

Abridged Version

STRATEGIC PLAN

Turning the tide
against hunger

2022 - 2025



**World Food
Programme**

Context

The world today

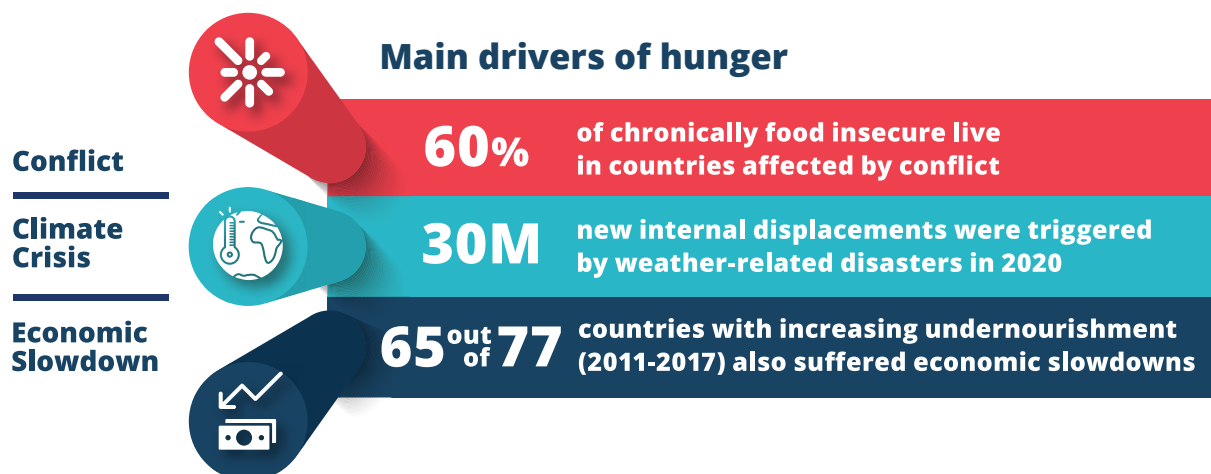
The world today is **more complex and volatile** than it was five years ago. At that time, governments had just adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), affirming their resolve to end poverty and hunger, reduce inequality, build peaceful societies, stimulate environmentally sustainable and inclusive economic growth, and protect human rights. Yet, despite all good intentions, progress has been limited and, in some ways, reversed with the compounding impact of the COVID-19 pandemic. This puts global efforts to achieve the 2030 Agenda in jeopardy.

HUNGER ON THE RISE

Chronic hunger has been on the rise since 2014. The situation deteriorated drastically in 2020, with up to **811 million people** classified as chronically hungry. Across the countries where WFP operates, an estimated **283 million people** needed urgent food assistance in 2021.

A staggering **45 million** were at emergency levels of acute hunger and more than half a million faced famine-like conditions. Furthermore, the global burden of malnutrition remained enormous, as almost **150 million children** were stunted, nearly **50 million** wasted and every other child in the world suffered from micronutrient deficiencies.

In terms of key drivers of hunger, the world has become more perilous since 2016 – and the outlook is sobering. The Global Peace Index has deteriorated in four of the last five years. Weather-related disasters have doubled since the early 1990s, reaching an average of 334 per year between 2000 and 2019. The COVID-19 pandemic has thrown the global economy into turmoil, causing the most severe labour market disruptions the world has seen since the Great Depression – with the equivalent of 255 million full-time jobs lost in 2020.



SEVERAL OTHER TRENDS SHAPE THE WORLD AND WFP'S OUTLOOK

- Following decades of progress, an estimated **711 million people** live in **extreme poverty** today – more than four years ago.
- **Inequality** is growing and creating gaps in human development, especially for capabilities that are key to thriving in a knowledge economy and facing the challenges that lie ahead, including the climate crisis.
- The number of **forcibly displaced** people has skyrocketed in recent years, reaching an alarming 89 million at the end of 2020.
- A growing population and rapid **urbanization** put more pressure on natural resources and social systems. More than half of the world's people now live in urban areas – transforming rural areas and increasing food insecurity in cities.
- **Digital technology** is shaping the world rapidly: automation is affecting livelihoods, employment opportunities and the future of work.

Challenges we face

The world is not moving towards but away from zero hunger. Behind this trend lies a less peaceful world faced with ever more climate-related disasters and recurrent economic setbacks.

