the Government of Germany – the fund provides multi-year, flexible financing for ten competitively selected programmes. In 2024, efforts focused on setting up and planning programmes, initiating implementation and building partnerships.

In 2025 – the second year of its implementation – the fund built on its early successes. The year saw positive policy and programmatic shifts and their impacts on communities. WFP's country offices in **Peru** and **the Philippines** had great success in advocating for home-grown school meals and introduced new modalities for the delivery of food assistance that improve the sourcing of food from smallholder farmers. In **Chad** and **Kenya**, WFP worked with governments and partners to connect refugees and vulnerable members of host communities to livelihoods, increasing their ability to thrive independently. In **Bangladesh**, social protection was expanded to millions of vulnerable women, while in **Ghana**, **Iraq**, **the Niger** and **the United Republic of Tanzania**, programmes have been strategically positioned for transformational impact.

Localization has also been strengthened, including through direct implementation at the local level, with a robust ecosystem of local actors, including local non-governmental organizations, community networks, private actors and government bodies working towards shared objectives.

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Multi-year, flexible seed funding from the fund proved to be transformative and achieved a catalytic multiplier of nearly eight times the initial investment. Even modest financial inputs, paired with early-stage planning, structural support and performance-based allocations, have enabled country offices to position themselves more strategically and attract new financing from governments and long-term partners. Country offices have continued to mobilize significant catalytic funding, achieving almost twice what was originally expected for the entire implementation period. Overall catalytic funding has reached a cumulative total of USD 501.6 million, with the largest growth coming from domestic financing – a testimony to the relevance of the fund and its alignment with national objectives. Of the total catalytic funding, USD 118 million has been raised by WFP towards the provision of technical assistance.

Work on establishing a robust evidence-based system continued. In 2024 and 2025, significant progress was made in laying the foundation for rigorous evaluations. Baseline data collection was completed in **Bangladesh, Chad, Kenya, the Niger, Peru and the Philippines**.

As part of its rigorous review process, the fund has continued to monitor and re-evaluate programmes. In **Nicaragua**, WFP's country office was unable to secure the institutional support required for sustainable implementation of the Changing Lives Transformation Fund initiative in 2025. As a result, the project in Nicaragua was concluded at the end of 2025, and a lessons-learned exercise is scheduled for completion in the first quarter of 2026. With the agreement of WFP's senior management, the residual funds have been reallocated to other country offices supported by the fund that demonstrate strong performance, evidence of high-quality implementation and the capacity to further scale up programmes and cover the costs of headquarters support and evaluation.

Looking ahead, the Changing Lives Transformation Fund is demonstrating a broad, long-term and high-quality programming and funding model for WFP under the newly approved strategic plan. Over the next year of implementation, WFP will continue to leverage and integrate the lessons learned from the Changing Lives Transformation Fund initiative, internally – within and beyond the nine country offices – and externally with partners, through collaboration among the Rome-based agencies and through the UN80 reform initiative.

## The fund in its second year

1. A key ambition of the Changing Lives Transformation Fund (CLTF) is to transform the ways in which governments work to improve the lives of poor and food-insecure people and communities. In its second year of implementation, the CLTF continues to demonstrate a strong value proposition anchored in government ownership of programmes and strengthened partnerships, increasingly at the subnational level where implementation occurs. The CLTF strengthens localization sustainably by supporting a robust ecosystem of local actors, helping to transform communities, local networks and national systems, ultimately to the benefit of WFP's beneficiaries.
2. The focus of the second year of implementation for over half of CLTF country programmes has been on strengthening implementation and monitoring arrangements with partners in order to reach tier 1 (direct) beneficiaries. The country offices implementing the remaining CLTF programmes have taken additional time to build trust and create initiatives with governments, finalize programme design, and prepare baseline surveys.
3. The fund continues to be managed through a performance-based funding model that covers the portfolio of CLTF-supported activities, enabling funds to be reallocated strategically to maximize investments that support scale-up and impact and enhance programme quality. Disbursements to country offices are based on demonstrated performance, including successful implementation of activities, timely expenditure of funds and catalytic funding raised. In the case of Nicaragua, savings have been reallocated to other countries in the CLTF portfolio where there is higher potential for impact, and the CLTF will continue to apply this approach to any substantial future savings.
4. At the end of the second year of implementation, most participating country offices reported generating new catalytic financing from governments, donors and private sector partners. In total, in the nine countries, the fund has helped to unlock an additional USD 501.6 million in catalytic funding, which represents 204 percent of the original target for the whole duration of the CLTF of USD 246 million.<sup>1</sup> A key contributor to the growth in funding has been domestic funding, which totalled USD 72.1 million and cumulatively, USD 94.8 million since the start of the CLTF. Of the total raised, USD 118 million was provided directly to WFP to support programme implementation or provide technical assistance. This experience offers important insight into resource mobilization for WFP.

## Transformative change

5. *Policy-level engagement:* The cornerstone of the CLTF is policy-level engagement aligned with national priorities. In **the Philippines**, WFP's advocacy supported senate hearings in September 2025 on proposed school meal bills, addressing the development of a universal school meal programme, models for the delivery of hot meals, the sourcing of food from smallholders, and budget increases for the school-based feeding programme. The Department of Education expanded this programme for the 2025/26 school year to provide universal hot meals for all kindergarten learners, and for 130 days for newly targeted learners in grades 1 to 6. In August 2025, WFP assisted in the drafting of a joint administrative order that integrates home-grown school feeding (HGSF) into the school-based feeding programme and creates a multisectoral oversight body that will institutionalize HGSF.

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<sup>1</sup> The target has been reset to exclude the Nicaragua country office.

6. In **Peru**, WFP supported the national school meal programme in pilot-testing a policy shift from a centrally managed food distribution system to a community-based direct subsidy mechanism that guarantees healthier, more diverse school meals while strengthening local economies. The mechanism provides cash transfers to the parent committees that manage the programme, enabling them to purchase food from local markets and smallholder farmers.
7. In **Bangladesh**, WFP provided sustained advocacy for underserved population groups in urban areas, resulting in the Government allocating funding to expand the coverage of the mother-and-child benefit programme in urban areas and to tea plantation workers and low-income factory workers. WFP's advocacy also supported the planned urban expansion of the vulnerable women's benefit programme, its proof-of-concept, and evidence generation related to the programme. WFP also facilitated the signing of memoranda of understanding (MoUs) with garment, knitwear and leather industry bodies to include factory workers in social protection initiatives. The Government of Bangladesh advanced policy dialogue at the national social protection conference in September 2025, with support from WFP.
8. In **Kenya**, the endorsement of the Shirika plan, launched in March 2025 by the President of Kenya, represents a critical policy shift from humanitarian-driven response to a government-led, development-oriented approach that fosters sustainable inclusion and economic opportunities for refugees and host communities. This has allowed the Government, WFP and partners, working alongside refugee communities, to develop the differentiated assistance framework, which aims to prioritize aid for the most vulnerable refugees, connect refugees to livelihoods, and empower households to thrive independently.
9. *Operation engagement:* Several CLTF-supported country offices expanded programme implementation on the ground in 2025. At the time of reporting, the CLTF is estimated to be reaching a total of 91,626 tier 1 (direct) beneficiaries. The project in **Chad** has made significant progress in strengthening governance and land access for refugee and host communities through the establishment of land management committees in the areas covered by WFP's suboffices in Farchana, Amdjarass, Gore and Goz Beida. Ten of the twelve targeted land agreements have been signed – covering 979 hectares – and 2,270 households have already benefited from asset creation support. In Farchana, the first agricultural campaign, launched in February 2025, resulted in a harvest of 75,852 kg and generated 12 million CFA francs (USD 3,800) from the sale of surplus produce, just a few months after the project started. In eastern areas, the CLTF project and the Sahel Resilience Partnership are converging, with the partnership's activities – funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) – complementing the achievements of the CLTF.
10. In **the Philippines**, the HGSF programme has begun to transform local food systems by opening a reliable institutional market for farmer cooperatives through the facilitation of 18 marketing agreements. With predictable contracts, cooperatives supplying locally produced food to schools have reported more stable income, valued at USD 314,801 for the 2025/26 school year, enabling them to better support household needs and start investing in environmentally sustainable practices. The country office has provided HGSF for 12,130 learners in 30 schools, mainly in the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM), benefiting 3,743 smallholder farmers from 20 farmer organizations.
11. In **Peru**, WFP piloted an economic subsidy initiative that delivered fresh, nutritious meals to 5,194 students in 22 schools in Ayacucho and Cusco, and 3,509 students in 13 schools in Piura funded by FOSPIBAY, a private sector social fund. The pilot found strong community acceptance and no cases of food-borne illness. This approach has been integrated into the

new national school meal programme, which now reaches 62 schools in Lima and Callao and serves 17,000 students daily. Smallholder farmers are starting to generate revenue from sales through the food processing centres that supply schools and the complementary feeding programme. These results mark a historic milestone for smallholder farmers, many of whom gained access to formal public markets for the first time through the national school meal programme and the complementary feeding programme.