SHOCKS UNFOLD BRUTALLY DUE TO STRUCTURAL VULNERABILITIES

About **1.3 billion people** live in multidimensional poverty, experiencing deprivations in living standards, education and health. **Unable to accumulate human capital** – the knowledge, skills and health required for a decent living – and **without social protection** coverage, they struggle to meet their food and other essential needs. They also struggle to buffer themselves against increasingly frequent and severe shocks and stressors, such as water scarcity, rapid urbanization or a growing national debt burden. Women are 27 percent more likely to be severely food insecure than men; gender inequality persists, holding back people and nations from reaching their full potential.

Food systems are failing to deliver food security, with **3 billion people unable to afford a healthy diet**. They leave many of the world's 500 million smallholder farmers without decent livelihoods; produce between 21 and 37 percent of the world's greenhouse gas emissions; and have environmental effects such as soil degradation and biodiversity loss, which lower agricultural productivity and weaken communities' resilience to shocks and stressors. An estimated 31 percent of the world's food is lost or wasted.

BOX 1: TRENDS TO LEVERAGE FOR ZERO HUNGER

Despite many challenges, certain trends have the potential to **multiply the benefits of WFP's work**, leading to improved livelihoods, resilience and stability. The devastating COVID-19 pandemic is also an opportunity to build back better. At the International Development Association's 19th Replenishment, the World Bank more than doubled its support for countries affected by fragility, conflict and violence, approving a record US\$26 billion.

Technology and digitalization are advancing swiftly. Among others, this presents an opportunity to enhance the delivery of WFP's programmes while transforming livelihoods through financial inclusion. In Africa, a demographic dividend is achievable. Migration flows could bolster origin countries' economies through skills, technology transfers and remittances, which in 2020 surpassed overseas development assistance and foreign direct investment combined.

THE RESPONSE IS FALLING BEHIND

Alongside growing need, national and international actors, including WFP, are falling behind in their efforts to meet urgent needs and to achieve the SDGs. **Constraints on accelerated action** include organizational silos, disempowered communities, a lack of flexibility in current funding mechanisms, a fragmented partnership landscape and governance challenges.

Moreover, the world's costly response to the COVID-19 pandemic limits the resources available to expand and extend assistance to those furthest behind. Fiscal support and monetary measures to stave off economic collapse amount to **US\$26 trillion**, or nearly 30 percent of global GDP. This implies a disturbing and **rising disparity between growing needs and the financing available** to meet them; it also means that every dollar spent must be used to maximize effectiveness and efficiency to achieve demonstrable outcomes and sustainable impact.

Our operating landscape

WFP's strategic plan is situated within renewed global commitment to the **2030 Agenda for Sustainable Development**, the United Nations development system reform, the Decade of Action's calls for accelerating solutions to the

world's biggest challenges, and the United Nations Secretary-General's "Our Common Agenda" with its vision for reinvigorating multilateralism.

With two thirds of WFP's work taking place in conflict-affected countries, **United Nations Security Council resolution 2417**, adopted in 2018, is a game-changer. The resolution focuses political attention on challenges related to hunger and conflict. Specifically, it condemns the starving of civilians as a method of warfare, along with those who wilfully block humanitarian access or impede efforts to move relief supplies.

The Agenda for Humanity, emerging from the **World Humanitarian Summit** in May 2016, further defines the landscape in which WFP operates according to its mandate. The summit resulted in the Grand Bargain, an agreement between a set of large donors and aid organizations to improve the effectiveness and efficiency of humanitarian action.

WFP supports the **Secretary-General's Strategy on New Technologies**, 2020 Roadmap for Digital Cooperation and 2020–2022 United Nations Data Strategy – strategic documents calling for enhanced engagement on digital cooperation and outlining a framework to guide the United Nations system in using new technologies in alignment with its values.

BOX 2: UNITED NATIONS FOOD SYSTEMS SUMMIT

The 2021 United Nations food systems summit sets the stage for **global food systems transformation to achieve the SDGs**, catalysing public mobilization and motivating actionable commitments by thousands of stakeholders. WFP has engaged throughout

the process, serving as the anchor agency for the action area on building resilience to vulnerabilities, shocks and stressors. WFP is also supporting coalitions and initiatives on healthy diets, social protection, local supply chains, the Humanitarian-Development-Peace nexus, climate, gender, indigenous peoples and agroecology. Alongside FAO and IFAD, WFP is co-leading the follow-up to the summit.

Vision, outcomes and the SDGs

Strategic Plan Results Framework





Vision

WFP is fully committed to the 2030 Agenda for Sustainable Development. The organization brings strengths and capabilities to United Nations system efforts to help countries respond to the urgent needs of those furthest behind and achieve the SDGs – keeping people, the planet, prosperity, peace and partnership at the centre.

The vision for 2030 underlying WFP’s strategic plan for 2022–2025 is that:

- the world has eradicated food insecurity and malnutrition (**SDG 2 – Zero Hunger**)
- national and global actors have achieved the SDGs (**SDG 17 – Partnerships for the Goals**)

Eight targets under SDGs 2 and 17 stand out in their relevance to WFP:

- Access to food (2.1)
- Ending malnutrition (2.2)
- Smallholder productivity and incomes (2.3)
- Sustainable food systems (2.4)
- Capacity building (17.9)
- Policy coherence (17.14)
- Diversified resources (17.3)
- Global partnership (17.16)

Links to SDGs

Turning the tide against hunger (SDG 2) depends on:

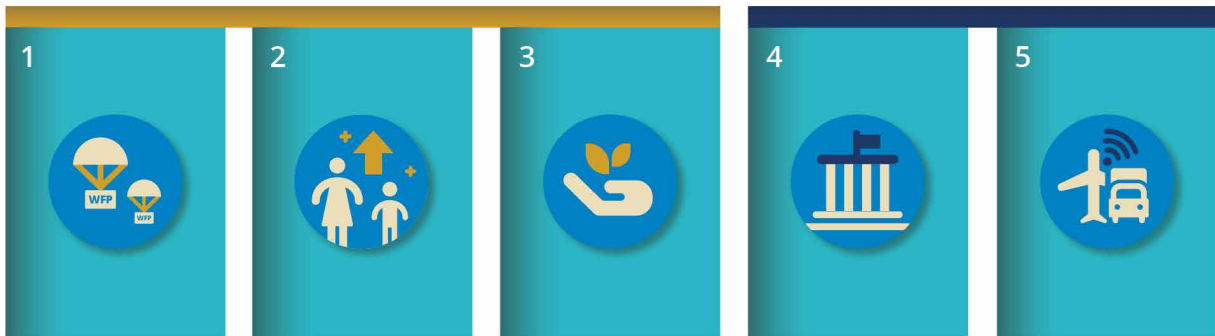
- progress towards a more peaceful world (SDG 16), sustained, inclusive and sustainable economic growth (SDG 8), and climate action to ensure stable food availability (SDG 13)
- developing human capital by improving health (SDG 3) and education, especially for girls (SDG 4); the empowerment of women so that they achieve better livelihoods and economic inclusion (SDG 5); and increased access to national social protection systems (SDG 1)
- ensuring proper food utilization through clean water and sanitation (SDG 6), affordable and clean energy for preparing and storing food (SDG 7), and sustainable consumption and production to reduce food loss and waste (SDG 12)

WFP’s activities also contribute towards other SDGs. For example, WFP:

- promotes education (SDG 4) by using nutritious school meals to increase enrolment, attendance and learning, health (SDG 3), when contributing to a broader package of health and nutrition services, and gender equality (SDG 5), when combined with measures to keep girls in school and discourage early marriage

- strengthens national capacity to implement social protection systems, contributing to reducing poverty (SDG 1), and reinforces countries' capacity to adapt to climate-related disasters (SDG 13) by working with governments to enhance their digital and analytical capacity to assess climate risks
- contributes to all the SDGs by providing common services – the logistics and emergency telecommunication clusters, the United Nations Humanitarian Air Service (UNHAS) and the United Nations Humanitarian Response Depot – to the wider humanitarian community





Outcomes

Outcomes 1, 2 and 3 are relevant to SDG 2 and encompass WFP's work across the humanitarian-development-peace nexus, from saving lives to changing lives.

- people are better able to meet their **urgent food and nutrition needs**
- people have better **nutrition, health and education** outcomes
- people have **improved and sustainable livelihoods**

Outcomes 4 and 5 are relevant to SDG 17 and contribute to enabling governments and humanitarian and development actors to reach the SDGs.

- **national programmes and systems** are strengthened
- **humanitarian and development actors** are more efficient and effective

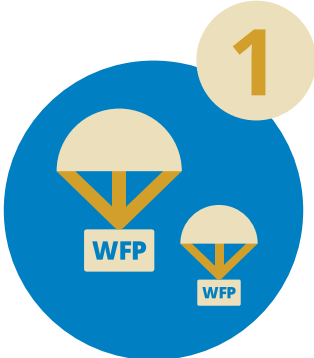


WFP in action: saving & changing lives, delivering & enabling

The key drivers of hunger – conflict, the climate crisis and economic downturns – are also opportunities for renewed action and learning. They provide entry points for WFP’s programming, new partnerships and the generation of evidence.

Outcome

People are better able to meet their urgent food and nutrition needs



WFP will maintain laser-sharp focus on emergency response capability, with **saving lives in emergencies its highest priority**. Access to food is at the heart of most humanitarian crises, and WFP’s expertise, agility and operational presence make it an undisputed leader in addressing acute food needs while providing the backbone of support for broader humanitarian efforts.