12. In **the Niger**, in coordination with the United Nations Children's Fund (UNICEF), the CLTF pilot delivered three rounds of cash transfers to 6,500 chronically food-insecure households – 44,000 people, overseen through the systems of the national unified social register, marking progress towards the national management of safety nets.
13. In **Ghana**, 14,919 farmers were identified and successfully registered, of whom 46 percent are women and 24 percent young people. Mango, cashew and moringa seedlings were distributed to 3,212 farmers according to a recommended mix of trees for optimum carbon sequestration; an additional 6,788 farmers are due to receive seedlings in April 2026.
14. In **Bangladesh**, WFP provided technical support in allocation analysis, payroll generation and expenditure tracking to the Department of Women's Affairs for the delivery of a monthly cash allowance – which increased in value from BDT 800 to BDT 850 in July 2025 – and social and behaviour change messages for 1.8 million women enrolled in the mother-and-child benefit programme. WFP also supported the successful online registration of 2.3 million women for the 2025–2026 cycle of the vulnerable women's benefit programme. More than 1 million of those women are now receiving monthly entitlements of 30 kg of fortified rice and will soon benefit from life-skills training, including in entrepreneurship to enhance income and livelihoods.
15. In **Kenya**, in collaboration with the Government, the International Labour Organization (ILO) and the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP supported the registration of 127,386 households of refugees and asylum seekers in Kakuma and Dadaab in the Government's enhanced single registry by August 2025. This represents a significant milestone in advancing refugees' inclusion in line with the Shirika Plan and the refugee act of 2021. The registered data were instrumental in informing the categorization of refugee households and prioritizing interventions within the differentiated assistance framework.
16. *Strengthened localization:* In **the Philippines**, CLTF activities deepened engagement with local actors, particularly at the municipal, community and school levels in BARMM and Luzon. Members of local governments, school committees and farmer organizations were trained on standards, procurement and record-keeping for HGSP operations. Cooperatives led by women gained management and financial skills, boosting the productivity and sustainability of their activities. Locally designed menus and farmers' participation in HGSP initiatives ensure the delivery of nutritious meals sourced directly from local communities. Parents feel rewarded by contributing to the better nourishment and learning of children and the strengthening of local farming livelihoods. Local governments report rising enrolment in the schools participating in this critical programme. These localization efforts are supported by local government funding for enhanced sustainability.
17. In **Peru**, under the subsidy model of the national school meal programme, WFP trained parent committees in the management of public funds for the transparent procurement of food from smallholder farmers. The voices of parents and students have been key to improving this modality, while the injection of public resources into rural economies has generated positive ripple effects that benefit transporters, vendors and service providers. Farmers received joint training from WFP and the institutions of the Ministry of Agricultural Development and Irrigation, such as the national agrarian health service, SENASA, and Agromercado, on formal registration processes the founding of farmers' associations and

other topics such as food safety, traceability and market access, while health professionals trained by WFP promoted mother-and-child nutrition practices. The sustainable localization of this project is strengthened thanks to the receipt of devolved public funding.

## Strengthening partnerships

18. In 2024–2025, collaboration with governments, multilateral development banks, other United Nations entities and private sector actors advanced significantly, enabling country offices to leverage technical expertise, mobilize resources and align their interventions with national priorities.
19. *Government partnerships:* Country offices have deepened their engagement with national, regional and local governments so as to strengthen the implementation of interventions and integrate them into national systems. This resulted in several country offices securing devolved government funding for their CLTF initiatives.
20. In **Peru**, at the national level, the country office has signed agreements with the ministries of agricultural development and irrigation, and development and social inclusion on strengthening the public procurement law on family farming (law number 31071) and supporting the design of the new national school meal programme. At the subnational level, agreements have been signed with the regional and municipal authorities in Ayacucho and Cusco on integrating CLTF-supported activities into municipal planning processes and complementing existing resources to enhance the impact of interventions.
21. In the **Niger**, WFP and the Ministry of Population, Social Affairs and National Solidarity signed an MoU on establishing a sustainable, shock-responsive social protection system. The MoU outlines joint commitments to strengthening early warning systems, coordinating humanitarian action, operationalizing the unified social register, and promoting productive participation and social cohesion. CLTF implementation is guided through joint governance and coordination mechanisms anchored in government structures, reflecting an important step toward increased national ownership.
22. In **Chad**, WFP signed an MoU with the Ministry of Environment, one of the main government partners for the CLTF investment and is planning to sign another with the Ministry of Agriculture in 2026. WFP also collaborates with the national agency for agricultural development and the society for the development of lakes on strengthening the capacity of refugees and farmers in host communities. Government agencies supervise project implementation through technical field teams and ensure that cooperating partners utilize project resources for their intended purposes and eligible beneficiaries.
23. In **the Philippines**, in 2025, a memorandum of agreement was signed with the Department of Education to establish an umbrella framework for collaboration on HGSF until the end of 2028. WFP supported the department's leadership in the Southeast Asia School Meals Coalition Summit held in Siem Reap in November 2024, and secured financial commitments from the department, the Ministry of Basic, Higher and Technical Education and local government units to cover significant portions of the costs associated with HGSF pilots, including local food procurement.
24. In **Iraq**, under the economic empowerment pathways project, WFP has collaborated on the co-design of a pilot with the Ministry of Labour and Social Affairs, particularly the Social Protection Commission and the Directorate of Labour and Vocational Training. The project also established a strong partnership with the Ministry of Agriculture on value chains in Taji district.
25. *International financial institutions:* Partnerships with the World Bank and multilateral development banks remain core to the generation of CLTF catalytic financing. In **Kenya**, WFP consolidated its role as the technical assistance partner of choice for economic inclusion

programming, through activities such as joint planning sessions, the development of costed implementation plans, and the creation of economic inclusion operations and training manuals. These efforts have positioned WFP as a strategic partner for the scaling of economic inclusion through World Bank-supported initiatives.