WFP will strengthen and improve its efficiency and effectiveness. It will systematically respond to emergencies at the right time, with the right people and skill sets and in the right manner. This includes WFP strengthening **early warning and anticipatory action** and building a top-class, deployable workforce for emergencies. Working with partners, WFP seeks to extend its reach and sustain access to affected populations, and provide urgent food, cash and nutrition assistance, targeting those most vulnerable with **speed, at scale and with the quality of support** needed.

Activities in emergencies include **food and cash transfers** that restore access to food, emergency **nutrition services** to prevent and treat malnutrition, and targeted **feeding programmes through schools and health centres**. WFP also engages disaster-affected populations in work activities that help to

BOX 3: PEOPLE ON THE MOVE

The number of people forcibly displaced due to conflict, violence and persecution doubled within a decade. WFP is one of the key actors providing humanitarian assistance to displaced populations. Almost **one third of WFP beneficiaries** are refugees, internally displaced persons or returnees. Collaboration with partners will be essential to adequately

supporting displaced people. WFP and UNHCR established the **Joint Programme Excellence and Targeting Hub** in 2020. Working towards common outcomes to better meet the needs of vulnerable refugees, this initiative reflects current best practice on the nexus approach and will remain a cornerstone of WFP’s work with refugees.

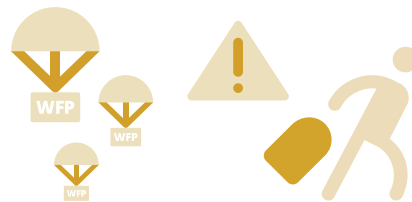


restore key assets and basic infrastructure.

Together, these interventions can provide opportunities to meet essential needs while supporting broader food security.

Localization of emergency responses, whereby national and local authorities and civil society are increasingly active, offers avenues for WFP to provide technical advice and **strengthen national and local emergency response**, along with disaster risk management capacity.

WFP's role as part of the broader humanitarian architecture is also key, from leading the logistics and emergency telecommunications clusters and, with FAO, co-leading the food security cluster, to empowering local and national actors with emergency response services.



BOX 4: CHANGING LIVES WHILE SAVING LIVES

WFP's crisis response is also an opportunity to **build resilience and address root causes** for people subject to recurring shocks, stressors and structural vulnerabilities. Making food assistance nutrition-sensitive and complementing it with behaviour change strategies

contributes to human capital development. By channelling emergency assistance through national social protection systems, WFP can also strengthen institutions and link beneficiaries to safety nets. Further, cash transfers in emergencies stimulate local economies and provide incentives for the private sector to bring connectivity and services to rural areas.

Outcome

People have better nutrition, health and education outcomes

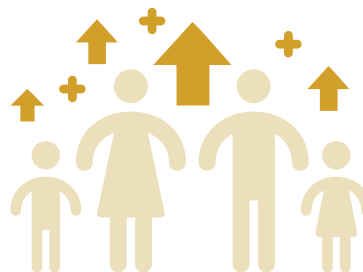


Humanitarian action alone is not sufficient to reach zero hunger. Shocks and stressors will continue to generate urgent need, and more severe hunger and malnutrition, unless structural vulnerabilities are also addressed. Leaving no one behind requires that WFP exploit its versatility and work with its partners to **save and change lives**. Through scaling up services to address the immediate and underlying causes of malnutrition, providing nutritious school meals and strengthening social protection, WFP contributes to **addressing structural vulnerabilities and building human capital**.

The first 1,000 days from conception to a child's second birthday constitute a unique period when the foundations of optimum health, growth and brain development are established. WFP and its partners will prioritize **interventions that address wasting, stunting and micronutrient deficiencies** among pregnant and lactating women, infants and young children, including

the use and scale-up of nutrient-dense foods. Good health and nutrition do not stop when children reach school age; the nutrition of children requires investment that extends a full 8,000 days. WFP's **school feeding linked with school health programmes** improve education systems and learning, while strengthening child health and nutrition.

WFP's drive to ensure that all hungry children benefit from a nutritious meal at school serves as a flagship effort, with the potential to support local agriculture and markets. WFP will position school health and nutrition in global and regional agendas. It will work with countries to improve the quality and efficiency of **nationally-owned school meals programmes**, including by scaling up their reach to the most vulnerable. In countries needing operational support, WFP and partners will implement well-designed, nutrition-sensitive school feeding programmes for children and adolescents.



BOX 5: SCHOOL MEALS COALITION GALVANIZES SUPPORT

About 53 countries and 45 partners launched the **Global School Meals Coalition** at the 2021 United Nations Food Systems Summit. The coalition will promote the adoption of sustainable national school

meals programmes devoted to ensuring that all children enjoy good nutrition, health and education by 2030. The initiative is led by governments and supported by WFP through augmented capacity at its headquarters in Rome, which will serve as the coordinating body for the coalition.



WFP's focus on improving access to nutritious diets will include integrating **social and behaviour change** programming to address demand and support healthy food choices, food safety and hygiene practices. WFP's programmes

will also contribute to human capital development by equipping people, especially youth, with **technical and vocational skills and knowledge** through entrepreneurship training, peer support and access to finance and literacy.

BOX 6: PATHWAY TO DIGITAL FINANCIAL INCLUSION

Cash transfers geared to addressing food and other essential needs can also be used to provide first-time access to accounts and financial services, which is key to **digital financial inclusion**. By working

with partners to design programmes that expand women's opportunities, cash-based transfers will be used to close the digital financial-inclusion gender gap and advance women's economic empowerment, which is key to improving food security and achieving SDG 2.

Outcome

People have improved and sustainable livelihoods



Building human capital and addressing other structural vulnerabilities lay the ground for improved livelihoods. These, in turn, protect people from the cascading risks caused by the global climate crisis and other shocks and stressors – opening a pathway to sustainable solutions to hunger and malnutrition. Working closely with national counterparts and other partners, WFP’s **risk-informed and integrated programmes** will contribute to **improving and adapting the livelihoods** of the most vulnerable people in rural and urban areas.

Through **community and household asset creation**, WFP with its partners will support food-insecure communities in protecting, restoring, creating and enhancing key assets and basic infrastructure that support their livelihoods, food security and nutrition. WFP’s

smallholder agriculture market support

activities will help to improve smallholder farmers’ livelihoods by enabling them to increase the production of diverse, nutritious food, creating stronger links between them and local private sector buyers, suppliers and financial service providers.

WFP’s **climate risk management interventions** will enable protection of at-risk communities through forecast-based financing and increased access to financial services and microinsurance solutions, while **climate change adaptation programmes** will help build resilience in the face of climate crises and variability of the entire food system.



BOX 7: WATER AND FOOD SECURITY

The success of any food and nutrition intervention depends in part on whether the affected communities have access to clean drinking water. WFP will therefore continue to work with partners to ensure that its interventions are complemented by regular access to clean water. Soil and water conservation, combined with water

harvesting, constitute one of WFP’s core means of contributing to food security. Through community and household asset creation, **community-based, scalable water-infrastructure projects** are combined with water harvesting to increase household and community water access for diversified agricultural and livestock production, jobs for young people and for domestic use.



By layering these activities, WFP and its partners will support food-insecure populations in their efforts to build self-reliance and better withstand and more quickly recover from recurring shocks. WFP will help achieve sustainable solutions

to hunger and malnutrition, by expanding its operational partnerships and collaboration within the United Nations system, starting with **strengthened collaboration with Rome-based agencies.**

BOX 8: AN INTEGRATED APPROACH TO BUILDING RESILIENCE

Resilience of people, institutions and systems cannot be built through any single activity, but is a result of multisectoral, integrated programmes that **build resilience capacities and address vulnerability.** Context, government capacity and types of shocks and stressors will determine WFP's entry points in resilience building.

WFP is increasingly working with partners to expand **multisectoral, integrated programming,** and adopting a food systems approach to resilience building. Addressing inequality, empowering women, creating jobs for young people, preventing malnutrition, taking conflict sensitivity into account and contributing to peace will cut across resilience programming.

Outcome

National programmes and systems are strengthened



Saving lives and changing lives is not only about what WFP does but also how it is done. Alongside its programme delivery, WFP seeks to **strengthen national and local capacity and work through country systems**, presenting opportunities for scale, impact and sustainability. WFP will leverage its operational presence, partnerships and technical skills to strengthen national emergency preparedness and response systems, food systems and social protection systems.

WFP and partners will **boost crisis response by governments and national institutions** through capacity strengthening, anticipatory planning and joint response – including work on hazard and risk analysis, contingency and continuity planning, logistics, cash-based transfer solutions and emergency response platforms. Aiming to **strengthen national food systems**,

WFP will partner with and support governments, the private sector and NGOs to identify market opportunities for smallholders as well as complementary programming and capacity strengthening across the value chain, particularly in the areas of aggregation, post-harvest handling, international food safety and quality standards and market information. WFP will contribute to collective efforts to **increase access to national social protection systems** and focus on system strengthening in two areas: overall system architecture (the enabling environment), and programmes that deliver services.