26. In **Bangladesh**, in collaboration with the European Union (EU), the World Bank and UNICEF, WFP developed a unified road map for management information systems, facilitated through regular coordination meetings that ensure coherence among donor efforts. WFP collaborated closely with the World Bank on mapping the client journey for the mother-and-child benefit programme.
27. In **the United Republic of Tanzania**, partnerships with the World Bank, the World Agroforestry Centre and the Tanzania Social Action Fund have focused on climate-smart public works under the productive social safety nets programme, leading to the creation of a core technical working group and a joint plan for technical assistance. This collaboration strengthens the integration of resilience into social protection systems and supports the scale-up of productive safety nets.
28. In **the Niger**, the Sahel Resilience Partnership, financed by BMZ through the German Development Bank, continues to align its operations directly with the objectives of the CLTF, supporting the Niger's first multi-annual cash transfer programme through government-led systems and targeting based on the unified social register. This alignment paves the way for further convergence of humanitarian, resilience and social protection initiatives through shared systems.
29. *United Nations*: The CLTF initiative is cementing strong collaboration among United Nations entities in multiple settings. Under the climate resilience element of the MUKI agro-ecosystems restoration project in **the United Republic of Tanzania**, WFP partnered with the United Nations Capital Development Fund (UNCDF) to promote regenerative agriculture in districts where the Tanzania Social Action Fund implements public works programmes, leveraging UNCDF's ongoing work on climate adaptation to train district and regional governments on resilience strategies. A joint proposal with the World Bank, ILO and UNICEF was submitted for funding from the Global Accelerator's M-GA initiative; although the proposal was unsuccessful, the framework for collaboration paves the way for future joint opportunities.
30. In **Chad**, the International Organization for Migration (IOM) and the Food and Agriculture Organization of the United Nations (FAO) provide technical expertise that complements CLTF-supported activities under the *Haguina* joint initiative. Together with the Resident Coordinator, these agencies are promoting Haguina through joint advocacy with government partners and donors, notably the EU, the Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland (FCDO), the governments of Italy and Germany, and the Government of Chad through the funding envelopes of the Chad territorial development resilience project and the agribusiness and rural transformation project.
31. In 2025, the **Peru** country office received the Rome-based agencies' Country-Level Excellence in Collaboration Award for its support for the progressive implementation of Peru's 2021 public purchasing law (law number 31071), highlighting the effectiveness of the partnership model promoted by the CLTF. This recognition has positioned the Peru country office as a regional reference for locally sourced food procurement, opening opportunities for South-South cooperation and attracting additional donor interest in scaling up the *Compartiendo la Mesa* model. The Resident Coordinator actively engages in a food systems group with the Rome-based agencies, UNICEF, the Pan-American Health Organization and the World Health Organization.

32. In **Iraq**, WFP collaborated with ILO to conduct focus group discussions in Taji and Baghdad aimed at gaining insights into the dynamics of labour markets and local economic opportunities in order to inform programme design. ILO is expected to support the delivery of training in basic skills and financial literacy for the participants of economic empowerment pathways, covering entrepreneurship, self-employment and work-readiness. To facilitate the registration of participants, WFP has engaged with the German Agency for International Cooperation to explore collaboration on the Mihan platform, a national digital system for vocational training and employment services.
33. In **the Philippines**, the Zero Hunger Accelerator – a joint initiative of WFP, FAO and the United Nations Entity for Gender Equality and the Empowerment of Women, funded by the Sustainable Development Goals Fund – aims to catalyse USD 24 million in local investments over three years in order to build climate-resilient food systems through innovative blended financing. By anchoring investments in HGSE, the programme aims to create stable markets for smallholder farmers, fishers and women-led enterprises while supporting local government units in the development of investment-ready projects in food fortification, community kitchens, cold storage and climate-smart agriculture. A zero hunger facility will operationalize government-backed first-loss guarantees to attract private capital and fund the scale-up of investments in local food systems.
34. In **Kenya**, strong partnerships between WFP, UNHCR and the WFP-UNHCR joint hub have been instrumental in the development and launch of differentiated assistance, leveraging community engagement to manage this important shift. Funding from the CLTF complements Multi-Partner Trust Fund investments in social protection, implemented in partnership with FAO, ILO and UNICEF. Together, these initiatives are driving the rapid expansion of Kenya's social protection system.
35. *South-South technical cooperation*: **The Niger** participated in a South-South learning mission to Pakistan aimed at drawing lessons from the Benazir income support programme, particularly on institutionalization, digital payment systems, and strategies for the governance of safety nets. This exchange is expected to inform the Government's ongoing efforts to strengthen adaptive social protection systems.
36. In September 2025, with support from the CLTF, members of the governments of **the Philippines** and **Peru** participated in the Global School Meals Summit held in Fortaleza, Brazil, showcasing their leadership in advancing national school meal programmes.

## Catalytic financing

37. A total of USD 168.2 million was raised in catalytic funding in 2025, of which USD 112.6 million was in category A and USD 55.6 million in category B. Detailed breakdowns are provided in table 1 below. This brings the total catalytic financing raised during two years of CLTF implementation to USD 501.6 million, up from USD 333.4 million<sup>2</sup> in 2024 and exceeding the original target for the end of the CLTF in 2028 by 204 percent. Of the total, USD 118 million has been returned to WFP for technical support and implementation.
38. The most significant achievement has been the sharp increase in category A funding in 2025, driven by CLTF advocacy and the 43 percent of catalytic funding derived from domestic financing, notably from the governments of **Bangladesh**, **Peru**, and **the Philippines**, marking a major step towards sustainability and local ownership. Financing from international financial institutions and bilateral partners continues to play a critical role in advancing programme objectives.

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<sup>2</sup> Excluding Nicaragua from the total reported in 2024.