WFP will provide **on-demand cash transfer and associated services** to governments, including establishing government-to-person payments systems (G2P) through end-to-end technical assistance, as well as payments and assurance services for national programmes. For a long-term impact, WFP will increase its engagement as a broker of **South-South and triangular cooperation** through the WFP centres of excellence, regional bureaux and headquarters.



BOX 9: WFP IN MIDDLE-INCOME COUNTRIES

WFP will engage with middle-income countries (MICs) at the request of governments, supporting them in the **sharing of expertise**, technology and resources with other developing countries to fight hunger and malnutrition. WFP has a **growing enabling agenda** in MICs

focused on technical assistance, policy advice, evidence generation and system strengthening. Our activities will be adapted according to need, especially in countries characterized by unfinished development agendas and with high levels of inequality, social exclusion and post-harvest food losses. WFP will continue to contribute to inclusive and sustainable growth in MICs.



Outcome

Humanitarian and development actors are more efficient and effective



Increasingly complex operational settings and unprecedented needs require multisectoral and multistakeholder responses. WFP will enhance and broaden its capacity to serve as a partner of choice by supporting others in their efforts to deliver on their mandates. WFP will provide critical services to humanitarian partners where gaps exist during crises, while strengthening relevant national capacity and systems. WFP will further **expand its provision of services, both mandated and on-demand**, to facilitate the full range and value of its partners' humanitarian and development activities.

WFP will lead the **logistics and emergency telecommunications clusters** and, with FAO, co-lead the **food security cluster**, supporting more efficient, effective and coordinated interventions during emergencies. WFP-supported common services will also include **UNHAS** – transporting passengers and cargo and performing medical and security evacuations – and the **United Nations Humanitarian Response Depot** network – procuring, storing and dispatching humanitarian cargo.

WFP will take on a role as a system-wide service provider, outside its cluster responsibilities, to support better collaboration. WFP will deliver augmented services, including a new generation of on-demand services and advisory solutions, to governments and the humanitarian and development community. Such service provision

will range from **supply chain systems**, including food procurement on behalf of governments and services to the health sector, to common **administrative and field support services**. It will also include **engineering projects** in collaboration with other United Nations entities, and the offer of **digital service delivery solutions, cash transfer services** and **data and analytics** as public goods through open platforms.





CONTRIBUTING TO ADVOCACY AND PARTNERSHIPS

Taking advantage of its unique international standing, extensive field presence, global reach and credibility, and as a contribution towards all outcomes, WFP will continue to **advocate on behalf of those furthest behind**. Encouraged by the Nobel Peace Prize award, WFP will engage in **humanitarian diplomacy** and **peace advocacy**, drawing upon the knowledge that comes from its operational engagement with conflict-affected people around the world and driving a focus on access to humanitarian assistance and basic services.

Moreover, WFP will strongly advocate the delivery of complementary programming by mandated organizations that are equipped to

tackle issues related to exclusionary, unjust and inequitable structures, as required for sustained peace outcomes. In coordination with other humanitarian organizations, WFP will continue to support the implementation of **Security Council resolution 2417** and draw attention to access constraints and instances of starvation as a method of war.

WFP will continue to **support global stakeholders** in collective action to achieve the SDGs. WFP will reinforce its research and analytical capacity to underpin advocacy with evidence; it will use **evidence-driven communications** to highlight the root causes and long-term effects of hunger and the actions needed to tackle them, including ensuring access to populations in conflict and insecure settings.





Guiding principles



PEOPLE-CENTRED

WFP will put people, including those most at risk of being left behind, at the **centre of programme design and response**, taking steps to understand the risks they face, prioritizing those in the most vulnerable situations and promoting inclusion. WFP will prioritize safety and dignity, avoid doing harm and help to facilitate people's access to services and assistance in line with, and respectful of, their choices and needs, working with partners to identify and address barriers to ensure no one is left behind.

HUMANITARIAN-PRINCIPLED

In accordance with International Humanitarian Law, WFP will **promote all four humanitarian principles** (humanity, neutrality, impartiality and operational independence) while integrating conflict sensitivity. WFP will engage with

populations in need and others, in accordance with its mandate, to ensure consistent and principled access, while maintaining the highest standards of integrity, insulating its actions from politics and grounding its response in respect for humanitarian principles.

COUNTRY-OWNED

WFP will prioritize working through and **strengthening national programmes and systems**. Stronger, transparent, accountable and resilient national systems are a necessary condition for more cost-efficient responses and sustainable outcomes. This includes improving the coverage, adequacy, comprehensiveness and quality of national programmes, as well as enhancing the organizational efficiency, effectiveness and viability of country systems towards achieving zero hunger.