39. Bilateral donor funding remains focused on the provision of technical assistance to WFP, which is essential for strengthening programme foundations. Opportunities for additional catalytic funding are emerging, including the anticipated approval by the World Bank of **the United Republic of Tanzania's** third productive social safety net programme, and efforts to secure domestic financing in **Iraq**.

TABLE 1: CATEGORIES OF CATALYTIC FUNDING (USD million)			
Category	Definition	Funding for years 1 and 2	Main contributions in year 2
A	New funds are raised <i>directly</i> based on CLTF investments that can reasonably be attributed to CLTF plans. They fund, sustain and/or expand CLTF programmes in accordance with CLTF-approved country implementation plans for supporting the same <i>or</i> new geographically targeted population groups.	145.8	Kenya (40.8) Peru (32.9) Chad (32.3) Philippines (7.6)
B	Funds that were agreed on, or under discussion, prior to the launch of the CLTF, and were then <i>either redirected or coalesced</i> to support CLTF programmes that could reasonably be attributed to CLTF plans. They fund, sustain and/or expand CLTF programmes in accordance with CLTF-approved country implementation plans.	355.8	Bangladesh (53.1) United Republic of Tanzania (1.5)

40. In **Kenya**, the second phase of the Kenya social economic inclusion project, approved by the World Bank and the Government of Kenya in June 2025, represents a USD 127 million investment of international development assistance in Kenya's social and economic inclusion efforts. WFP has played a key role in securing USD 39 million for the second phase of the economic inclusion programme, which targets climate-resilient economic inclusion in the arid and semi-arid lands, and received a contribution of GBP 500,000 (USD 654,450) for the provision of technical assistance to the programme. Contributions totalling USD 943,000 from a joint programme with FAO, ILO and UNICEF, the World Bank (M-GA), the Republic of Korea and BMZ are aimed at strengthening WFP's technical assistance for the Government, expanding the coverage of social protection programmes, and supporting preparatory activities for the implementation of phase 2 of the Kenya social economic inclusion project.
41. In **Peru**, USD 32.8 million was mobilized from the Government in 2025, bringing the total amount raised since the inception of the CLTF-supported project to USD 61.6 million. The largest contributions came from national and regional institutions, with USD 17.8 million from the complementary feeding programme; USD 12 million from the national fund for labour training and employment promotion, managed by the Ministry of Agricultural Development and Irrigation; and USD 2.8 million in payouts from catastrophic agricultural insurance providers. Additional funding for activities in Piura comes from the FOSPIBAY social fund. The increase reflects growing commitments from the Government and private sector bodies to the scaling of sustainable solutions and the strengthening of interventions in priority regions.

42. In **Chad**, the country office has signed agreements for USD 4.1 million from the EU's Directorate-General for International Partnerships, for the PARDERCA <sup>3</sup> initiative; USD 6.7 million from the FCDO, for the CRISP social cohesion initiative<sup>4</sup> (USD 6.7 million); and USD 3.51 million from BMZ and USD 2.1 million from the Italian Agency for Development Cooperation, for the SOLARHO solar energy initiative. In addition, USD 13.8 million has been contributed by UNHCR, using funding from the EU and the Mastercard Foundation; and USD 1.9 million by IOM, funded by the JSB Group, the Government of Austria, FCDO and the Swiss Agency for Development and Cooperation as part of the Haguina initiative, in line with donor requirements and coordinated with United Nations partners. The fundraising strategy focuses on the scaling of interventions at sites with existing projects in order to maximize impact. For example, in areas with foundational infrastructure, such as the schools or water-spreading weirs provided under World Bank-supported projects, WFP is pursuing complementary investments in interventions such as land rehabilitation, improved access to land for refugees, returnees and host communities, and market-oriented activities such as cooperative development. This integrated approach enables broader impact in project areas.
43. In **Bangladesh**, WFP's technical assistance enabled the Ministry of Women's and Children's Affairs to meet the indicators for EU budget support and to strengthen monitoring frameworks for the mother-and-child benefit programme. This included integrating EU indicators into planning for the 2024/25 financial year, coordinating with the World Bank and EU on improving management information systems, and supporting the Department of Women's Affairs in developing a comprehensive training plan. The EU allocated EUR 869,683 as catalytic funding under the CLTF for WFP's technical assistance, funding two years of strategic interventions in monitoring and evaluation, management information systems, grievance redressal systems and staffing. These efforts resulted in the Government of Bangladesh increasing its annual budget investment by USD 38.3 million for the mother-and-child benefit programme and the vulnerable women's benefit programme, ensuring sustained progress in the development of social protection and nutrition-sensitive programming.
44. In **the Philippines**, WFP's advocacy secured the Government's commitment to providing universal school meals, leading to budget allocations of USD 91.9 million for the school-based feeding programme and USD 1 million for HGSF pilots. Currently, the allocation to the school-based feeding programme is not counted as catalytic funding because food for the programme is not yet home-grown. Additional multi-level contributions include USD 140,000 for HGSF pilots in Luzon, USD 386,000 for their expansion into BARMM, and local contributions for infrastructure and employment. Looking ahead, the budget for 2026/27 is projected at USD 441.4 million, the largest to date, aimed at sustaining universal school meals for children in kindergarten and progressively increasing the delivery of locally sourced school meals.