CONTEXT-SPECIFIC

WFP will assist countries in their efforts to reach zero hunger by drawing on its portfolio of activities and expertise to implement operations together with partners that are best suited to **community-specific circumstances and needs**.

The optimum mode of engagement in a given country will be informed by in-depth context and conflict analysis. Across its activities, WFP will leverage knowledge from local actors and strengthen their leadership and capacity to make assistance more localized and sustainable.

PROGRAMME-INTEGRATED

Guided by the principles of the humanitarian-development-peace nexus of the Organisation for Economic Co-operation and Development's Development Assistance Committee, WFP will operationalize the triple nexus through action that prioritizes "prevention always, development wherever possible and humanitarian action when necessary". WFP is committed to bringing its skills and capabilities to bear in responding to emergencies and pursuing **integrated, sequenced and layered humanitarian and development activities**.

RISK-INFORMED

Risk-based decision making and programming is premised on identifying the multiple concurrent threats and complex risks (e.g., originating from conflict, climate-induced disasters and economic crises) relevant to the achievement of WFP's results, as well as the risks created by WFP's operations. WFP will systematically assess complex threats, risks and opportunities and embed risk management in the planning and delivery of its strategies and programmes to reduce risks and mitigate their consequences.

EVIDENCE-DRIVEN

Evidence and lessons learned from WFP's performance based on research, monitoring and evaluations, as well as knowledge produced by communities, governments and partners, will guide WFP's programmatic approaches and help demonstrate long-term impact. Committed to **reinforcing data management and analysis and ensuring optimal data utilization** in decision making, WFP will leverage accessible technology and data to further become a knowledge- and evidence-driven organization.



Cross-cutting priorities



PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS

WFP supports a **people-centred approach** in line with the views, preferences and priorities of affected populations. WFP will focus on identifying barriers to access to food and nutrition assistance, as well as the risks to which affected populations are exposed. WFP will strengthen its targeting by making it more inclusive and accessible.

WFP will provide appropriate channels for affected people to ask questions, voice complaints and provide **feedback in a safe and dignified manner**, tailored to their needs and preferences.

WFP will **mainstream conflict sensitivity** throughout the organization and, through its programming, will seek to contribute to peace while maintaining the focus on addressing hunger and malnutrition. Measures for **protection from sexual exploitation and abuse** will also be integrated into operations and programming.



GENDER EQUALITY AND WOMEN'S EMPOWERMENT

WFP seeks to make progress towards all people having **equal opportunity, access to resources and a voice in decision making**. WFP will mainstream gender by applying the gender and age marker, involving countries in its programmes that help transform unequal gender relations and providing gender technical expertise to country offices.

WFP will ensure that any assessment, survey or study includes the collection and analysis of **sex-, age- and disability-disaggregated data**, and that gender-based analyses inform the design of programmes and CSPs.

WFP will also pay special attention to mitigating and **preventing gender-based violence** by integrating people's needs in design, monitoring and evaluation tools, to increase evidence on the links between gender-based violence, nutrition, livelihoods and food security.

BOX 10: DISABILITY INCLUSION

WFP will focus on three goals: to realize the **meaningful participation and inclusion of persons with disabilities** in all operations

and programming; to integrate disability inclusion as a key consideration for management, administration and support functions; and to become an employer of choice for persons with disabilities.



NUTRITION INTEGRATION

WFP aims to help reduce malnutrition and improve diets by **integrating nutrition objectives and activities across its portfolio**. Achieving this will rely on investing in programmes, operations and platforms that tackle both underlying and immediate drivers of poor diets and malnutrition, and that support sustained improvements.

WFP will **expand access to direct nutrition services** in close collaboration with other nutrition actors, offering protection in emergencies and working with people to enhance their capacity to protect and improve their diets and nutrition status in the face of shocks and long-term stressors.

Nutrition integration will be an integral part of various phases of the programme cycle and will be better integrated into supply chains, data and analytics, global policy, advocacy and partnerships.

ENVIRONMENTAL SUSTAINABILITY

WFP is committed to reducing the negative impact of its operations on the environment, people and communities.

Environmental and social safeguards will feature throughout our programmes to systematically identify environmental and social risks. Country offices apply these safeguards, for example by equipping community feedback mechanisms to manage complaints about environmental and social harm caused by WFP, its partners and its vendors.

This also includes **supply chain-related actions** – such as adopting innovations in transport modalities or using sustainable packaging – and applying an **environmental management system** to integrate WFP environmental standards in support operations.

Enablers



PEOPLE

WFP's **people play a central role** in the achievement of its strategic and operational objectives. WFP's workforce will meet the constantly changing demands of the complex environments in which it operates. It will consist of diverse, committed, skilled and high-performing teams, selected on merit, operating in a healthy and inclusive work environment, living WFP's values and working with partners to save and change lives.

PARTNERSHIPS

WFP will **strengthen its vast network of partners to achieve results**. WFP will invest in engaging early and regularly with governments; collaborate with United Nations entities; reinforce synergies with more than 1,000 NGOs and civil society organizations; partner with and strengthen the capacities and leadership of local and national organizations; and engage with the private sector which provides technical assistance and financial contributions.

FUNDING

While all resources remain important, WFP will continue to **advocate for flexible funding** to enable a more agile response and bolster sustainable assistance in protracted crises. **Multi-year funding is also critical**, to strengthen national systems, improve people's livelihoods and build resilience. WFP will expand its financial resource base by developing a compelling evidence-driven value proposition, including for the private sector, explore thematic opportunities such as climate-risk financing, and scale up debt swaps.

EVIDENCE

WFP will **collect and use more robust, timely and relevant evidence**, institutionalize joint and impartial needs assessments, and leverage quantitative data and qualitative research to inform decision making and operations. Real-time remote monitoring technology and machine learning will be expanded. Evaluation evidence will inform organizational learning, and data and evidence will be made available as a global public good.

TECHNOLOGY

WFP is committed to becoming a **digitally-enabled and data-driven organization**. Investments in new technology and data will help WFP digitalize its operational footprint and generate real-time data. WFP will take a responsible approach to technology and the use of beneficiaries' personal information. Technology for use by beneficiaries will ensure equitable and universal access.

INNOVATION

WFP's **innovation work spans its global footprint**. WFP will explore innovations such as artificial intelligence, blockchain, biotechnology, edge computing and robotics, and mainstream innovative products. WFP's **Innovation Accelerator** will support WFP staff, entrepreneurs, start-ups and NGOs, with access to funding, mentorship and hands-on support, while regional and country office innovation hubs will help build innovation capacity.

Photo credits

Page 6: *Increasing production and incomes of smallholder farmers like these in Malawi is among one of WFP's targets under SDG 2.* WFP/Badre Bahaji

Page 7: *Cristina Martinez Perez and her family, who were covered under WFP's Resilience and Climate Change Programme in El Salvador, enjoy chicken soup in their home in Calavera.* WFP/Rein Skullerud

Page 9: *People take food from a WFP distribution in Beloha Region, Madagascar.* WFP/Giulio d'Adamo

Page 11: *Children in the Chittagong Hill Tracts enjoy a nutritious school meal, which they receive as part of a programme by WFP and the Government of Bangladesh to fight malnutrition.* WFP/Sayed Asif Mahmud

Page 13: *These half-moons in Niger use run-off water for the growth of crops, trees and forage.* WFP/Jonathan Dumont

Page 15, top: *Kenya Country Director Lauren Landis and Chief Executive Officer of Kenya National Innovation Agency Dr. Tonny Omwans sign a collaboration agreement.* WFP/Vanessa Langat

Page 15, bottom: *Smallholder farmers at work in Bangladesh. WFP has been connecting local producers with refugee camps in Cox's Bazar.* WFP/Sayed Asif Mahmud

Page 16: *A staff member works on a newly built WFP logistics hub in Dikwa, Nigeria.* WFP/Rein Skullerud

Page 17: *Boarding of UNHAS Niger passengers with humanitarian staff to reach vulnerable populations in Niger.* WFP/Mariama Ali Souley

Page 18: *The heads of UN humanitarian agencies and NGOs meet with H.E. Filipe Nyusi, President of Mozambique. Here he is shaking hands with Lola Castro, WFP Regional Director Southern Africa.* WFP/Rein Skullerud

Page 19: *David Beasley, United Nations World Food Programme Executive Director being interviewed by PBS correspondent Jane Ferguson at a WFP food warehouse in Kabul, Afghanistan.* WFP/Sadeq Naseri

Page 21: *A woman talks with a WFP staffer at a local clinic in Kalemie, the Democratic Republic of the Congo, where her son is given support for better nutrition.* WFP/Arete/Fredrik Lerneryd

Page 23: *Yagana Bukar waits to receive her food ration at the WFP distribution point.* WFP/Oluwaseun Oluwamuyiwa

**© World Food Programme 2021
All Rights Reserved.**

The designations employed and the presentation of material in this information product do not imply the expression of any opinion on the part of the World Food Programme concerning the legal or development status of any territory, country, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131

wfp.org