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<sup>3</sup> *Projet d'appui à la résilience et au développement des réfugiés et des communautés d'accueil à l'est du Tchad* (project supporting resilience and development among refugees and host communities in eastern Chad).

<sup>4</sup> The initiative seeks to strengthen social cohesion in eastern Chad.

45. **The United Republic of Tanzania** country office received USD 1.2 million from FCDO for a four-year disaster risk reduction activity to strengthen service delivery, early warning and emergency planning for crisis response and anticipatory action. Consultations with the Government of Norway, FCDO and the European Commission's Civil Protection and Humanitarian Aid Operations Department reinforced interest in supporting emergency preparedness and response and forecast-based financing. Pending approval from the board of the World Bank, the third productive social safety nets programme could add an estimated USD 35 million for adaptive social protection and climate-smart public works, significantly boosting catalytic funding.

## Learning and evidence generation

46. The CLTF supports country offices in the design of rigorous research and learning agendas to strengthen evidence-based programming. For country offices, this has involved multiple rounds of constructive discussions with research partners, ensuring that evaluations are designed to be reliable, feasible, contextually relevant, and methodologically sound. The approach includes inception missions to country offices, and the formulation of a theory of change, a pre-analysis plan and a comprehensive research protocol that detail the design of the impact assessment, the tools for data collection, and quality-assurance mechanisms.
47. Wherever feasible, the design of CLTF initiatives is based on experimental or quasi-experimental methods of generating robust causal evidence, such as randomized controlled trials, the difference-in-difference technique – commonly used in controlled before-and-after studies – and propensity score matching. These are complemented by qualitative methods that provide deeper insights into programme implementation and outcomes. The strength and flexibility of the CLTF's evaluation approach lie in its consideration of the goals, resources and constraints of each project, ensuring that assessments go beyond routine monitoring activities to provide actionable insights.
48. In 2024 and 2025, significant progress was made in laying the foundation for rigorous evaluations. Baseline data collection was completed in **Peru, Chad, the Niger, Bangladesh, the Philippines and Kenya**. In **Ghana**, farmers' registration has been completed, enabling the collection of socioeconomic data in 2026, while the country offices in **Iraq and the United Republic of Tanzania** are finalizing their evaluation plans.
49. While evidence from impact assessments will emerge towards the completion of projects, country offices are already learning and adapting in ways that improve delivery and impact. Four key areas of learning have emerged from the impact assessment planning process: ways of effectively packaging and sequencing activities; the specific roles and contributions required from each partner; the level of consistency needed to support project implementation; and approaches for assessing the reduction of future needs, adapted to specific settings, and in line with emerging corporate methodology for averting humanitarian assistance, where feasible. These insights will be shared through regular online exchanges and structured interaction among country offices, starting in 2026.
50. Committed to evidence-driven decision-making, the CLTF prioritizes robust monitoring and the systematic tracking of activities. In year 3, the CLTF initiative will involve working with research partners and technical services from headquarters to align country offices' monitoring systems with minimum requirements, building systems that enhance rigour while leveraging existing practices. This integrated approach ensures that evaluation findings are grounded in a clear understanding of programme implementation, strengthening the credibility of results.

51. The CLTF initiative also encourages country offices to pursue research beyond impact assessments. Examples of studies commissioned in 2025 include an analysis of a low-cost model of the mother-and-child benefit programme in **Bangladesh**, for potential scale-up to 64 learning hubs. In **Peru**, a diagnostic of farmers' readiness to produce surpluses was guided by a new communication and social and behaviour change strategy that allows the real-time recalibration of activities. In **the Philippines**, WFP conducted a process evaluation of the Government's three dietary supplementation programmes for the Department of Economy, Planning and Development with a view to attaining wider nutritional objectives.

### Incorporating cross-cutting priorities

52. By continuing to address cross-cutting corporate priorities in a range of country contexts, CLTF investments can contribute further to improving programme quality. Country offices' proposals were assessed in terms of their cross-cutting priorities, as outlined to the Board at its 2022 second regular session.<sup>5</sup>
53. *Environmental and social sustainability:* In **Chad**, environmental and social screenings were conducted at all ten project sites in order to identify potential environmental and social impacts and inform the adoption of appropriate measures. In **Bangladesh**, efforts to promote environmental sustainability and resilience were advanced through WFP's engagement in adaptive social protection, climate risk insurance, and the strengthening of early warning systems, which were prominently featured at the 2025 National Social Protection Conference. In **Iraq**, environmental and social sustainability were embedded in the design of the economic empowerment pathways pilot, steering participants away from environmentally unsustainable or high-risk activities.
54. *Empowering women and girls and advancing equality:* Women account for a significant share of the beneficiaries of CLTF initiatives: 100 percent in **Bangladesh**, 52 percent in **Chad**, 48 percent in **the Niger**, and 46 percent in **Ghana**. In **the Philippines**, a programme that complements the CLTF and is supported by the Spanish Agency for International Development Cooperation empowers Indigenous women in BARMM through nutrition-sensitive agriculture. In **Peru**, through an initiative funded through the Innovation Accelerator, WFP is advancing economic empowerment through financial literacy for women farmers and is integrating financial inclusion into regional policy frameworks. In **Iraq**, the empowerment of women and young people was embedded in the economic empowerment pathways pilot, based on prioritized selection criteria and ensuring that women and young people receive critical skills development and livelihood support.
55. *Enabling nutrition and healthy diets:* In **Chad**, asset-building activities supported by the CLTF, particularly market gardening, are designed to foster environments where communities have sustainable access to nutritious diets. Implemented at all project sites, these activities promote the availability and consumption of fresh fruits and vegetables, contributing to improved health, growth and overall well-being. In **the Philippines**, WFP supported the annual Nutrition Month campaign in BARMM by developing a series of month-long activities that are aligned with the strategies of the Philippines' national nutrition council. WFP played a key role in the Nutrition for Growth agenda by reviewing and preparing Bangladesh's national commitments prior to the summit of 2025 and by helping to integrate nutrition priorities into the updated national nutrition policy and the national plan of action for nutrition.

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<sup>5</sup> ["Update on the Changing Lives Transformation Fund"](#) (WFP/EB.2/2022/5-B/1).

## Programme oversight and challenges

56. In **Nicaragua**, owing to shifts in the Government's approach to the financing of agroforestry, and carbon credits, and following the Government's request for the return of funding from the Adaptation Fund that complemented the CLTF and was administered by WFP, the country office was unable to secure the institutional support required for sustainable implementation of the CLTF initiative. As a result, the project was concluded at the end of 2025. A lessons-learned exercise is scheduled for completion in the first quarter of 2026. In agreement with WFP's senior management, the residual funds have been reallocated to CLTF-supported country offices that demonstrate strong, high-quality performance and evidence of having the capacity to further scale up programmes. These include the country offices of **Bangladesh, Chad, Kenya, Peru and the Philippines**. Headquarters has secured additional funding to cover evaluation costs. Other country offices did not receive extra funding as they were still in the early stages of programme implementation or had substantial resources available.
57. Several country offices have experienced challenges over the past year, including political shifts, delays in approving national policies or legal frameworks, reduced complementary funding, or the need for extra time to secure stakeholders' buy-in from new government counterparts, as seen in **Iraq and the Niger**. In **Kenya**, for example, funding cuts in operations for refugees had immediate effects on assistance programming and relief interventions, with security incidents further delaying the rollout of differentiated assistance and destabilizing the original model for the CLTF overall. WFP quickly sought new funding to partially compensate for the gap in assistance, prioritizing the most vulnerable people, and coordinated an accelerated transition to the differentiated assistance model, in collaboration with the Department of Refugee Services, UNHCR, the WFP-UNHCR joint hub, and international and local non-governmental and refugee-led organizations. In **Ghana**, while support from the Ministry of Food and Agriculture continues, a parliamentary decision on the carbon credit partner of choice has been pending for a long time, jeopardizing attainment of the long-term objectives of the CLTF. In **the United Republic of Tanzania**, approval of the third productive social safety nets programme by the Executive Board of the World Bank is still pending, delaying programme implementation, delivery to beneficiaries and baseline activities. If these issues are dealt with in a timely manner, it is expected that they can be resolved without significant impact on the CLTF's objectives.
58. Some country offices implemented staff reductions or a hiring freeze that had brief impacts on the CLTF teams, such as in **Ghana, Iraq, Kenya, the Niger and the United Republic of Tanzania**. Nonetheless, multi-year, predictable funding from the CLTF succeeded in protecting the majority of CLTF teams, and country offices were gradually able to recruit more staff. Overall, the CLTF workforce remains similar to that of last year, with 71 full- or part-time positions, of which 50 – fixed-term and contract – involve full-time work on the CLTF. Overall, 40 percent of all employees are fixed-term and 60 percent have short-term contracts, and staffing has been increased at the suboffice level to manage implementation. Some country offices have decided to nationalize certain functions within the CLTF initiative, which will lead to more sustainable engagement with governments on the CLTF's objectives, beyond the initiative's timeline.
59. By the end of December 2025, the CLTF had disbursed USD 32.4 million to country offices, representing 51.4 percent of its total operational capacity of USD 63 million. All funds from the German grant have been fully consumed by the end date of the grant of 31 December 2025. Funds are disbursed annually, based on performance and actual expenditures, and ensuring accountability while maintaining flexibility in implementation. The upfront investments in the first two years have enabled country offices to cover higher costs related to infrastructure, staff and evidence generation, which will be cost-efficient for governments in the long run.

60. More than half of CLTF-supported programmes had reached, or were soon to reach, their half-way mark by the end of 2025, as shown in table 2. The end dates may be adjusted, depending on evolving conditions, including the opportunities for extending the scale and impact of projects if more funding is made available. However, as the CLTF initiative was officially launched in November 2022, with country offices' proposals covering periods of up to five years, the CLTF initiative is not expected to continue in its current form beyond the end of 2028.

<b>TABLE 2: DURATION OF CHANGING LIVES TRANSFORMATION FUND PROGRAMMES</b>			
<b>Country office</b>	<b>Start date</b>	<b>End date</b>	<b>Adjustment</b>
Kenya	August 2023	September 2027	No change
Chad	September 2023	September 2027	Extended by one year to allow three full years of implementation
Philippines	August 2023	August 2028	No change
Bangladesh	September 2023	August 2027	No change
Iraq	October 2023	October 2027	Extended by one year to allow the redesign of the programme
Niger	March 2024	October 2028	Delay of the first cash disbursement until July 2025 may prevent the programme from making disbursements for a full four years
Peru	October 2023	October 2027	No change
Ghana	May 2024	October 2028	Adjusted to allow programme closure by the end of 2028
Nicaragua	April 2024	April 2028	Grant terminated in December 2025
United Republic of Tanzania	May 2024	October 2028	Adjusted to allow programme closure by the end of 2028

## Outlook

61. In its second year of implementation, the CLTF initiative continued to build on early successes and provide valuable WFP-wide insights into predictable, flexible, multi-year funding for long-term, high-quality programming. Key guiding principles and "how-to" approaches are emerging to help WFP's country offices design impactful programmes beyond the CLTF. Building on this knowledge, a cross-functional headquarters team, led by the headquarters CLTF team, is developing guidelines on the strengthening of long-term programming in the design of country strategic plans, which will be shared with country offices in early 2026.
62. Looking ahead to the coming two years, the focus at the country level will be on completing implementation of the CLTF initiative, with robust monitoring, the gathering of endline data for impact assessments, the generation of evidence and documentation of lessons learned, and the strengthening of localization and the technical and financial capacity of local actors in dedicated project areas. At the headquarters level, the CLTF team will establish platforms for sharing knowledge and experiences from evaluation, monitoring and research studies throughout the CLTF's portfolio of country offices. Country offices that are strong in particular areas, such as monitoring, fundraising or advocacy, will be invited to share their

lessons learned and best practices. These exchanges will be open to country offices beyond those supported by the CLTF.

63. To follow progress on the ground, Board members are invited to engage directly with the CLTF team and the selected country offices. Such 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 office in its official mission schedule for 2026 or 2027.
64. Finally, the ongoing UN80 initiative reinforces the need for stronger programmatic alignment among the Rome-based agencies, for greater efficiency, stronger system-wide coordination, and coherent programming, aligning agencies' responsibilities with regard to food security in order to deliver better impact. The CLTF's programming model offers important considerations for better convergence among agencies in the development agenda. While the evaluation of the CLTF is planned for early 2027, Board members may wish to reflect on the fund as an instrument for supporting the implementation of WFP's new strategic plan and promoting stronger collaboration among the Rome-based agencies and under the UN80 agenda.

**ANNEX****Changing Lives Transformation Fund: Country office overview**

<b>Selection Window</b>	<b>Country office and allocation</b>	<b>Programme focus, CLTF seed funding and catalytic financing generated to date</b>
<i>Window 1: Transitioning away from humanitarian assistance</i>	Chad	<ul style="list-style-type: none"> <li>• Focus: Resilience</li> <li>• USD 7 million seed funds generated USD 85.3 million from World Bank, United Nations funds, FCDO, EU, BMZ and Italy</li> </ul>
	Kenya	<ul style="list-style-type: none"> <li>• Focus: Social protection and resilience</li> <li>• USD 6 million seed funds generated USD 51.3 million from World Bank, United Nations funds, the Kingdom of the Netherlands, FCDO and BMZ</li> </ul>
	Philippines	<ul style="list-style-type: none"> <li>• Focus: School meals and resilience</li> <li>• USD 5.5 million seed funds generated USD 13.9 million from the Philippines, Japan, the private sector, Spain, United Nations funds, and France</li> </ul>
<i>Window 2: Strengthening national systems</i>	Bangladesh	<ul style="list-style-type: none"> <li>• Focus: Social protection</li> <li>• USD 6.6 million seed funds generated USD 271.1 million from World Bank, Bangladesh and the Directorate-General for International Partnerships of the EU</li> </ul>
	Iraq	<ul style="list-style-type: none"> <li>• Focus: Social Protection and livelihoods</li> <li>• USD 6 million seed funds generated USD 8 million from EU</li> </ul>
	Niger	<ul style="list-style-type: none"> <li>• Focus: Social protection</li> <li>• USD 7 million seed funds generated USD 8 million from KfW Development Bank</li> </ul>
	Peru	<ul style="list-style-type: none"> <li>• Focus: School meals and social protection</li> <li>• USD 3.8 million seed funds generated USD 59.8 million from Peru, the private sector, Switzerland and the WFP Innovation Accelerator</li> </ul>
<i>Window 3: Climate adaptation</i>	Ghana	<ul style="list-style-type: none"> <li>• Focus: Climate adaptation</li> <li>• Seed funding: USD 7 million</li> </ul>
	United Republic of Tanzania	<ul style="list-style-type: none"> <li>• Focus: Social protection and climate adaptation</li> <li>• USD 7 million seed funds generated USD 4.2 million from Norway, FCDO and WFP funds for anticipatory action</li> </ul>



## Acronyms

BARMM	Bangsamoro Autonomous Region of Muslim Mindanao
BMZ	German Federal Ministry for Economic Cooperation and Development
CLTF	Changing Lives Transformation Fund
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCDO	Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland
HGSF	home-grown school feeding
ILO	International Labour Organization
IOM	International Organization for Migration
MoU	Memorandum of Understanding
UNCDF	United Nations Capital Development Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund